



Lehigh Valley Workforce Investment Board, Inc.
2009-2013 Strategic Plan

As amended and approved at LVWIB Board meeting, December 15, 2009

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Executive Summary

This strategic plan is presented by the Lehigh Valley Workforce Investment Board, Inc. This plan was developed through a strategic planning process that began in the winter of 2008 with a thorough review of the previous plan, a systems review and analysis. This review ultimately culminated in the reaffirmation of the vision and strategic direction of the organization. While much of the strategic plan builds on the previous strategic plan and continues strategies begun several years ago, this plan refines and focuses on the employer customer as the driver of the workforce development system, and using data to drive decision making. This plan also outlines a restructuring of the one-stop system and CareerLink® operating structure to better serve both employers and job seekers. Over the next several years, the customer definitions will be explored and expanded to include the virtual and commuting job seekers and employers. A newly-crafted mission statement articulates the explicit shift to serve targeted industry clusters. The plan itself outlines the goals, objectives and associated action steps to take the Lehigh Valley workforce system to the next level. This plan will serve as a guide for the Board over the course of the next five years.

Vision

Lehigh Valley has a world class competitive workforce

Mission

To ensure an employer demand-driven world class workforce system aligned with economic development, education and the community focusing on targeted industry clusters

The goals are as follows:

- Goal #1: Analyze and identify those clusters with sustainable growth industries in the region as the primary workforce focus
- Goal #2: Develop data driven innovative and cost effective workforce strategies that meet employer needs
- Goal #3: Build key partnerships to align education, economic development and workforce development to meet employer needs
- Goal #4: Restructure CareerLink® Operations to enhance employer and job seeker services to support family-sustaining employment opportunities
- Goal #5: Maximize resource effectiveness at the federal, state, regional and local levels

Successful implementation of this plan will continue to depend on the commitment of time, resources and energy by the Directors of the Lehigh Valley Workforce Investment Board, Inc., hard work and dedication demonstrated by workforce system employees, and support from private sector employers and the regional partners within the community, education, economic development systems.

Introduction

The Lehigh Valley is the area bounded by Lehigh and Northampton Counties, which are situated in the east-central portion of Pennsylvania approximately 90 miles west of New York City and 60 miles north of Philadelphia. The cities of Allentown, Bethlehem, and Easton and the suburban fringe on their boundaries comprise a large share of the regional population. The Lehigh Valley boasts a regional population of 635,000 in 242,000 households with a population of 30 million people living within 100 miles.

The gross regional product of \$30 billion represents about 5% of Pennsylvania's total economy. In late 2009, the regional workforce has about 292,000 currently employed, with nearly 35,000 net outbound commuters. Although the regional unemployment rate has spiked over 9% in 2009, the region's 15,200 employers employ about 266,000 people.

Over the past 30 years, the region's economy has successfully transitioned from 42% manufacturing to 11%, while adding 32,000 jobs in the last 13 years (a 14% increase). The average wage in the region is \$42,950 (94% of the US average).

Under the Workforce Investment Act of 1998 each local area within the State is required to have a Workforce Investment Board. The Local Board is appointed by the local elected official(s) and is certified every two years by the Governor. The Governor is also responsible for establishing the criteria for use by the chief elected official(s) in appointing the Local Board members. The board is responsible for setting policy, determining the vision and mission of the workforce system in its regional area and identifying a strategic direction and plan to ensure a high quality workforce delivery system.

Even though the Lehigh Valley Workforce Investment Board, Inc. and its one-stop system including the PA CareerLink® Lehigh Valley have received state and national recognition for its innovative approach and best practices, in calendar year 2009, the board undertook a strategic planning process that included a complete operations review and analysis of their current system. The purpose of this assessment was to define and review the system in terms of the ideal model of workforce development for the region and to define the goals, objectives and strategies that would take the workforce system to the next level over the next five years, 2009-2013.

