

2017 – 2020 NWWIB, Inc. Strategic Plan

Problem we are addressing	Goals	Tactics	Benchmarks for Success	Responsible Stakeholders
<p>1) Persistent population loss is a fact of life for our region whether it is the young or old (see below). Young people are leaving the region and new young people or migrants are not replacing them. New migrants potentially play a critical role in our rural communities by slowing population loss, generating jobs, and increasing human, social, and financial capital. There are several groups and initiatives underway to work on this problem but there is not a cohesive or coordinated effort. The NWWIB will work to identify and convene initiatives and efforts and coordinate them.</p>	<ul style="list-style-type: none"> • Establish regional recruitment and retention efforts • Demonstrate to young people that there are reasons to come/stay in region • Help new professionals and their families (including trailing partners) settle in region 	<ul style="list-style-type: none"> • K-12 outreach; parent outreach about regional careers • Career pathways promotion • Regional marketing; young professionals programming • Work with economic development to support flexible jobs options and entrepreneurs • Provide services for trailing partners • Convene industry for best practices, retention strategies • Coalesce regional efforts to develop strategies and share best practices 	<ul style="list-style-type: none"> • At least 2 industry based outreach events offered per year • Develop or utilize new innovative communications tools to address the broader community • Host and/or facilitate a minimum of five young professional and talent attraction events annually throughout the region • Host RIsE3 and similar events annually to bring together regional stakeholders on a regular basis • Build upon the strategic efforts placed into the healthcare, manufacturing, agricultural, service/retail, and wood products industries • The number of companies in the region offering apprenticeship is expanded; the number of apprentices is also increased annually using PY16 data as a baseline 	<ul style="list-style-type: none"> • Strategic Directions and Development • Youth • Regional Business Services Team & Statewide Business Solutions Group • Post-Secondary Education and NorthWERD
<p>2) The current workforce is aging and we lack in-migration to meet the employment needs of the healthcare industry as well as others. This issue has two parts, the skills gap and demographics. The skills gap refers to jobs that available workers can't fill because they don't have the training or experience to do them. Demographics refers to the millions of baby boomers, nationally and regionally, leaving the workforce with not enough people to replace them. Also, retirement today is often a protracted process rather than a single momentous event which should be capitalized on. What's more, people are working longer. Some employees retire, take their pension and then return to work elsewhere or may be looking for a bridge from fulltime employment to something less than fulltime. Older populations require more services, particularly healthcare, placing additional strain on communities to provide the necessary workforce to meet these needs.</p>	<ul style="list-style-type: none"> • Avoid knowledge loss caused by retirement by working with employers to implement knowledge capture templates and strategies • Assist regional employers in the development of a succession planning framework that addresses the creation of future leaders and the retention of critical institutional knowledge • Develop a pool or pipeline of older workers who want to stay engaged 	<ul style="list-style-type: none"> • Identify and join current regional industry sector groups • Increase involvement within high-growth sectors to address retention and recruitment for in-demand occupations to bridge the skills gap • Participate in regular communication with partners and stakeholders • Convene regional partners through regular stakeholder events (RIsE, E3, Sector Work) • Develop outreach and recruitment strategies for the career pathway, including: identifying individuals with existing, relevant skills and promoting the opportunities and skill requirements in the region through media and partner channels 	<ul style="list-style-type: none"> • Develop and maintain on nwwib.com an up-to-date list of in-demand industries and local training programs • NWWIB YouTube, Facebook, LinkedIn and Twitter accounts are posted in at a minimum monthly • Quarterly Workforce Today newsletter is created and distributed • Support community and regional talent attraction through co-marketing, co-grant writing or staff support 	<ul style="list-style-type: none"> • Strategic Directions and Development • Youth • Executive Committee

