



Eastern Carolina

WORKFORCE DEVELOPMENT BOARD, INC.

2008 - 2010
Strategic Plan

"The Results: thriving firms, prosperous workers, and vibrant communities."

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I. Background

In 2005, the Eastern Carolina Workforce Development Board collaborated with Turning Point, Lumber River, and Cape Fear Workforce Development Boards (WDBs) and held a one of a kind combined strategic planning session which launched a new partnership now known as “Vision East”. This unique workforce board partnership was the first to form in North Carolina. The efforts resulted in establishing a Vision, Mission, Value Added statement, and key strategies that now serve as the guiding foundation for the Eastern Carolina Workforce Development Board, Inc.

As a result of the outcomes of the regional strategic planning efforts, the Board commissioned a State of the Workforce Study which was authored by the Corporation for a Skilled Workforce and is included as Appendix A. The State of the Workforce Study solidified the work of the Board posing both challenges and opportunities and laid the foundation for the 2006 strategic planning efforts.

During the same time frame, several members of the Board and staff were involved in the North Carolina’s Eastern Region Strategic Visioning Process which occurred over a nine month span of time. The end result was a workforce and economic development plan that included goals and objectives from all stakeholders. This document is included as Appendix B.

In 2006, the Vision East partnership was further enhanced and expanded, as four additional eastern Carolina Workforce Development Boards joined Vision East [Cumberland, MidCarolina, Northeastern, and Region Q WDBs.] At their strategic planning session, the eight boards agreed that raising awareness for the need for lifelong learning and higher educational attainment levels was a top priority and strategies to partner with local business and economic development partners were created. The Boards also agreed to work together to leverage resources to promote and market the services of the JobLink Network.

In an effort to identify the needs of local employers, the Board commissioned an employer study for the 13 county Economic Development Region authored by the North Carolina Employment Security Commission. The purpose of this research was to determine how local employers identified and addressed their job vacancy and training needs, and to determine if there was a shortage of skilled workers. The study confirmed that most employers identified the lack of soft skills and sited poor work ethic as a major contributor to high turnover. The results confirmed the board’s initial work in promoting Work Keys as a tool for employers to use to screen for qualified workers with the right skill sets for the job. This document is included as Appendix C.

In April, 2007, the Boards were presented with an opportunity to partner with economic development to submit grant applications for the Workforce Innovations for Regional Economies (WIRED) initiative. Building upon the framework and strategic planning efforts that were already in place, two grants representing eastern North Carolina were submitted to USDOL by Governor Easley. Though the applications were not funded by USDOL, the planning and implementation efforts continued.

In May, 2007, the eight Board Vision East Partnership held its 3rd strategic planning session. The focus centered on board accountability and identifying strategies to strengthen and

solidify this unique partnership. These efforts resulted in Vision East applying for three grants, one of which was successfully funded, the Vision East Disability Navigator Grant.

In June, 2007, the Commission on Workforce Development provided funding opportunities for local boards to expand beyond county lines and join efforts to collaborate with their regional economic development partners. This resulted in the Eastern Carolina Workforce Development, along with Turing Point, and Region Q Workforce Development Boards applying for a grant in partnership with North Carolina's Eastern Region. Thus providing a new opportunity to address the one of key strategies identified in the strategic plan "strengthening alliances with economic development".

In December, 2007, the Vision East partnership was invited to participate in the USDOL's Transformation Summit, which allowed the partnership to focus on identifying other unique needs, the outcome was the need to focus on the growing shortage of health care workers. These efforts resulted in a grant application to USDOL for a Regional Innovations Grant. The outcome of this grant has yet to be materialized, but the dialogue and planning has continued.

Early in 2008, the North Carolina Employment Security Commission Labor Market Information Division provided the Board with an Economic Outlook of the region. Building upon the State of the Workforce study completed two years ago, it attempts to create for an area a "snapshot" of the major factors influencing that economy and portrays the findings of the research and analysis performed using conversational, open statements rather than relying heavily on statistical representation. The document affirmed that the State of the Workforce study was still very current and useful for continued strategic planning.

