



Montgomery County Workforce Investment Board

STRATEGIC ACTION PLAN

July 2010 through June 2013

*Developed by the Montgomery County Workforce Investment Board's Strategic Planning Team
Prepared by Strumpf Associates: Center for Strategic Change*

Approved: September 29, 2010

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ACKNOWLEDGEMENTS

The Montgomery County Workforce Investment Board and its staff would like to thank the participating members of the Strategic Planning Team for all of the time, energy and commitment each individual brought to the effort. We further thank the many individuals who participated in focus groups to help us gather insightful descriptive information. We pledge to implement this plan to the fullest to reach our collective vision.

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INTRODUCTION

The significant problems we face cannot be solved at the same level of thinking we were at when we created them. Albert Einstein

The Montgomery County Workforce Investment Board (WIB) convened a Strategic Planning Team in April of 2010 to embark on a path of strategic thinking to assess, view and create the future for the WIB and our customers. We wanted to position ourselves to be proactive, not reactive to the challenges of the new economy now and into the future. The process was designed to push the WIB to think about creating a better future for our customers and our community and adding value. We are committed to implementing the changes required as we imagine the results we can achieve in the future.

The Strategic Planning Team, made up of WIB members and staff, was charged with developing a strategic action plan meant to take the organization into the second decade of the 21st Century. The team engaged in a deliberate and thoughtful process to develop the goals and strategies presented in this plan. The WIB held a strategic planning retreat to help guide the team in its deliberations. The team conducted a comprehensive environmental scan, talking to customers and partners about where the WIB should be going over the next three years and beyond. We analyzed data related to the workforce and economic reform efforts as well as data regarding the state of the economy and the demographics of Montgomery County. The conversations within the team, the conversations with the community, and the data led us to conclude that it was a strategic imperative for the organization to address four key issues over the next three years:

- Ensure that our service delivery strategies and structures are *aligned to industries needs*,
- Focus on *aligning economic development, education and the system of developing talent* to increase effectiveness in each sector,
- Increase *awareness* of the workforce development system, and
- Increase our *resources* to sustain our impact.

With a diversified economy made up of industries from agriculture to high-tech businesses, Maryland is rated as one of the top states in the country best prepared to thrive in the 21st century economy. However, there are gaps in the workforce and in training and education policies that threaten to undermine its strengths. Middle-skill jobs represent the largest share of jobs in Maryland—some 47 percent—and the largest share of future job openings¹.

The skills gap - the inability of employers to find a fully qualified workforce -- has serious consequences for employers and employees. Thousands of companies fail to achieve the levels of productivity that would make them profitable. Millions of workers, lacking needed training, never reach their full potential. It is critical to ensure that all workers receive the education and training that will allow them full and continuing participation in a thriving economy.

Through this plan, we envision a time when economic development, education and the system of talent development are aligned both locally and regionally to sustain a vibrant economy in the County. We are positioned to provide the leadership required to transform the system of workforce development in ways that ensure businesses succeed through a quality, innovative, and knowledgeable workforce system.

We are committed to making this investment in our collective future.

¹ From Maryland's Forgotten Middle-Skill Jobs: Meeting the Demands of a 21st-Century Economy, by the National Skills Coalition, March 2010

LOCAL DATA SNAPSHOTS

The Workforce Investment Board’s Strategic Planning Team conducted an environmental scan by analyzing strategic challenges through the lens of the current state of demographics, education and economic issues. From these challenges evolved the strategic goals that set our direction over the next three years. Below are data “snapshots” from the data sets the team used to identify trends and challenges.

