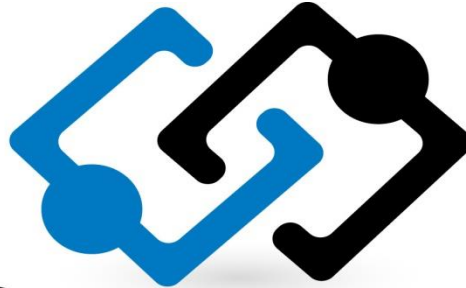


***REVISED May 2016***  
***For the final year of the plan: 2016 through 2017***

***Montgomery County Workforce Development Board***

***STRATEGIC ACTION PLAN***  
***July 2014 through June 2017***



**WorkSource**  
**M O N T G O M E R Y**  
***Connecting Employers & Job Seekers***

## ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

**VISION:** Economic development, education, and the system of talent development are aligned both locally and regionally to sustain a vibrant economy in the County.

**MISSION:** The WDB helps businesses succeed through workforce services by:

- Meeting the talent attraction, development, and retention needs of strategic industries
- Meeting the needs of the underemployed and unemployed
- Developing career pathways that lead to sustainable wage jobs and support a thriving mission.

### VALUE

**PROPOSITION:** We are consultative in meeting businesses needs and enhancing the customer experience thru innovation, knowledge, quality, professionalism, and being forward looking and anticipatory in meeting businesses' needs.

**CUSTOMERS:** Our *primary external customers* are business and industry. Our *secondary external customers* are job seekers (emerging, transitional, and incumbent) Our workforce partners, economic development partners, and staff are our *internal customers*.

**ROLE:** The WDB will play several roles in furtherance of our vision and mission:

- We endeavor to **catalyze change** in the community to build an effective workforce development system.
- We will be a **community facilitator and convener** to identify issues and act collectively with partners to address them.
- We will act as an **intermediary/broker** between the supply and demand sides of the workforce system about current and future skill needs to ensure mutually beneficial relationships and outcomes.
- We will be an **advocate** and take political action on workforce development issues at the local, state and national level.

### ORGANIZATIONAL CORE VALUES

Our Common Values:

We believe in and are passionate about the following shared principles, beliefs and priorities....

**LEADERSHIP.** We will have the courage to lead from the front and shape the future. We believe in our role as stewards of the public trust and the future of the people we serve.

**CHANGE.** We believe in bringing to bear all relevant talents and resources to provide opportunities for our customers to succeed and thrive, one person and one business at a time.

***SERVICE EXCELLENCE.*** We will give the best and world class service and achieve excellence each passing day.

***INTEGRITY.*** We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments.

### ***OPERATING PRINCIPLES***

The following principles define the way the WIB operates with regard to the goals and strategies. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- We will continuously ensure that our strategies meet changing needs and expectations of our customers and the marketplace.
- We will ensure access for all and attend to the diverse needs of our customers in all aspects of our service delivery.
- We will be regional as well as local in our perspective in problem-solving and decision-making.
- We will use the principle of data-driven and fact-based decision-making in the operational end of all systems and processes.
- We will conduct ongoing evaluation to provide data to continuously assess the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
- We will stretch our reach through strategic alliances built within the community on all workforce development initiatives.

### ***Core Competencies required of the organizations to catalyze the priorities identified for 2016-2017:***

- Expertise at aligning and collaborating between WDB and WSM.
- Excellent internal and external communication
- Expertise at partnering and developing partnerships
- Maximizing the use of technology both for internal efficiency (e.g. use to manage) and to enhance customers interface with the organization.

## ***STRATEGIC PRIORITIES AND GOALS***

### ***STRATEGIC PRIORITIES for 2014 thru 2017***

- Develop and sustain a quality and innovative workforce in the County.
- Increase business satisfaction and trust through efficient, effective, and accountable workforce services.
- Continue to build strategic partnerships and alliances with industries with high growth and high demand or high wages to meet businesses workforce needs.
- Position the WIB as the infrastructure that brings coherence and consistency to the County's workforce development system.
- Ensure quality by certifying organizational and service capacity.

### ***STRATEGIC PRIORITIES FOR THE LAST YEAR OF THE PLAN, 2016 -2017***

- Focus on Industry Alliances to create substantial impact and outcomes for the targeted industry.
- Develop a deep understanding of the skills gap, e.g., the gulf between the skills job seekers currently have and the skills employers need to fill their open positions. Execute strategies/programs and initiatives to address the skills gap.
- Improve the One Stop Center operations to make them the 'go to' place for both business and jobseekers.
- Utilize the goals and strategies of the plan (below) that are appropriate to fulfil the priorities in the final year.

### ***STRATEGIC GOALS and OBJECTIVES***

The following goals and objectives support the WIB in accomplishing the priorities set for the next three years.

***Strategic Goal 1:*** Engineer a comprehensive system of talent development matched to the ongoing needs of business and industry in the County.

#### ***Key Objectives:***

- Develop and strengthen relationships with businesses through a Business Solutions Team that develops customized services for businesses.
- Continue to grow the capacity of the WIB's industry sector approach as a means of providing services to business.
- Facilitate the on ramps to career pathways for jobseekers and develop methods for employers to reach into the pathways to find qualified individuals.
- Support individual's (youth and adults) skills development through job search assistance, skills assessment, coaching, and skills training that result in obtaining an industry recognized certificate or a credential.
- Support proven strategies designed to help vulnerable and disconnected youth obtain the credentials they need to find sustainable and meaningful employment.

**Strategic Goal 2:** Develop and implement a system of quality assurances and certification for any organization delivering workforce development services.

**Key Objectives:**

- Adopt standards and indicators that define organizational standards of quality and assist organizations in meeting them.
- Create a certification process against the quality standards.
- Develop policies related to how the WDB will use certification in program service and funding decisions, including to work with county to promote certified agencies as part of who business should work with and as value add to economic development attraction activities.
- Ensure the certification process and system is embedded in the WDB's strategic communication and marketing plan.

**Strategic Goal 3:** Lead and drive an efficient and effective workforce development system in Montgomery County.

**Key Objectives:**

- Build and maintain relationships with educational institutions to become the source for useful demand side information for use in instruction, curriculum and career pathway development.
- Network with existing groups that support workforce development.
- Provide advice, counsel and consultation on workforce issues to county leadership and elected officials.
- Work with businesses to analyze their needs and provide workforce related consulting services, as appropriate
- Collaborate with all community partners, such as Montgomery Moving Forward and MBDC, to ensure the WIB as the delivery system for all workforce development and related community initiatives.
- Produce a study on return on investment (ROI) every 2 years.