

# Springfield Strategic Plan

## Education and Workforce Development Planning Committee

### Chapter Templates

**10/29/10**

(Committee Approval)

#### **Template A – Vision, Themes, Input, and Inter-relationships**

##### **Vision**

Provide leadership and direction to advance an integrated, demand-driven workforce and economic development system supported by the metropolitan Springfield educational systems from pre-school through post graduate study (P-20).

##### **Themes**

- **Regionalism – Consider how the committee’s recommendations support a regional focus; how the Springfield metropolitan area can be a better “citizen of the region” by working with Greene County, surrounding cities, and southwest Missouri.**

One of the most effective ways to provide a real future for people who need jobs is to provide education and training that is related to the economic future of the region for the jobs in growth industries. The Ozark Regional Economic Partnership engages key Ozark leaders from many sectors including education and workforce development in the development of regional economic strategies supported by the region. The committee’s recommendations will serve to align the workforce development goals and strategies to ensure that they are coordinated with the work of the region's education and training institutions. This will assist the Ozark region's students and workers to develop the skills and knowledge needed to be successful in the region’s labor market.

- **Sustainability – Consider how the committee’s recommendations support energy efficiency, recycling, low-impact construction, and other measures of sustainability.**

Workforce development and improved educational opportunities help cities and regions build an economic base that simultaneously creates new jobs and businesses; improves local standards of living; and improves environmental awareness. Not only “green” jobs,

but all 21st century jobs demand analysis, design of career pathways and skill standards, assessment of local education and workforce development capacity and organization of regional workforce intermediaries. The educational and workforce strategies will foster stronger partnerships with the regional “green” initiatives with the goal of building new educational programs that lead to new career pathways.

- **Minimize Poverty – Consider how the committee’s recommendations address our community’s poverty problem.**

Promote continuous preparation of prospective and current workers to achieve lifelong learning and employment. The strategies within this chapter address increased accessibility to education and training opportunities as well as public workforce services. With increased accessibility, new private and public partnerships will be formed to enhance opportunities, educational attainments; job readiness and employee retention.

- **Civic Engagement – Consider how the committee’s recommendations increase the level and breadth of civic engagement within the community.**

Align and coordinate measures of workforce development activities currently distributed among partners in education, economic development, workforce development, community development and other partnerships. The strategies support review of these various partner missions, policies and procedures to identify barriers and encourage alignment of the region’s workforce and educational needs. One in particular is a suggested community access map and portal to benchmark the metropolitan Springfield’s educational and workforce systems. Build a cadre of new leaders through increased educational attainment, resulting in a more engaged and interested population, increasing the social capital in the community.

## **Template B – Five-Year Goals, Performance Measures, and Budgets**

Year (1-5): The committee developed four goals in the areas of early childhood development; a comprehensive educational system; access to workforce and educational services; and strengthening community partnerships.

### **Major Goal 1: Early Childhood Development**

**Ensure early childhood services and programs are connected to the K-12 educational system to better prepare children for school by reducing the at-risk pool within the community, and creating an environment that fosters better preparation for entry into the workforce.**

#### **Assumptions:**

- Existing and currently funded childhood developmental programs may be in jeopardy of losing funding in hard economic times.

- If childhood developmental programs are not continued, the community is in danger of increasing the pool of at-risk individuals unprepared for school and later for entry into the workforce.
- Many parents are unprepared to mentor their children in language and mathematical capabilities.

**Objective 1.1:** Develop innovative childhood developmental programs using technology to create both a positive attitude toward learning and the capability to compete in an evolving work and educational environment.

**Option 1:** Develop community initiatives/programs to emphasize language, math and science skills.

**Option 2:** Find ways to provide opportunities for area children to participate in developmental programs (1/4<sup>th</sup> cent sales tax).

**Responsible Group:** Early childhood committee partners; SPS and post-secondary educational partners; Ozark WIB and workforce partners; P-20 Council of the Ozarks; Community Foundation of the Ozarks.

**Proposed Performance Measure:** Implement at least one innovative childhood developmental program using technology during the first year upon adoption of this plan.