The strategic planning process included a number of elements. The environmental assessment included a systematic review of the regional workforce delivery system including input from internal and external stakeholders along with best practice research and analysis. This was followed by visioning and discussion with key stakeholders to identify an ideal model for the regional workforce delivery and support system. The ideal model was used as the foundation to identify goals and objectives that support the vision moving forward and an action plan to ensure successful implementation over the next five years.

System Analysis Summary

In support of the strategic plan for the workforce area, Strategy Solutions was retained to complete an analysis of the regional workforce delivery system. The analysis began in 2008, continued during 2009 and included the following elements:

- Best practice research
- Economic/Workforce Development Key Person Stakeholder Interviews
- Employee Interviews
- Employer focus groups and interviews
- Job seeker focus groups
- Development of an ideal model of the workforce delivery system

The research identified a number of workforce best practices of the one-stop system, many of which are already being employed by the Lehigh Valley Workforce Investment Area. The best practices also identified several new ideas for consideration and integration into the system.

Satisfying employers is the top priority of best practice workforce systems and the most highly effective systems are ensuring satisfaction with both process and employer outcomes. **Managing employer services** means focusing on employers by industry cluster, building a high quality team who focuses solely on the employer needs. Employer services teams measure their outcomes through a contact management and outcomes measurement system. Best practice sites are also **Delivering quality services to employers** through the development of customized, fee for service offerings that meet their individual and collective needs.

Another critical success factor is **Satisfying job seekers** by seeking input and designing services and delivering outcomes that meet their needs and **managing job seeker services** to expedite traffic flow and create a professional appearance. **Delivering quality service to job seekers** by making the career resource center a focal point of the customer experience and identifying additional resources to meet their needs are also critical success factors. **Leadership, management, measurement and marketing** are also critical success factors in best practice systems.

In addition to these elements, many systems are organizing around **Community College** participation and involvement in the operations of the system. This enables the region to expand their services to professional job seekers and improve the connections between post-secondary education and the employers. The emphasis is becoming more focused on the needs of **targeted industry clusters** and the career development opportunities within them and developing **innovative programs** to meet employer and job seeker needs including **initial assessment and triage**, information and referral, placement assistance and career counseling.

Stakeholder interviews provided input regarding the strong leadership of the Lehigh Valley WIB and the desire to take the system to the next level. A number of gaps and opportunities in the current delivery system were identified including **lack of coordination** among the various players and resources in the region, the need to better **support entrepreneurship**, continue to

guide youth and job seekers toward **technology** and related careers. The desire to **improve the perception of the PA CareerLink® Lehigh Valley** by offering more for persons with advanced skills and **meeting the needs of the Latino community** were also identified as key opportunities.

Through focus groups and interviews, **employers** highlighted the need to **improve CareerLink operations** to better meet the needs of employers. The Commonwealth Workforce Development System (CWDS) website is difficult to use and navigate and employers prefer not to use it. Employers are also seeking additional assistance to identify and screen the best potential candidates for particular jobs. They also seek improvements in quality control of the job seeker process including how the candidates post resumes, which candidates match to certain jobs, etc. These improvements for the job seeker customer would ultimately be an improvement with the employer customer as well.

Jobseekers provided input that the PA CareerLink® Lehigh Valle needs to be **rebranded** as a resource for other than blue collar or entry-level jobs. Job seekers also desire **more advanced workshops and career development support** to assist them in marketing their skills in specific industry clusters which may have different needs and language. Improving **customer service** and **decreasing the time it takes to navigate the system** are key needs expressed. **Job clubs** should be **organized by industry cluster and connected to employers** within industry partnerships.

