



# CAPITAL AREA

WORKFORCE DEVELOPMENT BOARD

*...serving Wake and Johnston Counties*

## 2008-2013 Strategic Plan

*"Connecting Workforce and Economic Development in Wake & Johnston Counties"*

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**“IT’S NOT THE PLAN THAT IS IMPORTANT, IT’S THE PLANNING”**  
- Dr. Graeme Edwards

Capital Area Workforce Development Board began its first strategic planning process in 2003. Since then, this process has evolved to include new partnerships designed to enhance our regional capacity to solve workforce related needs.

Capital Area WDB took the lead in hosting its first regional Workforce and Economic Summit held on March 17, 2006 in Smithfield, NC. This meeting was one of the first steps in thinking regionally and maximizing board resources outside of one given local area.

As a result of the strategic planning efforts, many subsequent planning and implementation successes were spurred. Just to name a few such noted collaborations: Capital Area WDB took a lead role in partnering with the Kerr-Tar and Durham Workforce Development Boards to develop joint OJT guidelines to aid employers in more efficiently utilizing workforce development resources. Additionally, Capital Area has impacted the workforce development system by creating a streamline OJT grant that was later utilized as a model to aid in large employee recruitment for companies locating in our area. This streamline grant process aided in the employment of more than 1300 adult and dislocated workers in a 4-county area. In addition, Capital Area expanded our healthcare partnership to include Mid-Carolina and Kerr-Tar Workforce Development Boards. This partnership aided in greater resources to more rural communities to assist the healthcare sector. Another strong outcome of regional planning has allowed our regional boards to strategically focus on sector strategies within a 13-county region. Capital Area through a partnership with Research Triangle Regional Partnership created a information link through [www.rtrp.org](http://www.rtrp.org).

We are fortunate that the NC Commission on Workforce Development provided funding opportunities for local boards to expand beyond county lines to further encourage regional collaborations and stronger partnerships with economic development. As a result of these strengthened partnerships, for the first time in history each of the Workforce Boards are now mentioned as collaborative partner on the Economic development agenda. We can't say enough about how this partnership will increase the visibility of our workforce development system.

We continue to focus our efforts in meeting the demands of our local and regional employers. These endeavors have allowed us to have several regional forums to include educators, small businesses, and economic developers. These forums enabled us to meet these prospective groups to gauge the growing demands of local employers. As a result, the Capital Area WDB changed its committee structure to strategically align board committees around the growing demands of the area.

Capital Area WDB agreed that a strategic plan is a practical, action-oriented guide, based on examination of internal and external factors, which directs goal setting and resource allocation to achieve meaningful results over time. Our Board utilized a strategic planning

process designed to anticipate and integrate the human resources response to the Board's mission. Strategic workforce planning enables us to:

- Have a strategy for allocation of resources in a manner that allows our Board to meet its goals and objectives.
- Prepare for contingencies that could prevent the Board from attaining its goals.
- Prepare a framework for regional economic and workforce related visioning.
- Implement a strategic basis for making business decisions.
- Be proactive verses reactive in anticipating workforce needs.
- Maximize both organizational and regional effectiveness by integrating the Board's mission, strategic plan, budget, technology, and human resource needs.

Capital Area Workforce Development Board's Strategic Planning process is an inclusive process that involves collaboration and information sharing. We recognize the global trends that illustrate the importance of workforce development strategic planning. Many global trends exist such as the aging population; baby boomers redefining retirement; the harnessing of technology which changes HR functions; new legislation competing with existing legislation; more emphasis on lifelong learning; lack of soft skills and poor work ethic as confirmed by employers, and the list continues.

Capital Area WDB has achieved major objectives outlined in the original strategic plan. As a result of our changing workforce, our Board has had to evolve as well. To this end, the Capital Area WDB has updated the strategic plan as evident in the pages to follow. Strategic planning should be continually measured for its success in meeting both efficiency and effectiveness parameters. We must continue to tweak and re-tool our strategies to transform and evolve to the changing workforce climate. We recognize that successful workforce planning is an active, ongoing and dynamic process that must be repeated and adjusted often.