**Estimated Cost to Achieve:** To be defined upon selection of program type. Rough estimate would be \$2000 to \$12,000 for one time start-up expenditures plus annual staffing cost of \$50,000 if staffing is required of the program selected.

**Proposed Funding Source:** This would be a shared cost among all partners identified within the responsible group as well as exploration of outside funding opportunities that would seed and possibly sustain a new technology based program.

**Objective 1.2:** Research and develop a metropolitan Springfield regional early childhood developmental services guide detailing all the various early childhood developmental opportunities. The service guide will allow area families the opportunity to learn what is available.

**Responsible Group:** Great River Engineering (local GIS specialist); regional early childhood program stakeholders; SPS and post-secondary educational partners; Ozark WIB and workforce partners; P-20 Council of the Ozarks; Community Foundation of the Ozarks; City of Springfield; Greene County.

**Proposed Performance Measure:** Negotiate with educational institution to have students research and develop metro Springfield regional early childhood developmental services guide by December 30, 2011.

**Estimated Cost to Achieve:** \$20,000-\$30,000, for survey development, administering and publishing results.

**Proposed Funding Source:** In-kind support from the area educational partners and business and industry leaders, City’s Marketing Budget or seek grant opportunities within early childhood development program enhancements providers/supporters.

**Objective 1.3:** Work with the metropolitan Springfield business community to engage in supporting the early childhood developmental programs in creating workforce preparedness awareness.

**Option 1:** Sponsor early childhood field days to the area businesses.

**Option 2:** Aid in funding the early childhood developmental services guide.

**Responsible Group:** Regional business community; regional early childhood program stakeholders; area Chambers of Commerce; SPS and post-secondary educational partners; Ozark WIB and workforce partners; P-20 Council of the Ozarks; Community Foundation of the Ozarks.

**Proposed Performance Measure:** Sponsor initial early childhood field day for area business during the first year upon adoption of this plan.

**Estimated Cost to Achieve:** Transportation of students to the regional business location. SPS transportation budget does not support field trips. The committee discussed this could be covered by each of the businesses engaged with this objective.

**Proposed Funding Source:** Area businesses in-kind support towards the programs.

## **Major Goal 2: A Comprehensive Educational System**

**Champion a comprehensive educational system for all students P-20 plus that assures student readiness for work and further learning and provides access to all adults for lifelong learning opportunities and growth.**

### **Assumptions:**

- The quality of the Springfield area’s community P-20 educational system is related to the area’s overall economic competitiveness.
- Business relocation decisions are often tied to the performance of a community’s public P-20 educational systems.
- Communities that succeed in educating their children have a stronger workforce and are more competitive in the regional, national and global economies.

**Objective 2.1:** Support reforms in the P-20 educational pipeline to better prepare students to compete in the 21<sup>st</sup> century economy.

**Option 1:** Where successful programs are losing funding, seek regional/local ways to continue to provide the services important to developing students.

**Option 2:** Introduce career exploration programs earlier in the educational process and reinforce them throughout the P-20 process.

**Option 3:** Increase open-entry/open-exit classes not tied to traditional semester models. Consider shifting from the traditional semester option to modular component based instruction, allowing students to enter and leave the process at multiple points.

**Option 4:** Provide enhanced job placement services for students graduating from high school and college.

**Responsible Group:** P-20 Council of the Ozarks; area superintendents; Missouri Department of Elementary Secondary Education (DESE); Missouri Coordinating Board of Higher Education (CBHE); workforce system partners and area business and industry leaders; local colleges and universities.

**Proposed Performance Measure:** P-20 Council of the Ozarks“ adopts” second grade classes in Springfield School District to sponsor “Career Exploration Days”. Council members volunteer to make class presentations on their careers, as well as recruit others to do the same.

**Estimated Cost to Achieve:** No costs associated.

**Proposed Funding Source:** None.

**Objective 2.2:** Assess the need for graduate programs that currently do not exist in the regions demand industry clusters, i.e., Manufacturing, Bioscience, Allied Health, Education and Transportation Logistics and Engineering.