Vision of the Future – Moving Toward an Ideal Workforce Delivery System

On July 22, 2009, the Lehigh Valley Workforce Investment Board convened a meeting of 32 key regional private sector and community leaders from the education, economic development and workforce development systems. The purpose of this meeting (called a charette) was to review the findings of the system analysis to date and to envision the elements of a more ideal model for the workforce system that would guide the strategic planning for the workforce investment area moving forward. In considering the input from the system analysis and best practices around the country, local leaders identify five elements of the ideal model for the workforce delivery system. The elements include:

- ◆ Ongoing analysis, including labor market information
- ◆ CareerLink® operations, including both employer and job seeker services
- ◆ Strategic partnerships with employers and employer support
- ◆ Policy development and education/advocacy
- ◆ Innovative program development and funding to meet employer and workforce needs

These five areas become the foundation of the goals and strategic initiatives that will be undertaken and accomplished by the Lehigh Valley Workforce Investment Board, Inc. over the next five years.

Strategic Plan - Goals and Objectives

The overarching goals and objectives for the Lehigh Valley Workforce Investment Board, Inc. over the next five years are outlined as follows. Goals/objectives that represent new initiatives are highlighted:

Goal 1:	Analyze and identify those clusters with sustainable growth industries in the region as the primary workforce focus
	A. Analyze workforce data to identify current and projected workforce shortages and communicate needs to community stakeholders
	B. Continue to identify current and future skill requirements needed for each targeted industry cluster
	C. Finalize the development of career ladders and lattices to maximize transferable workforce skills across targeted clusters
	D. Close the skill gaps in targeted clusters to increase the region's competitive position.
	E. Develop new partnerships and expand existing partnerships
Goal 2:	Develop data driven innovative and cost effective workforce strategies that meet employer needs
	A. Determine strategies to leverage and increase funding to the workforce system
	B. Decrease fixed costs
	C. Assess employer needs for workforce services
	D. Implement policies and support processes, programs and technology that meet employer cluster workforce strategies and needs
	E. Continue the rebranding of the LVWIB and PA CareerLink® Lehigh Valley
Goal 3:	Build key partnerships to align education, economic development and workforce development to meet employer needs
	A. Align secondary and post-secondary education with employability skills required in the workplace
	B. Determine drop-out prevention and re-engagement strategies
	C. Establish the Lehigh Valley WIB as the regional clearinghouse for internships, job shadowing, mentoring and apprenticeship opportunities
	D. Create a strategic partnership with economic development, education and other LV community leaders to identify a regional community agenda of goals and priorities
	E. Continue to align Youth Council and pipeline development activities with employer needs
Goal 4:	Restructure CareerLink® operations to enhance employer and job seeker services to support family-sustaining employment opportunities
	A. Identify and recruit additional partners/operators for PA CareerLink® Lehigh Valley
	B. Design optimum staffing model(s) for PA CareerLink® Lehigh Valley
	C. Implement an assessment and triage process
	D. Streamline and automate information and training
	E. Reorganize Job Clubs by Industry Cluster
	F. Determine the optimal locations to deliver workforce services
Goal 5:	Maximize resource effectiveness at the federal, state, regional and local levels
	A. Establish regional partnerships with other WIBs and those in neighboring states to address workforce and training issues of mutual concern and/or opportunity and address the emerging, commuting and virtual workforce
	B. Continue to educate and inform chief elected officials to develop legislation that supports regional workforce needs and economic growth
	C. Identify public and private funding to support business growth and development

The complete action plan for each objective is included in the Appendix and the LVWIB's Committee structure is expected to be redesigned to match the Strategic Plan.

Goal 1:	Analyze and identify those clusters with sustainable growth industries in the region as the primary workforce focus	2009	2010	2011	2012	2013
	A. Analyze workforce data to identify current and projected workforce shortages and communicate needs to community stakeholders					
	B. Continue to identify current and future skill requirements needed for each targeted industry cluster					
	C. Finalize the development of career ladders and lattices to maximize transferable workforce skills across targeted clusters					
	D. Close the skill gaps in targeted clusters to increase the region's competitive position.					
	E. Develop new partnerships and expand existing partnerships					

The LVWIB will continue to use data and information to drive regional decision-making and the continued development of the workforce system around the needs of key industry clusters within the region. This will include the continued development of the data analysis and reporting system itself. With the hiring of a Research Director and organization of the Research Consortium, the activities to support this objective are already underway. Within the next three years, the LVWIB seeks to develop and enhance the industry analysis, data collection and reporting function of the LVWIB. Identifying trends that affect the region, analyzing the effects of global competition and technological advances on the workforce and current and future employer needs, and strategies to foster entrepreneurship and support for young professionals within the region are all important components of this objective.

