

## Connecting Workers to Jobs

WORKERS  
EMPLOYERS



## THE WORKSOURCE STRATEGIC PLAN 2005-2010

**WORKSource**  
*First Coast Workforce Development*

April 2005



## Project Overview

Northeast Florida is growing quickly, facing many opportunities and challenges. Successful economic development is critical to our future—from the growth of long-term viable businesses that support high wage jobs to the increase in the well being and prosperity of our people. For the First Coast to be competitive and attract high-wage industries, our workforce must be trained, skilled, and able to be connected quickly to jobs as they open.

WorkSource has been the service name for First Coast Workforce Development, Inc. since 1999. The organization coordinates workforce development efforts in the six-county area comprised of Baker, Clay, Duval, Nassau, Putnam, and St. Johns counties.

WorkSource's results have been exceptional. WorkSource is regularly recognized as one of the top workforce development organizations in the State of Florida and has also gained national—and international—recognition.

WorkSource has been operating with a strategic plan that provided guidance to the organization from 2002 to 2005. As the regional, state, and national economy have all grown, and as workforce dynamics have changed, there has been a need to take a closer look at the strategy and to update it. The prior strategic plan was the starting point for the development process for this plan.

In November 2004, WorkSource commissioned Fairman Consulting to facilitate and develop this strategic plan. Fairman first identified strategies at the state and regional levels for both economic development and workforce development to ensure that Northeast Florida's strategy is coordinated. Special attention was paid to specifically link this plan with the Enterprise Florida Road Map, the

Enterprise Florida Northeast Florida Priority Recommendations, and Workforce Florida Inc.'s 2005-2010 Strategic Plan. Current WorkSource customers were interviewed and other workforce development organizations were reviewed. Finally, through extensive and iterative work over a five-month period with the WorkSource board and staff, the organization's vision, mission, core values, goals, and strategic imperatives were developed and accepted.

The plan provides directional guidance for 2005 to 2010 for WorkSource to continue providing the strong basic services already in place while also moving the organization even further towards better support of the First Coast's current and future employers and the region's economic development.

### FIRST COAST TARGETED INDUSTRIES

- Information Technology
- Finance & Insurance
- Medical Related (Biotech, Healthcare)
- Corporate Headquarters
- Aviation & Aerospace
- Distribution and Logistics
- Specialized Manufacturing
- Electronics

Source: Jacksonville Chamber of Commerce

This comprehensive strategic plan includes three major goals for WorkSource. The goals are supported by thirteen strategic imperatives, detailed within this report, which provide more specific direction on how to achieve the goals. This plan, however, does not include specific tactics to reach the strategic goals and imperatives. Using the imperatives, WorkSource staff will create actionable work plans with specific performance measures.

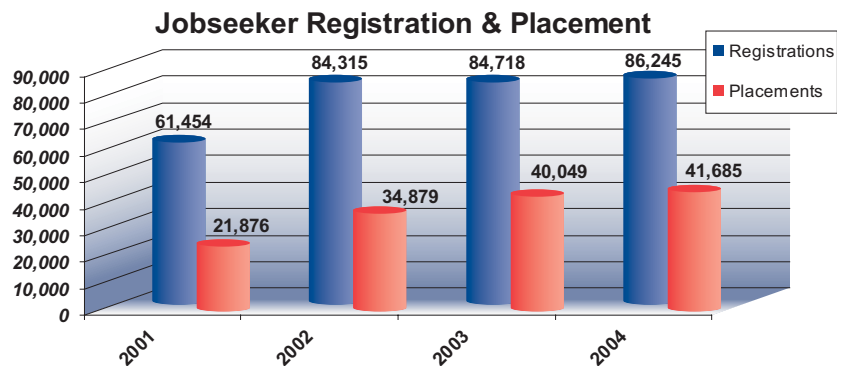


## The WorkSource Vision and Mission

The development of the WorkSource vision and mission was the primary directive in the multi-faceted strategic planning process. These two short, descriptive statements form the foundation for determining what values are important to the organization and what activities must be pursued if the organization is to succeed. In effect, the vision and mission serve to first orient the organization and then create the impetus for action.

WorkSource's mission describes why WorkSource exists, and the vision paints a picture of what we want to become and what we seek to accomplish. Our vision statement is externally focused, market-oriented and describes how we want to impact the world. This vision sets us in motion by clarifying our direction and helping the WorkSource team understand why and how we should support the mission.