About the Area: Quick Facts – Montgomery County Maryland

- Area of the County 497 square miles
- Water area: 11.6 square miles
- Population Density (2008) 1,912/square mile
- Number of residents in the County 971,600²
- Per capita income \$46,947

Montgomery County contains 19 incorporated municipalities: three cities, twelve towns, and four villages.
Cities and Towns³

Barnesville	Friendship Heights	Montgomery Village
Bethesda	Gaithersburg	Poolesville
Brookeville	Garrett Park	Rockville
Chevy Chase	Germantown	Silver Spring
Chevy Chase Village	Glen Echo	Somerset
North Chevy Chase	Hyattstown	Town of Oakmont
Damascus	Kensington	Takoma Park
Village of Drummond	Laytonsville	Washington Grove

Municipalities⁴

Barnesville	Gaithersburg	Poolesville
Brookeville	Garrett Park	Rockville
Town of Chevy Chase	Glen Echo	Somerset
Chevy Chase View	Kensington	Takoma Park
Village of Chevy Chase	Laytonsville	Washington Grove.
Village of Chevy Chase, Sect. 3	Martin's Additions	
Village of Chevy Chase, Sect. 5	North Chevy Chase	

RACE/ETHNIC BREAKDOWN: In 2008⁵, for people reporting one race alone:

- 54 percent White – not Hispanic
- 17 percent Black
- .4 percent American Indian and Alaska Native
- 13 percent Asian
- .1 percent Native Hawaiian and Other Pacific Islander
- 15 percent Hispanic or Latin origin
- 2 percent two or more races

² 1/ Census Estimates Base for 2000 Source: Population Division, U.S. Census Bureau, release date March 23, 2010
 Prepared by the Maryland Department of Planning, Planning Data Services, March 2010.

³ Montgomery County Government :
<http://www.montgomerycountymd.gov/cittmpl.asp?url=/content/citizen/community.asp#cities>

⁴ Montgomery County Government :
<http://www.montgomerycountymd.gov/cittmpl.asp?url=/content/citizen/community.asp#cities>

⁵ Quick Facts; US Census Bureau.

NATIVITY AND LANGUAGE: Thirty percent of the people living in Montgomery County in 2006-2008 were foreign born. Seventy percent was native, including 23 percent who were born in Maryland. Among people at least five years old living in Montgomery County in 2006-2008, 36 percent spoke a language other than English at home. Of those speaking a language other than English at home, 37 percent spoke Spanish and 63 percent spoke some other language; 41 percent reported that they did not speak English "very well."

Number of households in Montgomery County in 2008⁶

	Total	Family	Non-Family
Number of households	347,982	234,521	107,461
Median household income	93,999	112,564	58,937

POVERTY AND PARTICIPATION IN GOVERNMENT PROGRAMS: In 2006-2008, 5 percent of people were in poverty. Six percent of related children under 18 were below the poverty level, compared with 6 percent of people 65 years old and over. Three percent of all families and 11 percent of families with a female householder and no husband present had incomes below the poverty level.