Beyond collecting and analyzing the data, the LVWIB will continue to work with employers to identify current and future skill requirements within each industry cluster as well as the skill gaps for high priority occupations. This will also include the development of career ladders and lattices to be able to target training dollars to targeted occupations within the industry clusters to close skill gaps as well as to promote and train transferable skills across industry clusters. The LVWIB will work with colleges, universities and career/technical schools to develop new curriculum as well as outreach into high schools to promote and direct students into technical education. The LVWIB will also continue to develop and enhance the existing industry partnerships by identifying a core set of employers who can provide leadership for the existing partnerships, establish a governance process and integrate green into each partnership.

Goal 2:	Develop data driven innovative and cost effective workforce strategies that meet employer needs	2009	2010	2011	2012	2013
	A. Determine strategies to leverage and increase funding to the workforce system					
	B. Decrease fixed costs					
	C. Assess employer needs for workforce services					
	D. Implement policies and support processes, programs and technology that meet employer cluster workforce strategies and needs					
	E. Continue the rebranding of the LVWIB and PA CareerLink® Lehigh Valley					

Over the past several years, meeting employer needs in targeted industry clusters has been the key driver of the workforce system evolution. This will continue to be the focus over the next several years, while the LVWIB seeks to identify and leverage additional funding streams and decrease fixed costs to improve the efficiency of the system operations. This will be accomplished by researching other funding sources including private foundations as well as other federal, state, regional and local sources. The LVWIB will also explore alternative funding models including board or employer membership fees, fees for selected employer services and private investment/fundraising through the Business Education Partnership and other 501(c)3 organization partners. Continuing to seek areas for improvement, increased efficiencies and decreasing redundancy within the system will also be a key priority by working with their operating partners and seeking new partners who can provide enhanced services at a lower cost.

By partnering with the Chamber of Commerce and economic development agencies, the LVWIB will continue to conduct business retention and expansion interviews and assess employer needs for workforce services. Needs assessment activities will be ongoing and are expected to foster the development of new programs and services that meet employer recruitment, retention and incumbent worker development needs. The WIB and its partners expect to be proactive to help connect employers with available resources within the economic development and workforce systems to support their business retention and expansion goals. Over that past two years, the LVWIB and PA CareerLink® Lehigh Valley have begun and will continue to implement a branding campaign to reposition the image of the system as a full service resource that meets employer and professional job seeker needs as well as disadvantaged populations within the community.

Goal 3:	Build key partnerships to align education, economic development and workforce development to meet employer needs	2009	2010	2011	2012	2013
	A. Align secondary and post-secondary education with employability skills required in the workplace					
	B. Determine drop-out prevention and re-engagement strategies					
	C. Establish the LVWIB as the regional clearinghouse for internships, job shadowing, mentoring and apprenticeship opportunities					
	D. Create a strategic partnership with economic development, education and other LV community leaders to identify a regional community agenda of goals and priorities					
	E. Continue to align Youth Council and pipeline development activities with employer needs					

This goal continues to seek system alignment in the Lehigh Valley among education, economic development and workforce development resources. When asked, employers often highlight the gaps that exist between their need for trained workers and the skill sets of recent graduates. In order to close these gaps, the LVWIB will be continue to develop and implement a train the trainer model where career education and awareness become a key focus of the curriculum in the region through the use of workforce coordinators within the high school who work to create connections with private industry and teach teachers how to integrate career awareness activities into their classrooms and work readiness skills into their coursework. Keeping kids in school and engaging out of school youth with long-term career opportunities will be explored through the development of new initiatives and by examining credentialing and work readiness certificate issues for relevance to business needs. These efforts seek to increase the employability of out of school youth and help them connect to training and employment opportunities in the region. Through these efforts and best practice research how to improve the system, the LVWIB expects to become a regional clearinghouse for internships, job shadowing and mentoring opportunities for youth in the region.

