



STRATEGIC PLAN 2019

CORE VALUES

We value an accessible, inclusive path to training, development, and opportunity for workforce advancement.

We value intentional community partnerships.

We value connecting resources to support collaboration and innovation.

We value systemic equity and integrity of service delivery.

VISION

The Lancaster County workforce development environment is characterized by innovative opportunities for job seekers, employers, and community partners to achieve their maximum potential.

MISSION

The Workforce Development Board seeks to align fiscal resources and provide strategic direction for Lancaster County job-seekers and employers.

EXECUTIVE SUMMARY & OVERVIEW

coLAB began working with the Lancaster County Workforce Development Board (WDB) in November 2018. The organization recognized a need to define themselves in the community and develop actionable, measurable steps in a focused direction. coLAB began this project by conducting a Sustainability Assessment, with representation from both the staff and Board, for WDB. The resulting report recommended WDB focus on the following areas:

- Strategic Planning
- Board Development
- Communications & Marketing
- Program Evaluation

In the Capacity Building phase, coLAB interviewed individual stakeholders and held a staff focus group to solicit feedback for the organization. coLAB then analyzed the data for themes and delivered a report focusing on the following areas:

- Identification of the work of WDB and honing in to do it well.

- Shedding programs/areas where WDB is not thriving.
- Identification of the WDB value proposition.
- Communication of WDB value proposition to the county.
- Rethinking opportunities for WDB organizational sustainability & business efficiency.

At a retreat in March, coLAB worked with WDB to define the vision, mission, and core values of the organization. Grounded in these concepts, and with consideration of the Sustainability and Stakeholders reports, coLAB guided participants through the development of initiatives and goals for the next 3-5 years; this was followed by three meetings (one for each initiative) to set tactics for each goal. The outcome of the coLAB/WDB engagement is the following Strategic Plan.

STRATEGIC PRIORITY + GOALS OVERVIEW

STRATEGIC INITIATIVE #1: EFFECTIVELY CONVENE AND COLLABORATE WITH OUR WORKFORCE PARTNERS

GOAL #1: Identify critical workforce development issues and key priorities for Lancaster County

GOAL #2: Identify our role – leader, convener, collaborator

GOAL #3: Shift focus to be forward thinking and intentional regarding partnership roles

STRATEGIC INITIATIVE #2: INNOVATIVE RESOURCING FOR WORKFORCE DEVELOPMENT IN LANCASTER COUNTY

GOAL #1: Develop a strategy for contracts

GOAL #2: Identify a broader group of providers

GOAL #3: Develop a business plan to identify and pursue additional funding

STRATEGIC INITIATIVE #3: INTENTIONAL OUTREACH AND COMMUNICATION

GOAL #1: Establish identity and increase awareness of WDB in the Lancaster community

GOAL #2: Demonstrate presence and build recognition of WDB as the resource for workforce data

GOAL #3: Empower the Board of Directors to serve as ambassadors

STRATEGIC INITIATIVE #4: ORGANIZATIONAL INTEGRITY, SUSTAINABILITY AND BUSINESS OPERATIONS

GOAL #1: Engaged Board of Directors

GOAL #2: Develop the policies, procedures and resources to ensure greater internal effectiveness and efficiency

GOAL #3: Ensure business continuity

GOAL #4: Develop a business plan to drive growth of unrestricted fund

STRATEGIC INITIATIVE #1: EFFECTIVELY CONVENE AND COLLABORATE WITH OUR WORKFORCE PARTNERS

GOAL: #1: Identify critical workforce development issues and key priorities for Lancaster County

| | Tactics |
|-------------|--|
| Year One: | <ul style="list-style-type: none"> - Create a leadership team to: <ul style="list-style-type: none"> - Identify a common, standard workforce dashboard. - Collect conversational stories. - Work with community partners to better understand changing needs. |
| Year Two: | <ul style="list-style-type: none"> - Use data collected in year one to set/evaluate priorities. |
| Year Three: | <ul style="list-style-type: none"> - Communicate priorities to the county. - Continuously review data. |

GOAL: #2: Identify our role – leader, convener, collaborator

| | Tactics |
|-------------|--|
| Year One: | <ul style="list-style-type: none"> - Conduct an environmental scan of organizations with related missions. - Inventory current partnerships, role of WDB role (as perceived by both the Board and partners). - Identify the roles of the WDB in each identified priority. |
| Year Three: | <ul style="list-style-type: none"> - Create a map to communicate various roles to all Stakeholders. - Create a feedback loop of regular priority review. |

GOAL: #3: Shift focus to be forward thinking and intentional regarding partnership roles

| | Tactics |
|-------------|--|
| Year Two: | <ul style="list-style-type: none"> - Identify broad needs and how we can use partnerships to advance workforce development in Lancaster County. - Nurture partnerships that advance workforce development. |
| Year Three: | <ul style="list-style-type: none"> - Continuous assessment of workforce system needs - Concentrate efforts on partnerships that provide greatest benefit to the community. |