**“IF YOU ONLY LOOK AT WHAT IS, YOU MAY NEVER ATTAIN WHAT COULD BE”**

- Anonymous

## **Capital Area Workforce Development Board**

Capital Area Workforce Development Board is a partnership of leaders in private business and public organizations committed to improving economic development in their area. The Board serves the interest of individuals and businesses in Wake and Johnston Counties by focusing on the needs of employers and the local workforce through several programs. The Board administers funds and oversees programs to improve the skills, training, and education of the local workforce, and to align the proficiency of employees with the needs of employers and the economy.

### **Mission Statement**

The mission of the Capital Area Workforce Development Board is to create a highly skilled workforce system. This system will provide employers with productive, skilled workers and offer citizens training and employment opportunities that promote job satisfaction and economic stability. The accomplishment of this mission will enable all citizens to contribute to the prosperity of the community.

### **Purpose**

- Build a workforce system responsive to local needs.
- Connect private and public resources.
- Enable individuals to attain skills necessary for gainful employment.
- Assist employers in maintaining a skilled workforce to compete in a global economy.

### **Objectives**

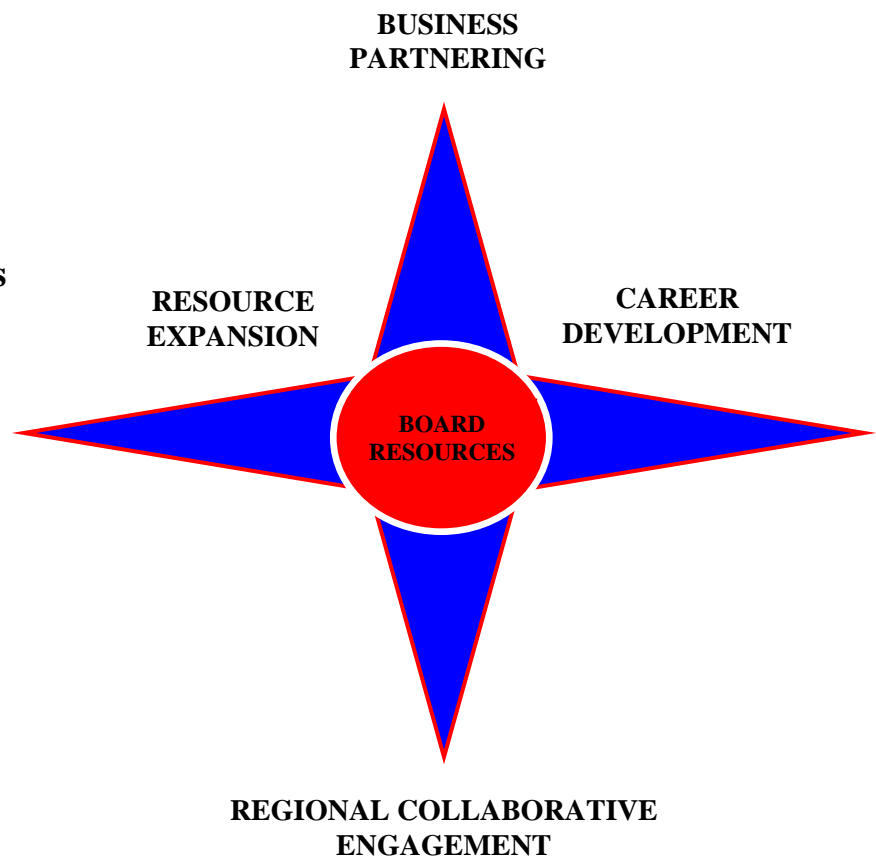
- Increase relationships with local business and economic development organizations.
- Establish and monitor quality standards for publicly funded workforce development programs.
- Stay apprised of the changing needs of the local labor market.