Through its relationships with community leaders in the economic development and education systems, the LVWIB will facilitate an intentional discussion to work together to create and implement an overarching community agenda that will drive growth in all areas and shape the evolution of the workforce system into the future to achieve economic prosperity.

Goal 4:	Restructure CareerLink® operations to enhance employer and job seeker services to support family-sustaining employment opportunities	2009	2010	2011	2012	2013
	A. Identify and recruit additional partners/operators for PA CareerLink® Lehigh Valley					
	B. Design optimum staffing model(s) for PA CareerLink® Lehigh Valley					
	C. Implement an assessment and triage process					
	D. Streamline and automate information and training					
	E. Reorganize Job Clubs by Industry Cluster					
	F. Determine the optimal locations to deliver workforce services					

While the regional one-stop system remains strong and exceeds performance standards, the vision is to raise the bar to enhance employer and job seeker services by implementing the elements outlined in the ideal model for the regional workforce system. The analysis conducted over the past year has revealed a number of opportunities to enhance the system performance through restructuring the CareerLink® operations. This will be accomplished by identifying and recruiting additional partners/operators that can offer enhanced programming for professional job seekers and employer services. In 2010, LVWIB will seek proposals for innovative approaches and conduct a selection process for new partner/operators. This will include recruiting community agencies and organizations that can offer advanced training and workshops within the CareerLink® to enhance the job seeker experience.

While the vision for enhanced services exists, the development of the ideal staffing model to support the implementation is under development. The restructuring is expected to include changing the customer flow to include an assessment and triage process earlier in the job seeker experience along with focused staff working within the Career Resource Center and employer services. This will require new skills and competencies that may not be available in the current staff complement and a specific effort over the next two years will re-align the work process flow and staffing. During this process, the CareerLink® staff will be looking for ways to automate and streamline training and information sharing by utilizing more on-line tools and resources as well as webinars to allow access to more people in more locations.

In order to enhance the ability of job seekers to connect with employers, the job clubs will be reorganized by industry cluster and focus on job preparation and networking activities with specific employers within specific industries. The LVWIB will also continue to evaluate the locations and access points for services, to better serve the professional job seekers and employers within the region. The LVWIB will analyze the cost/benefit of alternative sites and locations throughout the next several years.

Goal 5:	Maximize resource effectiveness at the regional, state and federal level	2009	2010	2011	2012	2013
	A. Establish regional partnerships with other WIBs and those in neighboring states to address workforce and training issues of mutual concern and/or opportunity and address the emerging, commuting and virtual workforce					
	B. Continue to educate and inform chief elected officials to develop legislation that supports regional workforce needs and economic growth					
	C. Identify public and private funding to support business growth and development					

As the global economy continues to change and evolve, so must the local workforce system. This goal seeks to understand these evolving and emerging trends and leverage additional resources and partnerships outside of the local area to support business growth and development and enhance job seeker skills. As regional commuting patterns continue to change and evolve and the workforce becomes more global and virtual, understanding these patterns and creating the support systems to support employers and their workers will continue to be a priority. This will include partnerships with other workforce investment areas in other states, as well as those within the local region through the development of innovative programs and approaches.

Continuing to educate and inform elected officials regarding the issues and workforce challenges for regional employers and the policies that will benefit the employers is a key objective over the next few years. This includes increased awareness of the need for work readiness standards within high school curriculum and the need for career counselors in schools. Ensuring that work readiness standards are built into the development of the Keystone Exams is an expected outcome of this work.

Finding and providing resources to support the working poor and those that fall outside of the WIA eligibility continues to be a key challenge for the workforce system. Efforts over the next few years will include pursuing methods and alternative funding streams through private foundations and other sources that will provide resources to address these needs. New business/education partnerships and other private/public partnerships will be facilitated to increase job seeker skills. The LVWIB will also investigate the feasibility and potential benefits of becoming a separate 501(c)3 organization and whether this opens up additional possibilities for funding or fundraising.

