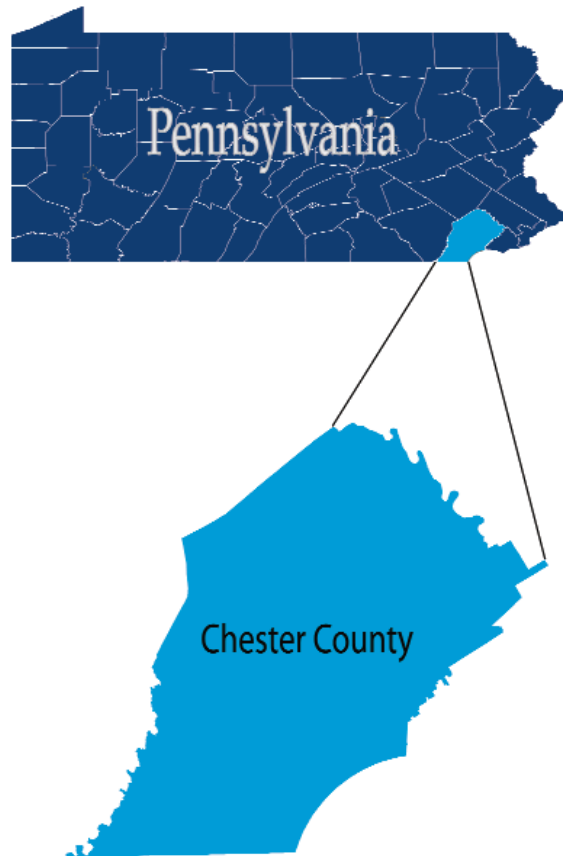




CHESTER COUNTY
WORKFORCE INVESTMENT BOARD

Advancing Chester County's Workforce

2008-2009 Strategic Plan



Approved on May 28, 2008

Chester County Workforce Investment Board Strategic Plan 2008-2009

Introduction: Strategic Plan Process Overview

In 2007, the Chester County Workforce Investment Board initiated the development of a two year Strategic Plan, setting workforce development priorities through 2009. The purpose of the Strategic Plan was to define the Board's role within Chester County's workforce system and to identify methods that strengthen the delivery of workforce and economic development initiatives.

The strategic planning process was conducted in four phases and included community and stakeholder input. Participants included WIB members, Youth Council members, educational representatives, PA*CareerLink*-Chester County staff, Industry Partnership representatives, workforce development program consumers, human services representatives, as well as private industry representatives. This document explains the process for developing the Strategic Plan and consists of high level strategies and the specific two-year goals to accomplish those strategies.

Phase I: Chester County Labor Market Profile

Phase I began with data research to develop the Labor Market Profile for Chester County, the purpose of which was to present the current state of Chester County's Local Labor Market. The Labor Market Profile offers local data related to population demographics, housing trends, and transportation patterns as well as specific labor and employment data. This includes an in-depth look at Chester County employers, targeted industry clusters, and geographical representation of such data. Additionally, the Profile presents characteristics of industries such as location quotient, industry mix and competitiveness, using the North American Industry Classification System (NAICS) Hierarchical Structure, and includes projected trends in occupations. The Labor Market Profile was shared with all Board Members and stakeholders participating in the development of the strategic plan, and was used to inform discussion and decisions during the subsequent steps of the strategic planning process.

Phase II: SWOT Analysis

On March 18, 2008, an analysis of the strengths and weaknesses of the WIB and the opportunities and threats of Chester County's workforce development system was facilitated by an external party. This involved 40 partners and community stakeholders. The half-day session was followed by the Board's review of the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis in order to vet the work accomplished. The Board examined the conclusions and outcomes of the SWOT analysis, combined with the data of the Labor Market Profile, and prepared for the high level strategizing that would follow.

Phase III: Strategic Planning Session

On April 15, 2008 a full-day session took place to further develop the strategic plan and was facilitated by an external party. The session included Board members, community partners and other targeted stakeholders. There were 40 participants who worked in small groups to identify strategies that related to the various themes that resulted from the SWOT analysis. These themes included topics such as the WIB operational values, industry and employer factors, collaboration between private, public and elected officials, policy development as well as marketing and outreach. Participants also contributed to the creation of the WIB's mission statement.

Phase IV: Finalize Strategic Plan

After the strategic planning session, staff to the WIB compiled the high level strategies and goals that were developed by the participants and drafted the two-year Strategic Plan. The draft was presented to the Board for review, input and approval with the anticipation of motioning acceptance at the next WIB meeting, contingent upon any necessary revisions. On May 28, 2008 the WIB motioned to approve the Strategic Plan. The Board has set the following strategies and goals to be implemented by the Workforce Investment Board staff and committee members who will meet, as appropriate, to develop action items and due dates in order to meet these goals.

Chester County Workforce Investment Board Strategic Plan: 2008-2009

WIB Mission

To serve as the local entity, responsible for the strategic planning and promotion of an effective workforce development system in Chester County, that responds to the regional labor market needs.

Strategies and Goals

Strategy 1: Re-establish the operations of the Workforce Investment Board and empower its members to proactively advance workforce development.

Goal 1: Reconfigure or create subcommittees involving Workforce Investment Board members and workforce development partners to implement the goals of the strategic plan based on data and analysis provided.

Goal 2: Identify and support businesses with significant workforce development needs.

Goal 3: Define the roles of the Workforce Investment Board staff in carrying out the strategic plan.

Goal 4: Define and implement a process to increase employer involvement with the Workforce Investment Board.