## **STRATEGIC GOALS**

### **2008-2013**

- **Promote business partnering to enhance regional competitiveness.**
- **Facilitate employment success for adults and youth.**
- **Lead the expansion of “Regional Collaborative Engagement” in workforce and economic development initiatives.**
- **Expand resources through strategic leadership and collaborative engagement.**



## STRATEGIC PLAN

### 1. AREA OF EMPHASIS: BUSINESS PARTNERING

A major objective of the Capital Area WDB is to continue to establish strong partnerships. Capital Area WDB recognizes the importance of great partners in accomplishing our mission/vision. We have been quite fortunate to have very strong community partners, and to continue to strengthen these partnerships is of the utmost importance.

*Strategic Goal: Promote business partnering to enhance regional competitiveness.*

#### OBJECTIVES:

1.1 Capital Area will continue to strengthen participation and involvement of current partners through:

- Resource sharing and best practices (quarterly contractor meetings, regional initiatives, and an expanded service delivery model).
- Workforce development training and development activities for internal staff and agency partner staff.
- Improvement in the technological infrastructure to allow rural JobLink Career Centers, Share Network Access Points and understaffed centers greater access to training and universal services.

1.2 Recruit new business partners utilizing the following methods:

- At each Capital Area Board Meeting, invite a representative whose overall organizational mission aligns with the mission/vision of the Capital Area WDB.
- Get the word out. Each Board member will make a concerted effort to tell their colleagues about the work of the Workforce Development Board.
- Expand Business Services outreach efforts to gain greater visibility among area businesses, community leaders and local chambers.
- Through the Public Affairs Committee of the Board, we will keep an eye on the pulse of the community and expand partnerships based on projections and industry shifts.
- Look at expanding partnerships with NC Cooperative Extension; AARP; Resources for Seniors; Triangle Family Services and another component of Community Success Initiatives.

### **Areas of Emphasis**

Market services to business  
Solicit feedback  
Increase participation and involvement  
Research additional funding sources  
Involve media experts  
Form a committee of businesspersons

## **2. AREA OF EMPHASIS: CAREER DEVELOPMENT**

Now more than ever, the Capital Area WDB is placing greater emphasis on the types of occupational training provided through our WIA resources. It is a priority of the Board to train in occupations of demand and growth. The Board produced a State of the Region Report that was industry and occupation focused report to help aid the board in the current and future workforce trends.

As a result the Capital Area WDB will implement the following strategies.

- Strategically align the Workforce Development Board around Industry Sectors.
- Include committees with high growth/high demand and a great industry sustainability trend as primary focus areas for the Board.
- Organize an emerging industry committee to proactively begin training for occupations of the future.

*Strategic Goal: Facilitate employment success for adults and youth.*

### **OBJECTIVES:**

- 2.1 Reduce high school drop out rate through effective career counseling strategies in partnership with K-12 schools.
- 2.2 Provide innovative and traditional training opportunities to increase skill sets for occupations of the future.
- 2.3 Increase employment options through effective career counseling.

### **Areas of Emphasis**

Drop out prevention  
Training – innovative and traditional  
Career counseling/ladders  
Ability to promote  
Skill development  
Life long learning  
Retention/growth  
Literacy/ESL  
Labor market information

### **3. AREA OF EMPHASIS: REGIONAL COLLABORATIVE ENGAGEMENT**

The Capital Area WDB is committed to leading the charge of regional collaboration for the RTRP region. We realize that effective boards must embrace and become part of the growing national movement focused on regions. It is understood that the future prospects of our workforce, and area business are tied to regional social, political and economic factors. We recognize that improving the lives of individuals, and aiding area business requires regional analysis and action. Our Board has reviewed trends that show within a 50-mile radius (an area that touches 6 local workforce boards), the road to employment is fluid. Accordingly, the Capital Area WDB is committed to strengthening our regions capacity to work across sectors and geographical boundaries to reduce economic strain on any given area and to promote the prosperity of the regions most valuable asset.... it's people.

***Strategic Goal: Lead the expansion of “Regional Collaborative Engagement” in workforce and economic development initiatives.***

#### **OBJECTIVES:**

- 3.1 Establish regional teamwork with local boards for the purpose of developing collaborative partnerships.
- 3.2 Identify common interests that benefit workforce demand.
- 3.3 Define shared responsibilities as it relates to materials, funds, and personnel.