**Responsible Groups:** Springfield Area Chamber of Commerce; local colleges and universities; P-20 Council of the Ozarks; area industry and businesses leaders.

**Proposed Performance Measure:** Survey need identified for graduate programs in health care by December 31, 2011.

**Estimated Cost to Achieve:** \$20,000-\$30,000, for survey development, administering and publishing results.

**Proposed Funding Source:** In kind support from the city, area educational partners and business and industry leaders.

**Objective 2.3:** Improve transition from P-12 to adult education and post-secondary opportunities that result in increased enrollments and completion rates of post-secondary education programs of study.

**Option 1:** Increased scholarships with tuition reimbursement programs.

**Option 2:** Increased career exploration counselors at the middle and high school levels. Assess every student annually. Create an environment where students thoughtfully consider job options available to them.

**Responsible Group:** Community Foundation of the Ozarks, area high school counselors; funding partners; admissions counselors; education partners; Ozarks Workforce Investment Board Youth Council.

**Proposed Performance Measure:** Partner with business organizations and other employer groups to increase the number of employers that provide tuition assistance for post-secondary education by December 2014.

**Estimated Cost to Achieve:** 14 schools X 2 counselors per school = 28 x \$51,200 (\$40,000 salary +11,200 benefits) = \$1,433,600

**Proposed Funding Source:** Approved tax levy to increase local school budgets to support new career exploration counselor positions along with business/industry in-kind donations for scholarship assistance. The tax levy option would take a .04669 cent increase to the tax levy (Operating levy would have to increase from 3.1123 to 3.1590)

**Objective 2.4:** Provide additional internship/practicum opportunities. With changes to federal law, we may need greater opportunities for internship/practicum in non-profit organizations.

**Responsible Group:** Area middle school and high school counselors; admissions counselors; education partners; Springfield Area Human Resources Association.

**Performance Measure:** Will develop new internship/practicum opportunities for at least 100 students during the implementation time period of this adopted plan..

**Estimated Cost to Achieve:** (Contact Bridget Dierkes for budget input)

Develop training plan \$20 per hour x 20 hours x 5	\$2000
Train interns \$20 x 10 hours x 5 not for profits	\$1000
Monitor interns \$20 x 12 hours x 5 sites	\$1200
Printing and supplies \$100 x 5 sites	\$ 500
Misc. \$100 x 5 sites	\$ 500
Total cost	\$5200

**Proposed Funding Source:** Potential donor, Community Foundation of the Ozarks

**Objective 2.5:** Increased occupational apprenticeship opportunities and job training opportunities.

**Responsible Group:** All educational partners; all workforce development partners; Ozark Workforce Investment Board Youth Council; area businesses; Jr. Achievement; Boys & Girls Club; FBLA; student organizations; US Dept of Labor (USDOL) local apprenticeship office; Springfield central labor council; construction trades union group; Job Corps.

**Proposed Performance Measure:** Schedule US Dept of Labor apprenticeship program presentation at P-20 Council meeting by December 2011. Form P-20 task force to explore opportunities for new apprenticeship programs in Greene County.

**Estimated Cost to Achieve:** To be determined based on the guidance and direction of USDOL and area partners.

**Proposed Funding Source:** Potentially USDOL Local Apprenticeship Office.

**Objective 2.6:** Provide supportive services to ensure student enrollment, retention, completion and goals attainment; (sick child care for the working parent and student, transportation for workers and students, providing clothing to meet job/school needs, equipment for technical/medical occupations, etc.)

**Responsible Group:** All educational partners P-20 levels; public social service and workforce development agencies; city and county leaders; faith-based community; and area employers.

**Proposed Performance Measure:** 75% of all programs providing training assistance using taxpayer dollars require their customers to complete a budgeting/financial management component prior to attending training to ensure that they use their financial resources wisely (hopefully decreasing their reliance on supportive services) by July 2014.

**Estimated Cost to Achieve:** Current Missouri Career Center (OzarkWIB) credit counselor provider could provide an expansive program along with one additional PT FTE \$40K to administer participants through program.

