

**BAY AREA WORKFORCE DEVELOPMENT BOARD
STRATEGIC ACTION PLAN
PY2019 (Final Final 5/24/2019)**

The workforce trend we have been experiencing in NE Wisconsin since the recovery from the Great Recession also will likely continue to challenge our workforce development system. These include:

- ▶ The continuing Baby Boomer retirement that creates a demand for skilled replacement workers;
- ▶ An expanding economy looking for new workers, particularly in manufacturing, construction, insurance, healthcare, transportation and other key NEW North industry sectors;
- ▶ The challenges of integrating new generations of workers into the workforce;
- ▶ A great deal of sub-regional activity around implementing Academic and Career Planning in K-12 school districts; and
- ▶ Continued development of the American Job Center System as envisioned in WIOA.

Priority 1: Providing the highest quality employment and training services to the WIOA Title 1 target groups: dislocated workers, under-skilled adults, and disconnected youth.

Priority 2: Quality improvement of the American Job Center System in the Bay WDA

Priority 3: Implementing and sustaining WIOA systems and practices.

Priority 4: Sustaining, growing and initiating new partnerships to accomplish common workforce goals.

Priority 5: Services to assist employers in meeting their hiring needs will continue to be a focus of Bay Area WDB staff, contractors, and partners.

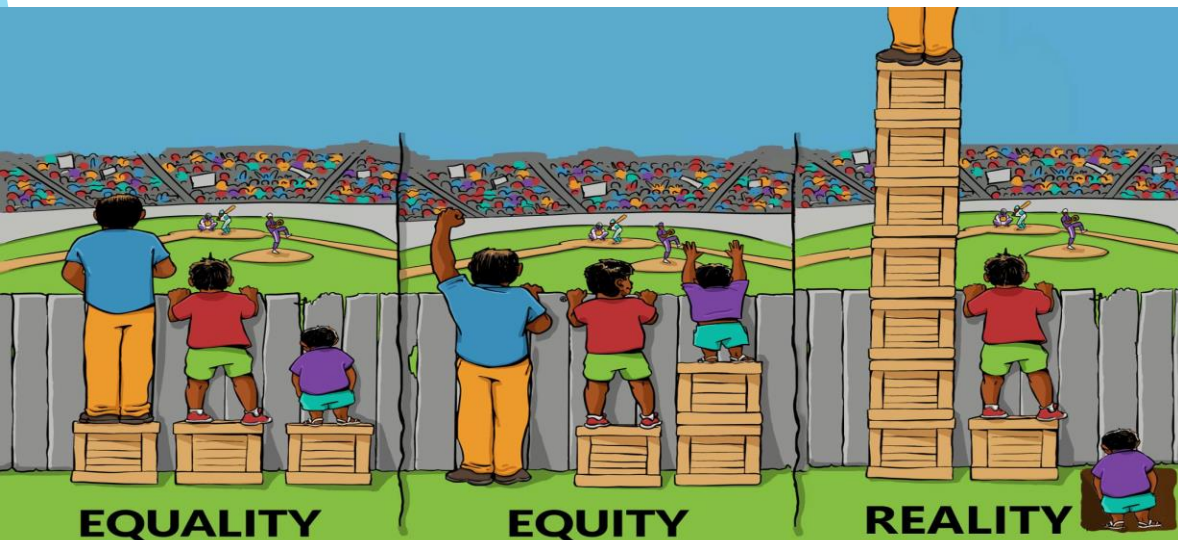
Priority 6: The strategic planning function of Bay Area Workforce Development Board will be all the more important during this period of workforce change.

2020 Strategic Planning Process (DRAFT)

1. We will develop a stronger link to our various partners in Workforce Development (educators, businesses, economic development experts, contractors, and others).
2. We will strategically re-position our image and our approach to serving the changing needs of the workforce of our service area.
3. We will identify and utilize emerging but proven technology that will allow us to be more efficient and effective in serving our workforce stakeholders.
4. We will apply our expertise and experience to the creation of services for our stakeholders, as they implement initiatives to upskill their present talent base to a higher level. This may be an opportunity for BAWDB to create an external income stream by proving value in providing services that are not available from other sources.
5. We will identify or create new revenue streams that reflect the existing functions and the fresh ideas and services promoted in this plan.
6. We will maintain, deliver and continue to improve the quality of the Core Services that are key elements to our role of serving our varied constituents (the dislocated worker, adults, youth, the underemployed, employers, and meeting needs for training).
7. In our role as conveners and collaborators in the field of Workforce Development, we will explore the opportunity to bolster the pool of employees available to employers by participating in talent development initiatives (such as those developed through the WWDA Talent Development Association, New North, and WEDC) and in designing and supporting immigration initiatives (for example, the Wisconsin agricultural and dairy industries have been unable to recruit Caucasian workers and are heavily dependent upon immigrant labor – should BAWDB support efforts to encourage immigration to Wisconsin).