#### **Areas of Emphasis**

Teamwork

Common interest

Shared responsibility (e.g., resources including material, funds, and personnel)

### **4. AREA OF EMPHASIS: RESOURCE LEVERAGING**

Capital Area recognizes that to be competitive in a global economy depends on the quality of our workforce. To succeed we must build and maintain a market driven system, focused on responding to the immediate needs of businesses while preparing a skilled workforce in the future. To this end, the Capital WDB will strive to identify, advocate for, and connect resources to our community and community organizations that support the work of strengthening the local and regional economy.

***Strategic Goal: Expand resources through strategic leadership and collaborative engagement.***

**OBJECTIVES:**

- 4.1 Improve capacity for monitoring funding sources by employing a full-time grant writer.
- 4.2 Lobby at local and national levels.
- 4.3 Strengthen ties locally and nationally by marketing board services to leverage support from state and national elected officials (at a minimum, bi-annually).

**Areas of Emphasis**

Monitor funding sources

Hire grant writer

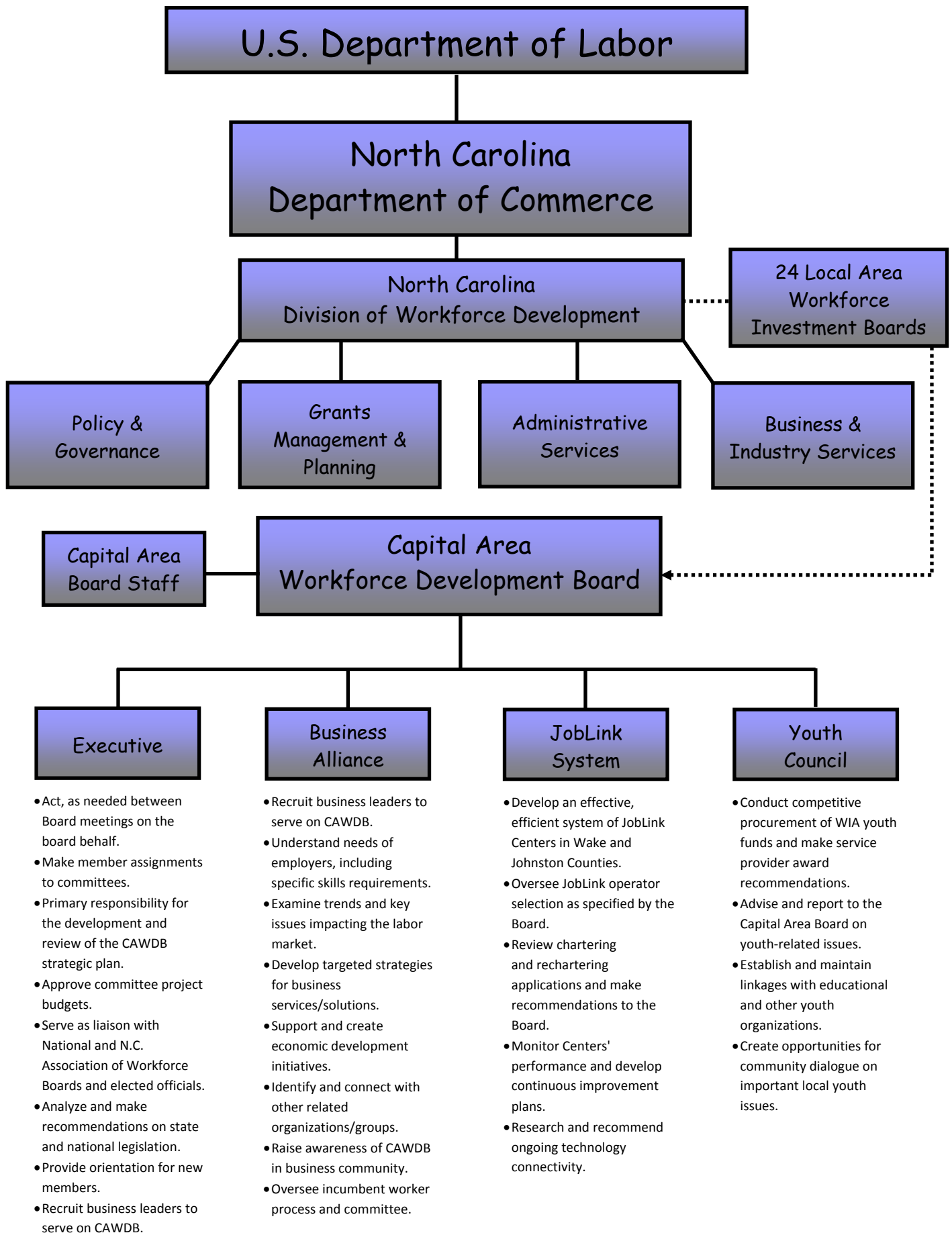
Lobby at local and national levels

Align within economic development partners

Design and market services

Leverage staff and financial resources within the region

Capacity building (internal-CAWDB)



# Capital Area JobLink System

## Wake County

[www.JobLinkcc.com](http://www.JobLinkcc.com)

JobLink Access Point  