**Proposed Funding Source:** Annual OWIB regional budget or request for additional funding from Mo. Dept of Economic Development, Division of Workforce Development; Mo, Dept of Elementary & Secondary Education; or other federal debt reduction programs that offer training.

**Objective 2.7:** Align regional professional development opportunities for area teachers to support the integration needed for workforce preparation and lifelong learning applications within current pedagogy. (Prepare our educators to seek information about local employer workforce needs).

**Responsible Group:** P-20 Council of the Ozarks and respective educational partners; business community, and MO Council of Economic Education.

**Proposed Performance Measure**

P-20 Council charges Workforce Development and Teacher Education sub-committees to work together to recommend processes to provide each HS classroom teacher in the area the formal opportunity to gain work-based information applicable to their classroom at least every other year (job shadowing at employer worksite, attend labor market info workshop, job shadow at Career Center, etc.) by January 2012.

### **Major Goal 3: Access to Workforce and Educational Services**

**Ensure access for business and workers to the full array of workforce and education services and support.**

#### **Assumptions:**

- Springfield and the surrounding area have many options for training and assistance for both the workforce and businesses.
- There are various affordable options for businesses and workers to obtain training and counseling.
- The various agencies, organizations and institutions are willing to collaborate and work together to strengthen the options, the availability and the dissemination of the information.
- The Springfield Area Chamber of Commerce, Ozarks Technical Community College (OTC), Missouri State University (MSU), Drury University, Evangel University, Springfield R-12, Small Business Development Center (SBDC), Missouri Extension, Southwest Area Manufacturers Association (SAMA), for-profit educational providers; local SCORE chapter; Missouri Career Center are all available and eager to improve our business and employment climate.

**Objective 3.1:** Utilize a stakeholder to serve as the clearinghouse for all opportunities that could be utilized by businesses and the workforce.

**Option 1:** Create a clearinghouse for services and resources available for start-up enterprises and small businesses. Improve the communication of opportunities for counseling and services to new and emerging businesses. Bank websites, city license office website, Secretary of State's website, USSBA website, county websites could all have links to the clearinghouse website on the [Springfield Area Chamber of Commerce] main website.

**Option 2:** Create an additional clearinghouse for training and career development opportunities available for the workforce.

**Responsible Group:** Springfield Area Chamber of Commerce (who will soon be taking over the Springfield Source web portal); the various partners will be responsible for maintaining their respective updates which will be linked to the Springfield Source. Partners such as Mo Career Centers; OWIB; library; educational partners, i.e., MSU SBDC; OTC Career Center; OTC Center for Workforce Development; high school career counselors; P-20 Council of the Ozarks.

**Proposed Performance Measure:** Survey existing clearinghouses that could be modified for this purpose by December 2011 and make recommendation to the City for moving forward on this project, with a planned completion date of January 2013.

**Estimated Cost to Achieve:** Cost to be determined based on host of the Clearinghouse data server. Could be in-kind and maintained by a variety of partners contributing data to the clearinghouse similar to The Springfield Source initiative.

**Proposed Funding Source:** To be determined

**Objective 3.2:** Improve the communication of opportunities for training and careers outside of, or in concert with, the normal college fairs provided by high schools.

**Option 1:** Prepare programming that would reduce the stress on high school counselors to disseminate the information where career tools and training can be accessed and the available training and career opportunities, particularly in emerging industries.

**Responsible Group:** P-20 Council of the Ozarks.

**Proposed Performance Measure:** Beginning January 1, 2011, all local high schools invite Missouri Career Center staff to take part in all college fairs to provide information about Career Center services, allow on-site registration for missouricareersource.com, provide labor market information, etc.

**Estimated Cost to Achieve:** \$10k - \$20k to deliver in all five high schools approximately 3000 students.

**Proposed Funding Source:** Regional LWIB annual WIA budget or other local/State/Federal funded job training resources.

**Objective 3.3:** Create direct communication with business owners and human resource directors to keep them apprised of professional development opportunities available for their workforce.

