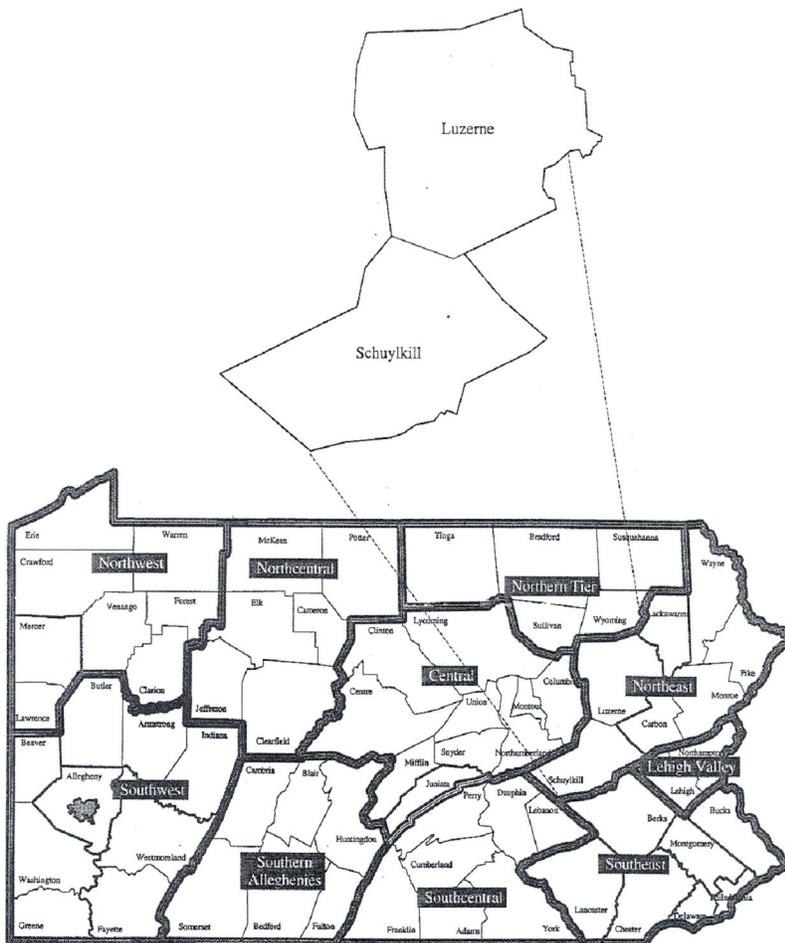




## STRATEGIC PLAN

**July 1, 2008 - June 30, 2010**

### Luzerne-Schuylkill Counties Workforce Investment Area



Luzerne and Schuylkill Counties are geographically located in Northeastern Pennsylvania. Luzerne County at 41.1765 North and 75.9910 West and Schuylkill County at 40.7046 North and 76.2143 West.

Luzerne County is contiguous to Sullivan, Wyoming, Lackawanna, Carbon, Schuylkill, and Columbia Counties. Schuylkill County is contiguous to Luzerne, Berks, Lebanon, Dauphin, Northumberland and Carbon Counties.

Luzerne County is 891 square miles and Schuylkill County is 779 square miles. Both counties are approximately 150 miles from Baltimore, 330 miles from Boston, 130 miles from New York, 120 miles from Philadelphia, 260 miles from Pittsburgh and 120 miles from Newark.

## INTRODUCTION

The Luzerne/Schuylkill Workforce Investment Board, Inc. serves the workforce investment area NE 075, which combines Luzerne and Schuylkill counties as designated by the Governor of Pennsylvania to implement programs established by the Workforce Investment Act. The purpose of the Workforce Investment Act (WIA) of 1998 requires a Workforce Investment Board for every Workforce Investment Area.

