

POCONO COUNTIES WORKFORCE INVESTMENT AREA

PY 2012 FIVE YEAR LOCAL PLAN July 1, 2012 through June 30, 2017

76 Susquehanna Street, Suite 1

Jim Thorpe, PA 18229

(570) 325-2462

(570) 325-8547 (Fax)

EMAIL: pocsd15@ptd.net

WEBSITE: www.pcwia.org

Table of Contents

- SECTION I: STRATEGIC PLAN..... 1**
- A. VISION: Describe the vision for the LWIA’s economy and workforce..... 1**
- B. OVERARCHING STRATEGIES 1**
 - 1. Describe how the vision will guide investments in workforce preparation, skill development, education and training, and other initiatives..... 1
 - 2. Describe how the LWIB will align strategies to achieve the governor’s vision for Pennsylvania, as expressed in the state’s Integrated Workforce Plan..... 3
 - 3. Describe the strategies to increase coordination, maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the LWIA..... 5
- C. ECONOMIC & LABOR MARKET ANALYSIS.....7**
 - 1. Describe the economic conditions in the LWIA, identifying the critical businesses and industries, population and workforce trends, and the economic challenges facing the local area..... 11
 - 2. Provide an analysis of the local economy, labor pool, and labor market. Include analysis of the following data:.....11
 - a. Current makeup of the local economic base by industry.....12
 - b. Industries and occupations expected to grow or decline in the short-term and over the next decade.....15
 - c. Local industries and occupations that have a demand for skilled workers and have available jobs, today and projected over the next decade..... 16
 - d. Occupations that are most critical to the local economic base..... 18
 - e. Skill needs for the available, critical, and projected jobs..... 18
 - f. Current and projected employment opportunities in the LWIA..... 18
 - g. Job skills necessary to obtain employment opportunities (from C.2.f.)..... 19
 - h. Current and projected demographics of the available labor pool, including the incumbent workforce..... 19
 - i. Current LWIA skill gaps and skill gaps projected to occur over the next decade..... 20
 - j. Workforce investment needs of businesses, jobseekers, and workers in the LWIA..... 21
 - k. “In-migration” and “out-migration” of workers that impact the local labor pool..... 22
- D. KEY PRIORITIES AND GOALS.....22**
 - 1. Based on the LWIB’s vision and its economic and labor market analysis, identify the key workforce development priorities for the local area.....22
 - 2. Describe the strategies to address each key priority, identifying the goals to be achieved..... 22

a.	Describe how the strategies will align with the governor’s priorities outlined in the State Plan.....	23
b.	Describe how the strategies will support the best interests of jobseekers and employers and the economic development plans for the local area, identifying key partnerships necessary to successfully implement the LWIB’s strategies. Specify the roles of specific entities and programs and how the partnerships and priorities will meet the needs of employers and jobseekers.....	25
c.	Describe strategies for meeting the workforce needs of the local area’s employers. Include strategies that support the creation and sustainability of small businesses and new and emerging industries.....	26
3.	Describe plans for increasing engagement with business, industry, education, economic development, and community organizations to achieve greater participation within the local workforce system, in order to identify workforce challenges and develop strategies and solutions to address those challenges.....	28
4.	Describe any regional or sector strategies tailored to the LWIA’s economy, and how these strategies intersect with the state’s strategies.....	29
5.	Describe the LWIB strategy to coordinate discretionary and formula-based investments across programs in support of the vision, including how the LWIB will use program funds to leverage other federal, state, local, and private resources to effectively and efficiently provide services.....	29
6.	Describe integrated cross-program strategies for specific populations and sub- ..populations.....	30
7.	Describe the LWIB’s strategies to connect youth to education and training opportunities that lead to employment, ensuring that students, parents, teachers, counselors, and school administrators have access to quality data regarding career pathways and options.....	30
8.	Describe the LWIB’s strategies to ensure that eligible youth—including disconnected youth and youth with multiple barriers—have the opportunity to develop and achieve career goals through education and workforce training.....	32
E.	DESIRED OUTCOMES.....	35
1.	Describe the benchmarks that have been (or will be) developed in support of key priorities.....	35
2.	Describe – and provide specific quantitative targets for – the desired outcomes and results. Local levels of performance negotiated with the governor and CEO (pursuant to Section 136(c)) are to be used to measure the performance of the LWIA and used by the LWIB to measure the performance of the local Fiscal Agent (where appropriate), eligible providers, and the PA CareerLink® delivery system in the LWIA. Attach Table 1 for WIA programs (<i>Appendix A</i>).....	35
3.	Describe how the negotiated levels of performance support and ensure the LWIB’s vision.....	35
4.	Describe any additional goals that the LWIB intends to achieve, for example, an increase in the percentage of workers employed in jobs with family-sustaining wages, or an increase in the number of employers with job opportunities.....	36

5. Describe how the performance of regional activity is tracked and measured.....	36
F. PLAN DEVELOPMENT.....	36
1. Describe the involvement of the Local Elected Official (LEO), the LWIB and stakeholders in the development of the local plan.....	36
2. Describe the collaboration between the LWIB and representatives from economic development, education, the business community, and other interested parties, in the development of the local plan.....	37
3. Describe the process used to make the plan available to the public. Attach a copy of the public notice(s). (<i>Appendix B</i>).....	37
4. Provide a summary of the comments received during the review period (<i>if any</i>) and how the comments were addressed. (<i>Appendix C</i>).....	37
SECTION II: OPERATIONAL PLAN.....	37
A. OVERVIEW OF THE LOCAL WORKFORCE SYSTEM: STRUCTURE.....	38
1. Describe the local workforce development system, its entities and their respective roles and functional relationships. If any entities are incorporated, include corporate board functions.....	38
a. Describe the role of the LEO in the governance and implementation of WIA in the LWIA. In LWIAs with more than one unit of government, indicate the decision-making process between/among LEOs. Attach LWIB/CEO Agreement (<i>Appendix D</i>).	38
b. Describe the role of the entity responsible for the disbursement of grant funds, as determined by the CEO. Provide the identity and contact information of that entity.....	38
2. Describe the LWIB’s role in the local workforce development system.....	39
a. Describe the board membership and the process used to identify and select members.....	39
b. Describe the committee structure of the LWIB.....	40
c. Identify and describe any functions the LWIB has assumed other than those required by statute.....	41
d. Describe how the LWIB ensures timely, open, and effective sharing of information among local and state agencies, other boards, the local workforce investment system, and the PA CareerLink® offices.....	41
e. Describe the Youth Council:.....	42
i. Describe how the Youth Council integrates a vision for youth through collaboration with youth-focused agencies and organizations within the LWIA.....	42
ii. Describe the relationship between the Youth Council and the LWIB.....	42
3. Identify the PA CareerLink® Operator and describe the process for Operator selection and the relationship of the Operator to the LWIB. Describe any anticipated changes to the Operator/Consortium, and the roles and responsibilities of the Consortium.....	43
4. Identify the WIA Title I Contractor(s) for Adult, Dislocated Worker and Youth services. Describe the process for selection.....	44
5. Provide an organizational chart (<i>Appendix E</i>) that delineates the relationship among the agencies involved in the workforce development system, including the LEO and	

required/optional PA CareerLink® partner programs and lines of authority. The chart should reflect the distinct separation between governance and service delivery structures. For incorporated entities, include the corporate board.....44

6. Discuss the process used to determine how WIA funds are used for infrastructure, personnel, contracts, and other costs to provide the required WIA core, intensive, and training activities.....44

7. Describe any regional workforce development partnerships, including their purpose, roles, goals, objectives, and their activities that help improve LWIA performance.45

8. Describe how the strategic direction and performance goals are communicated to partners and stakeholders for PA CareerLink® planning and alignment.....45

9. Describe how the LWIB will ensure effective implementation of the local plan.....46

B. OPERATING SYSTEMS AND POLICIES: SERVICE DELIVERY SYSTEM.....46

1. Describe the LWIA’s workforce development service delivery network.46

2. Provide the number, type, and location(s) of PA CareerLink® offices in the LWIA. Indicate the name of the site and identify the management position(s) at the site. Include positions such as PA CareerLink® Administrator, Manager(s), and Supervisor(s).....49

3. Describe how the LWIB will assess the effectiveness of its configuration of PA CareerLink® site(s), including, but not limited to, business hours and types of services offered.....50

4. Describe the type and availability of training and employment activities and supportive services that will be made available in the LWIA and the process to assess and determine service offerings.....51

5. Describe the LWIB’s strategy for seamless service delivery, including the transitions among core, intensive, and training services and referral to partner services for both business and jobseeker customers.55

6. Describe measures developed to improve operational collaboration of workforce investment activities and programs. Include measures to identify and eliminate existing barriers to coordination.....56

7. Attach the current, fully-executed LWIB/One-Stop Partner Agreement (OSPA) to identify current, specific levels and methods of participation of each required and optional partner program in the local service delivery system (*Appendix F*).....57

8. Describe how individual programs, using the funds allocated under each specific Title, will align with and implement the strategies and vision outlined in the Strategic Plan section.....57

9. Describe the LWIB's role and functions in the provision of Rapid Response services, including coordination with statewide Rapid Response activities.....59

C. OPERATING SYSTEMS AND POLICIES: BUSINESS SERVICES.....60

1. Describe the role of the Business Services Team (BST) in PA CareerLink® office(s).....60

2. Describe how the LWIB will ensure that the local strategic plan and goals for business services are communicated to and linked with the BST.....60