**Option 1:** Send out an automatic email when the clearinghouse of classes, seminars and conferences is updated.

**Responsible Group:** The Springfield Area Chamber of Commerce will soon be administering the Springfield Source; Springfield Area Human Resources Association.

**Proposed Performance Measure:** Work with Chamber of Commerce and other business organizations to inform their members about the clearinghouse (see objective 3.1). Information to be provided would include overview of clearinghouse, how to access info, timeframe for development and update of status. (This timeframe is dependent upon timeframe adopted for objective 3.1).

**Estimated Cost to Achieve:** None

**Proposed Funding Source:** None

**Objective 3.4:** Improve the ability of adults to research and investigate career options and the required training. Also improve the ability of adults to become lifetime learners and continually upgrade their skills commensurate with new technologies and industries.

**Option 1:** Create new links to the clearinghouse website for all educational institution websites. Give users the ability to sign up for emails alerting them to additions and changes to the clearinghouse website and emails alerting them to new technologies being adopted by businesses.

**Option 2:** Establish alternative resource partnerships with area faith-based organizations that currently assist the under-served poverty population to better communicate about the availability of current or future educational and workforce opportunities. (SHARE Network).

**Option 3:** Establish an at-school Ozark career opportunities program with all Title I Schools.

**Option 4:** Expand career centers (satellite centers) located throughout the metropolitan area versus only one career center. Perhaps venues that are open 24 hours seven days a week (Wal-Mart, hospitals, etc.) will result in increased services to those in most need.

**Responsible Group:** All educational partners' career centers; WIB; Missouri Career Centers; libraries; faith-based organizations such as Council of Churches. Again the Springfield Source could be utilized as the electronic portal.

**Proposed Performance Measure(s):** Increase in student enrollment (all ages); increase in workforce development services received; decrease in unemployment rate and a direct connection of the job seekers to the job training programs and job opportunities.

**Estimated Cost to Achieve:** Past research has discovered a variety of expanded delivery service models such as SHARE SNAPS at \$40,000 each; affiliate centers (not comprehensive centers) \$350,000 annual operational budget each; and virtual career centers \$TBD based on vendor and IT source.

**Proposed Funding Source:** To be determined based on model of choice and potential public and private partnerships enhanced with successful grant solicitations.

#### **Major Goal 4: Strengthen Community Partnerships**

**Strengthen partnerships with community, county, state and federal agencies to meet the workforce and life-long training needs of our service area**

**Assumptions:**

The lack of coordination and alignment between educational institutions and workforce employers weakens our ability to maximize the impact educational programs can have on the region's overall economic health. We fail to meet business and industry needs because we are not working together as well as we could.

**Objective 4.1:** Identify a Neutral Intermediary

**Option 1:** Newly formed P-20 Council of the Ozarks includes regional education institutions, adult basic education program leaders, the two local Workforce Investment Board's (Ozark and Southwest) and Career Center staff members, community action and assistance partners, along with business and industry leaders in developing seamless mechanisms necessary to making education and workforce development everyone's job. This new Council will establish regional benchmarks; regional educational attainments; develop a model of organization; focus on aligning education to workers; address regional educational barriers; address business' workforce needs; community awareness; and build a framework of goals and missions with actions to accomplish.

**Responsible Group:** OTC is serving as the convener and administrator of grants funds in support of forming the P-20 Council of the Ozarks.

**Proposed Performance Measure:** Identify intermediary by July 1, 2011.

**Estimated Cost to Achieve:** Determined by the P-20 Council directly and staff reports

**Proposed Funding Source:** Determined by the P-20 Council directly and staff reports

**Objective 4.2:** Engage Business with a Substantive Role

**Option 1:** Involve the business community to ensure that business interests and their ways of working are incorporated into the education institutions development and implementation strategies that meet both the needs of a diverse population and the needs of business to fill the highly skilled, livable wage jobs that are available in the metropolitan Springfield rapidly changing economy.

**Option 2:** Work with economic development and business leaders to evaluate the need and effectiveness of their programs as well as engage them in development of new programs.

**Option 3:** Develop programs such as pre-employment training; apprenticeships; internships; externships; data analysis with the high demand jobs and skills with the degrees, or certificate credentialed.

