



Central Six Development Council, Inc.
Central Six AlabamaWorks!

Strategy and Sustainability Plan

Reviewed: March 2021



Drafted: April 2019

Introduction

The Strategy and Sustainability Plan was developed with broad engagement and guidance from the Central Six Development Council (hereinafter referred to as “Central Six”) Board of Directors and staff. The Strategic Planning Committee included all board members and Central Six staff. This committee met over the course of a year to evaluate existing programs, resources, and organizational stability. These meetings set the stage for a work session, during which the organization’s strategic direction was better defined and aligned with the Alabama Workforce Council. The staff helped coordinate the planning process and provided important supporting documents and analysis to complete this plan.

The Board of Directors and staff of Central Six refreshed the Strategy and Sustainability Plan from December 2018 – April 2019. The refreshed plan provides Central Six with a roadmap to continue to support the work of the Alabama Workforce Council – particularly Region 4 Central Six AlabamaWorks! (hereinafter referred to as “AlabamaWorks”). It also will aid Central Six as it pursues organizational development, increases financial support, and aligns its work with Building (it) Together and Governor Kay Ivey’s Success Plus Strategic Plan. The Board of Directors and staff will review progress quarterly and update the plan as needed.

Executive Summary

The mission of Central Six is:

- *to create a 21st Century workforce that is proactive, responsive, and results driven; supports the regions diverse population and employers; and, provides quality job opportunities in support of a vibrant regional economy.*

Background and History

Central Six began as one of 10 Regional Workforce Councils established in 2006. Central Six began as a work group supported by the Birmingham Business Alliance and was later fiscally sponsored by the Community Foundation of Greater Birmingham. In early 2014, Central Six was established as a nonprofit organization and the membership of Central Six approved an updated strategic plan to guide the organization’s path forward. A scorecard was developed to serve as a map and measurement tool for programmatic work and outreach. In September 2014, Central Six hired its first executive director who was charged with carrying out the strategic plan and aligning with the work of the Alabama Workforce Council.

Central Six has since been established as a regional collaborative that includes multiple stakeholders working together to create a 21st century workforce that is proactive, responsive and supports the region’s diverse population and employers. Central Six is committed to creating and aligning clear career pathways across the Central Alabama region, so that job seekers may progress along a continuum from low-wage, low-skill positions, into higher-wage, higher-skilled positions. This requires increasing the capacity and skill set of our future workforce. Central Six serves the following counties in Central Alabama: Blount, Chilton, Jefferson, Shelby, St. Clair, and Walker. Central Six’s target industries are manufacturing, construction, healthcare, information technology, and professional services (retail, finance & insurance). Central Six has established clusters to represent each of the target industries. Also, Central Six regularly references and leverages data on high-growth occupations in the region – these data are included in Appendix A.

Central Six is designated as a National Fund for Workforce Solutions site. This allows Central Six to participate on a national stage with access to proven models, support, and funding to increase impact locally. Moreover, Central Six is redefining what it means to be a workforce intermediary.

Direction and Results

The strategic direction and goals included in this plan are Central Six's response to its understanding of what business, industry and job seekers value most, as well as current opportunities and challenges for offering programs and services throughout the region it serves.

This Strategy and Sustainability Plan assesses Central Six's approach to its industry partnerships, financial stability, organizational development, and alignment with Building (it) Together and Success Plus. Through Success Plus, Governor Kay Ivey has established an ambitious attainment goal of adding 500,000 highly skilled employees to the state's workforce by 2025. Soon after the state set this goal, the Central Alabama region established a regional attainment goal of 125,000 highly skilled employees by 2025. Both the state and regional attainment goals will inform Central Six's work. Concurrently, Central Six's Board of Directors and staff will take a leadership role in securing more financial resources and will explore engaging more industry partners.

With a fresh perspective on its mission, Central Six will pursue the following strategic direction as outlined below, using this strategic plan as a roadmap:

1. Central Six will emphasize building financial reserves to support organizational stability, administrative staff, and additional workforce training initiatives.
2. Central Six will further assess job seekers and community partners to identify gaps or needed shifts in program/service delivery. This assessment will serve as the basis for expanding or adding new programming.
3. Central Six will review and deepen its existing relationships with education institutions, board members, and industry partners, as well as build new industry partnerships, in an effort to strengthen existing leadership.
4. Central Six will align its Strategy and Sustainability Plan with Accelerate Alabama 2.0, the Building (it) Together report and the Success Plus Credential Attainment Plan.

CENTRAL SIX Strategy Map

Vision: To be the premiere regional leader connecting business and industry with education to develop a diverse, qualified, skilled workforce.