The purpose of the Workforce Investment Board as defined in Section 117 of the Workforce Investment Act is to set policy for the portion of the statewide workforce investment system within the local area. The L/S WIB, Inc. is comprised of members appointed by the county commissioners of Luzerne/Schuylkill Counties, and function as key decision makers and project visionaries working with and through the Strategic Planning Committee, Performance and Evaluations Committee, Youth Committee, By-Laws/Marketing Committee, Economic Development Committee, industry/business professionals and staff to the WIB. The L/S WIB is responsible for the development, implementation and operation of the strategic plan, in addition to current workforce development activities in the local workforce area. Its vision is one of success and its mission is to achieve and/or surpass all required mandates and planned objectives as designated in Pennsylvania's Standards for High Performance Local WIBs. The vision of the L/S WIB, Inc. for workforce development in Luzerne/Schuylkill Counties is addressed in the following mission and statements:

*Vision: Luzerne/Schuylkill Counties have a world-class competitive workforce.*

*Mission: To ensure a demand-driven, world-class workforce system aligned with economic development and education.*

The L/S WIB, Inc. understands the regional significance and importance of assisting the workforce in upgrading their skill levels in careers that are in demand, and pay family sustaining wages. Today's economy has created the need for a workforce with strong academic, workplace and technical skills. A comprehensive strategy is needed for Pennsylvania to remain competitive.

Strengthening PA Industries through Workforce Development – Pennsylvania's economic future depends on the development of a skilled workforce in order to remain globally competitive. Governor Rendell's industry-driven workforce development strategy through the *Job Ready PA initiative* focuses on fundamental restructuring of the PA workforce development system and identifies four critical goals to competing in the global marketplace, which include the following:

1. Strengthen PA industries and create industry-led training strategies that focus on new and existing training and occupational education funds to high-skill, high-demand employer needs;
2. Increase opportunities for PA residents – create new opportunities for adult citizens to engage in lifelong learning, leading to family-supporting jobs;
3. Prepare our youth for the careers of tomorrow – better prepare our emerging workforce; and determine the impact of an aging workforce on industry clusters and develop an action plan to address the effects.
4. Implement rigorous accountability standards.

The Strategic Planning Committee of the Luzerne/Schuylkill Workforce Investment Board, Inc. (WIB) in conjunction with the full WIB is responsible for this Strategic Plan. This document marks the renewal of a commitment on the part of this board to ensure a demand-driven, world-class workforce system aligned with economic development and education. The economic forecast for Northeast Pennsylvania encompasses more than just our two counties; therefore, regional collaborative efforts are in place with our neighboring Workforce Investment Areas. These areas are represented by the WIBs of Lackawanna County, the Northern Tier, Pocono Counties and the Lehigh Valley.

The following narrative is a progression of the Vision, Mission, Strategic Direction document approved at the November 2007 L/S WIB meeting. The directions presented in that document along with the supporting initiatives are incorporated within this framework and are referenced accordingly.

Whereas this plan formulates the procedures necessary to achieve sound economic footing for Luzerne and Schuylkill counties, it is neither static nor finite. Statistics, methodologies and outcomes must continually be defined and refined in order to continue forward progress. Changes in economic development, concentrations of clustered industries and development of a refined workforce, although predicted with a strong degree of confidence, must be monitored diligently and allowances must be inserted in this Strategic Plan to incorporate the changing demographics on our regional economy.

This document highlights the important partnerships envisioned to accomplish the L/S WIB's stated Mission, summarizes three key strategic directions for the next three years and lists action steps after each that will be engaged in and supported by the L/S WIB. The Performance Evaluation Committee of the WIB will monitor progress on these action steps throughout the life of this Strategic Plan. Additionally, the Plan states five measurable outcomes which are deemed critical to the success of the L/S WIB between now and June 30, 2010.

**The Plan highlights as its conduits for goal achievement the following vehicles:**

- **The Pennsylvania CareerLink (CL) system and its partners-** Acting as lead entity in the CL consortium, the WIB must focus on the activities and services of the CL staff and partners toward its established goal of increased customer satisfaction.
- **The established and establishing Industry Partnerships-** The purpose of supporting industry sector partnerships is to concentrate attention and resources on particular clusters of firms that provide good wages and benefits, have the greatest potential for economic growth and/or which face serious challenges to growth or retention. By bringing together employers and their workers, important resource challenges can be addressed, information shared and new opportunities developed. In addition, the public sector can learn significantly and qualitatively more about the opportunities and challenges facing a set of similar companies. This information can be supplemented by regional and state data that can be used to better understand the strengths, weaknesses, threats and opportunities for the cluster.
- **The WIRED-Wall Street West initiative-** Is a not-for-profit partnership of more than two dozen local, regional and statewide economic development agencies, technology investment groups, workforce development organizations, educational and research institutions and experts from the private sector, of which, *Luzerne/Schuylkill Workforce Investment Board, Inc.* is a partner.

