

**POCONO COUNTIES
WORKFORCE INVESTMENT AREA
CAREERLINK
COMBINED BUSINESS PLAN/AGREEMENT**

CareerLink Site: Monroe County CareerLink
Address: Merchants Plaza, Route 611
PO Box 869
Tannersville, PA 18372

Agreement No.: _____

In accordance with Section 121© of the Workforce Investment Act of 1998, this Combined Business Plan/Agreement has been developed, with the agreement of the chief elected officials of the Pocono Counties Workforce Investment Area, and entered into between the Pocono Counties Workforce Investment Board (WIB) and the partners in the Monroe County **CareerLink** Site, which intending to be legally bound with respect to the operation of the site agree as follows:

The purpose of this Agreement is to establish a viable framework in which the Pocono Counties **WIB** and the Monroe County **CareerLink** partners will be able to provide one-stop, services for employers, their employees, those seeking employment, and other interested parties within the local area.

The purpose of the **CareerLink** is to create a seamless system of service delivery that will enhance access to the individual programs' services while improving long-term employment outcomes for both jobseeker and employer customers receiving assistance.

The objective of the parties is to provide these services in the most efficient manner possible, and to meet all performance measures established by the Pocono Counties WIB, the Team Pennsylvania Workforce Investment Board and the United States Department of Labor.

The Monroe County **CareerLink** Business Plan/Agreement will serve as the basis for the Agreement between the Pocono Counties WIB and the CareerLink Operator/Partner(s) that are party to this Agreement.

EXECUTIVE SUMMARY

Our vision and purpose are to establish a **CareerLink** Center that maximizes the coordinated delivery of employment, training and economic development services and facilitates access to these services for job seekers, incumbent workers and employers within Monroe County. This One-Stop **CareerLink** center will combine both a physical and electronic link to a wide array of comprehensive services, which will benefit our community.

Services will include career development, training, economic development, placement and work support. A common intake procedure will ensure that all customers, both job seekers and employers, as well as individuals with special needs, will receive uniform access to all services.

Monroe County's local One-Stop vision was developed as a direct result of the Career Development Marketplace System Notice of Availability of Funds and Solicitation for Proposals (SFP). Through this SFP, Monroe County found itself working as an equal partner with the other counties within our region to help organize and prepare our regions Planning and Development Grant. This whole process brought many Monroe County partners to the table to begin and develop a One-Stop Vision for Monroe County. A Local Steering Committee was pulled together through in-depth dialogue with County Commissioners, Business Representatives, Monroe County Job Training, Bureau of Workforce Development Partnership and local educational and economic development representatives. From our Local Steering Committee an Executive Board was developed and this became the driving force for this grant submission.

A brief update on our progress:

11/12/97	Regional Conference and update on Career Development Marketplace (200 Attendees, Pocono Manor)
1/21/98	Finalized regional partners list by including all signers of participation agreements
3/6/98	Legislative breakfast was sponsored by region to update State Legislators on impending Workforce Development issues
4/23/98	CDM Partners Telemeeting – An interactive video teleconference (ESU & other state localities)
4/30/98	Regional Organizational Meeting (PP & L Corporate Center in Wilkes-Barre)
5/11/98	Local Steering Committee Planning meeting. Established Local Executive Committee.
5/28/98	Regional CDM meeting Wilkes-Barre, Voted in Regional Officers.
6/98	Submitted Regional CDM proposal for \$5,000 Planning & Development Grant.
7/98	Approval for regional grant
8/98 – 12/98	Partners Local Plan Development (Monroe)
2/99	Monroe local plan submission \$20,000 for One-Stop implementation.
10/99	Initial Business Plan developed and submitted
5/00	Official WIB Chartering
7/00	Grand Opening
8/00	Business Plan Re-submitted (modification)
11/00	Business Plan Re-submitted (modification)
7/1/01	Business Plan Re-submitted (modification)
7/1/02	Rechartered for next three years
10/1/02	Business Plan (modification)
5/11/03	Business Plan (modification)
10/1/03	Business Plan (modification)
5/1/04	Business Plan (modification)
7/1/04	Business Plan Re-submitted
11/1/04	Business Plan Re-submitted (modification)
4/1/05	Business Plan Re-submitted (modification)
5/1/05	Business Plan Re-submitted (modification)

Through the professionalism of our local partners this plan has been developed in a collaborative and enjoyable manner and our intention is to develop and operate the best **CareerLink** in the State of Pennsylvania.

MONROE COUNTY CAREERLINK BUSINESS PLAN/AGREEMENT

I. **Defining the Business**

The Monroe County CareerLink has been established to be the area's premier source of Workforce development services for our customers, the employers and job seekers of our community. Our objective is to be the labor exchange system of choice for this area; the recognized authoritative source for information on job training providers and available resources.

The primary business objectives of the center are:

- Provision of services to emerging workers, current workers and transitional workers in the local area
- Provision of services, such as recruitment, testing and assessment, for employers in the local area
- Increase job retention rates and business start up and expansion rates through the creation and enhancement of a pool of skilled labor for area businesses
- Provision of services on a universal basis and in a customer focused, market driven approach, and
- The enhancement and coordination of employment and training services through partnerships with other service providers.

This formal business plan is being developed to capture the goals and objectives of the Center.

Vision and Mission Statement of the Monroe County CareerLink:

Monroe County **CareerLink** seeks to establish a unified and integrated approach to satisfy the labor and training needs of local and regional employers, and the needs of all segments of our county's labor pool, including youth entering the job market, adults seeking to re-enter the job market, incumbent workers, and job seekers in transition.

Our approach seeks to build upon the close working relationship already in place between the local partners involved in workforce and economic development. The plan will lead to increased levels of service for both employers and job seekers. The steps outlined in this plan will increase the accessibility to information and services, reduce the confusion and barriers faced by both employers and job seekers in need of these services, and assist in the integration of economic and workforce development efforts both locally and regionally.

Core Business

The core business of the center is to provide emerging, current and transitional workers access to accurate information regarding employment opportunities, job readiness assistance, job placement assistance, provision of information regarding training opportunities, access to unemployment insurance, as well as eligibility and intake for specialized programs and services. Customers will also have access to a comprehensive resource center within the facility. Intensive services such as case management, development of employment plans, and assessments will be provided in accordance with the Workforce Investment Act of 1998 and accompanying state and local requirements.

Customers

The customer base for the center includes; employers, adults, dislocated workers, youth, economically disadvantaged adults and youth, older individuals, individuals with disabilities, veterans, and residents of the local area.

Location

The **CareerLink** has chosen the former Job Center Facility, Merchants Plaza, Rt. 611, Tannersville for the site of the Center. The reason for this selection is based on the fact that the building is handicapped accessible, a modernly appointed office building, and situated on Route 611 and close to I-80 both of which are major transportation arteries for Monroe County.

In addition to the comprehensive site in Monroe County, CareerLink services will also be available at two access points in Wayne and Pike. In Wayne County, one BWDP representative will be stationed at the Wayne County Courthouse located at 925 Court St., Honesdale, PA 18431. This BWDP rep will be co-located with the Wayne County Job Training staff. At this location, jobseekers and employers can access the full range of CareerLink services. In Pike County, two BWDP representatives will be co-located with the Pike County Workforce Development Agency. This office is located at 837 Rt. 6, Unit 2, Shohola, PA 18458. Jobseekers and employers will be able to access the full range of CareerLink services at this location as well.

Relationship to Other Providers

The planning process for the **CareerLink** has been an inclusive, collaborative process, involving employers, local elected officials, BWDP, the Workforce Investment Board (WIB), Monroe County Job Training, the County Assistance Office, OVR, Monroe County EAC, economic development agencies, libraries, schools, colleges and universities, union representatives and other service providers.

The service providers listed below have agreed to support the **CareerLink**, act as an access point, and/or collaborate in the process. The Center has obtained signed investor agreements from these providers

Investors

ARBOR , Inc.
Bureau of Workforce Development Partnership (BWDP)
Bureau of Unemployment Compensation
Career Development & Employment, LTD (CDE)
Child Care Information Services of Monroe County (CCIS)
Monroe County Job Training
Monroe County Area Agency on Aging
Monroe Career & Technical Institute
Monroe County Assistance Office
Northampton Community College
Office of Vocational Rehabilitation (OVR)
Pocono Mountains Chamber of Commerce
Pocono Mountains Industries (PMI)
Trans American Technical Institute, Inc.
Veterans Employment Services
Youth Employment Service (YES)
Goodwill Industries of NEPA

Involvement of the Regional Planning and Advisory Team

The Regional Planning and Advisory Team developed the broad regional framework for the local areas within the region. Several Team members are also active on the local steering committee. The Regional Planning and Advisory Team reviewed the proposed plan and offered input into the process at the local level.

As stated in our Executive Summary, our plan for the Center has the full support of the Board of County Commissioners, our Local Steering Committee, the two principal business organizations in our County, the Pocono Mountain Chamber of Commerce and the Pocono Mountain Vacation Bureau, and the Monroe County Economic Development Corp.

II. Governance and Management Structure

The Workforce Investment Act clearly identifies the one-stop system as the primary service delivery system for programs funded under the Act and its partner programs. In Pennsylvania, the **CareerLink** system has been designated as the one-stop delivery system. The **CareerLink** is a collaboration of site partners that are responsible for administering workforce investment, educational, and other human resource programs and funding streams.