**Responsible Group:** Educational partners, Chamber's , MTA, SCA, HBA, IBEW, NAEL, Teamsters, newly-formed regional industry based consortiums, current IT consortium – Mid-America Technology Alliance (MATA), and the manufacturing consortium in MAM.

**Proposed Performance Measure:** Neutral intermediary develops process to evaluate effectiveness of business role in the education/training process and make recommendations on changes needed. Process developed and evaluation begins January 1, 2012.

**Estimated Cost to Achieve:** Determined by the P-20 Council directly and staff reports

**Proposed Funding Source:** Determined by the P-20 Council directly and staff reports

**Objective 4.3:** Act Regionally

**Option 1:** Alignment and support with the recently launched regional P-20 Council in addressing profound challenges faced by the metropolitan Springfield area in critical education and economic distress that will require major regional reforms beginning with basic literacy skills in preschool and progressing to the higher-level vocational and academic skills in post-secondary education.

**Option 2:** Develop interventions and policies all along the P-20 pipeline that will result in higher academic achievement and better preparation for the workforce and regional business and industries.

**Responsible Group:** P-20 Council of the Ozarks; WIBs; SPS; Regional Superintendents; Springfield Regional Economic Partnership, formerly Ozarks Regional Economic Partnership

**Proposed Performance Measure:** Review “regional” designations of all partners involved in the education and workforce development system that impacts Springfield/Greene County. Make sure that the “correct” players are at the table when making decisions that impact Springfield/Greene County—remember that a key player may be housed in West Plains or Jefferson City but has the authority to approve or veto a decision that impacts our local area. Along with this review goes the responsibility of “measuring” that partner’s level of understanding of the regional issues being addressed. This should be an ongoing review as new partners come to the table.

**Estimated Cost to Achieve:** Determined by the P-20 Council directly and staff reports

**Proposed Funding Source:** Determined by the P-20 Council directly and staff reports

**Objective 4.4:** Inventory Current Efforts and Data Integration

**Option 1:** Data mine the outcomes of all organizations, partners, and institutions implementing career development and learning practices and models into one regional report that will serve to identify best practices and educational gaps.

**Option 2:** Evaluate practices, accountability systems, and improvement strategies of emerging career development and new technology learning initiatives.

**Responsible Group:** P-20 Council of the Ozarks; higher educational institutions (create a new graduate work program); area career centers; MERIC; DESE

**Proposed Performance Measure:** Begin initial data mining April 1, 2011 with ongoing updates.

**Estimated Cost to Achieve:** Current In-kind staff time

**Proposed Funding Source:** Current In-kind staff time

**Objective 4.5:** Conduct Regional Policy Audit

**Option 1:** Evaluate emerging policies at the local, state and federal level that influence or promote integrated educational and career development learning.

**Option 2:** Assess the capacity and charge of current commissions and councils

**Responsible Group:** P-20 Council of the Ozarks; Educational partners; WIB; Career Center Staff; regional state staff DESE; DWD; and the Springfield Area Chamber of Commerce .

**Proposed Performance Measure:** Begin audit April 1, 2011 with ongoing updates, during the implementation time period of this adopted plan.

**Estimated Cost to Achieve:** Staff time and utilization of post-secondary students to conduct study, potentially \$20,000 to \$30,000 to develop data base and public results.

**Proposed Funding Source:** To be determined

**Objective 4.6:** Use New Resources to Leverage Existing Resources

**Option 1:** Develop a pipeline of education leaders across the entire urban education system. These leaders – college presidents, school principals, district administrators, education entrepreneurs, policy makers, nonprofit managers and philanthropists can have a dramatic impact on the quality of urban education.

**Option 2:** Create learning supports which maximize the development and achievement of all learners through the effective systemic use of technology applications, accommodations, and supplemental services, including parent and family involvement.

**Responsible Group:** P-20 Council of the Ozarks

**Proposed Performance Measure:** Increased by 10% educational supportive resources to capitalize the areas student educational attainments.