Mission: Create a 21st Century workforce that is proactive, responsive, and results driven; supports the region's diverse population and employers; and, provides quality job opportunities in support of a vibrant regional economy.

Stakeholders: Business, industry, job seekers, educators, education institutions, training providers, and nonprofit service providers and the communities they serve.

Strive for an equitable and inclusive workforce development system that gives stakeholders access, advocates for WFD needs, and reflects industry priorities

Key Business Processes:

Engage Business and Industry

Establish and sustain industry-led partnerships (clusters) and serve industry WFD needs

Increase awareness of Central Six and its programs with industry leaders throughout Region 4

Connect and Collaborate with Education Institutions, Training Providers, and Nonprofit Organizations

Align funding resources and initiatives with industry specific needs

Establish Central Six as a strategic convener and connector for education institutions, training providers, and nonprofit organizations

Help Develop Talent Supply

Ensure future workers are aware of viable, livable wage career opportunities

Increase awareness of Central Six and its programs with future workers throughout Region 4

Re-engage unemployed or underemployed residents to meet existing needs

Sustainability

Maintain MOU and necessary metrics
for state funding allocations

Secure and maintain business
participation

Secure and maintain grant funding for
mission-related programs

CENTRAL SIX Scorecard

Perspective	Objectives	Measures and Outcomes	Initiatives
Stakeholders: Business, industry, job seekers, educators, education institutions, training providers, and nonprofit service providers and the communities they serve	Strive for an equitable and inclusive workforce development system that gives stakeholders access, advocates for workforce development (WFD) needs, and reflects industry priorities	Complete at least 1 needs assessment of current and future workforce capacity annually	Continuously conduct needs assessments for industry partners
		Plan, support, and/or participate in no less than 3 hiring/job fairs annually	Work with career centers, community organizations, and employers to plan, support, and/or participate in hiring/job fairs
		Provide direct case management services for 550-600 job seekers in 2019	Expand case management services for job seekers
		Identify and place 300-400 potential job seekers in training programs and/or employment	Partner with WIOA (CAPTE) to identify and place potential job seekers in training programs and/or employment
Key Business Processes:			
1. <i>Engage Business and Industry</i>	Establish and sustain industry-led partnerships “clusters” and serve industry WFD needs: <i>(clusters will align with industries identified by Accelerate Alabama 2.0)</i>	Collaboratively generate and pursue measurable goals that reflect industry cluster priorities	Manage and actively engage with industry clusters that reflect the major industries in our region supported by data from the Department of Labor, Accelerate Alabama 2.0 and the Building (it) Together report. Utilize industry feedback to inform Central Six’s work. <i>Note: Building it Together Report targets three sectors identified in Accelerate Alabama 2.0: advanced manufacturing, bioscience, and information technology</i>
		Maintain 75% business and industry council membership	Recruit chairpersons to lead each respective industry cluster Collaborate with regional chambers of commerce and economic development organizations to recruit and encourage industry participation in Central Six’s scope of work

		Increased alignment and collaboration between Central Six initiatives and WIOA Board activities	Develop MOU with WIOA Board (CAPTE)
		Generate policy briefs and white papers on public policies and systems that impact WFD needs	Advocate for policy and systems change to meet the WFD needs of the region and/or continue to support growth trends as identified in Accelerate Alabama
	Increase awareness of Central Six and Success Plus with industry leaders throughout Region 4	Increase total monthly traffic to the Central Six website by 10% year-over-year	Share Central Six's key messages and testimonials through social media, earned media, community presentations, and other relevant communications channels
2. <i>Connect and Collaborate with Education Institutions, Training Providers, and Nonprofit Organizations</i>	Align funding and initiatives with industry specific needs	Develop no less than 2 requests for training annually	Develop requests for training based on identified industry needs, and identify RWC subject matter experts to evaluate industry specific training programs
		Approve 5 EITP grants annually	
		Monitor WFD state funded projects to ensure satisfactory outcomes	Examine the service delivery structure and coordination among workforce development service providers in the region (ATN, AIDT, Career Centers, WIOA)
	Utilize the evaluation instrument provided by Department of Commerce		
	Establish Central Six as a strategic convener and resource hub for education institutions, training providers, and nonprofit organizations	Increased collaboration and alignment between education institutions, training providers, and nonprofit organizations	Lead the Bold Goals Coalition of Central Alabama's Workforce Action Network and implement the Building (it) Together strategic plan alongside partners throughout the region.
		Support target outcomes from Success Plus Priority #2: <ul style="list-style-type: none"> • Increase in enrollment • Increase in completions • Increase in FAFSA and tuition assistance applications • Decreased gaps in enrollment and completions for low-income and minority populations 	Note: The Bold Goals Coalition has determined the need for 125,000 credentials by 2025 in support of Success Plus
	Refreshed Strategy and Sustainability Plan that aligns with the Building (it) Together Strategic Plan	Align Central Six's Strategy and Sustainability Plan with the Building (it) Together Strategic Plan developed by the Central for Adult and Experiential Learning (CAEL)	