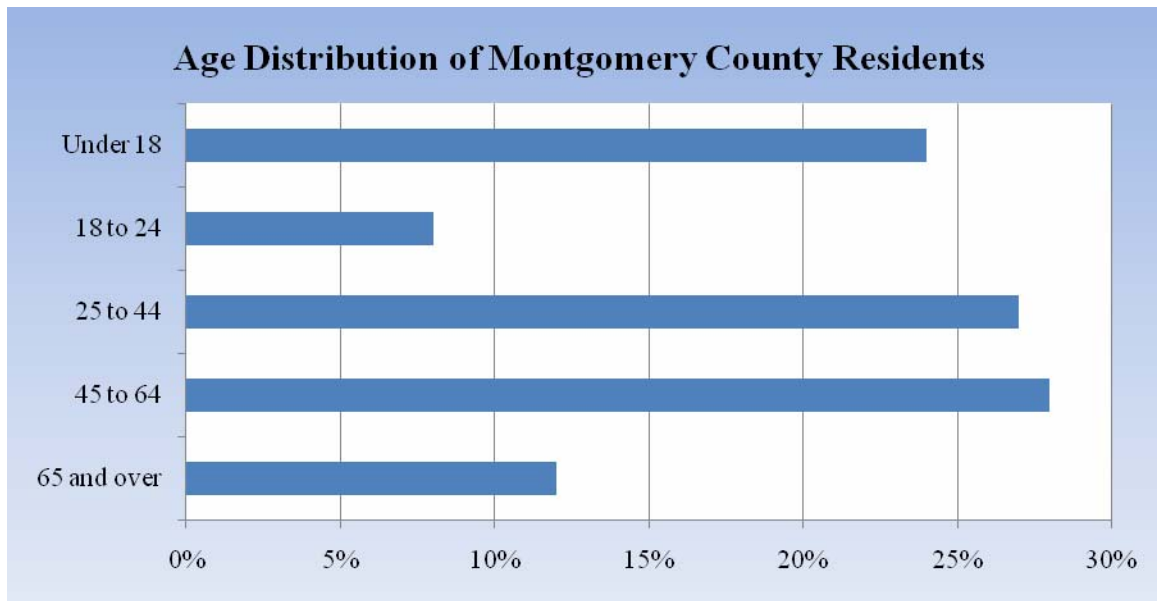
Poverty rate.5 percent

PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL	
Source: U.S. Census Bureau, 2006-2008 American Community Survey	
All families	3.1%
With related children under 18 years	4.5%
With related children under 5 years only	5.0%
Married couple families	1.6%
With related children under 18 years	1.8%
With related children under 5 years only	2.4%
Families with female householder, no husband present	10.3%
With related children under 18 years	14.4%
With related children under 5 years only	17.2%
All people	5.2%
Under 18 years	5.8%
Related children under 18 years	5.5%
Related children under 5 years	6.7%
Related children 5 to 17 years	5.0%
18 years and over	5.0%
18 to 64 years	4.8%
65 years and over	5.9%
People in families	3.4%
Unrelated individuals 15 years and over	13.6%

⁶ Source: American Community Survey, 2006-2008

AGE DISTRIBUTION:

Population's age distribution ⁷ .	<u>Estimate</u>	Percent
SEX AND AGE		
Total population	942,747	
Male	453,845	48
Female	488,902	52
Under 5 years	66,138	7
5 to 9 years	62,541	7
10 to 14 years	60,754	6
15 to 19 years	61,803	7
20 to 24 years	56,166	6
25 to 34 years	106,495	11
35 to 44 years	145,799	15
45 to 54 years	155,030	16
55 to 59 years	64,599	7
60 to 64 years	48,145	5
65 to 74 years	59,643	6
75 to 84 years	37,801	4
85 years and over	17,833	2
Median Age	39	



Source: American Community Survey, 2006-2008

⁷ U.S. Census Bureau, 2006-2008 American Community Survey

INDUSTRIES: In 2006-2008, for the employed population 16 years and older, the leading industries in Montgomery County were Professional, scientific, and management, and administrative and waste management services, 22 percent, and Educational services, and health care, and social assistance, 20 percent.

OCCUPATIONS AND TYPE OF EMPLOYER: Among the most common occupations were: Management, professional, and related occupations, 55 percent; Sales and office occupations, 20 percent; Service occupations, 14 percent; Construction, extraction, maintenance and repair occupations, 6 percent; and Production, transportation, and material moving occupations, 4 percent. Seventy-two percent of the people employed were Private wage and salary workers; 21 percent was Federal, state, or local government workers; and 7 percent was Self-employed in own not incorporated business workers.