The Hope Center at Pullen, Inc.  
1801 Hillsborough Street  
Raleigh, NC 27605

JobLink Access Point  
Urban Ministries of Wake County  
1390 Capital Boulevard  
Raleigh, NC 27603

JobLink Access Point  
Restoration CDC, Inc.  
605 East Young Street  
Rolesville, NC 27571

JobLink Access Point  
Dorcas Ministries  
1231 NE Maynard Road  
Cary, NC 27513

JobLink Access Point  
Pleasant Grove Missionary Baptist Church  
952 Morphus Bridge Road  
Wendell, NC 27591

JobLink CC at Swinburne  
WC Human Services  
220 Swinburne Street  
Raleigh, NC 27610  
919.250.3770

JobLink CC at  
Cary ESC  
742-F East Chatham St.  
Cary, NC 27511  
919.469.1406

JobLink CC at  
Raleigh ESC  
3351 Carl Sandburg Ct.  
Raleigh, NC 27610  
919.212.3849

JobLink Business Center  
at RB&T Center  
900 S. Wilmington Street  
Raleigh, NC 27601  
919.836.8618

JobLink CC at  
WC Eastern Regional Ctr.  
1002 Dogwood Drive  
Zebulon, NC 27597  
919.404.3900

**WC  
Managing  
Partners**

JobLink CC at  
WC Southern Regional Ctr.  
130 N. Judd Parkway NE  
Fuquay-Varina, NC 27526  
919.557.2501

JobLink Information Site  
at WC Northern Regional Ctr.  
350 E. Holding Avenue  
Wake Forest, NC 27587  
919.562.6300

JobLink Access Point  
Workforce Empowerment Alliance  
Community Team  
513 Branch Street  
Raleigh, NC 27601

JobLink Information Site  
at Millbrook Human Services Ctr.  
2809 Millbrook Road  
Raleigh, NC 27604  
919.431.4000

JobLink Access Point  
First Reformed Church of Cary  
555 SW Maynard Road  
Cary, NC 27511

