

Workforce Solutions Borderplex

Strategic Planning Process

Presented by

Leila Melendez, Chief Operating Officer

Strategic Plan on Paper

- Workforce Solutions Borderplex, formerly Upper Rio Grande Workforce, changed leadership January 2015
- The Strategic Plan in place was developed by Board Committee and some Board management
- The Plan was overly technical and uninspiring

E02	Job opportunities for Choices clients Provide tools and resources that will empower them to find employment Annual one day event	<u>U</u>	"In-kind" services	Employers willing to hire Job seekers talent availability on the spot (unsubsidized/subsidized employment)	≥ 95% Customer satisfaction employers and job seekers	100% Data Integrity/Data Validation 100% Fully WIT'ed high level of matching job	100% Job placements Job Retention 85% (90 days) Wages 30% participants ≥ 10.50/hr.	A, B, D	L	L	H	M	H	H	L	L				
E03	TANF Choices To assist families who are receiving Temporary Assistance for Needy Families (TANF) in gaining employment while becoming self-sufficient through skills training activities	<u>U</u>	Funding + resource management \$5.5M yearly	Customers served Customer outreach Customers placed in employment activities (On the Job Training subsidized, unsubsidized employment)	≥ 95% Customer satisfaction, participants, employers	100% Data Integrity/ Data Validation	Choices full work rate Local Rate: 38.60% State Rate: 34.30 % of participants served Entered Employment Educational Attainment Employment Retention Earnings gained	A, C, D	H	H	H	H	H	M-H	M-H	H				
E04	Pipelines 1 year work experience at URG opportunities for college students/post secondary	<u>U</u>	\$280K Funding source All federal funds contributes to this program	30 student participants UTEP, EPCC, Western Tech, Sul Ross	≥ 95% Customer satisfaction	100% Wit 100% Direct hires 100% Aligned career plans	Education Attainment = 100% Education Retention and employment = 100% To enhance career preparation to graduate	A, C	H	H	H	M	M	H	M	M				
E05	NCLEX To provide assistance to nursing students with limited resources with stipends of the nursing certification in order for the participants to obtain certification & employment	<u>U</u>	Budget of \$68K to cover testing fees They are \$339/per participant Funding source WIA Adult	To serve 200 nursing students from UTEP, EPCC, Sul Ross, TxTech	≥ 95% Customer satisfaction (nurse candidates)	100%Data Integrity/ Data Validation	Education Retention ≥ 85% Entered Employment 100% Average Wage \$21.63 Employment Retention 100% > 85% passing of NCLEX certificate	A, C	H	H	H	H	H	H	L	L				

Two Year Strategic Plan

- In Fall 2015, WSB hired a different consultant to facilitate a Strategic Planning Session aligned around the 2-year term of incoming Board Chair
- Strategic Plan was meant to be a 2-year plan that would involve all Board members, all staff, and center operator management

MISSION

- To provide skilled workers for employers by advancing education, employment, entrepreneurship and economic development opportunities in support of global competitiveness and regional prosperity.

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ALLIANCE

Broad and Diverse Range of Input

- Consultant began process with a survey to the Board in advance of the planning session
- Survey asked questions
 - Suggestions for Mission and Vision Statements
 - What's working, what's not
 - What should be the priorities
- Results brought to planning session and shared publicly with entire group

OPPORTUNITIES

- Strengthen educational partnerships to improve STEM learning at earlier ages (2)
- More public awareness of what WSB does and how it can help employers (2)
- Certification programs geared to hospitality industries and vocational training
- Collaboration on pursuit of major industry players to region
- Maintain good rapport with City of El Paso and County Judges of all counties
- Collaboration with business community independent of TWC
- Collaborate with school districts to assist students who may not want to go to college
- El Paso is beginning to surge in diverse site selectors and other econ dev entities
- Regional assets, great team, solid board
- Really excited about education opportunities being pushed



CHALLENGES

- Overlap with existing programs - could be offset by partnering with agencies that manage adjacent programs
- Measured goals imposed by state
- Poor service from service providers
- Uninterested individuals that do not seek to increase their educational attainment
- Identifying companies who need the skill sets being developed
- Conflicting interests among parties
- Huge workforce challenges in our community
- Cost to service areas with small populations



Everyone Plays a Role in Strategic Planning

- Venue was organized with round tables that included Board of Directors, Staff, Center Operator Management
- Completed a re-write of Mission & Vision Statements based on survey results
- Identified Boards major goals for the next 2 years
 - Provided for long-term focus, continuity, and measurement