The following are the parties, on and off-site, involved in the administration of the WIA and the **CareerLink**:

- (a) Local Workforce Investment Board (WIB)
The Pocono Counties WIB is responsible for administrative and fiscal oversight, contracting, chartering, and monitoring of all WIA funded programs and activities offered at the Monroe County **CareerLink** system/site.

(b) **Local Elected Officials (LEO):**
The Local Elected Officials of Carbon, Monroe, Pike and Wayne counties are responsible, along with the Pocono Counties WIB, for the administrative and fiscal oversight of all WIA funded programs and activities offered at the Monroe County **CareerLink** system/site.

(c) **Fiscal Agent:**
The County of Carbon has been designated as the Fiscal Agent/Grant Recipient for the Pocono Counties WIA. The Fiscal Agent will be responsible for the fiscal oversight, accounting, and dispersal of all funds related to WIA contracted activities. Mr. Keith Ramsay will serve as the Monroe County **CareerLink** Fiscal agent.

(d) **CareerLink System/Site Partner(s):**
The Monroe County **CareerLink** System/Site Partners and their level of involvement are listed on **Attachment 1**. Their role as partners will be described in more detail in the section describing the services that will be available at the site.

(e) **CareerLink Operator:**
The **CareerLink** Operator for the Monroe County **CareerLink** site will be a consortium of the following investor partners:

- Monroe County Job Training (WIA Title I)
- Bureau of Workforce Development Partnership
- PA Office of Vocational Rehabilitation

The Operating Consortium will be responsible for developing and implementing policies and procedures that will coordinate the partners' activities and resources into a seamless delivery system for high quality, customer driven services related to job seekers and employers in Monroe County and the surrounding areas. The Operating Consortium will be responsible for meeting the performance goals and reporting requirements established by the WIB and LEO's.

Monroe County Job Training: responsible for the facilitation of Title I services in the **CareerLink**. Work with partners and insure implementation of the system according to established policies and procedures.

Bureau of Workforce Development Partnership: responsible for the delivery of Wagner-Peysner services to any and all interested parties. Provide a labor exchange for the job seeker and employer.

PA Office of Vocational Rehabilitation: assure compliance with all ADA requirements. Assure that **CareerLink** and its services are fully accessible to individuals with disabilities. Provide services to individuals eligible under The Rehabilitation Act, and Title IV of WIA.

(f) **CareerLink Site Administrator:**
The Monroe County **CareerLink** system/site will be administered by the Monroe County Job Training Executive Director. As Site Administrator, he will be responsible for oversight of **CareerLink** activities, and will report to the Operating

consortium regarding efforts to improve customer service or resolve partner concerns or problems.

The Site Administrator of the Monroe County **CareerLink** is a consummate professional with proven administrative and leadership abilities. Mr. John Casella is the Executive Director of Monroe County Job Training, the WIA Title I local provider, and is the past JTPA Director in Monroe County. John has also been employed in the field of employment and training for over twenty-five years and works closely with community and regional partners..

The staff of the **CareerLink** Partners located at the site will be responsible for the provision of all **CareerLink** services. This will be done through the core services offered by their partner agency or in teams that will be developed with other partner agency staff. All staff located within the Monroe County **CareerLink** site will have the opportunity to assist in policy development, team building efforts and attend training sessions designed to increase their abilities and skills related to their **CareerLink** duties.

The Monroe County CareerLink has been structured through an open dialogue with our County Commissioners, Local Steering Committee, **CareerLink** Partners and Workforce Investment Board (WIB). The remaining investor partners will each select an individual to join the administrator(s) on a management team to assist in developing policies and procedures relating to the day to day operation of our facility, to ensure quality customer service and professionalism at all times. The Management Team will focus on:

- Customer satisfaction as a result of a strong emphasis on quality. We believe that the Monroe County **CareerLink** Center will succeed only if our customers perceive us to be a high quality provider of services.
- An equally strong emphasis on a customer friendly team approach to all of our employer and jobseeker clients.

The following is a list of Management Team functions that includes but is not limited to:

- Establishment of Center vision/mission/values
- Forging and maintaining relationships with other partners and stakeholders
- Execute the business plan
- Improvement to the business plan to meet higher chartering standards
- Integration of services
- Performance measure, process outputs, service outcomes, customer satisfaction, market share
- Utilization of center resources (resources committed by partner organizations)
- Operating hours
- Common outreach and marketing
- Policies and procedures
- Information sharing
- Staff development
- Affirmative action

- Purchasing/procurement of common materials and supplies
- Budget management
- Public relations and external communications

It should be clear, however, that the Management Team will not supersede any partner organization's personnel or labor relation's policies. All discipline's, requests for leave, performance appraisal and similar issues will be handled by an employee's organizational manager or supervisor, after coordination with the Management Team.

Staff development and training will continue to be looked at as top priorities. Staff development options will be fully investigated with **CareerLink** staff, and will be arranged by the Site Administrator. We see staff involvement as our normal way of doing business. It is integral to the quality management commitment and the team-based model of Center operations. It is underscored by our plans to set aside regular time and dollars for staff development and training.

Our Center will be organized into four functional units. These units are:

- **Employer Services Team**

A Job Development team will be developed with staffing drawn from current employees of BWDP, Veterans Employment, OVR, Monroe County Job Training and PMI.

This group will have responsibility for job matching and referral, employee recruitment, development of OJT contracts, identification for individuals who have a need to be referred to other services, and servicing of employer accounts.

- **Customer Information and Resources Team**

This team of partners will be developed with staff drawn on a full-time basis from Monroe County Job Training, Northampton Community College, The County Assistance Office, Experience Works, TATI, CDE and BWDP.

This group has responsibility for coordination of the Resource Center (with the help of rotating staff from other units): designing, scheduling and coordinating a wide and changing range of seminars and workshops for job seekers and employers; skill review and assessment activities; identification of financial sponsorship applications and related activities.

- **Career Assessment/Case Management Team**

This unit will have responsibility for providing information to job seeker customers on training availability, on a core service basis for the general public and in the context of an employment plan for those proceeding to intensive and training services under “sponsorship” basis. This may include connections to various supportive services. Monroe County Job Training, Youth Employment Service, County Assistance Office, Goodwill Industries of NEPA and our Child Care Information Services staff will make up this team.

- **Administrative Team**

This group will have primary responsibility for property and facilities management, data and phone systems, equipment, financial management/accounting responsibilities, Center performance reporting, and the “back office” functions for the Workforce Investment Act and any Center-specific funding streams (procurement, eligible vendor lists, contracting, monitoring, MIS reporting, etc.).

Monroe County Job Training , BEDP and OVR will staff this team.

- **Operational Plan**

A group of key investor partners have been meeting to discuss representative agency roles and services to clients. This team includes, but is not limited to, personnel from BWDP, Monroe County Job Training, OVR and Welfare. They are committed to providing ongoing discrete, integrated, seamless program services by identifying and accessing customer needs and delivering same as appropriate. Please refer to customer flow chart Attachment II. The role of the assessment team has been reviewed as well. These teams will facilitate access to services and assist clients in navigating through the **CareerLink** system and services. Our intent is to produce a **CareerLink** with the optimum “One-Stop” service mode necessary to meet the requirements and challenges of the Workforce Investment Act.

This site and our partners are adequately equipped with technology to fulfill the needs of the new service delivery not only for customers, but for the necessary administrative support function as well. The Monroe County Pennsylvania CareerLink will move ahead and implement an exemplary employment and training service delivery system responsible to the current and future need of the local area.

Total quality Management/Continuous Improvement will provide the common language necessary to integrate staff into a common organizational culture for our new enterprise. It will also provide a practical overlay to the Baldrige principles adopted to the Commonwealth’s Workforce Investment effort. Our Total Quality management commitment will employ Process Mapping to define and document work processes and employ Problem Solving/Continuous Improvement methods to improve our performance. We will routinely collect customer feedback at critical

process points and make that information available to the Managers and Customer Service staff so they can adjust services accordingly.

Employee empowerment is a necessary component of our operations and requires that staff thoroughly understand their work processes, participate in the development of those processes, and either have the authority to meet the customer's expectations or the resources to access assistance. We have already begun a process of regular employee input into Center design and services, using formal informational meetings, small group "brainstorming" sessions, and regular question and answer formats. These will continue and be a normal part of Center operations.

Our Center is fully ADA compliant and is situated on/near major transportation routes in the region. It has sufficient parking facilities for our customers. The Center will reflect a single, united, integrated organization created by people who are proud of their work and the structure they have put together.

- **Measuring Success**

Our system will include a regimen of Critical Measures of Success, including process outputs, organizational outcomes, and customer satisfaction. These will include, but not be limited to, the Performance Standards unique to each organizational funding stream as well as those specified for the **CareerLink** itself. We will take mutual ownership and accountability for each of our Partner's performance requirements. We will also share our measurements with our staff, funding sources, board and governance structures and other stakeholders. The Center will use customer satisfaction surveys as a means of identifying customer perceptions of Center services.