3. Describe the BST outreach strategy and plans to promote partnerships and linkages with state and local businesses, professional service organizations, and trade associations and to support sector engagement goals.....	60
4. Describe the LWIA’s service delivery solutions for business customers, including, but not limited to, developing career ladders, industry-recognized credentialing, customized service delivery, collaborations and/or partnerships.....	61
5. Describe how the LWIB will ensure that BSTs offer services and resources to businesses that include, but are not limited to, lay-off aversion strategies, On-the-Job Training (OJT) and customized training opportunities, recruitment, toolkits, data visualization and other materials.....	61
6. Describe the standardized metrics (e.g., repeat business, Return on Investment (ROI), labor market penetration, new hires) that will be used to measure the success and effectiveness of a BST.....	62
D: OPERATING SYSTEMS AND POLICIES: PRIORITY OF SERVICE.....	62
1. Describe the LWIB’s strategies and processes for compliance with Jobs for Veterans Priority.....	62
2. Describe the criteria used to determine whether funds allocated for employment and training activities are limited and the process that the PA CareerLink® Operator uses to apply priority.....	64
3. Describe LWIB eligibility and priority selection policy for Adults and Dislocated Workers. Attach the LWIB’s Priority of Service policy (<i>Appendix G</i>).....	64
E: SERVICES TO ADULTS AND DISLOCATED WORKERS.....	64
1. Describe how partner resources will be integrated to deliver core services to adults and dislocated workers.....	64
2. Describe measures to ensure that intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).....	66
3. Describe measures to leverage resources to provide increased access to training opportunities.....	66
4. Describe how the Eligible Training Program/Provider system is used to provide improvement of education and training opportunities in response to the needs of business and industry.	67
5. If implementing the waiver of the statutory exclusion and regulatory prohibition of using Individual Training Accounts (ITAs) for out-of-school youth, describe training services for out-of-school youth.	67
6. Describe the approach to OJT and customized training, including identifying opportunities, marketing, networking, and leveraging resources.....	67
7. Describe current and/or planned use of WIA Title I funds for apprenticeship training.....	67
F: SERVICES TO SPECIFIC POPULATIONS.....	67
1. Describe the strategies to provide services, such as those listed:.....	67
a. Dislocated Workers.....	69
b. Displaced Homemakers.....	69

- c. TANF/Public Assistance/Low-income individuals.....69
- d. Minorities/Women/Non-Traditional Employment Opportunities.....70
- e. Migrant Seasonal Farm Workers/Limited English Proficiency Customers.....70
- f. Veterans.....70
- g. Mature Workers.....70
- h. Persons with Disabilities.....71
- i. Ex-offenders.....71
- j. Youth.....71
- k. Re-Employment Assistance (REA)services.....72
- l. Unemployment Compensation work test.....72
- m. Prep Services.....72
- n. Rapid Response Services.....72
- o. Trade Act Services.....72

G: SERVICES TO YOUTH.....73

- 1. Describe how the LWIB will promote collaboration among the public workforce system, educational system, human services, juvenile justice, and others to better serve youth who are most in need and have significant barriers to employment. This includes the provision of: career pathways, STEM education, labor market-based career development, advanced manufacturing, and energy-sector jobs.....73
- 2. Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.....74
- 3. Describe how policies ensure compliance with applicable safety and child labor laws.....75
- 4. Describe the processes used to provide initial intake, objective assessment, case management, individual service strategies, and eligibility assessments for youth. Include policies for Eligibility Verification and Priority Selection for WIA Title I-B Youth (*Appendix H*).....75
- 5. Describe the framework for youth programs that includes the following components:.....76
 - a. Preparing youth for post-secondary education.....76
 - b. Connecting academic and occupational learning.....76
 - c. Preparing youth for unsubsidized employment opportunities.....77
 - d. Connecting youth to the business community through intermediary entities.....77
- 6. Describe how the LWIB incorporates the required youth program elements within the framework, including:.....78
 - a. Tutoring, study skills training, instruction leading to secondary school completion, including drop-out prevention.....78
 - b. Alternative secondary school services.....79
 - c. Summer employment opportunities linked to academic and occupational learning.....79
 - d. Paid and unpaid work experiences.....79
 - e. Occupational skills training.....79
 - f. Leadership development opportunities79

g. Comprehensive guidance and counseling.....	79
h. Adult mentoring.....	79
i. Supportive services.....	80
j. Follow-up services.....	80
7. Describe the services provided to non-WIA eligible youth under the 5% exception.....	80
8. Describe the process and criteria for determining “serious barriers to employment.”.....	81
9. Describe how the LWIB coordinates with Job Corps and other youth programs.....	82
H. ADMINISTRATION AND PERFORMANCE.....	82
1. Describe how the LWIB ensures that all partner services are made available through the PA CareerLink® center and that core services are not duplicated.	82
2. Describe any LWIA policies or guidelines implemented to support WIA Title I program operations that are not addressed elsewhere in the local plan, including information about the purpose, development, implementation, and monitoring of such policies.....	82
3. Describe the system used to capture and report performance data.....	83
4. Describe the monitoring process and oversight criteria and procedures used to move the local workforce investment system toward LWIA goals.....	83
5. Describe the competitive process and non-competitive process to be used to award grants and contracts for activities carried out under WIA Subtitle I, including the process to be used to procure training services that are made as exceptions to the ITA process. Include how community-based organizations and faith-based organizations are notified of contract opportunities.....	84
6. Attach the LWIB Procurement Policy (<i>Appendix I</i>).....	85
7. Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility, or other action by the LWIB or PA CareerLink® Operator. Attach the appeal policy (<i>Appendix J</i>).....	85
8. Describe the procedure(s) for individual customers to appeal a denial of eligibility, reduction or termination of services, or other adverse action by the PA CareerLink® or service provider. Attach the policy (<i>Appendix K</i>).....	85
9. Describe the grievance procedure for PA CareerLink® staff. Attach the policy (<i>Appendix L</i>).....	85
10. Describe the administration of WIA funds used by the LWIB. Include risk management and oversight responsibilities for WIA funds, PA CareerLink® and other workforce development resources.....	86
11. Describe measures used by the LWIB to eliminate duplicative administrative costs.....	88
12. Describe the property management approach used by the LWIB.....	88
SECTION III: APPENDICES.....	95

SECTION I: STRATEGIC PLAN

The elements in this section represent the high-level vision, goals, economic and workforce information analysis, strategies, and outcomes that the CEO and strategic partners collaboratively identify for the future of the LWIA. A critical part of this section is economic and workforce information analysis. The LWIB analyzes and interprets labor market information (LMI) and other relevant data to provide context for the overall plan. The plan is based on a thorough understanding of the economic strengths and workforce needs and skills of the LWIA, in alignment with the governor's vision, strategies, and goals and in the best interests of local jobseekers and employers. In addition, this section discusses how local policies, operations, and administrative systems will be aligned in the LWIA. Local strategies drive the quantitative targets and desired outcomes described.

A. VISION: Describe the vision for the LWIA's economy and workforce.

The economic future of Northeastern Pennsylvania is dependent upon a workforce that is able to compete in a global economy. The Pocono Counties Workforce Investment Board has set a strategic direction overseeing a workforce system that directs funding and resources that meet the needs of both the employer community and residents in need of employment and training services. Alignment of the workforce system will result in providing a highly skilled and trained workforce within the region.

The Pocono Counties Workforce Investment Board is committed to building a Workforce Development System that is universal, accountable, market driven and aligned with economic development and education. The Board is also committed to a regional strategy of interaction and cooperation with the Lackawanna County, Luzerne/Schuylkill and Northern Tier Workforce Investment Boards representing the Northeastern Quadrant of Pennsylvania. The Board develops, coordinates and maintains a responsive and effective system of programs and services to address the current and future demands of a 21st Century Workforce by integrating Economic Development, Workforce Development and Education.

The Pocono Counties Workforce Investment Board is a partnership of private sector, business, economic development, education and government sectors committed to engaging all stakeholders within the system. Through Strategic Collaboration, the Board strives to maximize resources, enhance communication, promote a comprehensive workforce delivery system and develop a workforce development culture that is efficient and responsive to workers and employers training needs.

B. OVERARCHING STRATEGIES

- 1. Describe how the vision will guide investments in workforce preparation, skill development, education and training, and other initiatives.**

The alignment of Workforce Training and Education Resources will result in a Workforce Development System that is focused on the future, creating a skilled workforce that will keep Pocono Counties competitive and create opportunities for new and expanding companies within the region.

Pocono Counties is working with three Regional Workforce Investment Boards on collaborative projects involving Advanced and Diversified Manufacturing, Electronics and Health Care Partnerships and Incumbent Worker Training Programs.

The Pocono Counties Workforce Investment Board engages business, industry, education, economic development and community organizations to identify challenges and develops strategies to address the challenges identified. The Board's composition of significant players in the noted sectors directly impacts the engagement of issues identified and the development of appropriate strategies. The Board works directly to address workforce issues that are relevant to the area and region. The Electronics Partnership is a direct result of a need from the region's largest employer, Tobyhanna Army Depot, to meet their employment needs. The Board is working through its membership with two community colleges, a four-year institution and our regional partners to address the educational requirements in electronics to meet the employment needs of the Depot. The Board has also engaged our partners in a number of Industry Partnerships and Incumbent Worker Training Programs. Working on a regional basis, the Board is the Fiscal Agent for an Advanced and Diversified Manufacturing Industry Partnership. Pocono Counties is also part of the Regional Logistics and Transportation Partnership and Incumbent Worker Program and a Regional Health Care Initiative. The Partnerships are key to addressing workforce challenges within the region.