With the uncertainty of the impact of the Workforce Investment Act (WIA) rescission of funds, the Boards agreed to forego the 2008 spring strategic planning retreat; however, representing their respective Boards, the Vision East directors continued to meet on a quarterly basis as it related to the strategic plan work. In July 2008, the Vision East team was invited to present their story at the Workforce Innovations Conference highlighted as a Workforce Innovations for Regional Economies (WIRED) best practice appropriately titled "WIRED without the dollars," proving that where there is a will there is a way.

Over the course of the past three years, the Eastern Carolina Workforce Development Board has stayed the course and achieved the major objectives outlined in its original strategic plan. Simultaneously, the workforce system has continued to change and evolve, adding new partnerships and programs to address the changing needs of the workforce. To that end, the Eastern Carolina Workforce Development Board has updated their strategic plan to serve as the framework for the next two years as the workforce development system continues to transform and evolve.

This document will serve as a "living document", constantly being updated, in which measures and outcomes will be added. Next steps will include soliciting input from workforce and economic development partners, identifying measurable attainment levels, and developing a strategy to determine the economic impact.

II. PURPOSE

The purpose of this 2008-2010 strategic plan is to redefine the Board's priorities within this context and to align the Board's work with the evolving needs of the Region's workforce system over the next two years.

The goal of the work of the Board will be to add economic value to our communities by ensuring that quality education, job training, and employment opportunities are available for job/training seekers and employers alike, thereby improving the quality of life for our citizens throughout eastern North Carolina.

Our Vision for the eastern counties of North Carolina is a highly skilled workforce with an educational attainment level that meets the needs of the 21st Century workplace, so that local firms can compete in a technologically advanced global economy.

Our Mission is to ensure that our workforce development system is customer focused, demand-driven, and accountable for preparing our current and future workforce to meet the changing needs of a highly-competitive global economy.

To ensure the mission is accomplished and achieve the strategic priorities set by the Board, it is important to identify the responsibilities of the Board members and staff accordingly.

The responsibilities of the Board include:

- *Increase business involvement in shaping the workforce system*
- *Create priorities that fall within the vision of the strategic plan for the workforce system*
- *Generate ideas to improve and strengthen workforce strategies and programs*
- *Hold the system accountable to high standards of quality and performance*
- *Promote North Carolina's workforce system in the business community*
- *Serve as an advocate for the Board and workforce system*

The responsibilities of the staff include:

- *Engage key workforce and economic development partners in addressing strategic priorities and propose ways to leverage resources or apply for new funds*
- *Fulfill the day-to-day planning and oversight responsibilities to ensure strategic priorities are achieved*
- *Research and inform Board members about workforce trends and events, state and national policies, and best practices as it relates to the strategic plan objective.*
- *Inform Board members about any proposed developments to the State's workforce system that may impact the work of the Board.*

III. Core Beliefs

- The Board is accountable for providing leadership in building and maintaining a quality workforce delivery system.
- The development of a strong economy for NC depends upon having a supply of educated and well-trained workers who possess the skills needed to make NC's business and industries globally competitive.
- Public institutions and public resources play a critical role in the development of an educated, well-trained workforce.
- Improvements to the NC workforce development delivery system must focus on the needs of job seekers and employers and be based on factual, relevant, and timely data.
- The JobLink Career Center System is the primary portal that directs job seekers to employment and training, provides business services to employers and links those seeking employment with those seeking to hire.
- NC workers and the workforce development system must adapt quickly to the demands of the 21st Century economy and embrace continuous learning.
- The North Carolina Workforce Development Delivery System includes all agencies and organizations involved in increasing the quantity and quality of workers in North Carolina, improving worker access to jobs and increasing worker access to information about the availability of jobs and training opportunities.