The collaboration of five (5) Workforce Investment Boards in the Wall Street West region, *Luzerne/Schuylkill, Berks, Lackawanna, Lehigh Valley and Pocono* resulted in the development of a plan that will bolster the workforce pipeline in financial services and information technology occupations. The Wall Street West Executive Committee recently approved the funding for this \$500K project. Each WIB workforce investment area will receive funding for training High Priority Occupations in the Business and Financial Services and Information Technology Clusters. This collaborative model has drawn national recognition as a WIRED best practice from the Department of Labor Education and Training Administration. (*See Wall Street West Attachment*)

The L/S WIB, Inc. will continue to establish a partnership with WIBs in the region to include but not be limited to Lackawanna County, Pocono and Northern Tier WIBs to address workforce and training issues of mutual concern and/or opportunity.

- **The STEM initiative** Pennsylvania's *Science, Technology, Engineering and Mathematics* (STEM) Initiative is a collaborative public/private partnership with the goal of developing a globally competitive and diverse workforce, an educational system with well-prepared STEM instructors and high school graduates with strong foundations in STEM disciplines. The initiative aims to dramatically increase P-20 students (especially females, minorities and the underrepresented) in Science, Technology, Engineering and Mathematics careers while continuing the development of effective strategies to retain, recruit and retrain our incumbent workforce in these critical fields.

The Luzerne/Schuylkill Workforce Investment Board Inc. is very supportive of the Pennsylvania Regional STEM Initiative. The Pennsylvania Workforce Investment Board has coordinated with the local WIBs in the five STEM regions. This initiative will continue to leverage the work that is being done in each of the regions, as well as across the Commonwealth. We are committed to this initiative and believe that it will lay the groundwork to a more strategic approach in addressing the needs of the STEM industry and Pennsylvania's workforce.

- **Economic Development throughout the region-** The L/S WIB, Inc. collaborates with representatives from economic development, education and the business community to determine the trade, industry and educational needs of Luzerne and Schuylkill Counties. Our industry, employers and economic development representatives help to determine the effect on workforce trends due to global competition and technological advances. The Economic Development Officer is the liaison between the various economic development agencies throughout our workforce investment area (WIA). Collaboration with the educational and business communities is an integral component of the success of the workforce development system, providing vital information regarding industry and career development needs throughout our workforce investment area.

The Northeast Pennsylvania region will continue to be an attractive place to live with an excellent quality of life, which is supported by a strong and diversified economic base that brings prosperity to its residents. The NEPA region's positioning along its highways and its strategic location to the Northeastern States is attractive to existing as well as new businesses.

- **WIB Committees:**

- By-Laws/Marketing

- The organizational intent of this committee is to formulate a document outlining the methods and procedures that will allow the WIB to carry out its roles and mission in a structured and legal manner. The By-Laws Committee will meet as required to present the original document to the board as recommended by the committee and as required to update the by-laws based on State and Federal requirements. A major portion of the By-Laws will contain mandatory information as outlined in the Workforce Investment Act of 1998. Additionally, the By-Laws will reflect the purpose of the Workforce Investment Board.

- The Marketing Committee functions in the capacity to communicate and promote the actions and activities of the Board to industry specific/led initiatives including Industry Partnership formation and development and the oversight for distribution of worker training grants, leveraging of resources, outreach and communication efforts, regional promotion.