The Board is formally engaged with Economic Development Entities at the county level; the Carbon County Economic Development Agency, the Carbon County Industrial Development Authority; the Monroe County Industrial Development Authority; the Pike County Economic Development Agency and Wayne County Economic Development. Regionally, the Board interacts with the Northeastern Pennsylvania Alliance, local businesses and Industry partners (KME Corporation, Tobyhanna Army Depot, Sanofi Pasteur); educational entities (East Stroudsburg University, Lehigh Carbon Community College, Northampton Community College) to coordinate resources that support a skilled workforce. The Career and Technical Institutes are part of the consortium of partners assisting the Board to identify workforce challenges and employment effective strategies.

The Board continues to promote economic recovery within the region, preserve and create jobs through innovative training opportunities which will encourage individuals to retool their skills and meet the demands of a 21st Century Workplace. Advances in electronics and telecommunications will provide new opportunities at the Army Depot. Clean Energy Technology will advance development of additional jobs related to the Energy Cluster. Wind Farms and Solar Panel Fields are operating and in the development stage within the Workforce Investment Area. Training opportunities will focus on addressing the changing

needs of both the displaced worker and employers. The Board will also address emerging industries related to new and emerging occupations especially in Green Sectors of the regional economy. Emphasis will be placed on the development of Competencies and Apprenticeship Programs. The Regional Energy Partnership is at the forefront of cataloging training providers that can offer training on both a local and regional basis. The career & technical schools, community colleges and state universities are involved.

The Board has and will continue to interact with area career & technical institutes, community colleges, and educational and training providers to meet the training requirements of a skilled workforce. The Board will utilize information provided by the Industry Partnerships to be more responsive to the current and future needs of industry.

Pocono Counties will continue to assist in the economic recovery of the region by assisting individuals, Dislocated Workers, Adults and Youth acquire employment and training opportunities pertinent to the needs of employers. The Board has partnered with the area community colleges, business and labor, employers and Industry Partnerships to support an overall workforce strategy to provide training needed by industry and available to individuals most affected by the Recession.

Emphasis will be directed at skill development, workforce preparation, training and education investments based on data and interaction from employers and interaction with Industry Partnerships. The Board will focus on in-demand and High Priority Occupations in concert with local and regional economic development entities.

The Pocono Counties Workforce Investment Board directs efforts to coincide with the Governor's Vision listed in the PA State Integrated Workforce Plan. The Board embraces aspects of JOBS First PA to direct resources at private sector job creation and retention. Components of the initiative include:

- Programs and policies to bridge the skills gaps.
- The development and expansion of career pathways.
- More effective job marketing services to assist job seekers or education and training investments targeted to High Priority Occupations that lead to family supporting jobs.

2. Describe how the LWIB will align strategies to achieve the governor's vision for Pennsylvania, as expressed in the state's Integrated Workforce Plan.

The Pocono Counties Workforce Investment Board is in compliance with the Governor's Strategic Vision for Pennsylvania. The Board has and continues to develop and cultivate a demand driven workforce to provide employers with the resources needed to compete and grow their respective businesses. The Board utilizes accurate, data driven information to identify, profile and analyze cluster information and identify demand occupations. The Board participates in a Regional Advanced Manufacturing Partnership working directly with

employers throughout Northeastern Pennsylvania to address the Incumbent Worker Training requirements of each company. The Board is also engaged in the K-12 education system, career and technical and post-secondary institutions by providing data by industry and demand occupations

The Board directs training dollars to programs on the High Priority Occupations List that have demonstrated proven results.

On-the-Job Training Contracts provide private sector employers with training assistance and the Board also provides Individual Training Account Funding to assist individuals to secure training. The Board utilizes Industry Partnership Program Funding to provide training programs and services directed at continually improving the competitiveness of all sectors within the Manufacturing and Health Care Sectors.

The Board supports the goal of creating an environment that attracts and supports new businesses and industries. The interaction of the Board with our Economic Development Partners in the Northeast encourages the development of education and training programs that deliver knowledge and growth and promote incumbent worker advancement.

Goal A: Develop a Competitive Workforce

As training funds are reduced, the Board directs limited resources at High Priority Occupations identified by the employer community in concert with interaction from the Economic Development Community within the Region. In an effort to maximize resources, the Board is committed to the development of a comprehensive workforce development system that addresses the needs of employers by providing relevant employment and training programs. Emphasis will be directed to ensure coordination, communication and collaboration with industry and our Economic Development and Education Partners.

Goal B: Better Connect Job Seekers with Employers

The Board supports two comprehensive PA CareerLink® sites and two affiliate sites within the four counties. The Board is committed to meeting the needs of business and industry within the region and to provide employment and training opportunities for job seekers. Due to the rural nature of the Workforce Investment Area, the Board will strive to enhance the quality of service at all locations and encourage the use of technology to assist in providing services.

Goal C: Build a Pipeline of Talent

The Board is focused on initiatives directed at encouraging youth to participate in career and technical education, career pathways to increase awareness of the manufacturing industry sectors, Private Sector Work Experience Programs, Pre-Apprenticeship Programs and Community Colleges. The Board has produced a Career Education Video on the Electronics Sector that provides an overview of the career opportunities in this industry and geared toward parents and youth explaining the educational requirements and career opportunities. The

Board is committed to the development of a highly educated and skilled workforce that meets the needs of industry within the region. By identifying the training needs of industry including skill gaps critical to competitiveness and innovation. The alignment of education and workforce development is vital to addressing the needs of a 21st Century Workforce. The Board recognizes the importance of vocational and technical education in building a Talent Pipeline. The Board is working with Pike and Wayne Counties to establish a career and technical institute. To date, Workforce Wayne has been awarded Community Education Council Status that will allow advanced certification programs, skill training and customized training within the Workforce Investment Area.

Goal D: Build a Strong Fiscal Foundation

The Board applies business principles in the management and operational functions of the PA CareerLink® sites and the Workforce Development System. As funding decreases, the Board will strive to develop innovative solutions via leveraging of resources, additional collaborative partnerships and options to continue offering vital services to both employers and customers seeking employment and training services.

3. Describe the strategies to increase coordination, maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the LWIA.

Through strategic collaboration, the Board strives to maximize resources, enhance communication, promote a comprehensive workforce delivery system and develop a workforce prepared to meet the needs of a 21st Century Workforce. The Board will direct efforts to strengthen the Workforce System locally and regionally by:

- increasing coordination and integration with workforce, economic development and educational entities within the Region.
 - Participation as a partner in Regional Economic Development Projects.
 - facilitating workforce development partnerships with economic development, education and community partners.
 - continue developing Regional Partnerships with surrounding Workforce Investment Areas.
- coordinate job creation and economic development that encompasses emerging technologies and manufacturing and is supported by area and regional development initiatives and educational programs.
 - working on a Regional Bioscience Cluster Project in Northeastern Pennsylvania.
 - increasing career and business opportunities within the life sciences industry sector in Northeastern Pennsylvania by bringing together regional leaders in science, education, industry, government and the community.

- Interact with economic development entities to address the region's infrastructure to remain competitive and factor future growth, taking advantage of nearby markets (NY/NJ).
 - update local and regional economic development entities, planning departments, chambers of commerce and related agencies with statistical report data.
 - provide an update on Industry Cluster Priorities.

- enhance Business/Education Partnerships.
 - PA CareerLink® and WIA Title I staff in all 4 counties participate in the Career & Technical School Business/Education committees and are on the Monroe and Carbon County Career & Technical Institute's Advisory Boards. They also participate in Workforce Wayne planning activities aimed at providing Secondary Vocational Skills opportunities to students in that region of the Pocono Counties WIA. Through these advisory boards and committees, staff promote and work to improve and expand the vocational skill training opportunities available to both secondary students and adults in the Pocono Counties.

- provide career development support to the educational community.
 - PA CareerLink® and WIA Title I staff work closely with all education partners in the region including universities, community colleges, private proprietary schools, and the career & technical schools. We provide information on the training opportunities offered by these training providers to youth, adult, and dislocated worker customers, as well as information on the financial aid resources that may be available to support participation in these programs.

- improve skill development and educational attainment.
 - Through our communications and participation with the educational partners in our region, we promote lifelong learning for job seekers. This involvement with the educational community also includes suggestions on new and emerging skill training needs of the business community, and alternative training methods and schedules that are aimed at the specific needs of adult job seekers in need of retraining. Both Lehigh and Northampton Community Colleges are developing new open entry/flexible training programs in high demand occupations in health care, industrial maintenance, electrical and mechanical manufacturing skills, skill training programs in geothermal and solar energy, and the needs of industries involved in Marcellus Shale development.

- promote entrepreneurial development.

- The PA CareerLink® staff promote entrepreneurial development through their involvement in local economic development agencies, chambers of commerce, and through customer referrals to other regional agencies involved in business development such as the Small Business Development Centers in Wilkes and Lehigh Universities. The PA CareerLink® in Carbon has collaborated with the Carbon County Economic Development Agency to provide a series of Entrepreneurship workshops for the past 2 years designed to assist existing small businesses and individuals considering starting their own businesses.

- identify and address inhibitors to employment growth.

- Through the collaborative efforts outlined above, the Pocono Counties WIB, along with the PA CareerLink® and WIA Title I Program staff, maintain a close working relationship with all business and community organizations involved in workforce development. This involvement insures that issues that may inhibit employment and training opportunities are identified in a timely manner, and that the resources available in our communities can be efficiently utilized in attempts to meet these needs.