**Adopted by the NC Commission on Workforce Development.*

IV. Key Strategies

The key strategies that shape the work of the Board include:

- Engage business and community leaders in addressing workforce issues and promote strategies to improve education levels & basic workplace skills.
- Strengthen alliances with economic development to identify and address the workforce needs of current and future industries.
- Implement a community awareness plan that promotes the Board, JobLink Career Centers, and partner services.
- Identify and implement effective employment and training strategies that result in employment opportunities for all citizens.
- Establish an accountability system that builds the capacity of the Workforce Development Board and staff.

STRATEGY

1. Engage business and community leaders in addressing workforce issues and promote strategies to improve education levels and basic workplace skills.

OBJECTIVES

- 1.1 Sponsor Forum to promote the regional workforce development efforts that address industry needs.
- 1.2 Continue efforts to provide technical assistance and training for public schools and community college staff on the WIN system in support of NC's Career Readiness Certificate initiative.
- 1.3 Continue sponsorship of Trades Days event and promote similar events throughout the region.

Assignment: Youth Council

STRATEGY

2. Strengthen alliances with economic development to identify and address the workforce needs of current and future industries.

OBJECTIVES

- 2.1 Continue to align strategic planning efforts between economic development and workforce development partners and leverage resources that provide opportunities to generate wealth and promote economic growth for the citizens within the local and regional economic development area.
- 2.2 Finalize Memorandum of Agreement that outlines collaboration efforts between the regional economic development commission and local workforce development boards.
- 2.3 Provide labor market information, products, tools and training resources for use in economic development and business retention services.
- 2.4 Continue to partner with economic development on promoting the use of Work Keys with local industries to certify a skilled workforce.

Assignment: Staff

STRATEGY

3. Implement a community awareness plan that promotes the WDB, JobLink Career Centers, and partner services.

OBJECTIVES

- 3.1 Raise visibility and public awareness efforts of the region's workforce investment services and resources available.
- 3.2 Promote and publicize the Region's workforce initiatives to increase profile and gains to diverse groups (educators, elected officials, foundations, public policy organizations, media, etc)

- 3.3 Develop a regional workforce and economic development website that promotes the workforce and economic development network and services available.
- 3.4 Publish a case statement document and annual workforce development report.
- 3.5 Continue efforts to brand/market campaign for the JobLink system.
- 3.6 Actively participate in local Chamber, Committee of 100, Civic Groups, Industry Associations events that highlight workforce and education issues.

Assignment: Executive committee

STRATEGY

4. Identify and implement effective employment and training strategies that result in employment opportunities for all citizens.

OBJECTIVES

- 4.1 Conduct a regional inventory of education and training programs available that align with the current and emerging regional industry clusters and produce a customer and print friendly web-based document.
- 4.2 Provide oversight and guidance of the Workforce Investment Act Adult and Dislocated Worker programs.
- 4.3 Promote and oversee the development of incumbent worker training opportunities with local businesses.

Assignment: Workforce Investment Oversight Committee

- 4.3 Continue to build the capacity of the JobLink system to deliver a greater variety of services to employers and job-seekers.
- 4.4 Increase business participation, awareness, and use of the WIA-workforce system to support a demand-driven approach that meets business needs and creates new job opportunities.