The following Appendix outlines the Draft Action Plan/Steps for review with LVWIB Committees, including development of Committee work plans, budgeting and implementation.

APPENDIX

Goal 1: Analyze and identify those clusters with sustainable growth industries in the region as the primary workforce focus				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Analyze workforce data to identify current and projected workforce shortages and communicate needs to community stakeholders			2009-2011	
	1. Develop Industry Committee Work Plan			
	2. Work with the Lehigh Valley Research Consortium to develop data analysis			
	3. Update the Outlook document; create Snapshot of Lehigh Valley			
	4. Review the Outlook document and other data to identify trends that are affecting the region and update strategic plan annually			
	5. Determine the effect on workforce trends due to global competition and technological advances			
	6. Determine the effects of changing demographics on our regional economy			
	7. Determine a strategy to foster entrepreneurship among young professionals			
	8. Determine a strategy to ensure that young professionals meet employers needs and expectations			
	9. Better understand workforce globalization and the needs of incumbent workers who live in the region and work for companies located elsewhere			

Goal 1: Analyze and identify those clusters with sustainable growth industries in the region as the primary workforce focus				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
B. Continue to identify current and future skill requirements needed for each targeted industry cluster			2009-2013	
	1. Identify skill gaps and high priority occupations			
	2. Poll employers in the Industry Partnerships every two years to update data			
C. Finalize the development of career ladders and lattices to maximize transferable workforce skills across targeted clusters			2009-2012	
	1. Engage employers in reviewing/substantiating the career ladders/lattices			
	2. Focus training dollars on targeted occupations within clusters			
D. Close the skill gaps in targeted clusters to increase the region's competitive position.			2010-2013	
	1. Work with colleges, universities and career/technical schools to develop new curriculum			
	2. Develop stories/materials that describe work opportunities, as well as job and labor market trends			
	3. Outreach to high schools to promote and direct students into technical education			
	4. Direct WIA and other resources toward industry clusters for skill gap occupations			

Goal 1: Analyze and identify those clusters with sustainable growth industries in the region as the primary workforce focus				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
	5. Define implementation plan to address key findings in the Latino Economic Council's report			
E. Develop new partnerships and expand existing partnerships			2009-2013	
	1. Monitor the effectiveness and evaluate impact of Industry Partnerships			
	2. Further develop the industry partnership concept and evolve leadership to the employers			
	3. Identify a core set of employers who can provide leadership for industry partnerships and establish a governance process			
	4. Focus on energy/renewable energy, Health care, Advanced Diversified Manufacturing, Logistics and Transportation and integrate green into each partnership			

Goal 2: Develop data driven innovative and cost effective workforce strategies that meet employer needs				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Determine strategies to leverage and increase funding to the workforce system.			2009-2013	
	1. Research and identify potential funding sources, including private foundations and federal, state, regional and local resources			
	2. Prioritize funding strategies and implement action plan to receive additional funding			
	3. Investigate the feasibility of nontraditional funding sources including: board membership fees, fees for selected employer services, and fund raising through the Business Education Partnership and other 501(c)3 partners			
B. Decrease fixed costs.			2009-2013	
	1. Identify areas of improvement/redundancy/inefficiency within workforce system			
	2. Implement strategies to reduce costs			
C. Assess employer needs for workforce services			2010-2011	
	1. Develop committee work plans to assess employer needs			
	2. Conduct Business Retention and Expansion employer interviews			
D. Implement policies and support processes,			2009-2013	