The Board is committed to a Regional Strategy of interaction with the Lackawanna County, Luzerne/Schuylkill and the Northern Tier Workforce Investment Boards representing Northeastern Pennsylvania. This association avoids duplication of efforts to provide employment and training services; allows opportunities for coordinated consortia based training that is cost effective, and expands the availability of cohort training.

C. ECONOMIC & LABOR MARKET ANALYSIS

- 1. Describe the economic conditions in the LWIA, identifying the critical businesses and industries, population and workforce trends, and the economic challenges facing the local area.**

The economic conditions in the Pocono Counties Workforce Investment Area are still difficult, both for employers and job seekers. The current unemployment rate for the Pocono Counties Workforce Investment Area is 9.7 %, the third highest rate in the state, with only Philadelphia County and the Luzerne-Schuylkill WIA at a higher unemployment rate. This is almost double the unemployment rate of approximately 5.2% experienced by the Pocono Counties Workforce Investment Area five years ago in 2007. This is still approximately 25% higher than the current unemployment rate for Pennsylvania, indicating that our Workforce Investment Area has yet to experience any significant recovery since the recession ended. Many of the key industry clusters identified in our plan of 2006 have experienced significant losses since that time. Construction, Advanced Materials & Manufacturing, and Transportation/Logistics have all experienced significant job losses since 2007. Only one of the priority industry clusters identified in our previous plan has remained stable or grown, and that is the Life Sciences/Health sector.

This cluster offers one of the most competitive wage scales in the area. The Board is directing efforts to assist in the growth of Biosciences within the Workforce Investment Area and the region. Capitalizing on the worldwide growth of this industry will benefit our economy, our businesses and career offerings to individuals entering the workforce and the incumbent workforce individuals seeking new careers due to job displacement. Working directly with higher education institutions, entrepreneurs and economic development, the future is conducive to expanding Bioscience Initiatives to bring together regional business leaders, educators and development organizations to identify assets, needs and opportunities.

Although advanced materials and manufacturing have experienced job losses, this sector drives a significant percentage of income within the Workforce Investment Area. The Board reviews Advanced Materials and Manufacturing on a Regional Cluster requiring workers to perform physical activities for long periods of time. Traditionally AM/DM jobs require on-the-job training but technological advancements have created a new manufacturing climate where higher skills and post-secondary education are required. To respond to the unique needs of AM/DM in the region, the Board is utilizing a Regional AM/DM Industry Partnership to incorporate stakeholder input, reviewing existing training programs in AM/DM, assist in the development of public-private partnerships that effectively address skill gaps, and build a network of Advanced Manufacturers. Hospitality and Tourism is not recognized as a targeted cluster at the State level. However, together with hospitals and school districts, the area's largest employers are hotel/resorts. Hospitality and Tourism employs more people than any other cluster in the workforce investment area. The major setback to this cluster is the low average wage. Many of the occupations in the cluster have wages supplemented by tips that are not covered in data collected.

The Pocono Counties Workforce Investment Area Hospitality and Tourism Cluster offers more than 15,000 jobs to individuals with a variety of education backgrounds. This cluster is meeting the particular needs for employment of individuals with less educational training. The majority of jobs in this cluster require an education level of short-time on-the-job training. This cluster has much greater concentration of hospitality and tourism industries than Pennsylvania as a whole and the rest of the nation.

The Board is working with representatives from the industry to identify and catalog occupations within the Industry that offer family sustaining wages.

According to the Pennsylvania Center for Workforce Information and Analysis, during the fourth quarter of 2011 the top five employers in each county were:

Carbon County

1. Gnaden Huetten Memorial Hospital
2. Blue Mountain Ski Area
3. Kovatch Partners, LP
4. Split Rock Resort
5. Lehigh Area School District

Monroe County

1. Federal Government
2. Aventis Pasteur, Inc.
3. Pocono Mountain School District
4. Walmart Associates, Inc.
5. Pocono Medical Center

Pike County

1. Delaware Valley School District
2. Woodloch Pines, Inc.
3. Wallenpaupack Area School District
4. Walmart Associates, Inc.
5. East Stroudsburg Area School District

Wayne County

1. State Government
2. Wayne County Memorial Hospital Association
3. Federal Government
4. Wayne County Commissioners
5. Wayne Highlands School District

According to the Pennsylvania Center for Workforce Information and Analysis, the top manufacturer in each county was Kovatch Partners, LP in Carbon County, Aventis Pasteur, Inc. in Monroe County; Clarion Safety Systems, LLC in Pike County and Prompton Tool, Inc. in Wayne County.

There are 3 demographic factors of the Pocono Counties Workforce Investment Area that have both short term and long term implications for workforce development within our Workforce Investment Area.

1. The rapid population growth experienced in the Pocono Counties Workforce Investment Area during the past decade has stopped, and in some cases reversed. Wayne County and Pennsylvania both had a 0.3 percent increase in population and Monroe County had no percent change in population. Population in the workforce investment area decreased by -0.1 percent. According to the Pennsylvania State Data Center, Pike County, at -0.9 percent, was tied with Warren County for the fourth highest percent decrease in the state. "Both Pike and Monroe counties experienced some of the largest population gains because of high migration rates from the neighboring states of New Jersey and New York. These counties have begun to experience a shift in population change because of a reduced number of people moving to the counties from other states (Pennsylvania State Data Center – *Research Brief* – April 5, 2012)." Along with the mortgage/housing crisis, this has had a significantly negative impact on the construction industry in our region, leading to significant reductions of employment opportunities and layoffs for any business related to this industry.
2. The population of the Pocono Counties Workforce Investment Area is aging as compared to the United States and Pennsylvania. According to July 1, 2011 Population Estimates from the U.S. Census Bureau, all of the counties in the

Pocono Mountains Workforce Investment Area had a median age that exceeds the United States and Pennsylvania. According to the Pennsylvania State Data Center, Wayne County, in 2011, had the third highest median age in the state with 46.7 years. This aging population and workforce continues to drive the growth of health care industry employment in our Workforce Investment Area, but also has long term consequences for the labor force needs of other sectors of our economy, especially those requiring higher level skills. An aging workforce indicates that even for industries that are experiencing little or no growth, the need for replacement workers for the experienced workforce retiring or approaching retirement age will be significant.

3. The workforce investment area, along with the nation, state and the four workforce investment area counties had percent decreases in people who are under 18 years of age. Among the counties, Carbon had the lowest percent decrease with -1.8 percent and Pike had the highest percent decrease at -4.7 percent. This is related to both prior trends, the plateau and recent out-migration pattern of the population, and the aging population characteristics of our area. The most immediate impact has been on the educational sector of our economy. Some of the fastest growing secondary schools have experienced significant declines in their student populations, leading to significant layoffs and reductions in support occupations in this industry. The short term prospects for workers seeking employment in this industry are very limited, but the replacement needs of this industry in the next 5 to 10 years indicate there is still a need for workers in this industry.

Throughout the recession and recovery, employers have struggled to fill critical workforce positions even through individuals remain unemployed for extended periods. This situation could be related to a skills mismatch as their skills are not relevant to employers' needs. The immediate goal is to assist in the development of the labor force skills for the high demand occupations that are currently available in our area. This will require us to provide guidance to the youth entering our workforce that will help them select a productive career path in line with the needs of area businesses, assisting those dislocated workers in need of retraining for new employment goals, and assisting the incumbent workers in unskilled or semi-skilled occupations obtain the skills necessary to obtain jobs that will allow them to be self-sufficient.

The longer term goal is to improve the basic and occupational skill levels for the Pocono Counties Workforce Investment Area labor force that will meet the needs of our business community, and allow our businesses to both survive and grow in today's highly competitive business environment. The Board will continue "partnering" with Local and Regional Manufacturer Associations and Economic Development Agencies to ensure meeting the needs of new and existing industries; matching employers to the services available through our PA CareerLink® sites and educational institutions to meet industry demands; address training courses based on meeting the needs of industry while focusing on the career goals of the workers; develop career-ladders; discuss cross training for job retention; work on acquiring transferrable skills; enhance and broaden skills sets that give employees competence for upward mobility as well as identifying transferrable skills for

other careers; sharing best practices and forging constructive relationships with training providers.

2. Provide an analysis of the local economy, labor pool, and labor market. Include analysis of the following data:

a. Current makeup of the local economic base by industry

Based on 2008 data, the Poconos Workforce Investment Area had a total of 114,300 nonfarm jobs. 76% percent of all jobs were service-producing jobs and 14% were goods-producing jobs. Retail Trade, Accommodation & Food Services, Healthcare and Social Assistance, and Educational Services are the four largest service-producing industries, accounting for 53,000 jobs or 57% of all service-producing jobs. Government employment also represents a sizable segment of the local labor force. There are 11,250 jobs in this sector, representing 10% of the jobs in the Pocono Counties Workforce Investment Area. Manufacturing dominates the goods-producing sector and accounts for over 8,460 jobs or 57% of all goods-producing jobs. All jobs in the Pocono Counties Workforce Investment Area netted an average annual payroll of \$2.4 billion in 2008. Average annual earnings across all industries were around \$30,000.

Over the course of a year, the average worker employed in the Manufacturing Industry earned \$27,872 more than the average worker in the Retail Industries.

Currently, the Pocono Counties Workforce Investment Area focuses its activities on four of the Commonwealth's key industry clusters: Building and Construction, Advanced Materials and Diversified Manufacturing, Life Sciences and Logistics and Transportation.

Together these four clusters account for 29,700 jobs, representing 26% of the total workforce.