Our principles were identified very early in our planning process and are entirely compatible with the Malcolm Baldrige Principles upon which this **CareerLink** and the Workforce Investment effort is built. Adherence to the Baldrige Principles and making them an ongoing part of our strategic and operational planning will give us the framework to successfully measure and improve our CareerLink.

The **CareerLink** administrator will measure, at a minimum, the following process outputs, which we see as key to achieving our vision:

- Referrals
- Customers served in the Resource Center
- Customers provided with informational workshops
- Enrollment and/or completion of training
- Employment plans developed

We will also track these organizational outcomes as a critical measure of our success:

- Job orders filled
- Turnaround time on job orders
- Placements
- Retentions
- Earnings gain
- Average wage or earnings
- Gains in employer market share

While we recognize employers and job seekers as our primary customers, we will not lose sight of the importance of referral agencies, training vendors and supportive service providers. We will measure both their satisfaction with the **CareerLink** and our customers' satisfaction with their services. Customer satisfaction information will also be available in the Resource Center to further assist customers to make informed choices.

We should, and will, view customer complaints as a gift, an opportunity to fix problems we might otherwise not have known about. In this way, service recovery becomes not only the second chance at customer's satisfaction, but a continuous improvement opportunity for our entire system.

One of our most critical measures will be expanding market share as evidenced by the number of employers accessing the Center's services. We see retention as the prime indicator of success in this area. Our ability to attract job orders, especially in the higher pay, higher-skill, critical need technical-level jobs, and to recruit and fill them with quality applicants, is a prime market objective.

- **Staff Acknowledgement**

Recognition and reward programs will be developed by the site management team to define and identify **CareerLink** site staff who are deserving of acknowledgement. Programs may include but not be limited to the following programs:

- Peer to Peer Recognition
 - Recognition in management meeting
 - Recognition in newsletter (weekly)
- Team Achievement Awards
- Creative Idea Award (free lunch)
 - To reduce waste
 - Increase productivity
 - Increase customer satisfaction

- **Structures**

The Monroe County **CareerLink** has the following structures in place in relationship to management and staff.

- Personnel Structures

Each partner agency is utilizing their existing personnel structures based on their funding source and affiliation. It will be the responsibility of the **CareerLink** management team to dovetail these policies into a workable environment to ensure high staff morale and a seamless level of service to the customer.

- **Financial Management**

Structures are in place to ensure fiscal accountability for our CareerLink system. The Pocono Counties Workforce Investment Area (WIA), acting as our fiscal agent, has years of experience in dealing with grants of the state and a sound fiscal management system.

Structures that need to be developed within our **CareerLink** include:

- **Corporate Status**

This is being worked on through intensive marketing and through continued development of public trust and respect.

- **Legal Assistance**

Each partner is presently utilizing their own legal structure to develop contracts and policies while reducing potential liabilities.

- **CareerLink Site Duties**

The PA CareerLink will be staffed with employees from:

Monroe County Job Training	8
Bureau of Workforce Development Partnership	7
Office of Vocational Rehabilitation	2.5
Northampton Community College	1
Department of Public Welfare	1
Career Development and Employment	1
Monroe County Youth Employment Service	1
Monroe Career & Technical Institute	.5
Veteran Employment Services	1
ARBOR	.5
Monroe County Area Agency on Aging	.5
Child Care Information Services of Monroe County	.5
Pocono Mountains Industries	.5
Trans American Technical Institute	.5
Pocono Mountains Chamber of Commerce	.5
Goodwill Industries of NEPA	.5

Staff from Monroe County Job Training and Bureau of Employer and Career Services will be chiefly responsible for operating the Career Resource Area and providing services to the job seeker and employer communities. These individuals will be assisted through the participation of the other partnering agencies.

Each agency will be responsible for all other programs mandated through their funding source.

- **Technology Needs and Capacity**

The technological needs of the **CareerLink** site are as follows:

- Ensure state of the art CAT 5 wiring available to every LAN connected workstation.
- Utilize the Career Resource Center in such a way as to take advantage of available space in an economical and practical way. Increase stations to allow maximum public participation.
- Insure that standards for desktops, infrastructure and user network devices are strictly adhered to.
- Utilizing the Career Resource Center to its fullest and most efficient capacity will allow full access to these services, allowing the **CareerLink** to meet the expanding expectations of our internal and external customers.

- **New Partners**

- The Monroe County **CareerLink** is currently at full capacity with no room available for additional partners. However several agencies have expressed an interest in moving to the **CareerLink** as space becomes available. A list of those agencies has been established and space will be offered as it becomes available.

III. **Parties to the Agreement**

- (a) Workforce Investment Board (WIB):
Frank Revitt, Pocono Counties WIB Chairperson
- (b) Local Elected Officials (LEOs):
William O’Gurek, Chairman, Local Elected Officials
- (c) Fiscal Agent:
Joseph Sebelin, Executive Director, Pocono Counties WIB
Keith Ramsay, Chief Fiscal Officer, Pocono Counties WIB
- (d) **CareerLink** Operator(s):
Jim Nichols, Regional Assistant Director, BWDP
John Casella, Executive Director, Monroe County Job Training (Site Administrator)
Tom Harp, Regional Manager, PA Office of Vocational Rehabilitation
- (e) **CareerLink** Partner(s) Contact/Signatory:

Bureau of Employer & Career Services Unemployment Compensation, Veterans Employment Service	Regional Director BWDP
Monroe County Job Training	John Casella, Executive .Director Site Administrator
Office of Vocational Rehabilitation	Tom Harp, Regional Manager
Northampton Community College	Dr. Arthur Scott, President
Youth Employment Service	Dorothy Schneebeli, Director
Monroe County Assistance Office	Linda A. Hicks, Official In Charge
Monroe County Area Agency on Aging	Dorothy Kaufman, Director AAA
Career Development and Employment	Nick Cohen, President
ARBOR	Gabriel Ross, President
Monroe Career & Technical Institute	Patricia Moyer, Director
Child Care Information Services of Monroe County	Diane Rogers, Program Manager
Pocono Mountains Industries	Charles Leonard, Executive Director
Trans American Technical Institute	William Vaverchak, Vice President
Pocono Mountains Chamber of Commerce	Robert Phillips, President, CEO
Good will of NEPA	Gerald Langan

- **Contact (Addresses)**

- WIB Contact with CareerLinks
Fiscal Agency
Mr. Joseph Sebelin (WIB Staff)
Mr. Keith Ramsay (Fiscal Agent)
76 Susquehanna Street, Suite 1
Jim Thorpe, PA 18229-1939
(570) 325-2462
- WIB Signatory
Mr. Frank Revitt(WIB Chairman)
Active Strategy, Inc.

PO Box 475
E. Stroudsburg, PA 18301
(570) 421-7702

- LEO Signatory
Mr. William O’Gurek
Carbon County Commissioner
Carbon County Courthouse
Jim Thorpe, PA 18229
(570) 325-3611
- CareerLink Operator Contact
Monroe County CareerLink
Mr. John Casella
PO Box 789
Rt. 611, Merchants Plaza
Tannersville, PA 18372
(570) 620-2850

IV. Products & Services To Be Provided Through The CareerLink system

Monroe County **CareerLink** will provide an array of employment and training services in an integrated fashion with a focus on customer satisfaction for both employers and job seekers throughout Monroe County.

Job seeker services will be delivered through a three-tiered system and will be based on customer needs. Core services will be universally available and will be coordinated by functional staff teams from Monroe County Job Training, BWDP and the Office of Vocational Rehabilitation. Intensive Services will be provided by case managers from the same agencies or other appropriate Monroe County **CareerLink** partners once a customer has received Core Services and did not obtain employment. Training Services will be provided based on customer eligibility and assessment in conjunction with the needs of the local labor market.

The initial Core Service will be access to the Career Resource Center at the Monroe County **CareerLink** site. Personal computers with Internet access will be available for customer use in job searching, resume writing, and researching labor market information. Also available will be local occupational information, job search library (including videotapes, CD’s and printed material), Civil Service information and economic development guides.

Job Seeker Core Services

- Intake and orientation to Monroe County **CareerLink**
- Initial assessment of individual needs
- Eligibility determination for programs operated by **CareerLink** partners
- Job search assistance and job referrals
- Career information
- Local, state and regional labor market information

- Financial aid information
- Unemployment Compensation information
- List of approved training providers and their performance data
- Supportive Services
- Job Fairs
- Informational Seminars

Job Seeker Intensive Services

- Testing and assessment
- Case management
- Individual employment plan development and career planning
- Job Search workshop and job readiness training
- Adult basic education, GED and English as a second language when offered stand-alone
- Basic computer literacy skills

Job Seeker Training Services

- Skill Training, including training for nontraditional occupations through Individual Training Accounts for adults and dislocated workers
- On-the-Job Training (OJT)
- Customized Job Training (CJT)
- Adult basic education, GED and English as a second language when coupled with other training

Employers will also be customers of the Monroe County **CareerLink** and will be provided a wide range of human resources support through functional teams. A Monroe County **CareerLink** account representative will be assigned to handle the individual needs of the employer including screening of applicants, recruitment and referrals. Account representatives will be the job development staff of Monroe County Job Training and BWDP. Employers will be invited to come to the **CareerLink** site to recruit and interview for positions. Employers will also be able to register with the on-line system to post their job openings and review resumes of potential applicants.