Goal 2: Develop data driven innovative and cost effective workforce strategies that meet employer needs				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
programs and technology that meet employer cluster workforce strategies and needs				
	1. Identify employer needs through review of gap analyses, labor market information and trends, Business Retention and Expansion employer interviews, PA CareerLink® Lehigh Valley Business Services unit feedback			
	2. Prioritize needs and implement actions that address needs			
	3. Further develop industry partnerships			
	4. Redirect resources to meet employer workforce needs and skill gaps such as skills assessments and incumbent worker training funds			
	5. Be proactive and work with other regional agencies to help employers access available resources to improve competitiveness (such as the chamber, EDC, education, IRC, Ben Franklin etc).			
E. Continue the rebranding of the LVWIB and PA CareerLink® Lehigh Valley			2009-2010	
	1. Develop Marketing Committee work plan			
	2. Update Marketing plan			

Goal 3: Build key partnerships to align education, economic development and workforce development to meet employer needs				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Align secondary and post-secondary education with employability skills required in the workplace			2009-2011	
	1. Develop committee work plan(s)			
	2. Train trainers (teachers, counselors) on work readiness and career awareness			
	3. Continue to promote the use of workforce coordinators in high schools			
	4. Integrate career awareness into curriculum for teachers seeking ACT 48 credits			
	5. Increase teacher participation in career awareness activities by 20%			
	6. Continue to develop the CareerLinking Academy model to increase Career Education & Work Standards and add new employer-driven components that meet employer needs			
	7. Focus on entrepreneurship			
	8. Partner with educational curriculum coordinators to shape the curriculum for teachers to include more career awareness and job readiness tools and strategies			
B. Determine drop-out prevention and re-engagement strategies			2010-2013	
	1. Develop committee work plan(s)			

Goal 3: Build key partnerships to align education, economic development and workforce development to meet employer needs				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
	2. Align Industry and Education Committees to develop two new educational initiatives aligned with workforce and economic development and PA Career Education and Work Standards			
	3. Examine credentialing and work readiness certificate issues for relevance to business needs			
C. Establish the LV WIB as the regional clearinghouse for internships, job shadowing, mentoring and apprenticeship opportunities			2009-2011	
	1. Identify best practices of the clearinghouse concept			
	2. Convene stakeholders of existing resources to develop a new valley-wide system			
D. Create a strategic partnership with economic development, education and other LV community leaders to identify a regional community agenda of goals and priorities			2010-2011	
	1. Create a regional partnership by engaging in strategic	Committee		

Goal 3: Build key partnerships to align education, economic development and workforce development to meet employer needs				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
	planning with the Lehigh Valley Economic Development Corporation and other key regional players to align strategic initiatives			
E. Continue to align Youth Council and pipeline development activities with employer needs			2009-2011	
	1. Connect youth with caring adults, peers, targeted programming and mentoring			
	2. Design a strategic career awareness and marketing campaign			
	3. Target at-risk youth with barriers to employers and link to community stakeholders			
	4. Develop initiatives that support youth career awareness activities			
	5. Increase the number of businesses involved in youth education partnerships			
	6. Align with PA Statewide Youth Council Plan			
	7. A Workforce Readiness Credential is available to all graduating students			

Goal 4: Restructure CareerLink® Operations to enhance employer and job seeker services to support family-sustaining employment opportunities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Identify and recruit additional partners/operators for PA CareerLink® Lehigh Valley			2010-2011	
	1. Specifically define the job seeker and employer services components of the ideal CareerLink® model			
	2. Develop request for proposal(s) for identified program elements and send out to interested parties and potential new partners/operators that would include community colleges, economic development agencies and others			
	3. Continue to develop relationships with agencies and organizations that bring new and additional workshops (advanced computer, professional etc)and resources to the CareerLink (at no cost for the CL)			
B. Design optimum staffing model(s) for PA CareerLink® Lehigh Valley			2010-2011	
	1. Identify the skill sets that are required in the Career Resource Center to take the service to a higher level (both what they are currently doing and should be done)			
	2. Assess all staff capabilities, including specific requirements for serving in the Career Resource Center and employer services and other areas of			