BREAKOUTS

- Education & Youth
- Economic Development
- Employment
- Organization
- Child Care Services
- Tutoring/Tech Prep
- Programs for Veterans
- Case Management
- Business Services
- Support Services
- Testing Assessment
- Employer Services
- Job Fairs/Special Events
- Employment Services

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SOLUTIONS

Goals & Objectives Identified

- Completion of the system redesign
 - Effort which began Fall 2015 as a result of being on multiple TAPs/CAPs for various programs
- Redesign meant to identify if issues were as a result of a deficient organizational structure, capacity, or a combination of other factors

TOP 3-5 PRIORITIES FOR NEXT 18-24 MONTHS

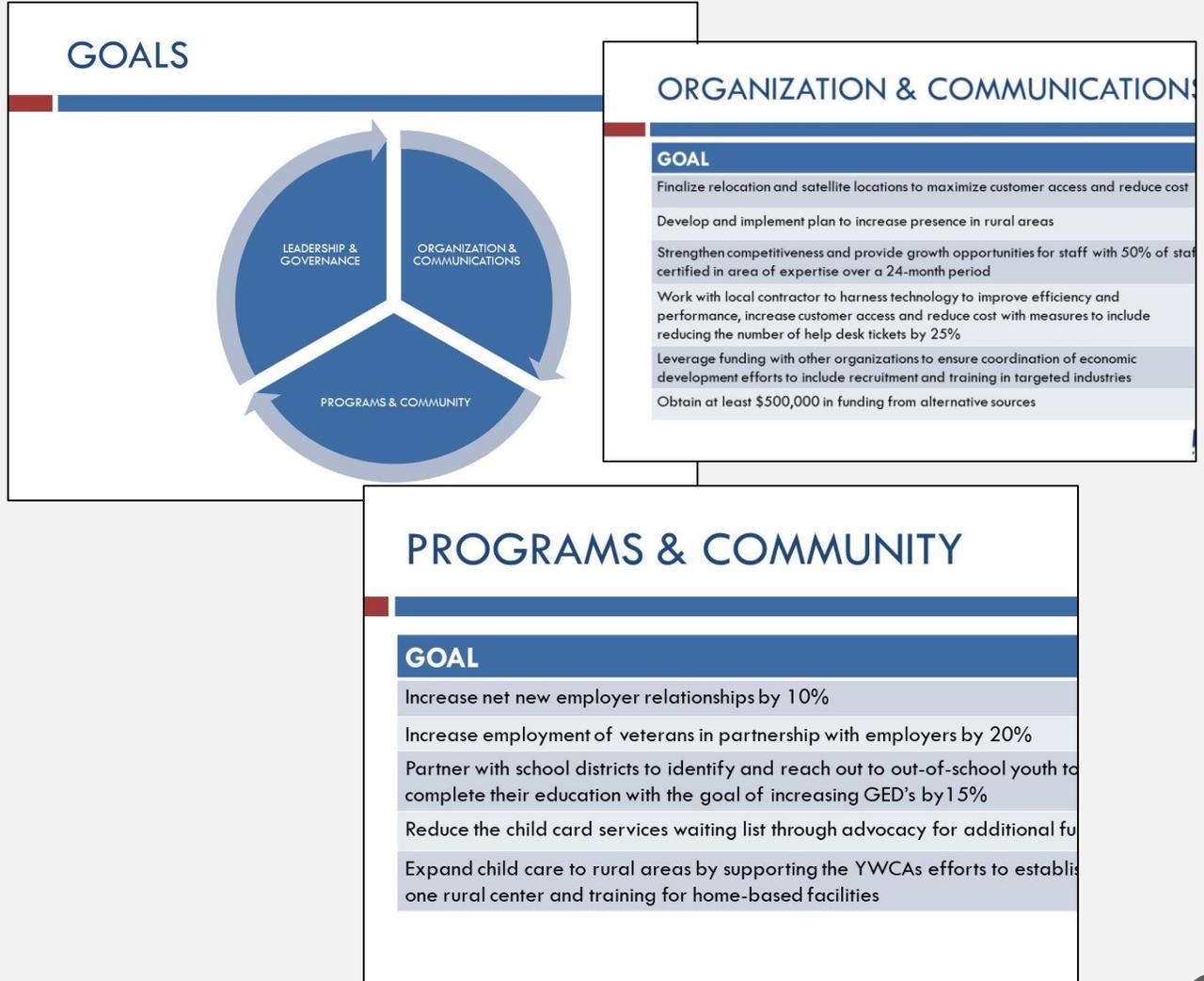
- Increased Board engagement, outreach to business, retention, training (3)
- Attaining funding from all sources/grants for expansion (3)
- Expansion of daycare accreditation and availability, incl. outside of EP (2)
- Workforce training for priority careers
- Continued growth of targeted job recruitment fairs
- Partnership on STEM with educational institutions
- Assist in attracting new businesses to El Paso
- Work with education systems to offer education programs to attract businesses for talent pool
- Meet TWC requirements
- Job placements and preparedness
- Continue to grow programs associated with placing returning soldiers into the workforce