- Youth

- The organizational intent of this committee is to facilitate youth programs in both Luzerne and Schuylkill Counties. The Youth Committee will be actively engaged in developing program strategies designed to work with both In-School and Out-of-School youth. Current examples of youth activities are the Summer Youth Program, Literacy (GED) Programs, R.I.S.E. Program for student remediation, and other activities such as

Work Experience and Job Shadowing experiences. Additionally, youth fairs and other youth community activities will be fostered through this committee. The Youth Committee will act as a liaison between the WIB and the Council for the Workforce of Tomorrow (formerly known as the Youth Council) and will provide regular reports and recommendations to the WIB and at WIB meetings.

#### Performance and Evaluations

The organizational intent of this committee is to function as a representative of the Luzerne/Schuylkill Workforce Investment Board, Inc. The committee will develop, establish, and negotiate the local common measures for approval from the Center for Workforce Information and Analysis, Department of Labor, acting on behalf of the Governor. Evaluate and oversight of the local workforce development system through the PA CareerLinks and as directed by the guidelines of the Workforce Investment Act of 1998.

The Committee shall work with WIB staff to the board, PA CareerLink representatives, and any and all other interested parties to develop performance standards and evaluation policies. The Committee will also implement monitoring and oversight activities to ensure effective utilization of the Workforce Investment Act (WIA) resources, customer satisfaction and continuous improvement over the life of the Local and Strategic Plans.

#### Regional Planning/Economic Development

The organizational intent of this committee is to encourage regional planning efforts that facilitate regional economic and workforce development partnerships within the Luzerne/Schuylkill Workforce Investment Area and the surrounding counties, which encompass a twelve (12) county region within Northeastern Pennsylvania. The committee shall work with WIB staff to the Board, PA CareerLink representatives, and any and all other interested parties to develop policies and programs that will ensure effective regional coordination of all Workforce Investment Act (WIA) resources. The Committee will also implement monitoring and oversight activities to ensure effective utilization of the Workforce Investment Act (WIA) resources, customer satisfaction and continuous improvement over the life of the Local and Strategic Plans.

#### Strategic Planning

The organizational intent of this committee is to examine and evaluate courses of action to expand and improve upon workforce development needs in both Luzerne and Schuylkill Counties for the benefit of this and future generations.

#### Industry and Educational

The L/S WIB, Inc. plans to establish industry and educational committees and it is envisioned that the additional committees will also serve as conduits for goal achievement.

- **Regional Educators and Trainers**-Input from educational professionals is relied upon to ensure our area has the wherewithal to provide a well-trained workforce.
- **Pennsylvania Department of Welfare**-The Local Management Committee (LMC) and Direct Service Team (DST) hold communication meetings regarding Welfare and EARN funding, project delivery systems and measured results.
- **Economic Organizations**-Chambers of Commerce from all areas of Luzerne and Schuylkill Counties participate in dialogue and information exchange.
- **Elected local and state officials**-The Chief Elected Officials (CEOs) of Luzerne and Schuylkill Counties provide the framework for the delivery of local workforce investment activities under the Workforce Investment Act of 1998 (WIA), and the oversight of the workforce development system for both Luzerne and Schuylkill Counties. The L/S WIB, Inc. Board members and staff will continue to an open line of communication with state officials and legislators..
- **Representation on State WIB**-Solicit an L/S WIB, Inc. Board member to serve on the State WIB.
- **Seek funds and grants**-The Luzerne/Schuylkill WIB, Inc. pledges to seek out funds and support from state and federal agencies as well as private grants.