3. <i>Help Develop Talent Supply</i>	Ensure future workers are aware of viable, livable wage career opportunities and necessary credentials <i>Note: Career opportunities will align with Accelerate Alabama and Success Plus</i>	1 annual Worlds of Work event and 1 other career expo event	Host career expo events for K-12 students and leadership
			Develop a committee to support implementation of career expo events - e.g. Worlds of Work, Power UP, and K-12 Leadership
		Increase the number of educators participating in Educator Academy experiences by 10% each year	Expand Educator Academy experiences throughout the region
	Increase awareness of Central Six and Success Plus with job seekers and future job seekers throughout Region 4	Increased participation in Central Six programming, including, but not limited to, Ready to Work	Share Central Six's key messages and testimonials through social media, earned media, community presentations and other relevant communications channels
		Increase total monthly traffic to the Central Six website by 10% year-over-year	
		90% Career Coach participation in workshops in 2020	Develop a Career Coach workshop hosted and informed by industry partners to equip Career Coaches with knowledge and information relevant to local target industries and occupations
		200 Ready to Work completers in 2020	Sustain and expand the Ready to Work program throughout Region 4
	Re-engage unemployed or underemployed residents to meet existing needs	Implement and/or support the implementation of 3-4 new apprenticeships/work-based learning models annually	Work with the State Office of Apprenticeships and Apprenticeship Alabama to support businesses with the development and deployment of apprenticeship/work-based learning programs
		Provide direct case management services for 550-600 job seekers in 2019	Sustain and expand case management services
		Increase OJT contracts by 3% annually	Work with the WIOA Board (CAPTE) and Career Centers to help participants and industry access WIOA Incumbent Worker and OJT Training Programs
Operations and Sustainability:			

Strengthen Operational Capacity and Participation	Increase industry participation in Central Six Council	75% industry representation on Central Six and RWC- 4 Board	Increase actively engaged voting members and develop committees focused on Central Six's key business processes (3)
	<i>NOTE: Focus recruitment of industry to align with sectors identified in Accelerate Alabama and Building it Together</i>		
	Increase staff capacity in order to serve additional job seekers	Sustain and expand the Ready to Work program throughout Region 4; sustain and expand case management services	Hire one additional Workforce Programs Coordinator
	Maintain MOU and necessary metrics for state funding allocations	Meet 6 of 10 metrics in year 2; meet 9 of 10 metrics in year 3	Maintain RWC 10-Point Accountability Metrics
Ensure Sustainable Levels of Funding	Secure and maintain government participation	50% of funding from government	Actively explore core funding partnerships with state and local government in the Central Six footprint
			Maintain MOU and necessary metrics for state funding allocations
	Secure and maintain business and community participation	20% of funding from businesses/industry	Engage chairs of industry clusters for core funding
	Secure and maintain grant funding for mission-related programs	30% of funding from grants	Engage institutional philanthropy for project support

Sustainability Strategies:

Sustainability of the organization is a primary objective of the Central Six Board of Directors. In 2015, the Regional Workforce Councils were codified into state legislation and received \$1 million in funding respectively. This was a tremendous accomplishment and will allow core operating support for Central Six. Unfortunately, the designated core operating support does not allow funding to adequately carry out the work of Alabama Regional Workforce Council – Region 4 Central Six AlabamaWorks. In order to do so, Central Six must seek out additional funding.

In addition to existing funding sources, Central Six will deploy the following sustainability strategies:

1. Recruit additional board representation to help secure business participation
 - Each board member will explore funding opportunities at their current organization and/or parent companies
2. Create a membership agreement for business participation in the Central Six clusters
 - Establish a subcommittee of Executive Committee members to research and develop the membership agreement
 - Establish a process for recruiting business participation
3. Maintain MOU and necessary metrics for state funding allocations
4. Develop a foundation and grants annual timeline to secure additional funding
5. Increase staff capacity in order to serve additional job seekers and position the organization for additional funding opportunities
 - Hire one additional Workforce Programs Coordinator to support talent supply programming