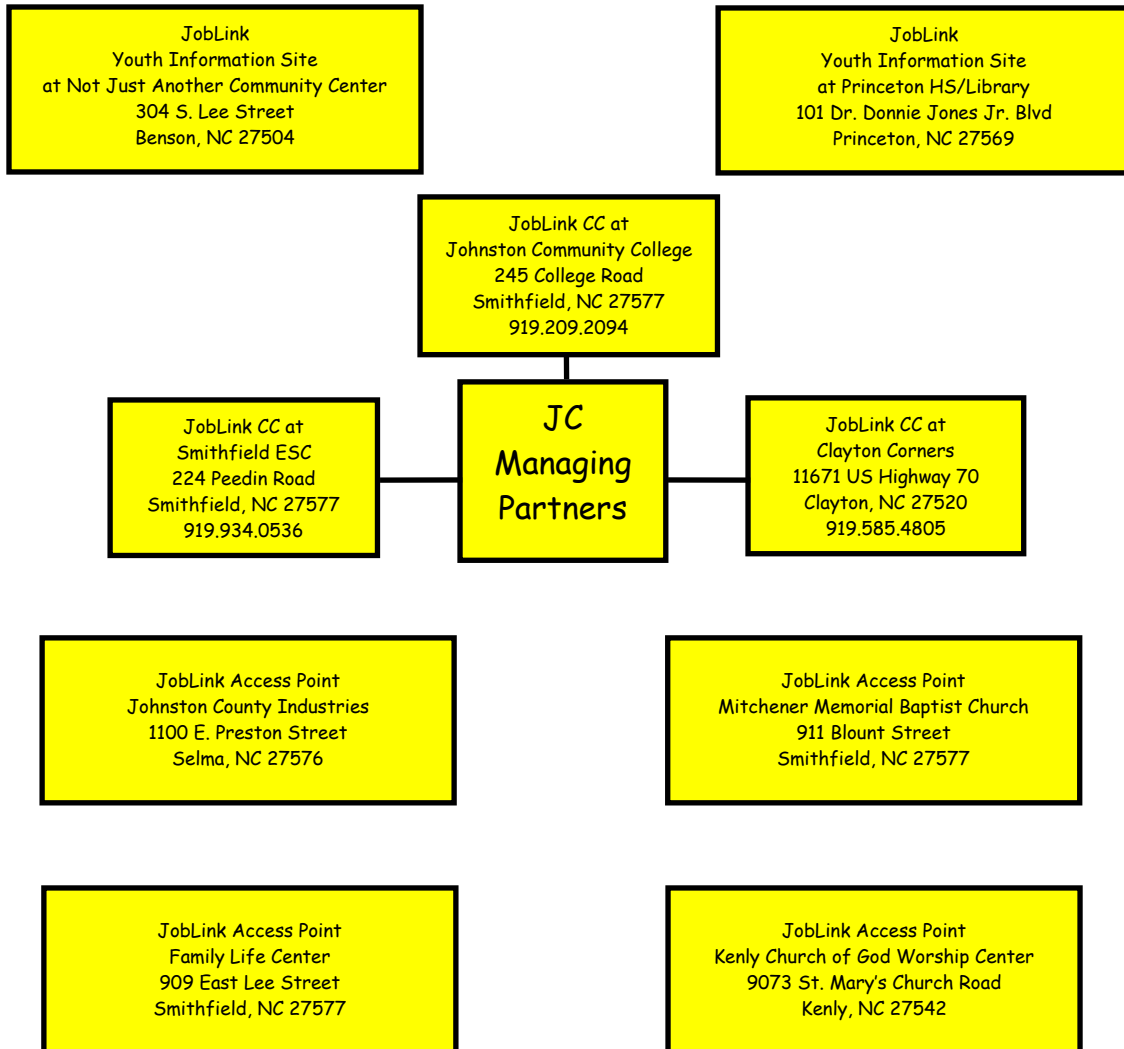
JobLink Access Point  
The Life Enrichment Center, Inc.  
3805 Tarheel Club Road  
Raleigh, NC 27604

JobLink Access Point  
Literacy Council of Wake County  
916 West Morgan Street  
Raleigh, NC 27603

# Capital Area JobLink System

## Johnston County

[www.JobLinkcc.com](http://www.JobLinkcc.com)



## CAPITAL AREA BOARD COMMITTEES

Committee	Chair	Committee Members	Staff Support
Executive	Susan Jackson	Bruce Clarke, Marie Watson, Gerald Mitchell	Pat Sturdivant Lisa Ramsey
Business Alliance	Michele Tavernise	Robert Barham, PR Latta, Earl Marett, Linda Horton, Valerie Sachariat, Donna Steele, Thomas White	Alfreda Barnett Brenda Wilkerson
JobLink System	Durwood Woodall	Dr. David Johnson, Amy Fariss, Vicki Shore, Howard Manning, Leon Perry, Ramell Oakley#, Harolyn Whitehead#	Jane Sterner Lisa Ramsey
Youth Council	Harolyn Whitehead#	David Rockefeller, Kenny Gibbs, Jo Anne Honeycutt for Dr. Croom, Zena Anderson	Jessica Locklear McLeod Victoria Weston
Ad Hoc	Chair and committee members selected as needed		Joan Lindley Susan Jablonski