Number of people in the Civilian Workforce.530, 531

OCCUPATION Source: U.S. Census Bureau, 2006-2008 American Community Survey		
Civilian employed population 16 years and over	507,383	507,383
Management, professional, and related occupations	281,467	55.5%
Service occupations	72,878	14.4%
Sales and office occupations	100,834	19.9%
Farming, fishing, and forestry occupations	502	0.1%
Construction, extraction, maintenance and repair occupations	30,624	6.0%
Production, transportation, and material moving occupations	21,078	4.2%
INDUSTRY Source: U.S. Census Bureau, 2006-2008 American Community Survey		
Civilian employed population 16 years and over	507,383	507,383
Agriculture, forestry, fishing and hunting, and mining	799	0.2%
Construction	29,988	5.9%
Manufacturing	16,049	3.2%
Wholesale trade	7,118	1.4%
Retail trade	39,546	7.8%
Transportation and warehousing, and utilities	10,929	2.2%
Information	20,847	4.1%
Finance and insurance, and real estate and rental and leasing	39,009	7.7%
Professional, scientific, and management, and administrative and waste management services	111,146	21.9%
Educational services, and health care and social assistance	101,231	20.0%
Arts, entertainment, and recreation, and accommodation, and food services	40,405	8.0%
Other services, except public administration	36,280	7.2%
Public administration	54,036	10.6%
CLASS OF WORKER Source: U.S. Census Bureau, 2006-2008 American Community Survey		
Civilian employed population 16 years and over	507,383	507,383
Private wage and salary workers	364,209	71.8%
Government workers	107,575	21.2%
Self-employed workers in own not incorporated business	34,834	6.9%
Unpaid family workers	765	0.2%

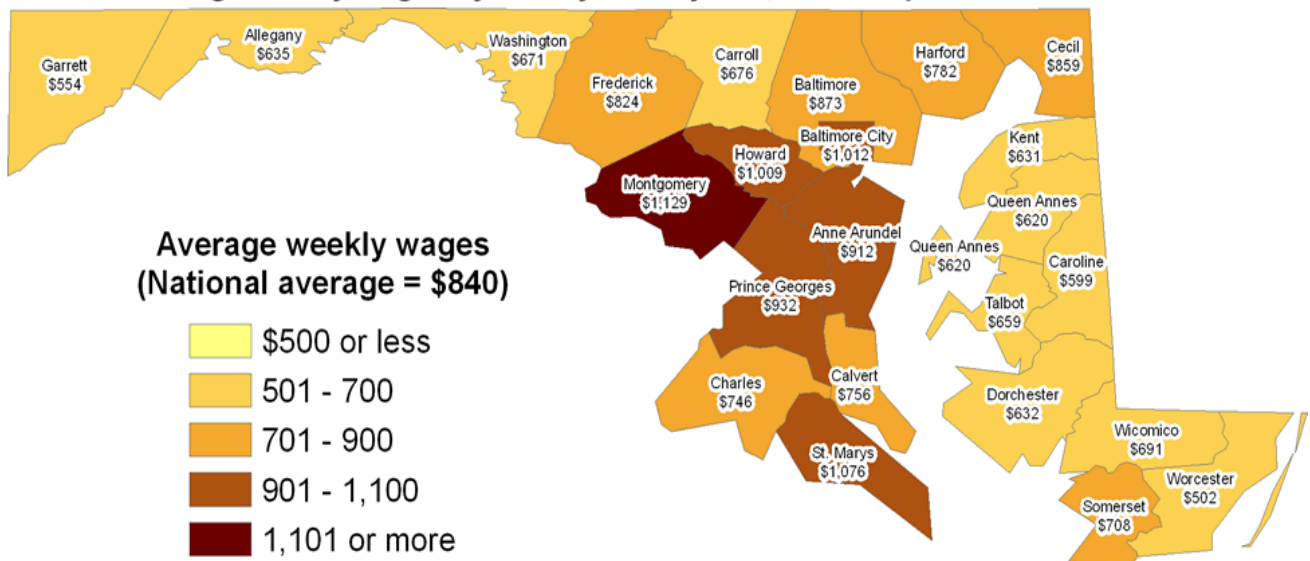
EMPLOYMENT: Employment declined in all eight large counties in Maryland from June 2008 to June 2009, according to the U.S. Bureau of Labor Statistics. However, Montgomery County recorded the smallest decline, down 2.4 percent. Montgomery County ranked highest in employment, at 449,400, in June 2009, among the eight largest counties in Maryland. Montgomery County also had the highest average weekly wage among the eight largest counties in the State at \$1,129. This figure ranked the county in the top 50 of counties having the largest weekly earning nationwide.