## STRATEGIC PLAN

### **Vision:**

Luzerne/Schuylkill Counties have a world-class competitive workforce

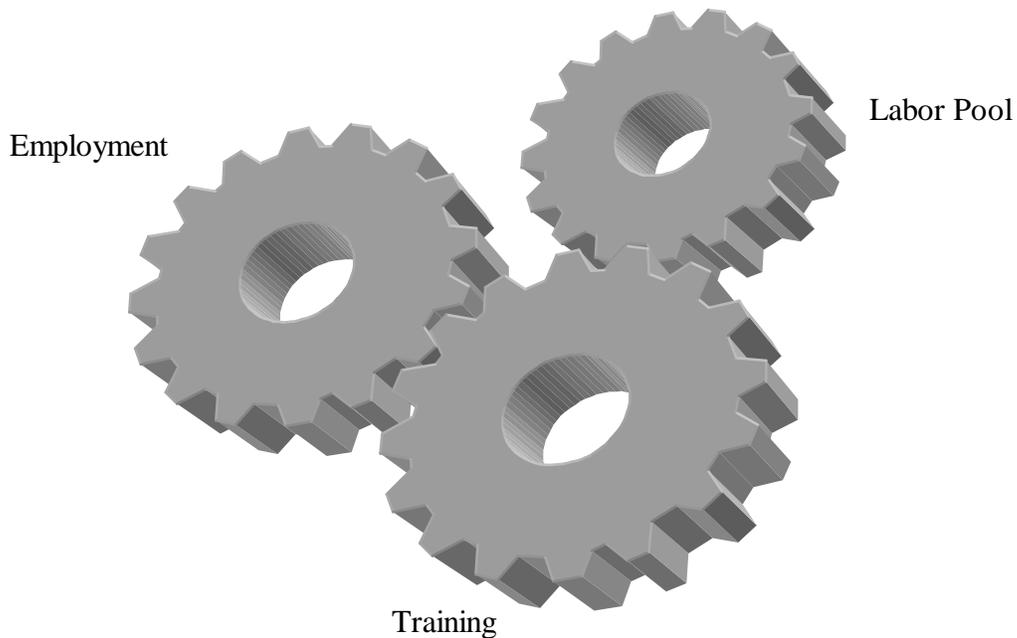
### **Mission:**

To ensure a demand-driven, world-class workforce system aligned with economic development and education

### **Strategic Directions:**

1. Understanding the research compiled in the Workforce Analysis. Evaluate the strengths and weaknesses and identify the opportunities and threats presented in the analysis. Align analysis to the best practices established within the Industry Partnership Consortium.
2. Cultivating a labor pool. Adopt proactive techniques to attract unemployed workers to use established services. Integrate career information and pathways into the lifestyles of the area's youth population.
3. Aligning industry, education and training programs to meet workforce needs

**“...a world-class, twenty-first century workforce.” -Gov. Rendell**



## STRATEGIC DIRECTIONS

- 1. Understanding the research compiled in the Workforce Analysis. Evaluate the strengths and weaknesses and identify the opportunities and threats presented in the analysis. Align analysis to the best practices established within the Industry Partnership Consortium.**

Citing information provided by Center for Workforce Information and Analysis, our L/S WIB, Inc. Workforce Analysis was produced. The analysis provides information on the most in-demand jobs in each of the industry clusters. A self-sustaining wage is a required as initial criteria. Strategic effort is placed on identifying the strengths, weaknesses, opportunities and threats in each industry and with the forecast for each industry. Data is constantly updated and shifts/trends identified and processed. Understanding the patterns and trends will allow for a sustained program to meet the growing industry need. The focus on industry cluster information strengthens our ability to understand the common problems facing cluster members and aids us in developing solutions to those problems. This transference from problem understanding to solution development will serve the area well in its economic growth.

A noteworthy trend produced by the analysis indicates that workforce gaps are rising due to workforce attrition mainly as a result of our aging population. Some occupations show little or no growth potential, yet the annual demand in those occupations remains steady.

In order to sustain this workforce initiative, constant flow of information is essential. The L/S WIB, Inc. is committed to maintaining the information exchange through the following means:

- Issues raised by the analysis can be best addressed through the Industry Partnerships established by the Pennsylvania Department of Labor & Industry in its development of Targeted Industry Clusters. The L/S WIB, Inc. is deeply invested in Pennsylvania's Targeted Industry Clusters and the partnerships spawned from these clusters. The purpose of supporting industry sector partnerships is to concentrate attention and resources on particular clusters of firms that provide good wages and benefits, have the greatest potential for economic growth and/or which face serious challenges to growth or retention. By bringing together employers and their workers important resource challenges can be addressed, information shared and new opportunities developed. In addition, the public sector can learn significantly and qualitatively more about the opportunities and challenges facing a set of similar companies. This information can be supplemented by regional and state data that can be used to better understand the strengths, weaknesses, threats and opportunities for the cluster.