Although the Advanced Materials and Diversified Manufacturing cluster is not projected to grow during the next 10 years, the significantly higher earnings for workers in this sector is an important factor for continuing to support this key sector of our economy. The largest growth clusters are in the Life Sciences (+12.5% job growth in the next 10 years), and Transportation (+9.73 % over the next 10 years).

The Construction Industry, although currently experiencing a severe reduction in employment opportunities, still represents a significant and highly paid industry in the Pocono Counties Workforce Investment Area, and as such represents a sector of our labor market that we need to continue supporting.

The Pocono Counties Workforce Investment Area continues to look for the emergence of other competitive clusters by conducting on-going research and analysis of local and regional occupations for continued development of cluster initiatives and appropriate re-alignment of educational curriculums. The Board will continue to coordinate and collaborate with our Regional Workforce Investment Boards to support regional industry initiatives across a broad geographical area. Continued interaction and communication with our economic development partners to identify future economic growth that includes local and regional research, entrepreneurial development and a pipeline from school-to-work.

b. Industries and occupations expected to grow or decline in the short-term and over the next decade

Based on long-term industry projections (2008-2018), employment growth in the region is projected to increase by 4.8% over the next 10 years. This is due in part to stabilization in the overall population growth rate experienced during the past few years.

The goods producing sectors of the economy are projected to grow very little, or remain relatively flat in hiring needs in the near future. Based on long-term occupational projections and the demographics of the Pocono Counties Workforce Investment Area, over half of the job openings will be attributable to the need to replace workers exiting the labor force for a variety of reasons, including retirement. The remaining jobs will be created by industry growth.

The twenty-five occupations representing the greatest demand for growth include:

Occupational Title	Estimated	Projected	Due to	Due to	Total ^{3/}
	2008	2018	Growth ^{1/}	Replace. ^{2/}	
Sales & Related Occupations	13,860	14,160	45	445	490
Food Preparation & Serving Related Occupations	11,510	12,370	86	383	469
Office & Administrative Support Occupations	16,370	16,130	49	350	399
Retail Sales Workers	9,480	9,770	34	354	388
Food & Beverage Serving Workers	6,610	7,170	56	232	288
Education, Training, & Library Occupations	7,760	8,460	71	170	241

Personal Care & Service Occupations	5,340	5,910	57	140	197
Installation, Maintenance, & Repair Occupations	7,510	7,980	51	142	193
Transportation & Material Moving Occupations	7,480	7,620	25	167	192
Retail Salespersons	5,080	5,370	29	156	185
Primary, Secondary, & Special Education School Teachers	5,480	6,010	54	128	182
Cashiers	3,750	3,710	0	178	178
Healthcare Practitioners & Technical Occupations	4,940	5,540	60	93	153
Production Occupations	6,420	6,070	17	133	150
Building & Grounds Cleaning & Maintenance Occupations	5,990	6,380	38	103	141
Waiters & Waitresses	2,320	2,460	13	126	139
Construction & Extraction Occupations	5,420	5,740	34	97	131
Protective Service Occupations	3,030	3,320	30	94	124
Information & Record Clerks	3,420	3,520	22	91	113
Material Moving Workers	3,740	3,700	4	99	103
Building Cleaning & Pest Control Workers	4,140	4,370	23	79	102
Management Occupations	3,780	3,910	19	76	95
Construction Trades Workers	4,240	4,460	23	72	95
Electrical & Electronic Equipment Mechanics, Installers, & Repairers	2,010	2,260	25	63	88
Combined Food Preparation & Serving Workers	2,880	3,200	32	55	87
Health Diagnosing & Treating Practitioners	2,830	3,200	38	48	86
Healthcare Support Occupations	3,410	3,910	51	35	86

The majority of the occupations projected to show decline are related to goods production, and changes in the workplace eliminating semi-skilled administrative support occupations.

Below is a recent list of the top 25 occupations projected to decline in the Pocono Counties Workforce Investment Area over the next 10 years.

Occupational Title	Employment		
	Estimated 2008	Projected 2018	Percent Change
Photographic Processing Machine Oprs	70	30	-57.14
Sewing Machine Oprs	190	90	-52.63
File Clerks	80	40	-50.00
Textile Knitting & Weaving Machine Oprs	20	10	-50.00
Forest, Conservation, & Logging Workers	20	10	-50.00
Rolling Machine Oprs	20	10	-50.00
Pressers: Textile, Garment & Related Materials	20	10	-50.00
Textile, Apparel, & Furnishings Workers, Other	20	10	-50.00
Telephone Oprs	80	50	-37.50
Credit Analysts	30	20	-33.33
Order Clerks	140	100	-28.57
Prepress Technicians & Workers	70	50	-28.57
Computer Oprs	110	80	-27.27
Textile, Apparel, & Furnishings Workers	440	330	-25.00
Assemblers & Fabricators, Other	120	90	-25.00
Cutting, Punching & Press Machine Oprs	80	60	-25.00
Gaming Change Persons & Booth Cashiers	40	30	-25.00
Title Examiners, Abstractors & Searchers	40	30	-25.00
Motorcycle Mechanics	40	30	-25.00
Sawing Machine Oprs, Wood	40	30	-25.00
Coating, Painting & Spraying Machine Oprs	40	30	-25.00

Painters, Transportation Equipment	40	30	-25.00
Postal Service Mail Sorters & Processors	40	30	-25.00
Communications Equipment Operators	190	150	-21.05
Word Processors & Typists	290	230	-20.69

c. Local industries and occupations that have a demand for skilled workers and have available jobs, today and projected over the next decade

When examining the breakdown of occupations in the Pocono Counties Workforce Investment Area, 48% of jobs in 2008 were considered skilled, 32% considered unskilled and 20% were professional positions. This distribution is expected to stay constant through 2018.

Skilled positions are expected to demonstrate the greatest growth between 2008 and 2018; of those 53% of the growth will be due to new job creation, while 47% will be due to replacements. Conversely, almost 60% of the openings for unskilled workers will be caused by replacements.

Most skilled occupations require some level of training beyond high school, but the majority do not require more than two years of education. The top ten skilled occupations demonstrating the greatest volume of job openings through 2018 are:

- o Retail Salespersons
- o Truck Drivers, Heavy & Tractor-Trailer
- o Supervisors - Retail Sales Workers
- o Maintenance & Repair Workers, General
- o Nursing Aides, Orderlies & Attendants
- o Carpenters
- o Teachers & Educational Support Workers
- o Customer Service Representatives
- o Health Care Technical & Support Workers
- o Cooks, Restaurant

While there will continue to be some demand for unskilled workers, the

requirements are general. The top 10 occupations with projected overall growth for unskilled workers include:

- Cashiers
- Waiters & Waitresses
- Janitors & Cleaners
- Combined Food Preparation & Serving Workers
- Maids & Housekeeping Cleaners
- Landscaping & Groundskeeping Workers
- Office Clerks, General
- Child Care Workers
- Receptionists & Information Clerks
- Laborers & Freight, Stock & Material Movers, Hand

Local affiliates of national chain stores such as Gap, Liz Claiborne, Polo, Ralph Lauren, Tommy Hilfiger, etc., are part of a 100 store outlet requiring a substantial number of individuals for employment.

In the Trucking Industry, the location of Pocono Counties with close proximity to major metropolitan areas of the northeast via direct access to Interstate 80, 81 & 84 provide an array of jobs within the industry. Access to the interstate highway system has resulted in the growth of Transportation/Logistics distribution network jobs in industrial parks along these highways. Projections indicate that this corridor will result in increased job demands for material handlers, order processors, and related support positions for distribution centers planned or located in our Workforce Investment Area.

The growth in Healthcare is attributed to the number of medical facilities located within the Workforce Investment Area, Wayne Memorial Hospital, Blue Mountain Health Care System, Pocono Medical Center and Geisinger Medical Center. The Pocono region boasts exceptional healthcare services with physicians, hospitals, community health care agencies, nursing care facilities, specialty medical practices and related support services requiring skilled workers.

d. Occupations that are most critical to the local economic base

The Poconos Workforce Investment Area uses the High Priority Occupation List to determine those occupations that are eligible for training dollars. Based upon information provided by the Center for Workforce Information and Analysis, Pocono Counties has identified the following occupations that are most critical to the local economic base. In addition to or in supplement of the list, Pocono Counties identifies those occupations that occur most often based on industrial staffing patterns.

- Logistics and Transportation

Truck Drivers, Heavy and Tractor-Trailer
Industrial Truck and Tractor Operators
Laborer and Material Movers
Truck Drivers, Light
Shipping, Receiving & Traffic Clerks

- Life Sciences

Registered Nurses
Receptionists and Information Clerks
Nursing Aides, Orderlies and Attendants
Personal & Home Care Aides
Licensed Practical and Licensed Vocational Nurses

- Building and Construction

Carpenters
Supervisors – Construction/Extraction Workers
Painters, Construction & Maintenance
Construction Managers

- Advanced Materials and Diversified Manufacturing

Maintenance and Repair Workers
Welders, Cutters, Solderers, and Braziers
Industrial Machinery Mechanic

e. Skill needs for the available, critical, and projected jobs

Skill needs for critical, available and projected jobs within the Pocono Counties Workforce Investment Area are identified through information provided by the Center for Workforce Information and Analysis from the O’Net Dictionary of Occupational Titles. O’Net provides measures for 46 possible skills for each job. Each skill is rated on two separate scales. Skills are rated on its respective importance to the job. The other rating is based on the performance required for the job. There are 10 possible basic skills and 36 cross-functional skills.

The information provided by the Center for Workforce Information and Analysis is utilized to provide an overview of the skills required for specific jobs. Information is also provided by Industry Partnership Members.