# denotes Partner Agency Representative

**CAPITAL AREA WORKFORCE DEVELOPMENT BOARD**

**Susan Jackson, Chair**  
**Bruce Clarke, Vice Chair**  
**Marie Watson, Secretary**

**Representing  
Private Sector**

**Zena Anderson**  
*Human Relations Manager*  
*Cisco Systems, Inc.*

**Robert Barham**  
*Human Resources*  
*Consultant*

**Bruce Clarke**  
*President*  
*Capital Associated Industries*

**Amy Fariss**  
*President/CEO*  
*The Cortina Group*

**Linda Horton**  
*RN Care Manager*  
*American Healthways, Inc.*

**Susan E. Jackson**  
*Executive Director*  
*WakeMed Physician Practices*

**Valerie Sachariat**  
*Regional Senior Recruiting*  
*Manager*  
*Time Warner Cable*

**Donna Steele**  
*Performance Development*  
*Manager*  
*Talecris Biotherapeutics*

**Michele Tavernise**  
*Consultant*

**Durwood Woodall**  
*Vice President*  
*Tarheel Tooling*

**Representing Community  
Based Organizations**

**Vicki Shore**  
*Executive Director*  
*Johnston County Industries*

**Howard Manning**  
*Executive Director*  
*Dorcas Ministries*

**Marie Watson**  
*Executive Director*  
*Johnston-Lee-Harnett*  
*Community Action, Inc.*

**Representing Vocational  
Rehabilitation**

**Kenny Gibbs**  
*Unit Manager*  
*Vocational Rehabilitation*

**Representing Organized Labor**

**P. R. Latta**  
*Consultant*  
*Communications Workers of*  
*America, AFL-CIO*

**Representing Economic  
Development**

**Thomas White**  
*Director*  
*Economic Development Partnership*  
*North Carolina State University*

**Representing Employment  
Services**

**Leon Perry**  
*Manager, Raleigh Local Office*  
*Employment Security Commission*

**Representing Secondary  
Education**

**David Rockefeller**  
*Director*  
*Career & Technical Education*  
*Wake County Public School System*

**Dr. Ed Croom**  
*Superintendent*  
*Johnston County Schools*

**Representing Post-Secondary  
Education**

**Gerald Mitchell**  
*Executive Vice President*  
*Wake Technical*  
*Community College*

**Dr. David Johnson**  
*President*  
*Johnston Community College*

**Representing Social Services**

**Earl Marett**  
*Director*  
*Johnston County*  
*Department of Social Services*



*Capital Area Staff*

**Pat Sturdivant, Director**

**Alfreda Barnett, Project Officer**

**Joan Lindley, Compliance Officer**

**Darius Morris, Fiscal Officer**

**Jane Sterner, Information Technology Officer**

**Susan Jablonski, Accountability Specialist**

**Tavonya Thompson, Accountant**

**Ray Riordan, AmeriCorps Program Manager**

**Brian Mitchell, Youth Services Coordinator**

**Brenda Wilkerson, Business Services Representative**

**Georgia Steele, Disability Program Navigator Coordinator**

**Shirley Chamberlain, Disability Program Navigator**

**Crystal McIver, Disability Program Navigator**

**Massaline Thomas, Executive Secretary**

**Tanja Bean, HealthCare Partnership Workforce Development Director**

**Sara Davarbakhsh, HealthCare Partnership Workforce Development Coordinator**

**Lisa Ramsey, Workforce Development Specialist**

**Victoria Weston, YouthBuild Program Coordinator**

**Jessica Locklear McLeod, Youth Services Coordinator**



## **CAPITAL AREA**

WORKFORCE DEVELOPMENT BOARD

*...serving Wake and Johnston Counties*

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