The mission statement serves as the anchoring point for our organization. It is from the stability of the WorkSource mission that core values, goals, strategies, and tactical workplans can be developed. In contrast to the vision, the mission is internally focused and describes our overall purpose. The mission addresses why we exist, in what business we compete, what value we bring to customers, and what behaviors we expect from our team members. The WorkSource mission is detailed enough to differentiate us from other organizations, but simple enough to serve as a rallying point for all stakeholders.



Source: WorkSource

From the concepts described above and through extensive work sessions involving the board of directors and senior staff, WorkSource developed the following vision and mission statements.

**Vision.** Northeast Florida will have a world-class workforce development system that enables our businesses to be leaders in the global economy.

**Mission.** Connecting workers to jobs. WorkSource provides innovative services that exceed employers' requirements for the jobs of today and the future.



## Our Core Values

The things we do every day are grounded in some basic truths. These principles—known as the WorkSource Core Values—guide all of our actions and help us make decisions that are consistent and valuable to the organization.

**Integrity.** We will do the right thing, always.

**Focus.** We remain disciplined by paying constant attention to our vision, mission and goals.

**Collaboration.** We work as a team with people inside the organization and maintain important alliances with partners.

**Diversity.** We value people and realize that a broader range of perspectives generates the best solutions.

**Action.** We get things done, efficiently and effectively, now.

**Accountability.** We take personal responsibility and do what is required to reach our goals, together.

**Communication.** We communicate openly throughout every level of the organization and with stakeholders.

**Innovation.** We constantly seek new and better ways to deliver services.

**Excellence.** We excel at what we do, striving for quality performance individually and as a team.

**Leadership.** We lead the way in implementing globally effective workforce development services by empowering our people to be leaders.



## Goals

WorkSource will focus strategically on three major organizational goals. Thirteen strategic imperatives have also been developed to help guide the organization's work in attaining these goals. Each strategic imperative is detailed on the following pages and linked not only to one of the three goals but also the Workforce Florida and Enterprise Florida strategies.

**Focus on the Customer.** Exceed the expectations of businesses through continuous operational and customer-service improvement.

**Strength of Partnerships.** Create a seamless workforce development system that enhances economic development by aligning public and private stakeholders.

**Leadership through Innovation.** Develop and implement innovative services by identifying, understanding and reporting on current and future workforce trends, opportunities and revenue channels.

**NEARLY ONE OF EVERY THREE EMPLOYED WORKERS TRAINED THROUGH FLORIDA'S WORKFORCE SYSTEM IN 2004 (OVER 1000 TOTAL) WERE TRAINED BY WORKSOURCE HERE ON THE FIRST COAST.**

*Source: WorkSource*





## Focus on the Customer

**Exceed the expectations of businesses through continuous operational and customer-service improvement.**

WorkSource, along with Workforce Florida, Inc., has clearly identified the business community as its customer. Both organizations have explicitly stated their intention to meet the current and future needs of business customers by supplying them with skilled workers and supporting their workforce

requirements. With business as its customer, WorkSource prepares job seekers to meet the needs of the market. All workforce development efforts support economic development. WorkSource focuses on serving those industries targeted as key to regional growth, though all industries and job seekers will continue to be served.

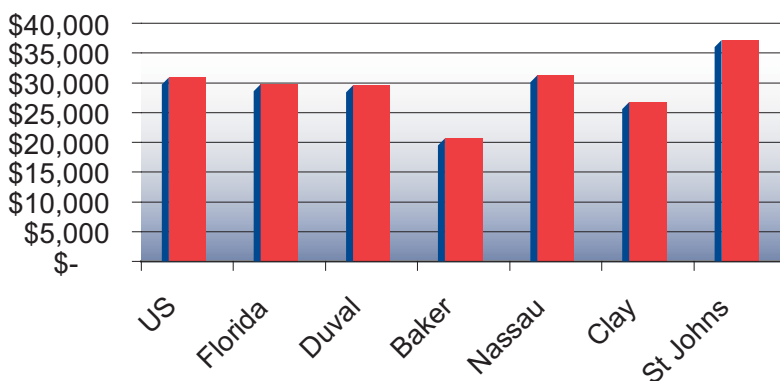
In order for WorkSource to exceed this goal, the organization must cultivate an internal high-performance culture. The focus must be on continual improvement in the delivery of creative, efficient, and cost-effective services to customers at all

times. Key to achieving this level of performance will be WorkSource's ability to create a culture woven around the customer and consistently supported by tools that reinforce this culture: leveraged technology, performance measures, and improved processes. These tools will then create further opportunities for improvement and innovation.