Employer Services

- Job matching, applicant screening and referrals
- On-Line recruitment and access to electronic resumes
- Applicant recruitment
- On-the Job Training reimbursements
- Customized Job Training applicant assistance
- Education and training for new or incumbent workers
- Training providers and programs with performance data
- Rapid Response services to employers who downsize or close
- Labor market information including wage/benefit data and employment trends
- Tax credit information including WOTC and EIP
- Small business resources

- Seminars and workshops
- Mass recruitment
- Job Retention information
- Technical assistance on the American with Disabilities Act
- TAA/TRA applications
- Cooperation with the Team PA Business Calling Program in order to eliminate repeat visits to employers by various agencies
- Unemployment information

The Job Seeker and Employer Services listed will be available to customers upon the opening of the Monroe County **CareerLink** site on January 1, 2000. Continuous quality improvement will be a priority of the Monroe County **CareerLink** and our effectiveness will be evaluated through customer satisfaction surveys for both job seekers and employers.

Job Seeker Core Services

	Contributing Partner	Method of Providing Service	Methods of Accessing Service
Intake and Orientation to CareerLink Services	All Investor and Contributing Partners	Staff , resources	Internet & On-Site registration
Job Seeker Outreach	All Investor and Contributing Partners	Agency outreach and recruiting	Internet & On-Site registration
Initial Assessment/Eligibility for Services for all Partner Programs	BWDP Monroe County Job Training Office of Vocational Rehabilitation Monroe County Assistance Office Youth Employment Service	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Telephone or On-Site assessment/interviews
Job Search, Job Referrals, Career Information and Counseling	BWDP Monroe County Job Training Office of Vocational Rehabilitation Monroe County Assistance Office Northampton Community College Area Agency on Aging Youth Employment Services Child Care Information Services of MC	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Internet, On-Site, Referrals to other Partners
Labor Market Information	BWDP Monroe County Job Training	Staff, resources Staff, resources	Internet, On-Site Career Resources, materials and access to CareerLink internet site.
Financial Aid, Unemployment Compensation, Supportive Services	BWDP Monroe County Job Training Office of Vocational Rehabilitation Monroe County Assistance Office Northampton Community College Youth Employment Service	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Telephone or On-Site interviews. General information may be available via Internet access.
Information on Education and Training Providers, training outcomes	Monroe County Job Training Youth Employment Service Northampton Community College ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Internet, telephone, On-Site Interviews and Information in the Career Resource Room
Orientation to Personal	BWDP	Staff, resources	On-site orientations

Computers and Self-Directed Career Resource Area Services	Monroe County Job Training Northampton Community College Area Agency on Aging ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	
Coordination of information and services with school-to-career activities	Monroe County Job Training Northampton Community College	Staff, resources Staff, resources	Telephone and On-Site Interviews
Follow-up Activities	BWDP Monroe County Job Training	Staff, resources Staff, resources	Telephone and On-Site Interviews
Assessment of skills, abilities, interests, and testing services	BWDP Monroe County Job Training Office of Vocational Rehabilitation Other Partner agencies requiring specialized testing for their customers Goodwill Industries of NEPA	Staff, resources Staff, resources Staff, resources Staff, resources Staff resources	On-site, referral to other partners, or referrals to outside specialized testing services as required.

Job Seeker Intensive Services

Individual Employment/Career Planning Services	Partner agency with primary involvement of customer	Staff, resources	On-Site
Group Counseling	BWDP Monroe County Job Training	Staff, resources Staff, resources	On-Site
Case management	Partner agency with primary involvement of customer	Staff, resources	On-Site
Short Term pre-vocational skills, adult basic education, ESL, GED, computer literacy, and related soft skills	BWDP Monroe County Job Training Northampton Community College Office of Vocational Rehabilitation Youth Employment Service ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	On-Site or referrals to outside or contracted service providers.

Job Seeker Training Services

ITA's for adult and dislocated workers	Monroe County Job Training	Staff, resources	On-Site
On-the-Job Training Referrals	Monroe County Job Training BWDP	Staff, resources Staff, resources	On-Site
Programs combining workplace training with related instructions	Monroe County Job Training Northampton Community College Youth Employment Service ARBOR Career Development & Employment MCTI Goodwill Industries of NEPA	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Referrals to other partners, employers, or schools
Private Sector Training Programs	Northampton Community College Monroe County Job Training ARBOR Career Development & Employment MCTI Trans American Technical Institute	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Referrals

Skill Upgrading or Retraining	Monroe County Job Training Northampton Community College ARBOR Career Development & Employment MCTI Trans American Technical Institute	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	ITA's or referrals
Job Readiness Training	BWDP Monroe County Job Training Northampton Community College Youth Employment Service ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	On-Site or referrals to youth contractors
Customized Training	Monroe County Job Training ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources	Referral to participating employer
Apprenticeship Training	BWDP Monroe County Job Training ARBOR Career Development & Employment	Staff, resources Staff, resources Staff, resources Staff, resources	Referral to participating employer or union

Employers Core Services

Orientation to CareerLink system/services	BWDP Monroe County Job Training	Staff, resources Staff, resources	Telephone, On-Site, Internet Access
Job Postings, application for services, outreach	BWDP Monroe County Job Training Youth Employment Service	Staff, resources Staff, resources Staff, resources	Telephone, Fax, Internet Access to CareerLink system
Access to resumes, automated job matching, other recruiting websites	BWDP Monroe County Job Training Youth Employment Service Northampton Community College	Staff, resources Staff, resources Staff, resources Staff, resources	On-Site, Internet Access to CareerLink system
Screening, referral of qualified job seekers	BWDP Youth Employment Service	Staff, resources Staff, resources	Referrals to employers
Information on training providers, specialized training programs	Monroe County Job Training Youth Employment Service ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Telephone, On-Site, CareerLink Internet access
Labor Market, Labor Law Compliance, Human Resource Information	BWDP Monroe County Job Training Pocono Mountains Industries PM Chamber of Commerce	Staff, resources Staff, resources Staff, resources Staff, resources	Telephone, Referrals to other partners
Skills assessment, occupational profiling	Monroe County Job Training	Staff, resources	Telephone, On-Site
Rapid Response, Initial Contacts	BWDP Pocono Mountains Industries PM Chamber of Commerce	Staff, resources Staff, resources Staff, resources	Telephone, On-Site

Employer Intensive Services

Rapid Response Services	BWDP Monroe County Job Training	Staff, resources Staff, resources	Telephone
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	Youth Employment Service Pocono Mountains Industries Trans American Technical Institute PM Chamber of Commerce	Staff, resources Staff, resources Staff, resources Staff, resources	
Customized assessment, recruiting for job openings, profiling	BWDP Monroe County Job Training Youth Employment Service	Staff, resources Staff, resources Staff, resources	On-Site, or at employers location
Seminars and informational workshop	Appropriate CareerLink Partner Agency	Staff, resources	On-Site or at employer's location
Access to economic development information, entrepreneurial assistance, labor management assistance, procurement assistance	Pocono Mountains Industries PM Chamber of Commerce	Staff, resources Staff, resources	On-Site, or referral to other appropriate partners

Employer Training Services

Incumbent Worker Training	Monroe County Job Training Northampton Community College ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources Staff, resources	Proposals submitted to CareerLink , training available at local training providers or employer's location
On-the-Job Training, Customized Job Training	Monroe County Job Training ARBOR Career Development & Employment MCTI	Staff, resources Staff, resources Staff, resources Staff, resources	Proposal submitted to CareerLink , approved training at employer's location
Advanced Skills Training	Training Providers	Staff, resources	Referral to local area training providers

Partner Agency staff will work collectively for both job seekers and employers who have multiple needs. All partner agencies involved in collaborative efforts will maintain case records accessible to the team in order to document contacts and services provided.

The Office of Vocational Rehabilitation, Youth Employment Service, Goodwill Industries of NEPA, Northampton Community College and other related partner agencies will provide assistance to job seekers and employers interested in hiring or assisting their employees with special needs.

- **Americans with Disabilities Act (ADA)**

The Monroe County **CareerLink** will ensure compliance with the ADA by ensuring accessibility to customers and other pertinent special populations within our Workforce Development Area. This will be accomplished through vigilant monitoring and documentation by our site administrators and operators, of all accessibility issues and concerns. The Office of Vocational Rehabilitation, who is one of our site operators and partner, will work with us to remedy potential and actual problems that are identified.

V. Referral method for individuals between the CareerLink Operator and the CareerLink Partner

The primary principle of the referral system is the provision of a seamless delivery of services to both job seekers and employers. The first six months of operation involved the

development of a seamless system of delivery of services to both the employer and job seeker community. All BWDP and Job Training staff have been trained and certified on the PA CareerLink system. Teams have been established to address concerns regarding the registration, screening and referral of suitable applicants to appropriate job opportunities. A preliminary flow chart is attached. **Attachment 2**

The Monroe County CareerLink has completed an ADA On-Site Review and was considered to be in compliance. Additionally, the Career Resource Center work station for customers with special needs has arrived and has been put to use.