The O’Net information provided by the Center for Workforce Information and Analysis is extensive and comprehensive.

The Pocono Counties Workforce Investment Area continues to focus its available resources to support the skill development of its workforce to meet the critical skills needed for the available and projected jobs. For Youth preparing or entering the workforce, we utilize the Business/Education Partnership efforts of the area career & technical schools, and the use of WIA Title I resources for ITA services in high demand occupational training for eligible Out-of-School Youth. And for Adults and Dislocated Workers, by prioritizing WIA Title I Adult, Dislocated Worker, Rapid Response, and TAA services to meet the skill development and retraining needs of the existing workforce.

f. Current and projected employment opportunities in the LWIA

The current and projected job opportunities within the Pocono Counties Workforce Investment Area are reflected in section b of this plan. The most significant change for those occupations has been in the current job opportunities within 2 key industries in our labor market. Those being Education and Construction. Due to the significant drop in construction activity and the significant reduction in the population growth and in-migration that has occurred in our Workforce Investment Area, the current demand for the construction and education industry is very low. However, due to the replacement needs of the incumbent workforce employed in these sectors of our economy, the projected opportunities for employment in these occupations is expected to improve in the next 5 to 10 years.

g. Job skills necessary to obtain employment opportunities (from C.2.f.)

While some of these occupations mentioned in previous sections require advanced training, others do not. By looking at the skills and knowledge related to these occupations based on O*Net descriptions, the Pocono Counties Workforce Investment Area was able to identify the most critical skills and knowledge that will be in demand and may be obtained from a variety of educational and work-based opportunities. The majority of these skills are not specific to one occupation, or vocational in nature, but rather form the foundation for successful employment, regardless of the occupation. They are not necessarily new vocational skills, but rather higher level reading, math, and problem solving skills.

The Pocono Counties Workforce Investment Board has analyzed the critical skills needed by workers in the occupations in which local job demand exceeds the supply of trained workers. Despite the fact that these critical occupations occur in a wide variety of occupational fields, they exhibit some noticeable similarities in their skill requirements.

Most of these occupations share the need for basic content-related skills – speaking, active listening, reading comprehension and writing. A second commonality is in the area of complex-problem solving skills, specifically, the need for problem identification skills, or understanding the nature of problems. An example would be machine shop workers needing to have higher level reading comprehension and math skills because their job duties now include set up and trouble shooting of automated machining tools rather than just monitoring the machine operations.

Knowledge areas, which are most often achievable through an occupationally based training program, but are also components of the k-12 system, that will be in high demand include mathematics, customer and personal service skills, command of the English language and mechanical skills.

As training programs are designed, reviewed and implemented at all levels (k-16 and beyond), they must address these common, yet critical skill and knowledge areas that will ensure that someone is qualified, competent and competitive in these and other growing occupations.

h. Current and projected demographics of the available labor pool, including the incumbent workforce

The following workforce demographics are the most recent reported for 2012 for the Pocono Counties Workforce Investment Area from the Center for Workforce Information and Analysis:

CATEGORY	POCONO REGION
CIVILIAN LABOR FORCE	169,400
Employed	152,900
Unemployed	16,500
Rate	9.7

Source: Pennsylvania Department of Labor and Industry Center for Workforce Information and Analysis

Based on 2010 data provide by the Center for Workforce Information and Analysis, approximately 46% of the labor force is female. Veterans account for 15% and minority groups (black, other races and Hispanic) make-up 12.4% of the labor force. Both Veterans and minority groups demonstrated higher than average unemployment rates.

Using the year 2002 as a base period, the population of individuals between the ages of 15 and 44 is expected to grow nearly forty-six percent (46%) by 2015. However, there is a projected increase of only thirty-three percent (33%) for people between 45 and 54 and thirty percent (30%) for the retired population (over the age of 65). Most importantly, though, is the sixty-one percent (61%) projected increase for individuals ages 55-64. This indicates that within the next decade, the population in the Pocono Counties may get older, but there may potentially be a significant source of younger individuals (of the age 15-44) to temporarily postpone the onset of the aging workforce.

i. Current LWIA skill gaps and skill gaps projected to occur over the next decade

The High Priority Occupation List identifies those jobs that are currently in greatest demand based on a number of factors including under supply of qualified workers and the opportunity to earn family sustaining wages. Together, the following 10 jobs atop the Pocono Counties Workforce Investment Area’s High Priority Occupations list are expected to supply over 600 openings per year through 2018:

Truck Drivers, Heavy & Tractor-Trailer

Elementary/Secondary Teachers and Teacher Assistants

Installation/Maintenance/Repair Workers

Transportation & Material Moving Occupations

Registered Nurses/Nurse Aides

Health Care Technology & Support Occupations

Office & Administrative Support Occupations

Precision Production Occupations

Carpenters and Construction Laborers

Sales and Sales Support Occupations

The WIB can help address the skill gaps experienced by most of these high demand occupations by encouraging and funding training opportunities through the use of ITA and OJT services, as well as advising job seekers in other sources of financial aid to support their vocational training needs for these occupations. The WIB's support for CDL, nursing and nurse aide, general office computer skills, medical billing and coding, industrial maintenance, and other types of vocational training opportunities helps increase the number of qualified workers for these industries. ITA services are uniquely helpful because they are aimed at vocational training options that have little or no other financial aid options available to assist low income or dislocated workers interested in pursuing these occupational goals.

j. Workforce investment needs of businesses, jobseekers, and workers in the LWIA

The business needs of the employers in our Workforce Investment Area remain the same as ever, i.e. to find and retain workers with strong basic educational levels, good work maturity skills, and who have, or are capable of acquiring the high level skills needed in today's competitive business environment. Job seekers need accurate information on both the current and projected high demand occupations in our area and the surrounding labor markets. They also need access to occupational skill training that will allow them to prepare for or transition to those existing or emerging occupations requiring formal training. The incumbent workforce requires access to continuing educational opportunities, both employer provided as well as outside of their current employment situation that allows them to keep current in the skills needed for their industry or prepare for other advancement opportunities.

k. “In-migration” and “out-migration” of workers that impact the local labor pool

Historically, Pocono Counties has and continues to experience significant out-migration of our workforce. Fifty-six (56) percent of our workforce travel outside the area to work. Sharing a border with New York and New Jersey, 22% of the commuters work in New York and 29% in New Jersey.

In-migration of workers to Pocono Counties is approximately 36%. Individuals traveling from outside the area for employment in Pocono Counties come from 19 states with 85% of in-commuters traveling from another location in Pennsylvania. The top five locations of residence are Lackawanna, Luzerne, Northampton, Schuylkill and Lehigh Counties. Tobyhanna Army Depot, the largest regional employer, accounts for the in-migration from the counties listed.

D. KEY PRIORITIES AND GOALS

1. Based on the LWIB’s vision and its economic and labor market analysis, identify the key workforce development priorities for the local area.

The Pocono Counties Workforce Investment Board has identified four workforce priorities relative to Labor Market Analysis and the Strategic Vision.

Priority A: Assess the skills of job seekers relative to the employer demand for jobs in High Priority Occupations within the Northeast Region.

Priority B: Alignment of Educational resources within the Region to address the current and future demands of industry.

Priority C: Streamline the matching of employer needs to identification of job seekers.

Priority D: maximize reduced funding assets by identifying additional sources of funding.

2. Describe the strategies to address each key priority, identifying the goals to be achieved.

Strategies to address priorities and goals

- Assess the skills of job seekers relative to the employer demand for jobs in High Priority Occupations within the Northeast Region.
 - utilize Job Gateway
 - focused attention on O’Net Coding System

- Target specific populations
- Identification of transferrable skills
- Alignment of educational resources within the region to address current and future demands of industry.
 - develop and promote integration of technical and academic curriculum
 - encourage increased interaction of career and technical institutes and community colleges
 - increased interaction of local and regional economic development partners
- Streamline the matching of employer needs to identification of job seekers.
 - identify strategies to maximize outreach for PA CareerLink® employers and job seeker services
 - implement continuing improvement plan concerning the PA CareerLink® services to employers and job seekers
 - increase interaction of Business Service Teams to define the skills, with job titles, listed on job orders for better alignment of required skill sets
- Maximize reduced funding assets by identifying additional sources of funding
 - explore administrative and programmatic efficiencies to maximize resources
 - emphasis on targeted spending and fiscal management
 - identify and pursue alternative sources of public and private funding

a. Describe how the strategies will align with the governor’s priorities outlined in the State Plan.

Pocono Counties has mirrored the key priorities identified by the Governor. The Board is committed to the development of a competitive workforce by building upon existing programs and strategies to ensure the workforce has the necessary skills and education to meet the current and future needs of employers.

The Board focuses emphasis on employer directed training programs by:

- increasing the use of Individual Training Accounts as an effective training solution to closing the skill gaps of unemployed and under-experienced youth.

- increase the use of on-the-job training
- work with industry to support short term training programs that result in industry recognized credentials
- utilize technology and other resources to enhance job matching services and increase the PA CareerLink® system's role in meeting employer recruitment needs.