Area	Employment			Average Weekly Wage ⁽³⁾			
	June 2009 (thousands)	Percent change, June 2008-09 ⁽⁴⁾	National ranking by percent change ⁽⁵⁾	Average weekly wage	National ranking by level ⁽⁵⁾	Percent change, second quarter 2008-09 ⁽⁴⁾	National ranking by percent change ⁽⁵⁾
United States ⁽⁶⁾	129,674.8	-5.1	--	\$840	--	-0.1	--
Maryland	2,500.8	-3.0	--	935	7	1.6	6
Montgomery, Md.	449.4	-2.4	32	1,129	15	1.5	69

Footnotes:

- (1) Includes workers covered by Unemployment Insurance (UI) and Unemployment Compensation for Federal Employees (UCFE) programs.
- (2) Data are preliminary.
- (3) Average weekly wages were calculated using unrounded data.
- (4) Percent changes were computed from quarterly employment and pay data adjusted for noneconomic county reclassifications.
- (5) Ranking does not include the county of San Juan, Puerto Rico.
- (6) Totals for the United States do not include data for Puerto Rico or the Virgin Islands.

Chart 1. Average weekly wages by county in Maryland, second quarter 2009¹



¹ Data are preliminary.

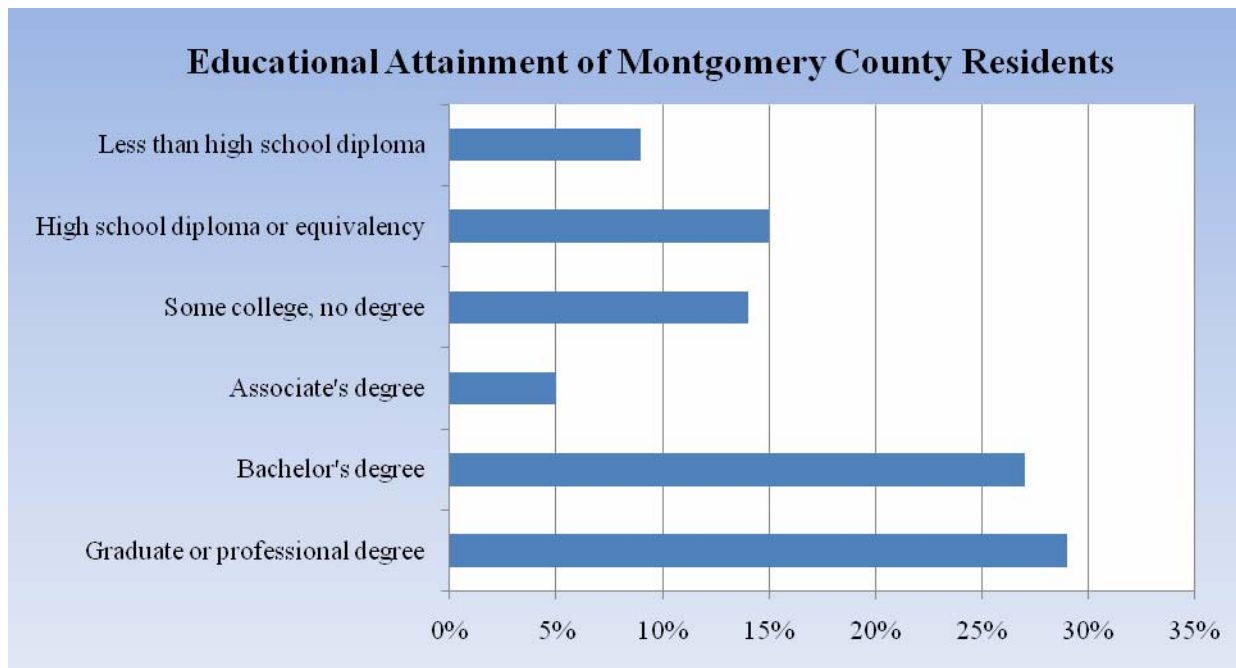
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Unemployment Source of Data: U.S. Department of Labor, Bureau of Labor Statistics (BLS). The BLS defines unemployed as persons aged 16 years and older who had no employment, were available for work (except for temporary illness), and had made specific efforts to find employment sometime during the previous four-week period. The 1999-2008 data rates are the annual (12-month) averages. The 2009 data are a 10-month average through October 2009. The unemployment rates are not seasonally adjusted.