Improved training and development tools will allow WorkSource to produce a highly effective workforce system, which will in turn help improve worker skills and ultimately increase the region's and the state's competitiveness in the global economy. As the region and the state become more competitive, there will be an increase in the number of high quality jobs, thus driving up individuals' earning potential and the First Coast's per capita income.

Success, both today and in the future, will hinge on WorkSource's ability to creatively integrate the culture of the customer, to weave it into everyday existence, and to exceed customers' expectations.

**2002 Per Capita Income**



Source: JCCI



## **Strategic Imperatives supporting WorkSource's first goal... Focus on the Customer:**

- Create a high performance internal culture
- Develop services that help recruit and retain jobs in target industries
- Facilitate the skills upgrade of today's workers and the preparation of tomorrow's workforce through programs such as Career Academies
- Support the regional economy by helping improve per capita income
- Leverage technology to deliver services more efficiently
- Identify the right performance measures and meet or exceed them

The Strategic Imperatives supporting Focus on the Customer are aligned with the following Workforce Florida and Enterprise Florida strategic imperatives:

Linkage to these Workforce Florida Strategic Imperatives\*

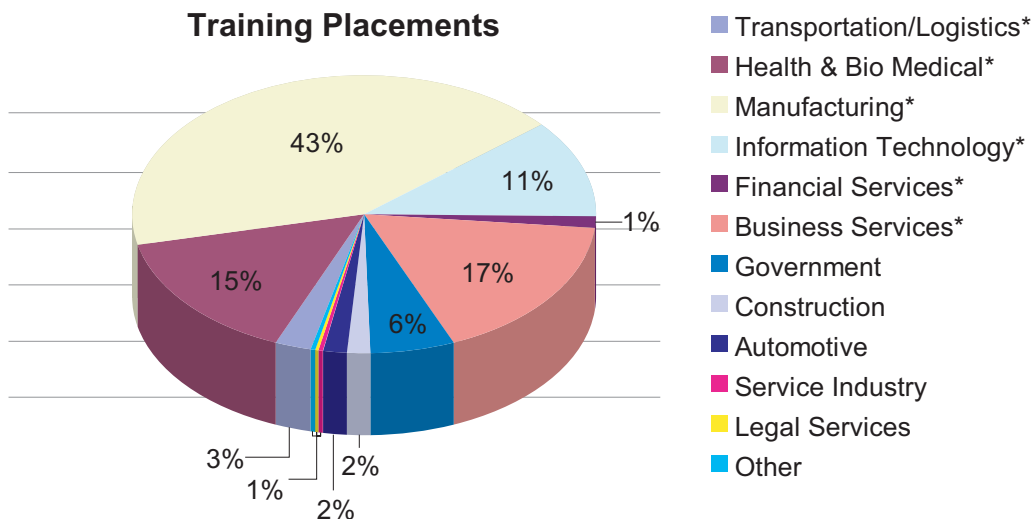
- **Support Training and Development of Florida's Talent Pipeline**
- **Leverage Technology to Enhance Workforce Development System**

Linkage to these Enterprise Florida Strategic Imperatives\*

- **Ensure Florida's leadership for global commerce**
- **Ensure the competitiveness of Florida's business climate**
- **Retain and strengthen Florida's key industry sectors**
- **Establish a smart growth policy for sustainable economic development, diversification and quality of life**

\*Complete copies of these documents are available at [www.worksourcefl.com/stratplan](http://www.worksourcefl.com/stratplan)

## **2003-2004 WorkSource Training Placements**



Source: WorkSource



## Strength of Partnerships

**Create a seamless workforce development system that enhances economic development by aligning public and private stakeholders.**

Historically, organizations have guarded their core competencies and their strategic intentions from those outside. Many organizations, including government agencies and non-profits, have feared that letting go of these so-called “corporate secrets” would lead to loss of market share, a weakened competitive position, or possibly even total demise.