The Workforce must be encouraged to make career decisions based upon the employer needs of the area. Job Seekers must utilize an objective assessment of skills, achievement and interest tests to identify potential areas of skill and talent. Our PA CareerLink® sites will provide this service through core and intensive services. In order to maximize the effectiveness of the Employment and Training resources available within the Pocono Counties WIA, PA CareerLink® sites and affiliate location staff will review current service strategies, look to eliminate duplicate services provided through various employment and training funding streams, provide cross training opportunities for partner staff, and explore new service strategies to more efficiently meet the needs of both Job Seeker and Employer customers. Through the use of assessment tools, interviews, and other screening processes we will provide better quality referrals to employers and better utilize employment and training funds. The process will also benefit job seekers in making career decisions. Career Exploration, work experience, job fairs and access to the resource rooms will expose job seekers to a variety of resources. Whenever feasible, group workshops will be utilized to provide general information and services to customers in a more efficient manner.

Interaction with the Business Service Teams and Industry Partnership contact persons allow employers to better define the skills, experience, and training required for a specific job.

The Board will continue to promote in-depth participant assessments as indicators of employability and occupational skills.

- Targeting the largest industry sectors and companies that are experiencing difficulty hiring and retaining skilled workers .

The Talent Pipeline is fine-tuned by interaction with the employment and training sector via information received from the employer community. The skills necessary for both the incumbent workforce and newly hired individuals will be defined and result with training specifically tailored by employers to meet the demands of a highly skilled 21st Century Workforce.

- Collaboration with regional partners to inform parents, students and educators about target industries with sustainable and emerging growth and substantial economic impact.

- Coordinate regional industry partnership activities by assessing employment and pipeline development needs, and identifying and implementing effective outcome driven strategies.
- Seek opportunities to promote the PA Academic Standards for Career Education and Work, Science, Technology, Engineering and Math (STEM) and other initiatives deemed appropriate.

The Board is committed to supporting prudent fiscal management through restrained spending and fiscal management:

- Targeting spending and fiscal management at all levels of the public workforce system.
- Identify and pursue alternative sources of funding
- Identify strategies to contain operational costs while maximizing services to businesses and employers

b. Describe how the strategies will support the best interests of jobseekers and employers and the economic development plans for the local area, identifying key partnerships necessary to successfully implement the LWIB's strategies. Specify the roles of specific entities and programs and how the partnerships and priorities will meet the needs of employers and jobseekers.

The strategies outlined will support the best interests of employers and job seekers by working with local and regional economic development entities and our educational partners. Implementing a network of programs focused on a growing economy and creating employment opportunities will result in the opportunity for family sustaining employment. Investments in skill training and education will assist in this effort. The Board has fostered partnerships, locally and regionally to assist in the process. The Board will utilize partnerships including local and regional economic development, secondary, post-secondary and career and technical education, community based groups and our Regional, Multi Workforce Investment Area Industry Partnerships.

The Regional Industry Partnerships include Advanced Materials/Diversified Manufacturing, Healthcare, Logistics and Transportation and Electronics.

Private-sector members provide guidance to the Board to include information on their respective industries. This information is important to address training requirements and employment opportunities.

The Board interacts with local economic development groups. Two members of the Board represent the Monroe County Industrial Development Authority and the Wayne Economic Development Corporation. The Carbon County Economic Development Corporation and the Pike County Economic Development Authority participate in planning sessions with the Board. The Regional Local Development District is

represented by the Northeast PA Alliance. A number of Workforce Investment Board Members are also members of NEPA.

Educational Partnerships include representatives both on a local level and regionally. The Carbon and Monroe Counties Career and Technical Institutes interact with the Board specifically on career and technical education issues. The career and technical schools provide access to the superintendents of a number of local school districts. Two community colleges, the Lehigh Carbon and Northampton Area Community Colleges have relationships to the Board. A member of the Board is the Dean of the Monroe Campus of Northampton Community College. East Stroudsburg University is represented on the Board. Information provided by representatives of Education is vital to addressing the goals and strategies of the Workforce Investment Board.

The Board endorsed and supported the efforts of Workforce Wayne to secure designation status of the Community Education Council. This designation allows Workforce Wayne to transform into a regionally focused organization that will advance certification programs, GED Prep, skills training and customized job training. Workforce Wayne strives to bring higher education opportunities to rural or educationally underserved communities by assessing the education and training needs of their community and partnering with providers to offer educational programs.

c. Describe strategies for meeting the workforce needs of the local area's employers. Include strategies that support the creation and sustainability of small businesses and new and emerging industries.

The partnerships identified by the Board provide input essential to address strategies from the demand and supply side. By engaging employers who require specific skill sets and industries that need applicants who have basic knowledge, the Board can delineate employer requirements. Information collected from industry is made available to job seekers and individuals looking for appropriate training opportunities.

On the education side, information obtained from employers will allow tailoring training programs to meet the demands of industry. Economic development entities can utilize this information to attract industries to locate within the workforce investment area. This interaction of private-sector employers, workforce development, economic development and education will result in a competent workforce, an improved pipeline of talent, better interaction between employers and job seekers and better utilization of scarce resources.

This process of assessing jobs and the training requirements through interaction with the parties identified will not only benefit existing industries but will also encourage small businesses and new and emerging industries to participate in the strategic planning process.

The Board supports and endorses entrepreneurial services and programs available within the workforce investment area. This support takes the form of services and referrals provided by the PA CareerLink® in Carbon and Monroe counties as well as the affiliate sites in Wayne and Pike counties. The PA CareerLink® in Carbon County hosts an ongoing series of workshops coordinated by the Carbon County Economic Development Corporation. These workshops cover a wide range of topics and are aimed at providing assistance to both existing small businesses looking to grow and thrive, as well as for individuals who need guidance and assistance in planning and launching their own businesses. These workshops draw on the expertise of various regional small business service providers such as the Lehigh Carbon Community College, Lehigh Valley SCORE, the Carbon County Chamber of Commerce, and the Small Business Development Center in Wilkes University. The PA CareerLink® in Monroe County hosts workshops and refers individuals and existing small businesses in need of assistance to the Small Business Incubator Center operated by East Stroudsburg University's Research and Economic Development Department and the Greater Pocono Chamber of Commerce Business Development workshops. The PA CareerLink® sites and affiliate sites also provide information and referrals to customers with entrepreneurial goals to the Small Business Development Centers operated by Wilkes and Lehigh Universities.

The Board supports and endorses entrepreneurial services and programs available within the workforce investment area. This support takes the form of services and referrals provided by the PA CareerLink® in Carbon and Monroe counties as well as the affiliate sites in Wayne and Pike counties. The PA CareerLink® in Carbon County hosts an ongoing series of workshops coordinated by the Carbon County Economic Development Corporation. These workshops cover a wide range of topics and are aimed at providing assistance to both existing small businesses looking to grow and thrive, as well as for individuals who need guidance and assistance in planning and launching their own businesses. These workshops draw on the expertise of various regional small business service providers such as the Lehigh Carbon Community College, Lehigh Valley SCORE, the Carbon County Chamber of Commerce, and the Small Business Development Center in Wilkes University. The PA CareerLink® in Monroe County hosts workshops and refers individuals and existing small businesses in need of assistance to the Small Business Incubator Center operated by East Stroudsburg University's Research and Economic Development Department and the Greater Pocono Chamber of Commerce Business Development workshops. The PA CareerLink® sites and affiliate sites also provide information and referrals to customers with entrepreneurial goals to the Small Business Development Centers operated by Wilkes and Lehigh Universities.

3. Describe plans for increasing engagement with business, industry, education, economic development, and community organizations to achieve greater participation within the local workforce system, in order to identify workforce challenges and develop strategies and solutions to address those challenges.

The Board has and will continue to increase engagement with Business, industry, economic development and community based organizations through a variety of means. Representatives from all the groups listed are members of the Workforce Investment Board, providing them with an opportunity to discuss and inform the Board as a whole regarding the issues and challenges they face. Interaction takes place regularly within each of the four counties through the PA CareerLink® sites and affiliate sites, as well as regionally, through the Northeastern Pennsylvania Alliance. The Industry Partnerships supported by Pocono Counties require interaction with business leaders, educational organizations providing services to the business community, and other community organizations. These partnerships provide information to the Pocono Counties LWIB on the needs and issues important to the business community on both a local and regional basis. Board members participate in economic development, industrial development authorities, chambers of commerce, hospital boards, CTC Advisory Groups, Community College boards, Community Based Organization Boards, etc. Board Members, WIB staff, and the PA CareerLink® Administrators and affiliate site Directors have been involved in numerous roundtable discussions and panels for the sole purpose of identifying the workforce challenges impacting our business community. The PA CareerLink® Administrators, affiliate site Directors, and staff are active in the local chambers, business/ education partnerships and other local organizations.

The Business Service Teams (BST) in our PA CareerLink® sites and affiliate locations provide services to employers within the workforce investment area, not only to identify those in need of new employees, but also to identify other issues and needs that impact on the local businesses ability to thrive and grow. Board members encourage other businesses and organizations they are involved with to utilize the PA CareerLink® and affiliate site services to help them with their recruitment needs. Education and community based organizations are engaged within the PA CareerLink® sites and affiliate locations and at the Board level to insure communication within the Workforce Development System. These outreach efforts have been successful in drawing a significant percentage of the businesses in our LWIA to register in the Commonwealth Workforce Development System and utilize these services to meet their business needs. Based on the most recent Census Data there are approximately 4875 businesses with employees in the Pocono Counties LWIA. 2528 of those businesses, approximately 51% have registered in CWDS to assist them in their recruitment needs.

Participation in all these organizations and related networks ensures that the Pocono Counties WIB is in a position to not only identify workforce challenges faced by the stakeholders in our LWIA, but also to provide them with the information necessary to assist in the development of strategies and solutions to these needs.

4. Describe any regional or sector strategies tailored to the LWIA's economy, and how these strategies intersect with the state's strategies.