Assignment: JobLink System Committee

STRATEGY

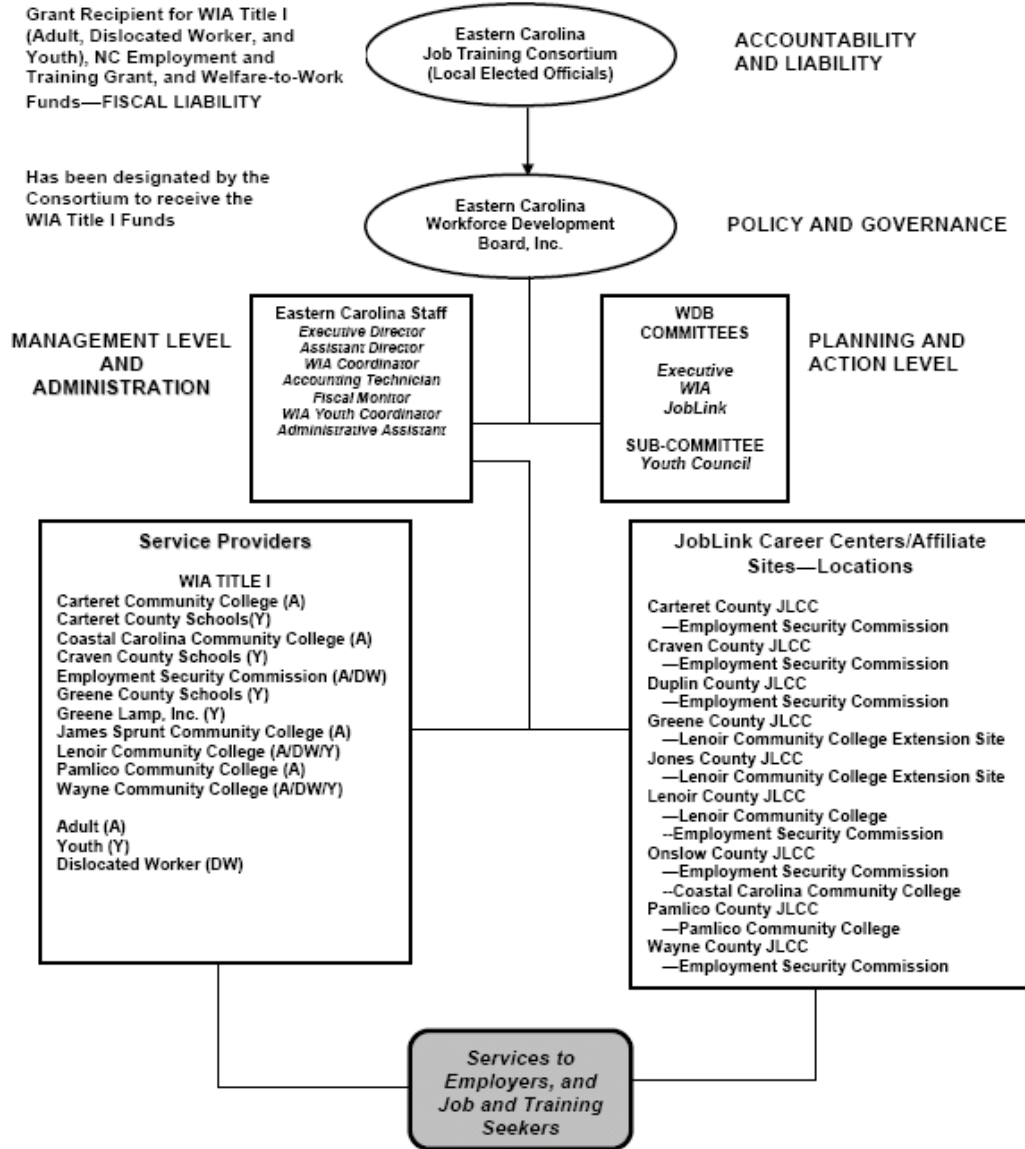
5. Build the capacity of the Workforce Development Board and staff.

OBJECTIVES

- 5.1 Implement accountability practices to ensure Board Standards are achieved.
- 5.2 Continue Vision East Strategic Planning efforts and provide training opportunities for Board and staff development.
- 5.3 Present annual report on activities to stakeholders.