The Monroe County CareerLink staff have been thoroughly trained on the new system and are updated on new enhancements as they occur. Our Staff is more than capable of performing the tasks expected of the CareerLink

Jobseekers

The customers can enroll with the **CareerLink** system by physically visiting the site, or by contacting the site via the Internet registration component of the state's **CareerLink** Website. A general information packet describing the services available through the **CareerLink** system will be given to the customers visiting the site for the first time. Both registration processes will provide the **CareerLink** Partners with a profile of the customer's demographic information, work history, skills, preliminary eligibility screening, and an assessment of the goal(s) or reason(s) for contacting the **CareerLink** system. Customers can also receive general information about the **CareerLink** services by telephone. The customer, or his/her electronic enrollment form, will then be directed to the partner staff member who's services are best suited to meet the customer's objectives. If this **CareerLink** partner is unavailable, arrangements will be made as to how and when they will be contacted by a partner of the **CareerLink** to discuss their goals. The **CareerLink** partner who initiates this contact will be responsible for ensuring that the enrollment information is entered into the state's common MIS system database. This will be the basis for establishing a customer's file and for recording any further services provided to the customer by the **CareerLink** staff. Referrals made to partners not physically present at the **CareerLink** site will be documented and procedures will be established to verify that the customer received the information or services requested.

Employers

Employers will also be able to access the system via the Internet, phone, or by visiting the site. Employers who wish to post job orders will be assisted. Any **CareerLink** partner receiving information regarding job postings will ensure that it becomes part of the common job posting database accessible to all **CareerLink** partners. Employers who have other needs will likewise be directed to the partner most appropriate to their needs (i.e. economic development issues, training services, etc.) A team approach will be utilized to address employers who have needs beyond the scope of an individual partner's services.

All CareerLink partners will review employer's business folders to view their activity prior to contacting the employer, for the sake of a coordinated employer contact program and to avoid duplication of service.

VI. Performance Goals and Standards

It is agreed that the **CareerLink** system will strive to achieve the following standard of quality service for its customers, employees, and partners.

All customers will receive:

1. Prompt and courteous service from the staff.
2. The service (s) and/or information designed to assist customers (both jobseekers and employers) in achieving their education and/or employment goals.

All employees can expect:

1. To work in a safe and professional environment.
2. Receive the tools necessary to achieve the desired outcome for their customers.

All partners will:

1. Deliver high quality services through the **CareerLink** system.
2. Place a minimum of 500 of their customers in jobs with family sustaining wages as agreed upon by the jobseeker and the **CareerLink** staff.
3. 300 customers will be placed in jobs with a minimum duration of 180 days.
4. Provide qualified jobseeker referrals and/or contact/services to employers within 48 hours of placing a job vacancy posting.
5. Increase the number of job vacancy postings in the **CareerLink** operating system by 5% per year.
6. Increase the number of new employer contacts in the **CareerLink** system by 5% per year.

The **CareerLink** partners will also work to achieve the following WIA performance standards adopted by the Pocono Counties WIB.

	Entered Employment Rate	6 Months Retention	6 Month Post Program Wage Increase	6 Month Wage Replacement Rate	Diploma GED Rate
Adult	65.4%	71.9%	\$4,215	N/A	N/A
Dislocated Workers	68.0%	91.7%	N/A	109.4%	N/A
Youth (19-21)	66.7%	80.8%	\$3,003	N/A	N/A
Youth (14-18)	N/A	N/A	N/A	N/A	25%

Participant Satisfaction Rate	67%
Employer Satisfaction Rate	60%

The Pocono Counties WIB has been instrumental in providing input and direction into the development of this Combined Business Plan/Agreement. Members of the WIB will be updated on our sites progress and performance on a quarterly basis and encourage to participate in fine-tuning our system to better meet the needs of our customers. The major initial milestone of success will be the seamless delivery of professional workforce development services and programs to our customers.

VII. Financial Plan

1. Monroe County **CareerLink** investor partners have been able to develop the following Resource Sharing Agreement that has met the initial needs of all of our partners. Through the assistance of John Metcalf, from “Corporation for a Skilled Workforce”, who facilitated a one day work session bringing together all parties where we openly discussed our individual needs and concerns, this plan was developed.
2. The following annual budget does not include any costs relating to personnel for any of our partners (wages, fringes, etc.). These costs will continue to be paid directly by each investor partners. If at a later date this needs to be re-evaluated, this plan will be adjusted accordingly.

The budget represents all of the pooled costs, which are necessary to maintain the overhead of our physical site. The pooled costs under facilities rental include the following line items:

- Rent
- Minor renovations
- Wiring and Cabling to State specifications
- Full ADA accessibility compliance
- All utilities
- Janitorial services and supplies
- Trash and snow removal

Each partner will continue to be directly charged with those expenditures that are beneficial only to them. The pooled costs will be allocated based on the percentage of staff occupying the Center. These costs will be reconciled quarterly, to allow partners to manage their expenditures efficiently. All required documentation will be available to all investing partners for review.

MONROE PENNSYLVANIA CAREERLINK BUDGET

INCOME:

Partner contributions	\$137,000
Fee for Service	\$ 3,000

TOTAL INCOME	\$140,000
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EXPENSES:

Facilities Rental	\$112,087
Misc.	\$ 5,000
Telephone	\$ 1,200
Maintenance	\$ 1,420
Office Supplies	\$ 3,000
Computer Drops	\$ 7,500
Community OUtreach	\$ 7,750
Staff Training	\$ 2,043

TOTAL EXPENSES	\$140,000
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3. The projected budget, cash flow and break-even analysis for our **CareerLinks** is presently being refined. Our **CareerLink** is presently researching alternative ways of deriving additional income from fee-for-service activities.
4. The underlying assumptions to our budget projections, cash flow and break even analysis will be directly related to identified growth forecasts and the marketing plan for our **CareerLink** site.
5. The Monroe County site administrators, with direction from the Monroe County **CareerLink** management team, will be responsible for fund raising activities. These activities will include but not be limited to:
 - Space and room rental
 - Business Retention & Expansion Program
 - Fee for service to non-eligible customers
 - Grants
 - Job Fairs
 - Community Support
 - Business
 - Government
 - Education
6. The Resource Sharing Agreement identified our **CareerLinks** operating costs and how they have been divided among our partners. **Attachment 3.**
7. At the present time there are no costs being assessed to electronic services only partners. This decision will be examined more closely to determine if this charge is necessary and appropriate.
8. The Pocono Counties Workforce Investment Area, acting as our fiscal agent, will pay costs within the local **CareerLink** site/system. Each partner agency will be responsible for paying non-**CareerLink** costs benefiting only their agency or program.
9. The payment process for the “fair share” of the costs of our local **CareerLink** is as follows:
 - The Fiscal Agent will bill all partners identified in the Resource Sharing Agreement on a quarterly basis for their share of the required operating costs.
 - The Fiscal Agent will also bill those agencies for rent, who are not being covered by the state, on a quarterly basis.
 - The Fiscal Agent will pay all bills associated with the Business Plan and identify any concerns with all the partners.

10. Facility Operating Agreement

- (1) PREMISE:
 - (A) The office space at Merchants Plaza, Tannersville has been designated by the local WIB as the Monroe County CareerLink and is currently leased by the Commonwealth of Pennsylvania.
 - (B) The Commonwealth will provide space to each partner in accordance with the negotiated Resource Sharing Agreement.
 - (C) The Commonwealth and partners will have common use of conference rooms, testing rooms, Career Resource Center, client waiting room, employee/public restrooms, employee break room, etc.
- (2) USER FEE: The partners agree to pay their fair share/negotiated share and be liable to the Commonwealth of Pennsylvania for the amount paid for the facilities cost in accordance with the amount and time frames listed in the Resource Sharing Agreement. (See attached Resource Sharing Agreement)
- (3) ADDITIONAL FEES: If the Commonwealth is required to pay an additional amount to cover increases in the costs of real estate taxes, utilities, water, sewer, trash removal, insurance and janitorial services, the partner will pay the same additional percentage amount which will be reflected in a revised Resource Sharing Agreement. The Commonwealth shall notify the One-Stop-Operator, in writing, by certified mail, of the amount by which the monthly fee is increased. All partners shall pay the increased fee for all monthly fees due after the One-Stop-Operator receives notice of increased monthly fees.
- (4) COMPLIANCE WITH LEASE: In cases where the Commonwealth is the leaseholder, all partners agree to abide by the terms of the Lease Agreement between the Department of General Services and the owner of the Premises in those areas that are applicable for an occupant of the Premises. If for any reason the Lease Agreement between the Commonwealth and the owner of the Premises is cancelled or terminated, this facilities operating costs section of the Combined Business Plan/Agreement will be automatically cancelled.
- (5) MAINTENANCE: **CareerLink** partners will cooperate with the Commonwealth maintaining the facility in good condition. The commonwealth as the owner or leasee of the facility is responsible for maintaining and repairing the exterior of the building and all internal systems to the facilities. The Commonwealth shall not be responsible for any repairs nor shall it be liable for any interruption in utilities neither to the facility nor for loss of or damage to any property of partner agencies or invitees by theft or otherwise. The Commonwealth is not liable for any damage or disturbance caused by other parties at the property in which the facility is located.
- (6) ALTERATIONS, ADDITIONS, AND IMPROVEMENTS: The **CareerLink** partners shall not make any alterations to the facility without the prior written consent of the Commonwealth, and such consent shall not

be unreasonably withheld, so long as the alterations are permitted by the terms of the agreement between the owner/lessor and the Commonwealth.