Strategy 2: Promote the Workforce Investment Board, its mission, purpose, value and impact to the business community and strategic partners.

Goal 1: Develop a value proposition for the Workforce Investment Board and each of its initiatives.

Goal 2: Create and implement a marketing and communication plan to disseminate information to key constituents regarding the impact of the Workforce Investment Board.

Goal 3: Establish a process for evaluating the effectiveness of the marketing strategies.

Goal 4: Leverage opportunities for local and regional cross-marketing.

Strategy 3: Collect and utilize data from relevant sources to advance the mission and goals of the Workforce Investment Board.

Goal 1: Collect the following data:

- Current and projected employment data from county and regional employers
- Current and projected school age population data and projected county demographic data, including but not limited to:
 1. Population
 2. Housing
 3. Income
 4. Diversity
 5. Commuting Patterns

Goal 2: Research best practices related to:

- Education and Training
- Creating and Maintaining Partnerships
- Attracting and Retaining Employers
- Promoting and Communicating County and Regional Workforce Initiative
- Operating a 'high performing' Workforce Investment Board

Goal 3: Analyze the collected data and communicate the analysis to the appropriate Workforce Investment Board decision makers

Strategy 4: Develop and cultivate partnerships that align education with industry needs.

Goal 1: Facilitate collaboration between employers and educators to maximize alignment between identified employer needs and education mandates and needs.

Goal 2: Promote experiential learning opportunities (career and technical education, apprenticeships, internships, job shadowing, service learning, and volunteerism).

Goal 3: Work with educators and employers to develop, communicate and use flexible transitions from education to careers.

Strategy 5: Maximize the diverse talent in Chester County to meet regional employer needs.

Goal 1: Identify and compile the regional employment needs.

Goal 2: Connect current and potential workers to employers through existing partnerships.

Goal 3: Identify and compile the unmet regional employer needs, and communicate and develop the existing and potential workforce to meet those needs.

Goal 4: Capitalize on the Workforce Investment Board and relationships with existing community partners.

Strategy 6: Identify opportunities, issues and resources to engage an efficient and effective regional workforce development system.

Goal 1: Secure potential partners and stakeholders to synergize regional impacts.

Goal 2: Identify and leverage additional industry resources.

Goal 3: Research the issues common to regional partners and stakeholders.

Goal 4: Facilitate process to engage and mobilize strategic regional partners.

Strategy 7: Promote the value of local and regional workforce initiatives as an essential investment to government officials.

Goal 1: Communicate with local, state and federal officials to share pertinent workforce development information.

Goal 2: Communicate a consistent message regarding the value of workforce development funding.

Goal 3: Demonstrate leveraging of non-governmental funds to obtain goals.

Goal 4: Develop mutually beneficial relationships with local, state and federal officials through which the officials can demonstrate value to their constituents by supporting Workforce Investment Board initiatives.

Strategy 8: Ensure the financial viability of the Workforce Investment Board.

Goal 1: Proactively seek a more diverse funding base.

Goal 2: Assume a leadership role in pursuing and administering local and regional grant opportunities.

Goal 3: Develop a system for prioritizing workforce development funding decisions.

Strategic Planning Participants

Toni Bicknell – Kendall Crosslands
Patrick Bokovitz - Chester County Workforce Investment Board
Kathy Brauner – Chester County Department of Human Services
Joyce Chester – Chester County Opportunities Industrialization Center
Dolores Colligan - Chester County Department of Community Development
Don Corry – Chester County Juvenile Probation
Marybeth DiVincenzo – Chester County Economic Development Council
Doug Doerfler – State Farm Insurance
Eric Forsythe – Open Hearth, Inc.
Diana Goodley – Oxford High School
Brad Hartman - PACareerlink of Chester County
Laura Heikkila - Chester County Economic Development Council
Patricia Hennessy - Chester County Department of Community Development
Mike Herron – Transportation Management Association of Chester County
Linda Jackson - Chester County Department of Community Development
Cisca Jansen - Chester County Department of Community Development
Patty Knecht – Chester County Intermediate Unit
Susan Knoble - WHYY
Debra Kochel - PACareerlink of Chester County
Karen Kozachyn – Delaware County Community College
Ruth Kranz-Carl - Chester County Department of Human Services
Jim Lauckner – J*Lis Mangement Consulting
Bill Lauer – Delaware Valley Industrial Resource Center
Mame Linford – Chester County Intermediate Unit
Marianne Martelli – Chester County Chamber of Business and Industry
Laura McOdrum - Chester County Department of Community Development
Anne Morris - Chester County Economic Development Council
John Norton – Keystone Helicopter
Dr. Jerry Parker – Delaware County Community College
Dr. Bernadette Racicot – Penn State Great Valley
Dot Raisul – Pepperidge Farm
Tom Rhoads – Innovational Solutions
Amy Rice – Handicrafters, Inc.
Scott Rohrer – Octorara High School
Robert Scanlon – West Chester University
Doug Schmidt – PACareerlink of Chester County
Cindy Scott – Chester County Children, Youth and Families
Bill Shaw – Life Transforming Ministries
Lila Singleton - Chester County Department of Community Development
Dr. Alan Slobojan – Chester County Intermediate Unit
Gary Smith - Chester County Economic Development Council
Joyce Taylor – Chester County Assistance Office
Walter Urban, Jr. – Chester County Workforce Investment Board
Lisa Velte – Analytical Graphics, Inc.
W. Evelyn Walker – Chester County Commissioners, Chief Management Officer
David Ward – Chester County Department of Planning