The L/S WIB, Inc. plays an active role in each of the following Industry Partnerships/Regional Collaborations:

- Logistics and Transportation
- Food Processing Industry
- Pre-Apprenticeship Initiative – Building and construction
- Electronics
- Plastics
- Healthcare
- WIRED
- STEM
- Metals
- Energy

### Industry Partnership Fast Facts

*There are 5,777 businesses involved in 90 Industry Partnerships across Pennsylvania.*

*24,055 workers trained for jobs in critical PA industries in which higher-skill, higher-wage jobs actually exist.*

*Workers who received training through Industry Partnerships saw their wages rise by an average of 12.89 percent.*

*88 percent of businesses in Industry Partnerships reported being very satisfied or satisfied with the program.*

*75 percent of businesses reported Industry Partnerships and training have helped them increase their productivity.*

*Nearly \$25 million in outside funding was leveraged from federal government and foundations to support critical regional initiatives, including Wall Street West, PA Plastics Initiative and Delaware Valley Innovation Network.*

- A Business Cluster Analysis is being developed on a regional basis with our three neighboring WIBS, Lackawanna, Pocono and Northern Tier. This effort will provide a larger picture and will enable us to analyze our position in the regional endeavor.
- Established Business Service Teams provide a first hand conduit for exchanging information with employers in our area. Team members are trained to the sensitivity of need of each business and provide immediate information on the options available to assist employers. The BST provides an introduction to PA CareerLink services available at the PA CareerLinks. Also, the BST provides an introduction to PA CareerLink services on line. Should an employer show interest in the on line services, a BST mentor will be provided to serve as guide/resource person as long as is needed. The BST members also provide information on the Industry Partnerships and the training initiatives each partnership provides.

- Pennsylvania’s Business Retention & Expansion Program (BREP) provides face-to-face site visits between BREP team members and Pennsylvania businesses. The results of the surveys produced during these visits, supply up to date information on the state of business in Pennsylvania. The goal of the BREP visit is to ensure customer satisfaction.
- The Regional Planning/Economic Development Committee works in conjunction with regional Chambers of Commerce, economic developers as well as industry specific advancement organizations through the coordination of the Economic Development Agency Representative. This cooperative effort allows all parties access to future trends and opportunities available in the area.
- The WIRED grant and STEM initiative – The L/S WIB, Inc. as a collaborator in the Wall Street West/WIRED and STEM projects, utilizes data generated from these efforts to fully understand Luzerne and Schuylkill counties role in the development of business, financial and information technology projects.

***Identified Action Steps in Support of this Strategic Direction\****

- Identify current and projected workforce shortages and Communicate needs to community stakeholders
- Coordinate with Regional Economic Development Partners to identify industries experiencing more than 2% employment growth in high priority occupations paying above 80% of the general average wage.
- Identify current and future skill requirements needed for each targeted industry cluster.
- Develop new Industry Partnerships and expand existing Partnerships.
- Align with three Regional partners to focus on common strategic workforce issues.
- Determine the impact of an aging workforce on industry clusters and develop an action plan to address the effects.
- Determine the effect on workforce trends due to global competition and technological advances.
- Determine the effect of changing demographics on our regional economy.
- Identify public and private funding to increase the skills sets of workers.
- Map trends impacting the emerging workforce and design youth Strategies, programs, services and develop initiatives based on these trends.

*\*Some Action Steps are repeated when deemed supportive of more than one Strategic Direction*

**2. Cultivating a labor pool. Adopting proactive techniques to attract unemployed workers to use established services. Integrating career information and pathways into the lifestyles of the area’s youth population.**

Utilization of the Center for Workforce Information and Analysis information provides us with objective data on all levels of employment available within each sector and a blueprint for analysis of the gaps in each.

One priority for the WIB is to promulgate the career opportunities available for all skill and education levels by cluster. The L/S WIB, Inc. will ensure and align youth activities to the various industry clusters through an asset mapping initiative.