Emerging Themes

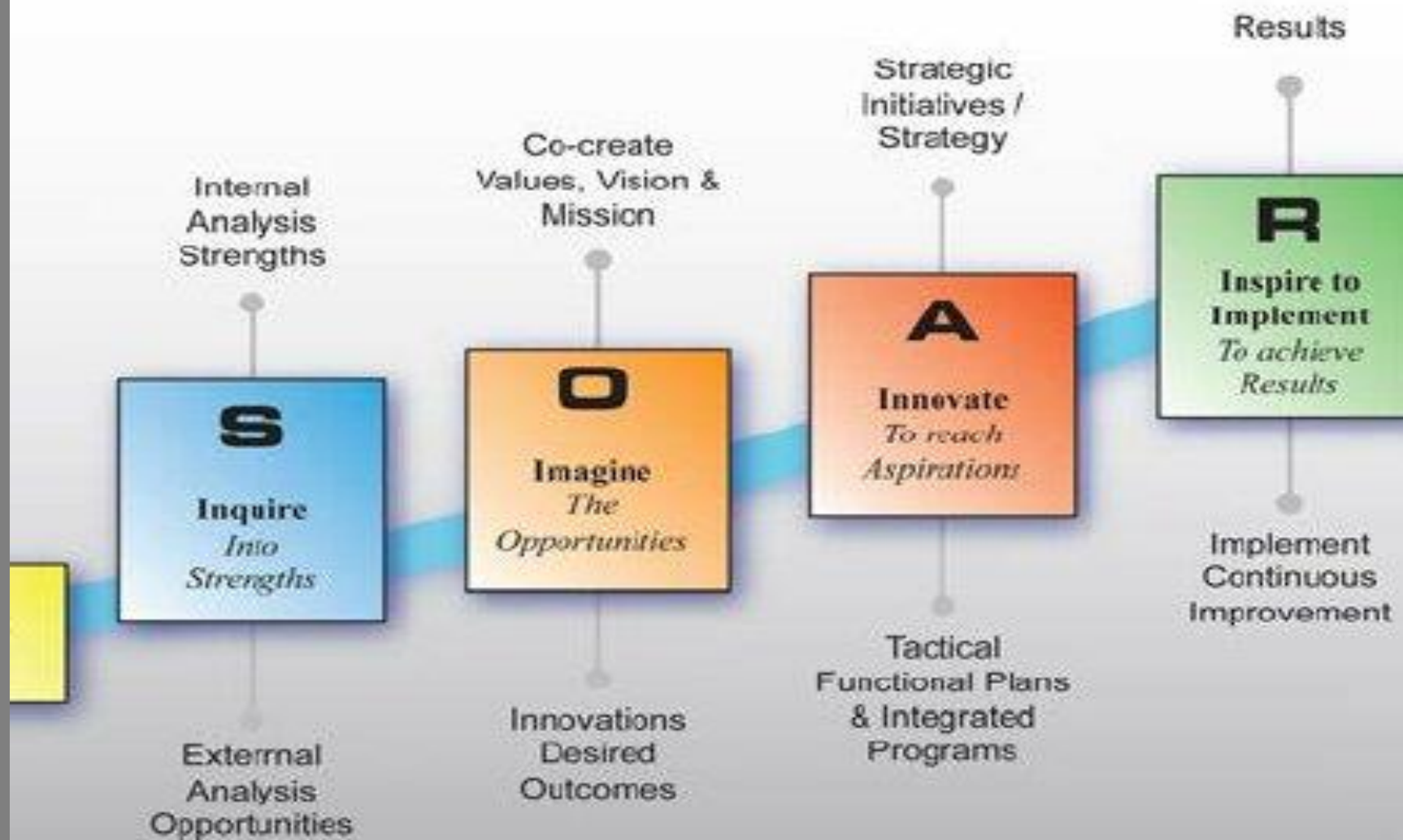
- 1.) Develop DEI outreach, engagement, and enrollment strategies to more effectively connect target customer populations to workforce development resources
- 2.) Re-imagine and redesign the AJC One-Stop network to increase value, relevance, and ROI
- 3.) Optimize the balance between human capital investment and advanced technology investment leading to improved customer experience and outcomes