Assignment: Executive Committee

Local Workforce Development System



MEETING DATES

July 1, 2008 – June 30, 2009

WDB/ Consortium Meetings	Executive Committee	WIA Oversight Committee	JobLink Committee	Youth Council
July 10, 2008	August 28, 2008	August 14, 2008	August 7, 2008	September 9, 2008
September 4, 2008	October 30, 2008	October 16, 2008	October 9, 2008	
November 13, 2008 <i>(Banquet)</i>	December 29, 2008	December 18, 2008	December 11, 2008	December 2, 2009
January 8, 2009	February 26, 2009	February 19, 2009	February 12, 2009	March 3, 2009
March 5, 2009	April 30, 2009	April 16, 2009	April 9, 2009	
May 7, 2009	June 25, 2009	June 18, 2009	June 11, 2009	June 2, 2009
Consortium Chair Joseph Wiggins	Committee Members	Committee Members	Committee Members	Committee Members
WDB Chair Mona Padrick	Mona Padrick Joseph Wiggins, CEO Alex Asbun Fletcher Bizzell Debbie Beech Burrell Carla Byrnes Judy Darden Frank Emory Don Harris Mike Kraszeski Tom Taylor Tammy Childers, staff	Mike Kraszeski Fletcher Bizzell Woody Brinson Jason Hannah Ron Knight Ralph Leeds Bruce Parson Thelma Simmons Lisa Harvey, staff	Don Harris Alex Asbun Debbie Beech Burrell Wayne Brackin Dr. Brantley Briley Carla Byrnes Bud May Dwayne Oglesby Kimsey Welch Steve Hicks Bob Kehres, staff	Debbie Beech Burrell Carla Byrnes Norma Sermon-Boyd Kimsey Welch Thomasina Williams Tara Myers Dr. Kathy Spencer Joe McCarthy, staff

*Unless otherwise specified, meetings will be held at the ECWDB Offices in New Bern at 6:00 PM

Eastern Carolina Workforce Development Board, Inc.

Officers

Joseph Wiggins, *Chief Elected Official*

Mona Padrick, *Chair*

Mike Kraszeski, *Vice Chair*

Judy Darden, *Secretary/Treasurer*

Carteret County

Mike Kraszeski, *Atlantic Veneer, Vice President*

Dave Inscoe, *Carteret County Economic Development, Executive Director*

Dwayne Oglesby, *Fleet Readiness Center East, Lead Training and Development Specialist*

Craven County

Tom Taylor, *Aflac Insurance, Retired Executive*

Kimsey Welch, *Vocational Rehabilitation, Retired*

Ronald Knight, *Communications Workers of America*

Duplin County

Alex Asbun, *Duplin Gen. Hospital, Director of Latino Health Care Access*

Woody Brinson, *Independent Business Consultant*

Thomasina Williams, *RASS, Business Owner*

Greene County

Bud May, *Greene Lamp, Inc., Executive Director*

Judy Darden, *Darden Bookkeeping, Owner*

Jones County

Frank Emory, *Emory Construction, Owner*

Theirma Simmons, *Jones County DSS, Executive Director*

Dr. Norma Sermon-Boyd, *Jones County Partnership for Children, Director*

Lenoir County

Dr. Brantley Briley, *Lenoir Community College, President*

Bruce Parson, *Global TransPark, Economic Developer*

Debbie Beech Burrell, *FACILITATE, CEO*

Onslow County

Don Harris, *Stanadyne Diesel, Retired*

Ralph Leeds, *Employment Security Commission, Manager*

Mona Padrick, *Jacksonville-Onslow Chamber of Commerce, President*

Dr. Kathy Spencer, *Onslow County Schools, Superintendent*

Pamlico County

Jason Hannah, *Hannah Service Center, Owner*

Carla Byrnes, *B & B Yacht Designs, Owner*

Wayne Brackin, *Tideland EMC, Job Training and Safety Director*

Wayne County

Fletcher Bizzell, *Excel-Linde, HR Manager*

Steve Hicks, *Wayne County Chamber of Commerce, President*

Tara Myers, *Vocational Rehabilitation, Manager*

Staff

Tammy Childers, *Executive Director*

Robert Kehres, *Assistant Director*

Lisa Harvey, *WIA Program Coordinator*

Trina Whitehead, *Accounting Technician*

Joe McCarthy, *Youth Services Coordinator*

Debbie Simpkins, *Fiscal Monitor*



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