The L/S WIB, Inc. is attune to a recent initiative on the state level in which the Department of Education is aligning with the Department of Labor and Industry. The Department of Education is developing state-wide programs of study in which the L/S WIB, Inc. will be a contributor, developing relevant and meaningful training programs that compliment and support the effort to meet the short comings currently existing within the trades. In recognition of these shortfalls, the Department of Education and the Department of Labor and Industry are aligning with the Industry Partnerships to reenergize the curriculum in 31 specific trade areas.

An integral part of the service pattern provided through the WIB deals with services rendered to customers provided by the Department of Welfare. Statistics provided by entities serving these clients must be scrutinized to determine that levels of efficiency set forth by the Department are met and that work participation rates are being met.

WIB participation in Local Management Committee (LMC) meetings as well as Direct Service Team meetings is essential.

Career ladders are being developed and tested for effectiveness in creating student interest in these careers in elementary, middle and secondary schools. Career Fairs, informational videos, presentations by industry representatives and career opportunities promoted by our Community Outreach Specialists are effective means of building groundswell interest in cluster occupations.

Community outreach is essential in building a substantial labor pool from which employers can draw. PA CareerLinks must lead in this effort. A coordinated proactive approach is required to identify and harness the labor pool. Rapid Response programs already in place to deal with dislocated workers are examples worth modeling as a proactive means of identifying the unemployed and integrating them into the PA CareerLink system. Basic job skill preparation as evidenced by the Work Certified, Work Keys and the YES programs are cost and time effective means to rapid job readiness.

### ***Identified Action Steps in Support of this Strategic Direction***

- Develop a regional L/S WIB, Inc. Strategic Marketing and Implementation Plan aligning with Job Ready PA Workforce Plan
- Establish PA CareerLink Luzerne/Schuylkill as the primary resource for workforce information and services.
- Educate legislators on the WIB's role in addressing Workforce issues and continue to engage legislators for proactive, regional advocacy.
- Assess and redirect the regional workforce system to attract amore diverse multifaceted workforce.
- Identify current and future skill requirements needed for each targeted industry cluster
- Close the skills gaps in targeted clusters to increase the region's competitive position
- Develop new Industry Partnerships and expand existing Partnerships.
- Coordinate WIB legislative activity with stakeholders on issues of common interest
- Solicit a L/S WIB, Inc. Board Member to serve on the State WIB.

- Assess the regional PA CareerLink workforce systems, including strategies, processes, governance and locations.
- Assess the regional workforce system's processes to find opportunities for increased application of technology.
- Identify public and private funding to increase the skills sets of workers.

### **3. Aligning industry, education and training programs to meet workforce needs.**

The L/S WIB, Inc. manages workforce data information and relates it to levels of preparedness necessary to meet the need. WIB members attuned to education and training, scrutinize employment predictions to determine the availability of training to meet those needs.

A skilled workforce has been identified as a key component of a strong economy. There are 17 colleges and universities located in the Northeastern Pennsylvania region. There are 46 public school districts, many private schools and five Career and Technical Education schools (formerly vocational schools) in the region, which offer instruction in programs that lead to occupations in various fields. Input from educational professionals is relied upon to ensure our workforce area has the wherewithal to train its workforce. Once recognized, the WIB addresses the need derived from data interpretation. Self-sustaining salary levels are applied. Location Quotients, forecasts, growth potential for the industry, statewide common measures and occupation stability are considered before funds are applied for training.

Standards have been established regarding depth of training required to fill most job openings. The WIB insures that funding is utilized to best meet those needs. On-The-Job training contracts, post secondary vocational training and degree programs are available when need demands. Also recently expanded Core and Intensive Services training programs are available at the PA CareerLinks.

Career technical education is an essential part of the WIB makeup and viewed, as a vital link to the goal of meeting the workforce needs. The L/S WIB is committed to the improvement of program development of its career technical educators.

#### ***Identified Action Steps in Support of this Strategic Direction***

- Facilitate the development of career ladders and lattices to maximize transferable
- Develop a regional L/S WIB, Inc. Strategic Marketing and Implementation Plan aligning with Job Ready PA Workforce Plan
- Establish PA CareerLink Luzerne/Schuylkill as the primary resource for workforce information and services.
- Establish Industry and Educational Committees to enhance focus within the respective sectors.
- Align K-12, post-secondary and higher education with academic, technical, and employability skills required in the workplace.
- Create a Luzerne/Schuylkill-wide clearinghouse and resource tool for internships, job shadowing, mentoring and apprenticeship opportunities.