Indeed, an organization’s external environment does contain threats against which the organization must defend itself. Increasingly, however, organizations are recognizing that there may be more to gain by looking to the external environment for its numerous opportunities instead of simply shielding itself from external threats. It is this shift in thinking that

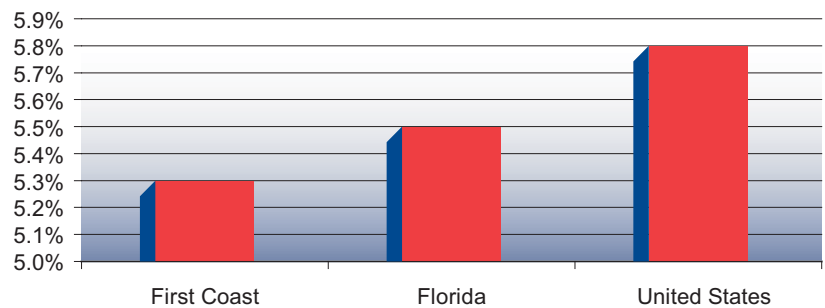
has led to the emergence of strategic partnerships as a way for organizations to maximize resources, increase competitiveness, and ultimately remain relevant in the rapidly changing 21st century.

The value of strategic partnerships is clearly recognizable in organizations like WorkSource who maintain long-established relationships with partners who are aligned and have similar objectives. The pursuit of formal strategic alliances has proven effective for many private businesses, public sector entities, and non-profit organizations. WorkSource is no exception.

WorkSource recognizes that the inter-connectedness of education and workforce development with economic development requires that effective partnerships be formed and managed to ensure the success of all involved. Education fills the talent pipeline for the workforce; a skilled and productive workforce is the foundation for economic development. Thus people and organizations involved in education, workforce development, and economic development have vested interests in partnering to create a comprehensive, seamless system which maximizes the benefits brought forth by limited public funding. WorkSource serves as the logical fulcrum to balance, manage, and lead the effort to align all public and private entities to advance workforce initiatives on the First Coast, just as Workforce Florida has embraced and is pursuing a similar role at the state level. Simply put, WorkSource cannot succeed in connecting workers to jobs if qualified workers are scarce or there are too few quality jobs.

There has been much cooperation over the years between many organizations to address these issues. WorkSource has emerged as the natural choice to act as convener and leader of the regional dialogue on workforce development. Through a set of strategic imperatives, WorkSource plans to further capitalize on the strength of partnerships to enhance workforce and economic development.

**2002 Unemployment Rate**



Source: JCCI



## **Strategic Imperatives supporting WorkSource's second goal... Strength of Partnerships:**

- **Ensure that workforce development activities are coordinated and work to help achieve economic development goals**
- **Expand and enhance partnerships with business, education, economic development, community and governmental organizations**
- **Maintain continual communication with all partners and stakeholders**

The Strategic Imperatives supporting Strength of Partnerships are aligned with the following Workforce Florida and Enterprise Florida strategic imperatives:

Linkage to these Workforce Florida Strategic Imperatives\*

- **Partner with Business to deliver a Demand Driven Workforce system**
- **Strengthen Florida's Rural Workforce Development System**
- **Strengthen Partnership with Workforce Education**
- **Strengthen and Coordinate Economic Development Partnerships**

Linkage to these Enterprise Florida Strategic Imperatives\*

- **Raise the bar for excellence in workforce education**
- **Develop an economic stimulus strategy for Florida's Rural Areas of Critical Economic Concern**
- **Invest in economic development**

\*Complete copies of these documents are available at [www.worksourcefl.com/stratplan](http://www.worksourcefl.com/stratplan)



## Leadership through Innovation

Develop and implement innovative services by identifying, understanding and reporting on current and future trends, opportunities and revenue channels.

In order to thrive, WorkSource must continually identify ways to reinvent itself both through the offering of new services and the pursuit of additional funding sources. The challenge lies in remaining successful in the provision of basic service offerings while at the same time funding research and development, acting entrepreneurially, and making forays into non-traditional activities that the organization's business customers demand.

To address these challenges, WorkSource must build greater awareness of its current value proposition through aggressively marketing its successes in its core business functions. As the community becomes more aware and system usage increases, WorkSource will then be positioned to promote and sell its entrepreneurial services. The services will in turn provide the alternative revenue streams necessary for WorkSource to pursue leading edge research and development of workforce development policies and practices with potential reach beyond the First Coast.