**STRATEGIC INITIATIVE #2:
INNOVATIVE RESOURCING FOR WORKFORCE
DEVELOPMENT IN LANCASTER COUNTY**

GOAL: #1: Develop a strategy for contracts

| | Tactics |
|------------|--|
| Year One: | <ul style="list-style-type: none"> - Staff review/amend an RFP process that reflects the overall goal of the organization. - Intentional outreach process for more qualified providers that achieve our goals. - Research technology for contract management. |
| Year Three | <ul style="list-style-type: none"> - Create a performance tool to measure qualitative outcomes. |
| Year Five | <ul style="list-style-type: none"> - Investigate the opportunity to launch in-house service entity. |

GOAL: #2: Identify broader group of providers

| | Tactics |
|-------------|---|
| Year One: | <ul style="list-style-type: none"> - Use risk assessment tool together with performance training reports, to diversify service delivery providers. |
| Year Three: | <ul style="list-style-type: none"> - Asset mapping and management. - Regular, informative email with upcoming bid opportunities. |
| Year Five: | <ul style="list-style-type: none"> - Increase awareness of RFP issuance/identify additional communication vehicles. |

GOAL: #3: Develop a business plan to identify and pursue additional unrestricted funds

| | Tactics |
|-------------|--|
| Year One: | <ul style="list-style-type: none"> - Evaluate staff capabilities and capacity. - Draw upon financial acumen of Board members. - Identify approach to access networks of Board members |
| Year Three: | <ul style="list-style-type: none"> - Identify non-traditional funding sources/fundraising opportunities for Board recommended priorities/programs. - Identify sponsorship opportunities. - Investigate possibility of contract grant researcher/writer. |

STRATEGIC INITIATIVE #3: INTENTIONAL OUTREACH AND COMMUNICATION

GOAL: #1: Establish identity and increase awareness of WDB in the Lancaster community

| | Tactics |
|-----------|---|
| Year One: | <ul style="list-style-type: none"> - Develop outreach and communication committee - Create a plan with a timeline. - Identify audiences and appropriate language to reach them. - Evaluate internal and State resources, reference other WDBs - Identify/organize materials to distribute to various audiences. - Create a “one pager” about LCWDB. |
| Year Two: | <ul style="list-style-type: none"> - Consider sourcing a consultant for outreach and communication - Communicate to audiences how to engage with WDB staff - Develop a brand. |

GOAL: #2: Demonstrate presence and build recognition of WDB as the resource for workforce data

| | Tactics |
|-------------|---|
| Year One: | <ul style="list-style-type: none"> - Set up meeting with EDC to discuss Center for Regional Analysis (CRA) - Survey community partners about how WDB data can serve them. - Become acquainted with internal data and analytics - Jobs EQ training |
| Year Three: | <ul style="list-style-type: none"> - Develop standard and custom product offerings. - Periodic data report to community. |

GOAL: #3: Empower Board of Directors to serve as ambassadors

| | Tactics |
|-----------|---|
| Year One: | <ul style="list-style-type: none"> - Evaluate opportunities for the Board to serve as ambassadors. - Educate the Board for outreach and communication - Create an “elevator speech.” - Bullet points of information for various audiences - Revamp Board meetings to include WDB education. - Clarity and commitment from Board members to be active and engaged. |

STRATEGIC INITIATIVE #4: ORGANIZATIONAL INTEGRITY, SUSTAINABILITY AND BUSINESS OPERATIONS

GOAL: #1: Engaged Board of Directors

| | Tactics |
|-------------|---|
| Year One: | <ul style="list-style-type: none"> - Collect current Board member profiles – create document. - Board sampling of WDB programs. - Develop Board recruitment and review process. - Board training – expectations, requirements, governance, fiduciary responsibilities. - Expand WDB orientation to include training on being a board member. |
| Year Three: | <ul style="list-style-type: none"> - Create information gathering sheet for new Board members to match information on Board Profiles document. - Develop a cycle of ongoing WDB training for better understanding of laws, changes at the federal and state levels. |

GOAL: #2: Develop greater internal effectiveness and efficiency.

| | Tactics |
|-------------|--|
| Year One: | <ul style="list-style-type: none"> - Document SOPs – benchmark other WDBs, contract out? - Identify and develop core guidelines in contract administration. - Train staff in contract administration. |
| Year Three: | <ul style="list-style-type: none"> - Staff self-assessment to determine areas of training. - Map/incorporate lean processes – bring in consultant to facilitate |
| Year Five: | <ul style="list-style-type: none"> - Research electronic tools that would enable greater efficiency |

GOAL: #3: Ensure business continuity

| | Tactics |
|-------------|--|
| Year One: | <ul style="list-style-type: none"> - Develop a succession plan – internal job audit. - Examine/determine physical location. - Manage relocation of WDB and CL operations. |
| Year Three: | <ul style="list-style-type: none"> - Develop a succession plan – cross training of staff, internal skills assessment, training opportunities. |
| Year Five: | <ul style="list-style-type: none"> - Develop a succession plan – document and implement |