- Work with educational partners to determine strategies to help students stay in school, help dropouts reconnect to education.
- Align with three Regional partners to focus on common strategic workforce issues.
- Establish a partnership with Lackawanna County, Pocono and Northern Tier WIBs to address workforce and training issues of mutual concern and/or opportunity.
- Assess the regional PA CareerLink workforce systems, including strategies, processes, governance and locations.
- Identify public and private funding to increase the skills sets of workers

## **MEASURABLE GOALS**

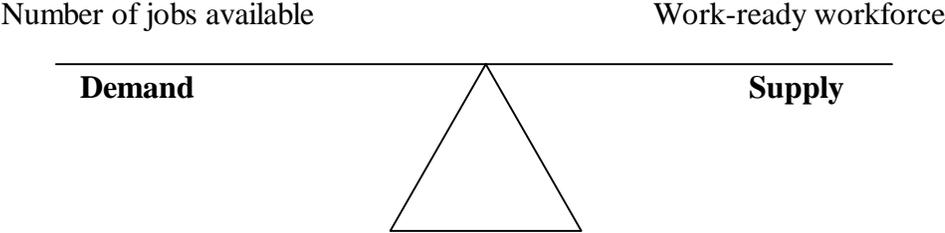
- 1. Working under the auspices of the Strategic Planning Committee, the WIB proposes to initiate and measure the progress of a joint effort of the CareerLink System in our two counties. The goal of this effort is to produce a WIA-wide information base of potential mentors to be matched with internship, job shadowing, or apprenticeship seekers. CareerLink staff, Business Service Teams, and Job Developers must work closely with Work Certified, Work Keys and YES program coordinators as well as Youth Services Staff to develop guidelines and recruitment tools. At the conclusion of the first year of operation, program success is measured in the available position pool being 65% full directly related to program participation. The second year should realize a pool increase of 30% from the previous year with a placement rate of 75%.**
- 2. To have active WIB membership in each of the Industry Partnership consortiums in which we are participants.**
- 3. To introduce specific careers and career pathway information to middle and high school-aged students throughout our WIA twice annually. One career will receive emphasis during the spring term and another career will be emphasized during the fall term.**
- 4. To participate as an active member of a regional WIB coalition. The stated purpose of which is to address workforce and training issues of mutual concern and/or opportunity.**
- 5. To support the regional workforce systems growing need for information and technology opportunities by providing funding that will target five to eight individuals for skill specific training.**

**SUMMARY**

Due to the effort of the economic development agencies and elected officials, the demand side of the workforce equation is weighted heavily. The task set forth to the L/S WIB, Inc. is to provide equal weight to the Supply side of the equation, optimally creating balance. To accomplish this, data must be gathered, analyzed and acted upon. Communication between agencies and employers must be strengthened and ideas shared. Education elements must be aligned to industry standards and needs driven. Youth must be engaged and enlightened to the career opportunities available beyond secondary school.

The Luzerne/Schuylkill Workforce Investment Board, Inc. understands the role it plays in the workforce development picture and it accepts the challenge involved. The board fully realizes that the end result of its efforts will fulfill the mission it has adopted:

**“To ensure a demand-driven, world-class workforce system aligned with economic development and education”**





## **Vision, Mission, Strategic Direction**

### **Vision:**

**Luzerne/Schuylkill Counties have a world-class competitive workforce.**

**Mission: To ensure a demand-driven, world-class workforce system aligned with economic development and education.**

### **Strategic Directions:**

1. Target those clusters with sustainable growth industries in the region as the primary workforce focus.
2. Establish the Luzerne/Schuylkill WIB, Inc. as the regional leader for aligning labor supply and demand.
3. Align education and workforce development.
4. Integrate global, national and regional socio-economic trends into the L/S WIB's strategic initiatives.
5. Maximize resource effectiveness at the federal, state and local levels.

*Internal Process – WSW Training Initiative*