(7) **INSURANCE:** Each partner shall procure and maintain at its expense, unless it is self-insured under the laws of the Commonwealth, the following types of insurance issued by companies acceptable to the Commonwealth and authorized to conduct such business under the laws of the Commonwealth of Pennsylvania:

(A) Worker's Compensation Insurance for all partner employees and any of its contractors engaged in work at the Premises in accordance with the Workmen's Compensation Act of 1915 as amended.

(B) The Commonwealth will maintain a general liability insurance coverage, property damage. The limits of such insurance shall be in an amount not less than \$250,000.00 for injury to or death of one person in a single occurrence and \$1,000,000.00 for injury to or death of more than one person in a single occurrence, and \$250,000.00 for a single occurrence of property damage.

Prior to use of the Premises, all partners shall provide copies of current certifications of insurance to the One-Stop-Operator. (Any partner that is self-insured will notify the commonwealth, in writing of this, and explain the procedures for filing a claim. The One-Stop-Operator will maintain copies of the certifications of insurance on site and make them available upon request to the Commonwealth's agent or monitor. These certificates shall contain a provision that the coverage afforded under the policies shall not be canceled or changed until at least 30 days prior written notice has been given to the Commonwealth.

(8) **HOLD HARMLESS:** Each partner shall be responsible for and agrees to indemnify and hold harmless the Commonwealth from damages to property or injuries (including death) to any person (s) and any other losses, damages, expenses, claims, demands, suites, and actions by any party against the Commonwealth in connection with the partner's use of the Premises. Partners that are political subdivisions of the Commonwealth are only liable to the extent authorized by law.

(9) **BINDING SUCCESSOR AND ASSIGNS:** The partner's agreement to pay facility costs to the Commonwealth shall be binding upon all of the parties and their respective successor and assigns.

(10) **COMPLIANCE WITH LAWS:** The parties agree to comply with all federal, state, county, municipal and other governmental statues, laws, rules, orders, regulations and ordinances affecting the Premises.

(11) **EXISTING FACILITIES OPERATING AGREEMENTS:** The terms of this Combined Business Plan/Agreement regarding the partner's obligations and promises to pay the commonwealth to co-locate in the **CareerLink** supersedes any and all FOAs the partners have with the commonwealth, which allowed the partners to co-locate in the **CareerLink**.

VIII. Community Outreach

Research on local area market needs and perceptions was conducted early in the planning process. Information was gathered from available Labor Market Data. Pocono Mountain Chamber of Commerce surveys and the Monroe County School-to-Work market analysis.

The strategy of the Monroe County CareerLink will be to focus on team development and integration of services into a seamless system. We will then concentrate on quality services that are customer focused and user friendly. The Monroe County CareerLink will be open and available to all employers and job seekers, Monday thru Friday from 8:00 AM to 4:30 PM, and will be open for some evening and weekend hours to serve customers unable to access our service during normal operating hours.

Our outreach promotions will take advantage of **free** services readily available. These will include:

- Utilize Field Accounting Service to distribute CareerLink literature to employer community. FAS agents will promote the **CareerLink** through employer visits and telephone contact.
- Periodic promotional articles in the monthly Pocono Mountain Vacation Bureau Newsletter, a publication that reaches 800 resort and related businesses.
- Monthly update of CareerLink activities, improvements, added resources and service in the Pocono Mountain Chamber of Commerce newsletter, received by 1800 members.
- Creation of a local CareerLink newsletter to be mailed to over 200 interested parties.

We envision our first priority as the creation of customer awareness and the development of “brand name” recognition. We realize that this will afford us the opportunity to create a new market image. We also plan to take full advantage of State and Regional **CareerLink** public relations opportunities.

The following techniques will be incorporated into our public relations strategy:

- Outreach to veterans, business and community groups to participate in informational seminars and Center tours.
- Outreach to business sector-based groups of employers to participate in focus/discussion groups on their workforce needs and tour the Center.
- Presentations for social services agencies who might refer job seeker customers.
- Presentations for secondary school counselors and School-to-Work staff.
- Presentations for employer groups with a special human resource focus.
- Regularly publish service spot announcements on local radio and television.
- Solicitation of feature story coverage.
- Development of Center specific informational and marketing materials, primarily print-based.
- Local newspaper advertising.

Within our customer base, we will concentrate on reaching the following segments:

- Workers displaced from local companies.
- Public assistance recipients with an initial emphasis on those participating in welfare-to-work programs and other individuals in need of developing saleable skills.
- Incumbent workers seeking to improve their employment situation by upgrading their skills either for assignment within their current employers' workforce or to find higher-skilled, higher wage jobs elsewhere.
- New entrants to the labor market, including youth making the transition for School-to-Work.
- Recently discharged veterans.
- Workers with skills in short supply and high demand in the local labor market who might be attracted to relocate to Monroe County.

Within our employer customer base our "first wave" segments will be:

- Employers expanding their current workforce
- Employers not part of the our existing "total placement" customer group
- Newly located or prospectively locating employers, working with economic development.
- Industry groups or sectors identified as hiring relatively high numbers of employment applicants on a recurring basis, through growth or turnover.
- Employers who can provide initial job placement and upgrade training for welfare recipients.

The Monroe County CareerLink serves a diverse and rapidly increasing market. Monroe County is the second fastest growing county in PA. The number of the Civilian Labor Force along with employing entities has been on the rise for over twenty years. This customer base is greatly influenced by the Service Producing Industry which generates a substantial number of job opportunities. (**Attachment 4**). The Monroe County CareerLink works closely with these employers and serves as an active member of the Pocono Mountains Vacation Bureau. We encourage and solicit input from these employers when undertaking our short and long range plans.

We feel that the Monroe County CareerLink is and will continue to be the premiere source of service to the employer and job seekers of our community. We will serve as the clearing house for the dissemination of current, pertinent labor market information, and the referral and placement of applicants to appropriate jobs.

In order for the Monroe County CareerLink to attain its goals and fulfill its mission, it is imperative that we continue to advance with our technology and increase our presence within our community. We have instituted a system to reach the area high schools to offer our services. We have begun a systematic program of employer services to include a visitation program to present available services. It is our intent to increase the number of employers and job seekers utilizing the CareerLink each year.

Finally, the Center's growth will be market driven and partially dependent on business and economic cycles. The two principal business organizations in our County, the Monroe County Chamber of Commerce and Pocono Mountains Vacation Bureau, have been fully supportive of the **CareerLink** and have volunteered to serve as conduits through which the

business community can communicate to us current and projected labor force needs. See **Attachment 5** for the Northeast Team PA Region short term growth forecast.

IX. **Miscellaneous Provisions**

(a) **CareerLink** Operating system

The **CareerLink** Operating System is the system of record and will include a common data repository for Workforce Investment Act activities.

All **CareerLink** system/site partners will have access to the Pennsylvania CareerLink system with the approval of a Computer Resources and Data Sharing Agreement. This system will be rolled out over the next three years in separate modules in increasing functionality to include services by **CareerLink** partners.

All **CareerLink** partners agree to enter all clients (job and training seekers) into the **CareerLink** Operating system.

All **CareerLink** partners agree to enter all job openings and employer information it receives into the **CareerLink** Operating system.

All **CareerLink** partners agree to treat all data contained in the **CareerLink** Operating System as confidential and not permit access of Commonwealth-provided computer resources by, or disclose data to, any persons or entities other than its **CareerLink** staff/data users under any conditions.

(b) **Mutual Respect of Organizational Practices**

All **CareerLink** system/site partners identified in this agreement agree to respect each other's organizational practices and management structures in the provision of services under the agreement.

(c) **Indemnification and Liability:**

Each partner shall remain liable for its own contribution to the Service and Operating costs of the **CareerLink** system/site as set forth in the Service and System Operating costs section above.

(d) **Non-Discrimination:**

All parties to this agreement certify that they are equal opportunity employers. All agree that they will not discriminate in their employment practices or services on the basis of gender, age, race, color, creed, religion, national origin, disability or veteran's status, or on the basis of any other classification protected under state or federal law. The parties hereby certify that they have in place policies and procedures to address this issue, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. The parties further certify that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues and that they are unaware of

any claims currently pending against them before any court or administrative body relative to the alleged violation of such laws.

X. Terms of Agreement

(a) Breach of Agreement

The following activities may constitute a breach of the agreement by a **CareerLink** partner(s):

Failure to pay monies due under the Service and Operating costs section of this Agreement in a timely manner;

Failure to cooperate with the **CareerLink** operator or any other agent of the WIB with regard to the staffing or operations of the **CareerLink** system/site.

(b) Impasse Resolutions

In the event that an impasse should arise between the partner(s) and the **CareerLink** Operator, an/or the Pocono Counties WIB regarding the terms, conditions, performance, or administration of this Agreement, the following procedures will be initiated. In all cases, attempts to resolve the impasse will be made through the administrative process, in lieu of litigation. All negotiations and efforts to resolve the impasse will be documented.