- ❑ Describe the state of BAWDB
- ❑ What does “success” look like for BAWDB?
- ❑ Pivoting, Polishing, and Pruning
- ❑ What are BAWDB’s priorities?
- ❑ SOAR Model Analysis (Appreciative Inquiry)

S	Strengths: <i>What can we build on?</i> <ul style="list-style-type: none">• What are we most proud of as an organization?• What makes us unique?• What is our proudest achievement in the last year or two?• How do we use our strengths to get results?• How do our strengths fit with the realities of the marketplace?• What do we do or provide that is world class for our customers, our industry, and other potential stakeholders?	Aspirations: <i>What do we care deeply about?</i> <ul style="list-style-type: none">• <i>When we explore our values and aspirations, “what are we deeply passionate about?”</i>• <i>Reflecting on our Strengths and Opportunities conversations, who are we, who should we become, and where should we go in the future?</i>• <i>What is our most compelling aspiration?</i>• <i>What strategic initiatives (projects, programs and processes) would support our aspirations?</i>
O	Opportunities: <i>What are our stakeholders asking for?</i> <ul style="list-style-type: none">• How do we make sense of opportunities provided by the external forces and trends?• What are the top three opportunities on which we should focus our efforts?• How can we best meet the needs of our stakeholders?• Who are possible new customers?• How can we distinctively differentiate ourselves from existing or potential competitors?• What are possible new markets, products, services or processes?• How can we reframe challenges to be seen as exciting opportunities?• What new skills do we need to move forward?	Results: <i>How do we know we are succeeding?</i> <ul style="list-style-type: none">• Considering our Strengths, Opportunities, and Aspirations, what meaningful measures would indicate that we are on track to achieving our goals?• What are 3 to 5 indicators that would create a scorecard that addresses a triple bottom line of profit, people, and planet?• What resources are needed to implement vital projects?• What are the best rewards to support those who achieve our goals?
A		
R		

SOAR Framework



Strengths, Opportunities, Aspirations, Results

SOAR Model Analysis (Appreciative Inquiry)

S

Strengths: *What can we build on?*

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- What makes us unique?
- What is our proudest achievement in the last year or two?
- How do we use our strengths to get results?
- How do our strengths fit with the realities of the marketplace?
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Opportunities: *What are our stakeholders asking for?*

- How do we make sense of opportunities provided by the external forces and trends?
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- How can we best meet the needs of our stakeholders?
- Who are possible new customers?
- How can we distinctively differentiate ourselves from existing or potential competitors?
- What are possible new markets, products, services or processes?
- How can we reframe challenges to be seen as exciting opportunities?
- What new skills do we need to move forward?

A

Aspirations: *What do we care deeply about?*

- *When we explore our values and aspirations, "what are we deeply passionate about?"*
- *Reflecting on our Strengths and Opportunities conversations, who are we, who should we become, and where should we go in the future?*
- *What is our most compelling aspiration?*
- *What strategic initiatives (projects, programs and processes) would support our aspirations?*

R

Results: *How do we know we are succeeding?*

- Considering our Strengths, Opportunities, and Aspirations, what meaningful measures would indicate that we are on track to achieving our goals?
- What are 3 to 5 indicators that would create a scorecard that addresses a triple bottom line of profit, people, and planet?
- What resources are needed to implement vital projects?
- What are the best rewards to support those who achieve our goals?

BAWDB: What does success look like?

- ▶ Number of participants served?
- ▶ Characteristics of customers served?
- ▶ Type/category of customers served?
- ▶ Performance outcomes?
- ▶ Administrative/fiscal compliance?
- ▶ Funding Levels?
- ▶ Governance?
- ▶ Community/regional presence?

DRAFT/SAMPLE Core Values & Strategic Goals



Core Values

- Accountable: performance-driven, results-oriented, and transparent.
- Stewards: respect the authority behind our resources and protect the integrity of our organization, our team members, our customers and our partners.
- Collaborate: forge positive relationships with community and regional workforce stakeholders.
- Inclusive: no wrong door to the services and programs we provide.
- Responsive: provide timely and relevant solutions.
- Proactive: aggressively search for new opportunities.
- Adaptive: flexible in action and thought.

Strategic Goals

- Build a talent development delivery system through systematic change, integration of resources and continuous improvement.
- Build and maintain relationships that promote success: engage business, industry and community to ensure universal contribution and commitment to workforce initiatives and strategies that support regional economies.
- Educate and inform: continuously and consistently disseminate organization, workforce and career pathway information to optimize engagement and collaboration.
- Advance financial viability: reinforce the fiscal foundation of the organization to sustain operations, increase diversification, and foster innovation
- Focus and advance universal access to workforce services.
- Connect 'the disconnected' to the workforce system.