GOALS & OBJECTIVES

- GOAL: Increase Job Creation
 - OBJECTIVE: Create 3,300 new jobs partnering with other business organizations by 2018
 - STRATEGIES: Recruit and train 100 people in accounting by 2017.
- GOAL: Increase Funding for WSB Programs
 - OBJECTIVE: Raise no less than \$1 million in grant funding for WSB by December 2016
 - STRATEGY: Submit no fewer than 30 proposals of \$100,000 or more by December 2016

Setting Bold Goals

- Community Asset Map
 - Identify community based organizations that WSB could leverage resources from
- Lift TAPs and CAPs
- Establish new goals and metrics for Center Operators and Contractors
- Win TWC Performance Awards



Multiple Ways to Stay Engaged

- Strategic Planning Retreat also provided various opportunities for Board Members to engage in activities aside from attending meetings
 - Providing corporate sponsorships for events aligned with their company interests (ex: STEAM Fiesta)
 - Public speaking events on behalf of the Board
 - Most importantly, actively use system to recruit and hire talent
- Staff provided tutorials of all federal programs so Board members could understand how they worked
 - Tutorials given during Board meetings, on a rotating basis by staff responsible for program oversight
- Board updated quarterly on progress of Strategic Plan

Process Re-Starts with Incoming Chair

- In September 2017, Board staff presented report card on the goals achieved
- Facilitator initiated Strategic Planning process again, beginning with survey to gauge knowledge, perceptions, and expectations
- Annual Board meeting in November included the 2018-2020 Strategic Planning process



- What do you think WSB's 1-3 top priorities should be the next 24 months?**
- Working with business and industry on a plan to **increase wage**
 - Better paying jobs.**
 - Advocate at the state level** for additional funding.
 - Partner with business/industry for **paid internships** and support **Align workforce training** with industry (including credentials)
 - Further engage community round tables in **tourism, hospitality, lodging** industries that may lead to accreditation and/or certification
 - Partner with school districts to **promote STEAM**

Strategic Plan 2018-2010

- WSB's plan for the next two years focuses on
 - Facilities & Administration
 - Partnerships, Communications & Advocacy
 - Programs & Priority Populations



Strategic Plan 2018-2020

- Facilities and Administration
 - Grow non-formula funding to 10% total budget by end of FY2019
 - Re-assess all fixed asset costs, particularly leased space, to ensure we maximize resources
 - Integrate technology to maximize effectiveness
- Partnerships, Communications and Advocacy
 - Strengthen Industry Sector Partnerships – let private sector lead
 - Create consortiums for small/medium sized businesses to garner economies of scale for training and OJT investment opportunities
 - Work with employers to raise awareness of value of upskilling and competitive wages

Strategic Plan 2018-2020 (cont'd)

- Partnerships, Communications and Advocacy (cont'd)
 - Enhance research capabilities and information sharing to provide more data analytics and artificial intelligence in real time
- Programs and Priority Populations
 - Transition to a targeted industry/high demand job approach for priority populations (veterans and military personnel, foster youth, migrant farm workers and persons with disabilities) with 2-3 targeted industry sector approaches by end of 2019
 - Protect services to rural counties (manage funding cuts to minimize adverse impact)

Benefits of Strategic Plan and Process

- Allowed Board of Directors and system staff to engage and brainstorm informally; develop a relationship and trust
- Board of Directors had a better sense of “Leading and Governing”
- Reporting kept Board staff focused on outcomes and accountability
- Provided continuity and building on success of previous 2-year plan
- Focused on making progress and showing results!

Thank You

Questions / Comments

leila.melendez@borderplexjobs.com