An impasse between partner agencies will be submitted to the **CareerLink** Operator.

If the impasse is unresolved or the partner(s) wishes to appeal the decision of the Operator, it will then be taken to the WIB and the Local Elected Officials for final resolution.

If the impasse is between the Monroe County **CareerLink** and the Pocono Counties WIB, the Pennsylvania Department of Labor and Industry will be asked to review the issue and assist in finding a resolution. The findings of the WIB and the Local Elected Officials will be final.

(c) Modification Process

CareerLink Partner(s) may request in writing an amendment to the Agreement through the Pocono Counties WIB. The WIB may amend the Agreement whenever the Board determines it is appropriate or necessary. Any modifications to this Agreement, to be valid, must be in writing, signed and dated by the WIB and all appropriate partners and attached to the original Agreement. If any of the Agreement is held invalid, the remainder of the Agreement shall not be affected.

- a. Reduced costs to the Partners due to reduced shared expenses: a Cost Allocation Agreement modification reducing Partner cost requires only the authorized signatures of the WIB Chair/Contact, the WIA Fiscal Agent, and

- the CareerLink Operator Consortium Contact. The Local Workforce Investment Board Staff contact will submit the modified, signed document to the CareerLink Chief Operating Officer.
- b. Reduced Costs resulting from the addition of Partners to the Site: a Cost Allocation Agreement modification reducing cost requires only the authorized signatures of the new CareerLink Partner(s), the WIB Chair/Contact, the WIA Fiscal Agent and the CareerLink Operator Consortium Contact. The Local Workforce Investment Board Staff contact will submit the modified, signed document to the CareerLink Chief Operating Officer.
- (d) This agreement is entered into this 1st day of July, 2002 . This Agreement will become effective as of the date of signing by the final signatory below and shall terminate on June 30, 2005 .
- (e) New partners will be reviewed and approved by the Program Operator. They will be added to the Business Plan at a CareerLink Management Committee meeting and the Plan will be modified to reflect any changes or revisions that are required to accommodate said new partners. The modification will be submitted to the WIB and LEO for final approval and signed off.
- (f) The Resource Sharing Agreement shall apportion charges among the partners, for each of the cost pools in which they share, on the basis of the relative number of Full-Time Equivalent (FTE) staff members that partner has assigned to the Center. For purposes of equity and to allow predictability in budget planning, the number of FTEs each partner projects at the beginning of a Budget Year (July 1 to June 30) shall not be reduced during that Budget Year. However, on a quarterly basis, the Center's Fiscal Agent shall recalculate the apportionment on which partners will be billed upward the number of FTEs for those partners who have added staff over and above the totals of their FTEs at the beginning of the Budget Year. The effect is that the number of FTEs projected for each partner for the Budget Year will not be reduced during that year, but may be increased, and the proportionate share of costs for each partner will rise during the Budget Year only if they have added additional FTEs.

XI. Equal Opportunity and Non-discrimination

- A. The parties to this Combined Business Plan/Agreement agree that they will not discriminate in its employment practices or services on the basis of gender, age, race, color, creed, religion, national origin, disability or veteran's status, or on the basis of any other classification protected under state or federal law. The parties to this Combined Business Plan/Agreement certify that they are equal opportunity employers. The parties to this Combined Business procedures to address these issues, and that such policies and procedures have been disseminated to its employees and otherwise posted as required by law. The parties to this Combined Business Plan/Agreement further certify that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

- B. The parties to this Combined Business Plan/Agreement assure that they will fully comply with the nondiscrimination and equal opportunity provisions of Section 188 of the Workforce Investment Act of 1998 and its implementing regulation at 29CFR Part 37. These regulations prohibit discrimination because of race, color, religions, sex, national origin, age, disability, or political affiliation because of race, color, regions, sex, national origin, age, disability, or political affiliation or belief in both participation and employment. In the case of participants only, it prohibits discrimination based on citizenship or his or her participation in any WIA Title I financially assisted program or activity.
- C. The parties to this Combined Business Plan/Agreement shall comply with all State and Federal laws prohibiting discrimination in employment practices and services. In the event of any party's noncompliance with the nondiscrimination clause of this Combined Business Plan/Agreement or with any such laws, as determined by an administrative agency of the state or federal government or a court of competent jurisdiction, this Combined Business Plan/Agreement may be terminated or suspended by the WIB, and other sanctions, may be imposed and remedies invoked.
- D. The parties to this Combined Business Plan/Agreement shall, upon the request of the WIB or the Commonwealth, furnish all necessary employment documents and records to, and permit access to it's books, records, and accounts by, the WIB or the Commonwealth for purposes of investigation to ascertain compliance with the provisions of this clause. If the parties to this Combined Business Plan/Agreement do not possess documents or records reflecting the necessary information requested, the party(s) shall furnish such information on reporting forms supplied by the WIB or the Commonwealth.
- E. The parties to this Combined Business Plan/Agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29CFR Part 37.76. Copies of the complaint procedures developed pursuant to 29CFR Part 37.76 and approved by the US Department of Labor's Civil Rights Center will be disseminated to provide detailed instructions on the specific steps to be followed in processing discrimination complaints and the name(s) and telephone number/TTY/TTD of the designated EO Officer or designee to handle these complaints in the **CareerLink** delivery systems.
- F. Pursuant to Federal regulations promulgated under the authority of the Americans with Disabilities Act, including but not limited to 28CFR Part 35, the parties to this Combined Business Plan/Agreement understand and agree that no individual with a disability shall, on the basis of the disability, be excluded from participation in this Combined Business Plan/Agreement or from activities provided for under this Combined Business Plan/Agreement.
- G. The parties shall be responsible for and agree to indemnify and hold harmless the Commonwealth of Pennsylvania from all losses, damages, expenses, claims demands, suits and actions brought by any party against the Commonwealth of Pennsylvania as a result of a party(s)' failure to comply with the provisions of paragraph f. above.

XII. Department of Public Welfare (DPW) Addendum

A. CONFIDENTIALITY

Federal and State laws allow for the use and disclosure of information concerning applicants and recipients of Public Assistance but place strict guidelines on the release of this information. 42 U.S.C. § 602(a)(1)(A)(iv); 42 U.S.C. § 1396a(a)(7); 7 C.F.R. § 272.1 (c)(1); 42 C.F.R. § 431.300; 45 C.F.R. § 205.50; 62 P.S. § 404 and 55 Pa. Code Chapter 105.

Confidential information regarding recipients will be shared with other partners at the Career-Link site only with the consent or release of the client. DPW anticipates that most if not all, clients will consent to information being released.

Confidential information will be released only to agencies and entities which agree to keep that information confidential, use it only for the purposes for which it was released, and require their agents, employees and or contractors to keep the information confidential.

B. INSURANCE

DPW, as a commonwealth agency, self-insures for workers compensation and general liability. Accordingly, DPW will not be purchasing insurance as referenced in section VII (7) of the MOU or Combined Business Plan/Agreement.

C. EQUAL OPPORTUNITY AND NON-DISCRIMINATION INVESTIGATION OF COMPLAINTS

DPW Agrees to comply with all applicable federal and state laws. The Department does not convey or confer upon any other agency any investigatory power not established by statute; and retains authority to investigate any and all complaints against its employees.

D. ADMINISTRATION

DPW retains exclusive authority to supervise and manage its employees, conduct any investigation, and administer any discipline to its employees.

E. IMPASSE RESOLUTION

DPW can not agree to any binding decision that conflicts with DPW's program regulations, policies and procedures.

F. BILLING

DPW liability for Career-Link site costs is limited by the total amount allocated to DPW in the approved Cost Allocation Plan (regardless of budget category), including any facility costs which may be payable to other state agencies and all shared and direct costs.

Invoices will be submitted by the Career-Link fiscal agent in a format that meets requirements established by DPW, and will include all costs owed by DPW in connection with participation in the Career-Link site, except for amounts due to other state agencies.

G. MOU PROGRAM PERIOD

The Program period for this Career-Link is 7/1/02 through 6/30/05. During that period, each party is authorized and committed to sharing in the costs of the program in accordance with the applicable Cost Allocation Plan. [Using the term “applicable” recognized that there be more than one CAP during a program period covered by the one MOU.]

This MOU is effective when signed and continues in effect until 6/30/05. It can be extended by mutual consent of the parties, evidenced by letter or other written confirmation.

Any party may withdraw from or terminate its participation in this MOU with cause, upon 30 days written notice to the other parties, or upon 90 days written notice to all other parties if such withdrawal is without cause.