<p>3) Geography creates barriers to access training. Maintaining economically viable rural communities depends on proper preparation of the workforce. This involves ensuring that workers are well educated, well trained and have had experiences that prepare them for their industry. The NWWIB recognizes that the labor shed in the ten-county region directly impacts the supply and demand available for employers. Labor shed is defined as the area or region from which an employment center draws its commuting workers and can provide insight to underemployment, availability of labor and likeliness of the employed or not employed to change or accept employment.</p>	<ul style="list-style-type: none"> • Establish seamless career pathways and training programs that ensure the necessary skills are provided to workers throughout the entire career spectrum • Work with DWD to determine the labor sheds in our region and focus on solutions specific to the needs of the various communities within each labor shed 	<ul style="list-style-type: none"> • Raise awareness of career pathways and correlating education requirements, opportunities and salary information • Help businesses to develop internal career pathways and increase awareness of advancement opportunities for existing employees • Promote the availability of education and training options in rural areas; including continuing and professional development education • Using technology to educate the workforce <ul style="list-style-type: none"> - Simulation - Distance learning • Target and increase involvement with adult basic education and high school equivalency graduates to promote career options in the local community 	<ul style="list-style-type: none"> • Meet or exceed annual WIOA performance standards • Create a performance dashboard that will be used as a mechanism to determine return on investment for the NWWIB's performance • Annually increase enrollment in critical career clusters by targeting resources using PY16 baselines • The number of Out of School Youth participating in WIOA is increased annually by 20% from the PY16 baseline • Basic skills and soft skills programming is emphasized and coordinated. A regional ABE provider group is established 	<ul style="list-style-type: none"> • Strategic Directions and Development • Youth • Regional Business Services Team & Statewide Business Solutions Group • Post-Secondary Education and NorthWERD
<p>4) Employer engagement in industry sector work is challenging. There is not an effective way to engage employers across such an expansive geography and to demonstrate the benefits and impact that industry sector work can produce. Training and career pathways that reflect the needs within targeted industry sectors must be identified in both the long and short term.</p>	<ul style="list-style-type: none"> • Work with industry groups to identify and implement specific cohort trainings in high demand occupations • Create quarterly webinars for employers on workforce related topics • Engage employers at the local and regional level to promote NWWIB capacity and partner services • Work to increase employer involvement in internships, apprenticeships, and youth apprenticeship / pre-apprenticeship • Work with the Northwest Business Services Team to meet regularly and identify strategies to: <ul style="list-style-type: none"> - Increase number of new employers served - Increase number of repeat employers served - Increase number of regional solution/response projects 	<ul style="list-style-type: none"> • Regularly contribute content to publications • Create library of best practices • Individual Technical Assistance visits with employers • Provide Labor Market Information to employers • Develop a collective response to high-demand occupations and high growth industry workforce needs • Incorporate identified industry needs into education and training programs, refining curricula and creating new programs as needed • Ensure training results in stackable, industry-recognized credentials within high wage/ high growth career pathways 	<ul style="list-style-type: none"> • Additional training/ education programs/ cohort based trainings in high demand industries (as identified in LMI) is developed and offered each year from PY16 baseline data • Promote employer and NWWIB engagement with Wisconsin's Academic Career Plans • Develop 4 internship sites per year for youth • Develop one new apprenticeship site every two years and one pre-apprenticeship program • Work with NTC and WITC to develop internships, Career Fairs and career exploration activities tied with in-demand occupations; diversify program offerings to align with employer needs • The number of companies in the region offering apprenticeship is expanded; the number of apprentices is also increased annually using PY16 data as a baseline • Economic snapshots and regional industry/ pathways reports are posted on the website each quarter • On-the-Job training will continue to be a focus strategy with 50% of the resources targeted to those with the most barriers to finding employment • Increase the number of new employers served by 15% each year using PY16 baseline 	<ul style="list-style-type: none"> • Strategic Directions and Development • Youth • One-Stop Operator • Executive Committee • Regional Business Services Team & Statewide Business Solutions Group • Post-Secondary Education and NorthWERD • Visions Northwest

			<ul style="list-style-type: none"> • Increase the number of repeat employers served by 10% each year using PY16 baseline • At least 2 industry based outreach events offered per year and 4 employer engagement events (webinars, labor market clinics, RISE³, etc) • Meet or exceed WIOA Business Services Measures 	
<p>5) Workforce development and economic development efforts in the region are fragmented and sub-regionally based. Until all partners are regularly at the table and sharing ideas and initiatives we cannot effectively operationalize system alignment as WIOA expects. Additionally, the NWWIB must work to develop the brand identity, presence and networks necessary to effectively convene the various stakeholders for the advancement of the region.</p>	<ul style="list-style-type: none"> • Establish closer relationships with economic development, community organizations, education, tribes, chambers, etc. • Provide venues for idea sharing • Establish a transparent, accessible workforce system to guide individuals to employment. • Be the local go-to organization to convene workforce development discussions and provide labor market data, best practices and program evaluation 	<ul style="list-style-type: none"> • Active engagement by staff and Board members in NorthWERD, Visions Northwest, local EDOs and other identified strategic groups • Continue to host and encourage attendance to RISE and E3 sessions • Promote the services and labor market research capacities of the NWWIB that are available for employers and job seekers • Explore greater administrative/ fiscal brand identity available through the administrative entity • Maintain a robust public relations campaign and marketing plan to increase visibility of Board projects 	<ul style="list-style-type: none"> • Align partner services and strategies through WIOA One-Stop Operator MOU development and cost sharing methodology • Develop a known brand to be used across programs that is recognizable to all customers • Determine through stakeholder input and WIOA regulations the targeted populations in our region and prioritize needs and implement an outreach strategy • Develop shared marketing strategies that promote the talent in Northwest Wisconsin • Develop and implement a Job Center sign in system that allows for the data and demographics to be collected for analysis and customer satisfaction surveys as well as outreach 	<ul style="list-style-type: none"> • Strategic Directions and Development • Executive Committee • One-Stop Operator • Youth
<p>6) Inadequate resources to provide the services necessary in our region. Community and regional collaboration is needed to develop a healthy workforce for the future. Human services, corrections, drug cessation and other community partners must break down silos and work together.</p>	<ul style="list-style-type: none"> • Build capacity to implement strategies and solutions to address workforce and training issues and the overall wellness barriers that individuals must overcome. 	<ul style="list-style-type: none"> • Grant writing • Develop fee for service options • Develop partnerships with other agencies doing similar work to avoid duplication of efforts • Leverage other programming and funding to accomplish objectives • Focused effort on the development and redefining of partnerships within the region based upon the existing identified in Issue area #1 above 	<ul style="list-style-type: none"> • Four grant applications exceeding \$50,000 are submitted annually by the NWWIB or in partnership with another stakeholder • Industry focused meetings occur at least 4 times per year through various stakeholder groups • Conduct a census of existing programming and resources and identify duplication and eliminate or partner on offerings • Work with regional employers to promote the Wisconsin Fast Forward grants and assist businesses in application • Convene in each of three regional "sub-regions" as identified in the strategic plan, a stakeholder meeting to explore where collaboration and leveraged resources can benefit the community 	<ul style="list-style-type: none"> • Strategic Directions and Development • One-Stop Operator • Regional Business Services Team & Statewide Business Solutions Group • Post-Secondary Education and NorthWERD • Visions Northwest