### **Strategic Imperatives supporting WorkSource's third goal... Leadership through Innovation:**

- **Identify and secure flexible alternative revenue sources to support research capabilities and supplement funding for day-to-day operations**
- **Forecast future customer needs and actively seek new and innovative ways to develop the workforce required to meet them**
- **Research and study best practices in workforce development and implement appropriate practices in Northeast Florida**
- **Monitor, measure, and communicate successes internationally to strengthen awareness, improve image and create new opportunities**

The Strategic Imperatives supporting Leadership through Innovation are aligned with the following Workforce Florida and Enterprise Florida strategic imperatives:

Linkage to these Workforce Florida Strategic Imperatives\*

- **Marketing: Strengthen Awareness, Education and Image of Workforce System**
- **Identify Entrepreneurial Opportunities to Deliver Flexible Earned Income Streams**

Linkage to these Enterprise Florida Strategic Imperatives\*

- **Establish Florida as a leader for emerging industries with innovation**

\*Complete copies of these documents are available at [www.worksourcefl.com/stratplan](http://www.worksourcefl.com/stratplan)



## Acknowledgements

This Strategic Plan would not have been possible without the critical input and active engagement of the WorkSource board and staff.



**John "Jake" Schickel, Esq.**

2003-2005 Chairman, WorkSource  
Coker, Myers, Schickel, Sorenson, Higginbotham, & Green, P.A.



**Bruce Ferguson**

Chief Executive Officer, WorkSource

### **WorkSource Board**

#### **BAKER**

Clay Lyons  
Lyons & Lyons

Mike Griffis  
NE Florida Telecom (NEFCOM)

#### **CLAY**

Jerry Agresti  
Developer's Realty Group, Inc.

Van Royal  
Magnolia Golf & Country Club

Paul Cummins  
Duval Fields

#### **DUVAL**

Lad A. Daniels, Jr.  
First Coast Manufacturers Association

Paulette Hinken  
Entege

Elaine A. Johnson, SPHR  
Blue Cross Blue Shield of Florida

Timothy Mann  
Swisher International Group

Michael McKenny  
Logistic Services International

Sally Patch  
Jacksonville Chamber of Commerce

Bryant Rollins  
Mountaintop Institute

Stephen R. Wise  
Stephen Wise Consulting

#### **NASSAU**

Raymond Chauncey  
Business & Emerging Technology Accelerator

Warren Flenniken  
Smurfit-Stone Container Corporation



## **PUTNAM**

Wes Larson  
Putnam County Chamber of Commerce

Laura Turner  
Merrill-Hancock Insurance

## **ST. JOHNS**

Eda Edgerton, CPA  
Eda Boyle Edgerton, PA

## **REGIONAL**

Nancy Dreicer  
Department of Children & Families

Christine Cothron  
First Coast Technical Institute

John "Joe" Joseph Daly  
IBEW-177 Jacksonville Electrical Joint Apprenticeship

Rick Hemming  
Agency for Workforce Innovation

Yvonne Howze  
Florida School for the Deaf and Blind

John Ruis  
Nassau County Public Schools

Madaline Simpson  
Florida Experience Works

Fred Van Leeuwen  
Clay County

Ezra Sneed  
Local 531 Cigar Makers Union

Dr. Steven Wallace  
Florida Community College at Jacksonville

Linda Sparks  
Jacksonville Academy of Electrical Technology

## **PROJECTED EMPLOYMENT GROWTH IN NORTHEAST FLORIDA**

Industry	Projected Growth
Agriculture	10%
Business Services	11%
Construction	3%
Education	0%
Finance	7%
Government	0%
Health Services	2%
Lodging	0%
Manufacturing	1%
Retail	4%
Services	7%
Transportation/Utilities	3%
Wholesale	4%

Source: [usworks.com](http://usworks.com)



## ***Special thanks to the internal WorkSource Strategic Planning Team***

Bruce Ferguson  
Jack Croake  
Becky Hunt  
Walter Johnson  
Candace Moody  
Diane Nevinson  
Bryan Stone

## ***Supporting Documentation***

To read more about the 2005-2010 strategic plan, the planning process or specific findings from the process, please consult *Connecting Workers to Jobs: WorkSource Strategic Plan 2005-2010 Supporting Documentation*.

To get a copy of the supporting documentation, please visit the WorkSource website at [www.worksourcefl.com/stratplan](http://www.worksourcefl.com/stratplan) or contact Diane Nevinson at [dnevinson@worksourcefl.com](mailto:dnevinson@worksourcefl.com).

## ***The supporting documentation contains:***

- The WorkSource Aspirational Business Model
- Overview of the Planning Process
- Research Findings
  - o Staff
  - o Board
  - o Customers
  - o Competition
- Workforce Florida Inc. 2005-2010 Strategic Plan
- Enterprise Florida's Road Map to Florida's Future; Strategic Plan for Economic Development 2004-2009
- Enterprise Florida Northeast Florida Priority Recommendations



2141 Loch Rane Boulevard  
Orange Park, Florida 32073  
(904) 213-3800

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