Employment by Place of Residence, 2008-2009 Montgomery County		
	2008	2009
Employed	497,249	484,364
Change from Previous Year	--	(12,885)
Unemployed	16,400	26,481
Change from Previous Year	--	10,081
Unemployment Rate	3.2%	5.2%

EDUCATIONAL ATTAINMENT:

- 91% percent of the people 25 years and over have at least a high school diploma
- 56% percent have a bachelor’s degree or higher
- 9% percent were dropouts; were not enrolled in school and had not graduated high school



INDICATOR⁸	DATA YEAR	Montgomery County Public Schools
Total Public School Enrollment	2009-10	141,777
Cost Per Pupil	2009-10	\$14,294
% Students Receiving Special Services	2008-09	12%
% Students in ESOL Programs	2008-09	12%
% Students Eligible for Free/Reduced Meals	2008-09	27%

⁸ Montgomery County Public Schools,

Mobility Rate, Dropout Rate, and SAT Scores, FY07-FY08	FY 2007	FY 2008
Student Mobility Rate	16%	14%
Dropout Rate	2.7%	2.9%
Average SAT Score	1,624	1,616

Number of school districts in the county. 1

TRAVEL TO WORK: Sixty-six percent of Montgomery County workers drove to work alone in 2006-2008, 10 percent carpooled, 15 percent took public transportation, and 3 percent used other means. The remaining 5 percent worked at home.

Mean commute time. 33 minutes

HEALTH: Health of residents in Montgomery County based on 1865 CDC Behavioral Risk Factor Surveillance System Survey Questionnaires from 2002 to 2004:

General health status score of residents in this county from 1 (poor) to 5 (excellent) is 3.9. This is significantly better than average.

- 83.1% of residents exercised in the past month. This is more than average.
- 29.3% of residents had a sunburn in the past 12 months. This is about average.
- 38.3% of residents smoked 100+ cigarettes in their lives. This is less than average.
- 68.8% of residents drank alcohol in the past 30 days. This is more than average.
- 81.4% of residents visited a dentist within the past year. This is more than average.
- Average weight of males is 185 pounds. This is less than average.
- Average weight of females is 147 pounds. This is less than average.
- 12.0% of residents keep firearms around their homes. This is less than average

Source: Citidata.com: http://www.city-data.com/county/Montgomery_County-MD.html#ixzz0oVpH2iMg

HOUSING CHARACTERISTICS: In 2006-2008, Montgomery County had a total of 362,000 housing units, 6 percent of which were vacant. Of the total housing units, 69 percent was in single-unit structures, 31 percent was in multi-unit structures, and less than 0.5 percent was mobile homes. Twenty-two percent of the housing units were built since 1990.

OCCUPIED HOUSING UNIT CHARACTERISTICS: In 2006-2008, Montgomery County had 342,000 occupied housing units - 244,000 (71 percent) owner occupied and 98,000 (29 percent) renter occupied. Two percent of the households did not have telephone service and 7 percent of the households did not have access to a car, truck, or van for private use. Multi Vehicle households were not rare. Forty percent had two vehicles and another 19 percent had three or more.