XIII. Signatory Page

Chief Elected Official(s):

Signature **Commissioner, LEO, Carbon County**
Title, Agency _____
Date

Pocono Counties Workforce Investment Board

Signature **WIB Chairman**
Title, Agency _____
Date

Pocono Counties Workforce Investment Area

Signature **WIA Fiscal Agent**
Title, Agency _____
Date

Partner(s) to the Agreement

* _____
Signature **Executive Director,**
Monroe County Job Training
Operator Consortium Contact
Title, Agency _____
Date

* _____
Signature **Regional Director, BWDP**
Title, Agency _____
Date

* _____
Signature **Regional Manager, Office of Vocational**
Rehabilitation
Title, Agency _____
Date

Signature **Director, Youth Employment Service**
Title, Agency _____
Date

Signature **Northampton Community College**
Title, Agency _____
Date

Signature **Department of Public Welfare**
Title, Agency _____
Date

Signature	<u>Director , Monroe Career & Technical Institute</u> Title, Agency	Date
Signature	<u>President, ARBOR E & T, LLC</u> Title, Agency	Date
Signature	<u>Director, Monroe County Area Agency on Aging</u>	Date
Signature	<u>Program Manager, Child Care Information Services of Monroe County</u>	Date
Signature	<u>Executive Director, Pocono Mountains Industries</u>	Date
Signature	<u>President, Trans American Technical Institute</u>	Date
Signature	<u>President, Career Development & Employment</u>	Date
Signature	<u>President/CEO Pocono Mountains Chamber of Commerce</u>	Date
Signature	<u>President/CEO Goodwill Industries of NEPA</u>	Date

* Program Operators

Monroe County CareerLink Partnership Matrix

ATTACHMENT I

Partner	Investor	Contributor	# of Days per Week	Days Requested	# of Staff	Services Provided	Contributions
Bureau of Workforce Development Partnership	X		5	N/A	7	Labor Exchange, recruitment, testing, job development, job search workshops, resume preparation assistance, Internet Job Search	Building, furniture, office equipment & supplies, staff, CRC
Veteran Employment Service	X		5	N/A	1	Veteran Labor Exchange, recruitment job development, employer visitation, public relations, veterans assistance	Furniture, phone line, staff
Monroe County Job Training	X		5	N/A	8	Intake, Assessment, Training Assistance, Job Search Assistance and Case Management. All functions associated with operations related to the Workforce Investment Act.	Office equipment & supplies, furniture, resource materials for CRC, staff
Office of Vocational Rehabilitation	X		5	N/A	2.5	Assist individuals with disabilities in order to enhance their employment opportunities and eventual job placement. Services include medical, psychological, occupational & educational evaluation, counseling and guidance.	Staff, accessibility evaluation
Northampton Community College	X		5	N/A	1	Intake Assessment, Career counseling (resume, interview, cover letter, networking, job search skills), referrals for New Choice New Options, GED, ABE, Job Training Programs and computer training	Staff & resources
Youth Employment Service	X		5	N/A	1	Job placement, support follow-up for youth with special needs of challenges	Staff & resources

Partner	Investor	Contributor	# of Days per Week	Days Requested	# of Staff	Services Provided	Contributions
Monroe County Assistance Office	X		5		1	Assistance with DPA questions, enrollments and coordination	Staff & resources
Area Agency on Aging	X		.5		.5	Employment Services to Older Adults	Title V enrollee@20 hrs/wk (clerical support), computers (needing upgrade) if needed
Career Development & Employment – CDE	X		2.5		1	Training Services Provider	Staff & resources
ARBOR, Inc.	X		2.5		.5	Training Services Provider	Staff & resources
HR Synergy		X		18 Hrs/yr		Employer Services Provider	Staff & resources
Monroe Career & Technical Institute	X		2.5		.5	Training Services Provider	Staff & resources
Child Care Information Services of Monroe County	X		2.5		.5	Day Care Counseling	Staff & resources
Pocono Mountains Industries	X		2.5		.5	Economic Development	Staff & resources
Trans American Technical Institute	X		2.5		.5	Training Service Provider	Staff & resources
Pocono Mountains Chamber of Commerce	X		2.5		.5	Economic Development	Staff & resources
Goodwill Industries of NEPA	X		2.5		.5	Case Management	Staff & resources

MONROE COUNTY Statistical Profile

Monroe County comprises the Monroe County Labor Market Area (LMA), a single county labor market area.

Percent Rural – 80.3%

Square Land Miles – 609

Percent Urban – 19.7%

Persons per Square Mile – 227.7

Population Statistics - 2000 Census

	<u>County</u>	<u>Pennsylvania</u>
<u>Total Population</u>	138,687	12,281,054
Male	68,490	5,710,440
Female	70,197	6,137,313
18+	101,559	9,358,833

Race (by Percent)

	<u>County</u>	<u>Pennsylvania</u>
White	88.2%	85.4%
Black	6.0	10.0
Other	3.7	4.6
Hispanic Origin (of any race)	6.6	3.2

Income

Per Capita Personal Income - 1999	\$23,627	\$28,619
Median Household Income - 1998	\$42,667	\$39,116
Median Family Income - 1990	\$36,514	\$34,856
Annual Average Wage* – 2000	\$25,820	\$33,809

Labor Force Statistics (Unadj.) – January 2002 (Prelim)

Civilian Labor Force	58,100	6,034,000
Employment	53,800	5,668,000
Unemployment	4,300	366,000
Unemployment Rate	7.5%	6.1%

Industry Composition* – 1st Qtr 2001

Total Nonfarm Employment	40,000	4,740,000
Percent of State Employment	.8 %	
Agriculture	300	41,700
Mining	*	18,900
Construction	2,200	225,100
Manufacturing	5,400	912,600
Transportation & Public Utilities	2,000	295,000
Wholesale Trade	1,200	269,200
Retail Trade	12,100	982,800
Finance, Insurance and Real Estate	2,300	325,700
Services	14,500	1,723,600
Government	9,700	712,800
Federal	3,200	108,700
State	1,100	135,700
Local	5,400	469,000

Employer Statistics – 1st Qtr 2001 (Final)

Employer Units	3,469	294,738
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Five Largest Private Employers within Monroe County

Excludes Educational Institutions and Government)

1. Pocono Med. Ctr. – Gen'l medical & surgical hosp.
2. Aventis Pasteur- Biological Products
3. Roadway Express Inc- Trucking co
4. Weis Markets Inc. - Grocery stores
5. Wal-Mart Associates Inc.

Northeast Team PA Region

The Northeast Team PA Region includes seven counties in the state's northeastern corner. These counties are Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill and Wayne. This region's home to three workforce investment areas: Lackawanna County, Luzerne-Schuylkill Counties and The Pocono Counties (Carbon, Monroe, Pike and Wayne). While the Lackawanna County WIA and Luzerne-Schuylkill Counties WIA have many similarities, the Pocono Counties WIA is considerably different. The Pocono counties have an economy that is much more service-oriented.

Coal mining, once the backbone of Carbon, Lackawanna, Luzerne and Schuylkill counties is all but dead in counties except Schuylkill where its presence is much reduced. The region is expected to lose three percent of its remaining jobs in 2000. Mining other than fuel and metallic will follow normal seasonal patterns with little growth during the current year.

Construction jobs are projected to show healthy growth across the region. The strong economy has delivered numerous new projects in the region. The scheduled construction of a new federal prison in Wayne County is of special note. Heavy construction and special trades are expected to show the best growth.

This region is more dominated by manufacturing jobs than either the state or the nation as a whole. However, just as those areas have seen the number of manufacturing jobs diminish, the local manufacturing jobs are also down. This trend is expected to continue in 2000 within a region wide loss of nearly 1,150 jobs, or 1.8 percent. The lion's share of these job losses will occur in the Luzerne-Schuylkill WIA with Lackawanna County and the Pocono Counties absorbing lesser blows. Apparel, once the largest manufacturing industry in this region, continues its long-term slide with the loss of another 558, or 13 percent, of its remaining jobs. All three WIAs will lose between 12 and 15 percent of their apparel jobs. Textiles will follow a similar track but with a smaller loss. Food products; furniture & fixtures; chemicals; stone, clay, glass & concrete products; fabricated metals; and transportation equipment are expected to add jobs over the year. Transportation equipment, up 6.8 percent, is forecasted to produce the largest relative gain.

Transportation and public utilities will record a minor growth rate of 1.6 percent for the region. WIA rates will range from 1.0 percent in Lackawanna County to 2.1 percent in the Pocono Counties. Communications will show the best overall growth rate at 4.7 percent while electric, gas and sanitary services will record the only significant jobs loss, 1.3 percent.

Trade is expected to show a modest job gain of 1/8 percent in 2000. The Pocono Counties will experience the most robust growth (4.7 percent) while Luzerne-Schuylkill will lag with a mere 0.7 percent. Department stores will grow the most (4.8 percent). Nondurable wholesale trade will lose the most (1.0 percent).

Every individual industry line in finance, insurance and real estate with the exception of depository institutions (banks) will show growth over the year. Security and commodity brokers, dealers, exchanges and services is expected to grow a whopping 34.8 percent, adding 230 new jobs as the economy continues its recent good health. Insurance carriers are expected to add the most jobs at 488. Much of the gains in both these industries will come from Lackawanna County.

Prospects for the service industries in this region are generally positive with at least nominal growth projected for most of the individual industry lines. Only hotels are expected to show a substantial decline, the bulk of the job losses will occur in the Pocono Counties WIA. Business services will generate the lion's share of the new jobs, 1,152 representing a growth rate of 8.5 percent. Job growth in this industry results from a combination of factors; an expanding economy, the rapid growth of electronic commerce, and a trend among some industries to outsource such functions as data processing, payroll and accounting. Also, some firms use temporary help agencies to fill short-term jobs and to screen new hires. Other service industries showing substantial growth are educational services (including public) and health services. The expanding elderly population of this portion of the state forces the growth of health services.