Goal 4: Restructure CareerLink® Operations to enhance employer and job seeker services to support family-sustaining employment opportunities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
	determined need			
	3. Determine gaps in capabilities and training required or identify staff hiring needs; implement new staffing patterns			
	4. Identify dedicated staffing for the Career Resource Center and Employer Services			
C. Implement an assessment and triage process			2010-2011	
	1. Identify the work process flow required that would be integrated with WorkKeys® and Key Train®			
	2. Investigate other appropriate triage models			
	3. Align current staff/facilities/equipment to desired work process flow			
	4. Identify other partners/resources that would assist with the assessment process			
D. Streamline and automate information and training			2009-2013	
	1. Investigate self-service (i.e., webinars) options and costs for job seeker and employer information topics			
	2. Continue to monitor changes in the CWDS system			
E. Reorganize Job Clubs by Industry Cluster			2009-2012	
	1. Based on work experience, skills assessments and training, align job seekers to various job clubs associated with industry clusters			

Goal 4: Restructure CareerLink® Operations to enhance employer and job seeker services to support family-sustaining employment opportunities				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
	2. Look at staffing required to support industry cluster groups and connect to industry partnership employers			
F. Determine the optimal locations to deliver workforce services			2010-2011	
	1. Identify the ideal site requirements			
	2. Determine the optimum staffing patterns to serve job seekers and employers			
	3. Conduct a cost/benefit analysis of current versus alternative sites			
	4. Determine pilot outreach site(s) to determine feasibility of new or different sites			
	5. Recommend changes and provide oversight from the LVWIB Delivery System Analysis, including locations of CareerLink® sites, population and staffing			

Goal 5: Maximize resource effectiveness at the federal, state, regional and local levels				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
A. Establish regional partnerships with other WIBs and those in neighboring states to address workforce and training issues of mutual concern and/or opportunity and address the emerging, commuting and virtual workforce			2009-2011	
	1. Contact neighboring state(s) Workforce Investment Areas to determine areas of mutual interest			
	2. Contact other players to determine areas of mutual interest regarding telecommuting, knowledge workers, logistics/transportation, financial services, energy and look for collaborative opportunities			
	3. Study the demographics and commuting patterns of the super-regional workforce to identify benefits of working together			
	4. Identify information and develop an understanding and impacts of the emerging workforce trends including studies of the global (India/China) and virtual (telecommuting) workforce (develop an understanding of the new definitions of “to work” and “of work”)			

Goal 5: Maximize resource effectiveness at the federal, state, regional and local levels				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
B. Continue to educate and inform chief elected officials to develop legislation that supports regional workforce needs and economic growth			2009-2013	
	1. Support and advocate for training support for employers			
	2. Educate state policy makers regarding the need for career counselors in high schools			
	3. Define the platform for LVWIB 10 critical issues			
	4. Continue to educate state and federal lawmakers regarding local and regional workforce needs, issues and workforce readiness			
	5. Get involved in the policy discussion to ensure that workforce standards are built into development of the Keystone Exams			
C. Identify public and private funding to support business growth and development			2010-2013	
	1. Analyze effectiveness of current funding of PA CareerLink® Lehigh Valley workforce system and identify appropriate funding sources to further support strategies and initiatives of the system			
	2. Provide two budget review sessions to keep LVWIB members apprised of the budget status, trends and			

Goal 5: Maximize resource effectiveness at the federal, state, regional and local levels				
OBJECTIVE	ACTION STEPS	ACCOUNTABILITY	TIMEFRAME	BUDGET
	fiscal procedures of Lehigh Valley's workforce system.			
	3. Look for ways to use funds to help the working poor			
	4. Identify training needs and funding sources for increase incumbent workforce skills			
	5. Continue to work with school districts to shape curriculum in schools			
	6. Work outside the WIA system to create new business/education partnerships to increase job seeker skills			
	7. Identify other funding sources outside of WIA (through private foundations and other philanthropic sources) to increase resources for non-WIA eligible job seekers and incumbent workers			
	8. Identify best practices of WIBs throughout the US for raising resources and locating funding sources including federal, state, local and private foundations			
	9. Determine feasibility of LVWIB becoming a 501(c)3 organization			