HOUSING COSTS: The median monthly housing costs for mortgaged owners was \$2,472, non-mortgaged owners \$689, and renters \$1,383. Of 244,089 owner occupied units, 80% had a mortgage. Thirty-seven percent of owners with mortgages, 13 percent of owners without mortgages, and 51 percent of renters in Montgomery County spent 30 percent or more of household income on housing

Housing Cost: 39% of Montgomery County housing units were built before 1970. (Source: Comparative Data, Montgomery County and Fairfax County; Office of Legislative Oversight, Report Number 2010-5; released January 26, 2010)		
Total Housing Units	2008	365,083 units
Median Housing Value	2008	\$489,400
Median Housing Sales Price	2008	\$395,000
Households Spending 30% + of Monthly Income on Housing Cost	2008	38% Owners
Households Spending 30% + of Monthly Income on Housing Cost	2008	52% Renters
Foreclosure Rate	December 2008 – November 2009	2.4% (8,711 events)
Homeless Persons (per 100,000 population)	2006	124 persons (1,164 total)
Homeless Persons (per 100,000 population)	2007	121 persons (1,139 total)
Homeless Persons (per 100,000 population)	2008	121 persons (1,150 total)

Housing: (Source: U.S. Census Bureau, 2006-2008 American Community Survey)		
Occupied Housing Units	2006-2008	341,982
Owner – Occupied Units	2006-2008	244,089 (71%)
Renter – Occupied Units	2006-2008	97,893 (29%)
Median Rent	2006-2008	\$1,383
Average household size of owner-occupied unit	2006-2008	3
Average household size of renter-occupied unit	2006-2008	2

Homes for sale – Average days on Market, 206-2008 (Source of Data: Metropolitan Regional Information Systems, Inc. MLS Resale Data)			
Total Units Sold	2006-	2007	2008
Average Days on Market	57	84	103

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

VISION: Economic development, education, and the system of talent development are aligned both locally and regionally to sustain a vibrant economy in the County.

MISSION: The Montgomery County WIB helps businesses succeed through workforce services.

VALUE PROPOSITION: We are consultative in meeting businesses needs and enhancing the customer experience thru innovation, knowledge, quality, professionalism, and being forward looking and anticipatory in meeting your needs.

CUSTOMERS: Our *primary external customers* are business and industry.

Our *secondary external customers* are job seekers (emerging, transitional, and incumbent)

Our workforce partners and staff are our *internal customers*.

ROLE: The WIB will play several roles in furtherance of our vision and mission:

- We will be a catalyst for **change** in the community to build an effective workforce development system.
- We will be a **community facilitator and convener** to identify issues and act collectively with partners to address them.
- We will act as an **intermediary/broker** between the supply and demand sides of the workforce system about current and future skill needs to ensure mutually beneficial relationships and outcomes.
- We will be an **advocate** and take political action on workforce development issues at the local, state and national level.

ORGANIZATIONAL

CORE VALUES

Our Common Values:

We believe in the following shared principles, beliefs and priorities....

LEADERSHIP. We will have the courage to lead from the front and shape the future. We believe in our role as stewards of the public trust and the future of the people we serve.

CHANGE. We believe in bringing to bear all of our talents and resources to provide opportunities for our customers to succeed and thrive, one person and one business at a time.

SERVICE EXCELLENCE. We will give the best and world class service and achieve excellence each passing day.

INTEGRITY. We believe in living our values every minute of every day. We believe in doing the right thing right the first time for our customers and always honoring our commitments.

STRATEGIC GOALS

Goal One: Align all service delivery to industry needs.

Key Strategies:

- 1.1 Identify a definitive number of industries to target that define the WIB's industry sector approach.
- 1.2 Create industry alliances, e.g., an alliance between the workforce system, education, and industry in the identified targeted industry sectors.
- 1.3 Conduct an inventory of current education and industry linkages, evaluate their effectiveness and join with those that are deemed as having an impact and meeting the WIB's objectives.
- 1.4 Identify projected skills needed by the future workforce regularly.
- 1.5 Forecast jobs and skills necessary over the next three years and communicate that information to the entire workforce system.
- 1.6 Create methods in partnership with education to examine current curriculum and evaluate whether curriculum and skills are aligned to businesses' skill needs.
- 1.7 Continuously build the knowledge of educational institutions (K-16) and the one stop system on the skills gap, research based best practice programs that link skills development with workforce learning and key workforce trends.

Goal Two: Reduce redundancies, ensure integration, and increase efficiency and effectiveness in service delivery through aligning the workforce development sectors⁹ and resources.