**Estimated Cost to Achieve:** Staff time

**Proposed Funding Source:** To be determined

**Objective 4.7:** Build on Successful Strategies and Challenge Ineffective Strategies

**Option 1:** Design and integrate learning, instruction and career development practices for all learners in education, workplace and community settings.

**Option 2:** Generate and refine professional development approaches that advance integrated academic/career/personal development and learning practices.

**Responsible Group:** P-20 Council of the Ozarks; MO Council of Economic Education

**Proposed Performance Measure(s):** to be determined

**Estimated Cost to Achieve:** Current in-kind staff time

**Proposed Funding Source:** Current in-kind staff time

## **Template C – Inter-relationships, Themes, and Volunteer Hours Invested**

**This community planning process is placing an emphasis on analyzing the inter-relationships of the various plan topics (chapters). Each committee is asked to address how its plan recommendations inter-relate with the other planning topics. Please include a brief narrative that addresses how your committee’s recommendations relate to the following planning topics:**

- **Arts, Culture, and Tourism:** By creating increased educational and workforce opportunities, the artistic and cultural aspect of Southwest Missouri shall be enhanced through opportunities created through apprenticeship and internship programs, especially in the non-profit sector.
- **Early Childhood Development:** Coordinated with the Early Childhood Development planning committee to ensure this aligns with their goals.
- **Economic Development:** An aligned system will deliver a strong education and workforce system that is connected to the critical needs of industry which creates a growth cycle that leverages investment, attracts high-tech entrepreneurs and results in brain gain to the metro Springfield area.
- **Global Perspectives and Diversity:** By increasing workforce development services for the public, our hope is to encourage a global perspective on education and a more diversified workforce. Additionally, retaining post-secondary graduates in our community will help bring a more global approach to our business culture.
- **Growth Management and Land Use:** With increased accessibility to education and training opportunities as well as public workforce services, new private and public partnerships will be formed to enhance -based opportunities, educational attainments; job readiness and employee retention. All of this will result in positive economic growth that will engage the region’s growth management and land usage.

- **Housing:** By creating programs that will provide additional educational and workforce opportunities, the committee hopes the community will see an increase for housing needs by retaining graduating -secondary students.
- **Internal Organization:** While the City serves as the designated one stop operator on behalf of the Ozark Workforce Investment Board and Chief Elected County Officials, expanding and changing their delivery model in offerings of educational and workforce array of services, the community and region will see a decrease in unemployment and an increase in educational attainment.
- **Natural Environment:** Focusing on “green” job opportunities will help increase environmental conditions in the future.
- **Public Health:** Focusing on “green” job opportunities will help increase public health in the future.
- **Public Safety:** Creating new educational and employment opportunities for those individuals formally engaged (or who are at risk of engaging) in public safety incidents will be able to utilize new/continued/improved services to avoid these behaviors.
- **Recreation and Leisure:** Creating opportunities such as business-sponsored field days within the hospitality industry and the parks and recreation industry will encourage and support student’s educational growth and workforce opportunities. The City Parks Department employs the largest workforce and is supportive of many initiatives outlined within this chapter plan such as green job training programs.
- **Transportation:** Supported strategies to create an educated workforce to support transportation employment opportunities with a skilled labor pool to sustain the city’s plan for student/worker transportation.

**Each committee was asked to develop its plan recommendations within the context of four cross-chapter themes. Please answer the following questions to indicate how the committee's planning addresses these four themes:**

**(See committee's response to these four themes beginning on page 1.)**

- **Regionalism** – How do the committee's recommendations support a regional focus; how can the Springfield metropolitan area be a better "citizen of the region" by working with Greene County, surrounding cities, and southwest Missouri?
- **Sustainability** – How do the committee's recommendations support energy efficiency, recycling, low-impact construction, and other measures of sustainability?
- **Minimize Poverty** – How do the committee's recommendations address our community's poverty problem?
- **Civic Engagement** – How do the committee's recommendations increase the level and breadth of civic engagement within the community?

**Approximately how many volunteer hours has the planning committee invested in the development of this chapter? 289.5**