Key Strategies:

- 2.1 Become known as the convener for economic development, workforce development; and education when the "intersect" is at play.
- 2.2 Position the WIB as an intermediary between business and industry and education.
- 2.3 Increase connections to academic institutions that provide education and training to ensure alignment to current and future knowledge and skill needs through the development of career pathways.
- 2.4 Enhance the system of career awareness, career exploration and career choice to assist students and adults gain knowledge of labor market options.
- 2.5 Develop integration methods, strategies, and templates to ensure that businesses benefit from a one stop workforce delivery system.
- 2.6 Use technology to its fullest extent to reduce redundancies and to increase efficiency.

Goal Three: Increase awareness of the workforce development system on the part of industry.

Key Strategies:

- 3.1 Define brand equity and create a brand to foster a public image and to increase public awareness.
- 3.2 Create a strategic marketing and communication plan to raise awareness of the usefulness and quality of the existing network of workforce services.
- 3.3 Define the core products and services of the workforce development system and create a system for continuous improvement based on customer expectations.
- 3.4 Raise awareness of the workforce development system as the premier source of data on workforce development in the region by utilizing the data to showcase best practices and innovation.
- 3.5 Build awareness of the WIB and the workforce system's contribution to economic development with key economic development community "players".

⁹ The WIB defines workforce development where economic development, education, and talent (supply of workers) overlaps and intersects.

- 3.6 Evaluate results of the branding campaign.
- 3.7 Hire outside expertise to assist with creating the branding campaign.

Goal Four: Increase resources to carry out strategic initiatives

Key Strategies:

- 4.1 Create a resource development plan with financial targets.
- 4.2 Align and maximize all current and ongoing resources required to carry out strategic initiatives.
- 4.3 Solicit funds from foundations, corporations and government based on the planned approach.
- 4.4 Explore incorporation as either a foundation as the fundraising arm of the WIB or as an entity for both fundraising and administrative purposes (501c3 or c4).

OPERATING PRINCIPLES

The following principles define the way the WIB operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- We will continuously ensure that our strategies meet changing needs and expectations of our customers and the marketplace.
- We will ensure access for all and attend to the diverse needs of our customers in all aspects of our service delivery.
- Our perspective in problem-solving and decision-making is regional as well as local.
- The principle of data-driven and fact-based decision-making is used in the operational end of all systems and processes.
- Ongoing evaluation will provide data to access continuously the outcomes and appropriateness of programs and delivery systems for which we will hold ourselves accountable.
- We seek to ensure relevancy of the board by stretching our reach through strategic alliances built within the three key sectors of the workforce development system.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

As a result of Goals 1, 2, 3, and 4 at the end of three years the WIB will:

MEASURE: Increase and sustain customer satisfaction.

Indicator: X% of each customer group reports being satisfied with the WIBs services.

Data Collection

Method: Annual customer satisfaction survey with each customer group

MEASURE: Increase recognition of the WIB's leadership role around workforce issues.

Indicator: The WIB is recognized for providing leadership around workforce issues

Data Collection

Method: Survey of various community groups

MEASURE: Increase the supply of workers for each of the **X** targeted industries

Indicator: The number of individuals being trained for each industry increases by **X%**.

Data Collection

Method: Tracking system of # of individuals by industry in training

MEASURE: Enhanced linkages with workforce and economic development partners and initiatives and participation in various policy and advocacy committees related to workforce and economic development. Demonstrate effectiveness in contributing to the community's economic development initiatives.

Indicator: Economic development partners rate the WIB's contribution to economic development in the area as significant.

Data Collection

Method: Survey of economic development partners regarding the WIB's effectiveness in contributing to economic development initiatives

MEASURE: Increase the number of new businesses (in all industries) provided a service.

Indicator: The number of new businesses using the services increases by **X%**.

Data Collection

Method: Track the number of businesses provided any service¹⁰ through the WIBs delivery system, one-stop centers.

¹⁰ Business services are defined through the common definitions developed as part of strategy 3.3.