The Pocono Counties Workforce Investment Area is comprised of four rural counties located in the Northeastern Corner of Pennsylvania. The Workforce Area is bordered by the States of New York and New Jersey. The Poconos Workforce Investment Area works cooperatively with the Lackawanna County, Luzerne/Schuylkill and Northern Tier Workforce Investment Areas. The four Workforce Investment Areas have cooperated and worked together on a variety of Regional Programs. The Northeast Region has targeted Advanced Manufacturing as a Regional Strategy. Although the Manufacturing sector was ravaged by the recession, Manufacturers in the Northeast have been able to weather the storm and remain competitive. Manufacturers in the Northeast continue to cite a growing skills gap within their companies. The Advanced Materials Diversified Manufacturing Industry Partnership is a key component of the Board's efforts to address the concerns of the manufacturers in the Northeast. The AM/DM Industry Partnership is tied directly to the Governor's Manufacturing Advisory Council Report listing recommendations to encourage growth in PA's Manufacturing Sector.

The AM/DM Partnership addresses the need to connect job seekers with job openings in Manufacturing and to provide the necessary training to the Incumbent Workforce to increase skills and efficiencies. The direct interaction between employer, career and technical schools and training providers is providing technical skills on the skills needed for all segments of the industry. The exposure of education thru the Partnerships highlights the need to expand and support career and technical education within the Region. This exposure to the need for increased emphasis on career and technical education has prompted the Board to work with Local Elected Officials, Economic Development Entities and School Districts to seek funding for the building of a career and technical facility in Pike and Wayne Counties. The Manufacturing Sector is an important component of the development of the school. The Board interacts with Pike and Wayne Counties on this project, addressing the concern to increase the workforce pipeline of talent for our Regional Employers and the Board's support for career and technical education.

The Region and the Board are very concerned with the electronics sector. Tobyhanna Army Depot is the Region's largest employer with over 5,000 jobs. The Region has identified Tobyhanna as a very important component of the Region's Economic Vitality. Working with the Depot, local school districts, career and technical schools and the community colleges, the Board supports a training program designed specifically for the Depot.

5. Describe the LWIB strategy to coordinate discretionary and formula-based investments across programs in support of the vision, including how the LWIB will use program funds to leverage other federal, state, local, and private resources to effectively and efficiently provide services.

The Regional Partnerships have provided an opportunity to leverage formula program funding by targeting available resources to support high priority occupations within the Region. Efforts

directed at manufacturing and Health Care have provided training opportunities beyond the formula allocations.

Successful Regional Collaborations have provided additional funding via WIRED Grants, Wall Street West Initiatives and Green Grants. The Board will continue efforts to secure funding sources.

6. Describe integrated cross-program strategies for specific populations and sub-populations.

Pocono Counties provides a diverse system of services designed to address the needs of specific populations and subpopulations through co-enrollment. The Board provides guidance and oversight to PA CareerLink® and Program Staff to address strategic integration for cross program options. Participants eligible for Trade Adjustment Assistance Programs (TAA) and Trade Readjustment Act Programs (TRA) can be dually enrolled into a Workforce Investment Act funded Dislocated Worker Program to receive assessment, supportive services or training. This results in more benefits for the participants while maximizing the effectiveness of the staff time needed to provide these services.

Both of the PA CareerLink® and the affiliate sites within the Pocono Counties WIA have established customer flow processes and service strategies that avoid duplication of staff services funded by different PA Department of Labor & Industry (L&I) funding streams. General information and core services that address the common customer needs of multiple program and/or specific populations and sub-populations served by our system are provided before a customer is referred to a specific program or partner service suited to their particular background or goal. This triage and referral strategy allows for program staff to focus their time and limited resources on customers who are more in need, or qualify for services designed to help them achieve their individual goals. This includes the needs of specific sub-populations such as Veterans, low income job seekers, dislocated workers, Public Assistance customers, older workers, youth, etc.

Services offered include individual assessment, workshops, case management, the development of employability plans, job placement and employment.

Individuals eligible for the EARN Program, Veterans, Senior Community Service Clients and individuals with disabilities are all afforded the services listed at the two comprehensive PA CareerLink® Centers and the two affiliate sites.

7. Describe the LWIB's strategies to connect youth to education and training opportunities that lead to employment, ensuring that students, parents, teachers, counselors, and school administrators have access to quality data regarding career pathways and options.

Preparing youth for the workforce of tomorrow is a primary priority and goal of both our LWIB and our local Youth Council. The LWIB has approved subcontracts with Youth Employment Services (Y.E.S.) and Goodwill Industries of Northeastern PA to provide youth based programs that connect youth to educational and training programs that lead to successful employment. Our local Workforce Investment Area has also established and continues to work closely with our two Business Education Partnerships which address the changing needs of employers and identify the skills, training and resources necessary for our youth to compete in a changing world economy. The Board has utilized our youth allocations to operate Work Experience Summer Youth Employment and Training Programs for over thirty years and plans to continue operating this highly successful program, for as long as funding allows.

The Board is actively engaged with our community colleges, state universities, secondary schools, career and technical institutes, business, labor, apprenticeship, community and faith based organizations both within the four county Workforce Investment Area and regionally in the Northeast to align workforce development strategies.

Partnerships with secondary schools and the community colleges have resulted in 2+2+2 programs designed to pipeline students into an accelerated Associate Degree in Electronics to meet the employment requirements of Tobyhanna Army Depot. Two new Business Education Partnerships have been established to integrate the Business and Education community with participants from the Chambers of Commerce and School Districts.

Two new programs operated through Youth Employment Services (Y.E.S.) have been extremely successful in meeting the needs of our local youth:

Project Success

Project Success is a program run by Monroe County Youth Employment Service (YES) and Business Education Partnership of Monroe County (BEPMC). The goal of the program is to provide local area youth (ages 14-21) career guidance and exploration through the use of bi-weekly seminars, field trips, guest speakers and job shadowing. Project Success runs from September until May, when participants who have successfully met the attendance and participation requirements will receive a certificate of completion. It is our hope to open the door of opportunity and possibility to youth who may not have thought much about their future plans, in order to give them a more concrete understanding of what their dream career really entails. We work very closely with the PA CareerLink[®], East Stroudsburg University (ESU), Monroe Career & Technical Institute (MCTI), Northampton Community College, and other local businesses/institutions. Through our partnerships, we are able to use a number of sites for seminars, job shadowing, etc. After completing the first part of the program, participants will be given a chance to select a place of business that reflects their ideal career field for job shadowing/mentorships.

Career Exploration Camp:

Career Exploration Camp is a program held by the Business Education Partnership of Monroe County (BEPMC), PA CareerLink[®] Monroe County and East Stroudsburg University's College of Business & Management. It is a 5-day, 4-night camp held at ESU where participants will get a glimpse into dorm living and also partake in introductory college courses in the following fields: Healthcare, Forensic Science, Computer

Science/Technology, Astronomy and Culinary. Participants will also have the opportunity for job training workshops on topics such as: Employability Skills, Resume Writing and Interview Practice, Leadership and Teambuilding. Career Exploration Camp is a fantastic opportunity for youth to spend 5 days not only exploring different career fields (mentioned above), but also learning the valuable skill sets they will need when they pursue their career goals. Self-sufficiency, leadership, teamwork, confidence, and other job readiness skills will propel them not only as they finish their high school years, but also as they pursue post-secondary education such as college or a trade school, and even further when they get their dream job.

8. Describe the LWIB's strategies to ensure that eligible youth—including disconnected youth and youth with multiple barriers—have the opportunity to develop and achieve career goals through education and workforce training.

The Board's strategy to serve all youth has involved identifying resources available to youth to support both secondary and post-secondary education and training opportunities. These include Department of Education resources, L&I resources, and other community resources available to support youth in their efforts to pursue training for High Priority Industry Clusters and other High Demand Occupations. The Board has placed an emphasis on assisting youth in acquiring basic adult educational skills, work maturity skills, and any post-secondary occupational skills needed to meet the needs of the Labor Force of the 21st Century. The use of ITA's (Individual Training Accounts) for Out-Of-School Youth, and the availability of career guidance information through our PA CareerLink[®] sites and affiliate locations is a central component of our Board's plan.

The programs and services listed under each of the following program elements/objectives are designed to provide youth who participate in them with information, experience, guidance, and resources necessary to assist them in their individual employment/training plan. Youth who participate in these programs will obtain the skills and knowledge central to the goal of the program element header. In order to maximize the youth services available to our customers, and avoid duplication of effort, the WIA Title I services provided to our youth customers supplement other Youth Programs, services and activities available within our Workforce Investment Area. These other programs and services available to assist youth customers do not usually have any income or other related eligibility criteria as services provided through the WIA Title I Youth Program. Staff providing WIA Title I Youth services, through their involvement in Youth Council meetings, are aware of other youth service providers and information in the region, and assist youth customers in both exploring and accessing those services when appropriate to meeting the youth customer's needs. In addition, these other Youth Service providers also often refer youth customers who may meet the eligibility criteria for WIA Title I Youth services to our PA CareerLink[®] Sites and affiliate service locations for possible enrollment in these activities. The WIA Title I programs and resources that are part of this list are reserved for eligible youth determined most in need, including such youth as migrant and seasonal farm worker youth, youth of incarcerated parents, youth in or aging out of foster care and homeless youth.

- Tutoring study skills training, instruction leading to secondary school completion, including dropout prevention:

- Individualized Training Plan (ITA)
- Employment Counseling
- School-to-Work Activities
- Youth Leadership Programs (Project Success)
- Remediation Programs
- Community College and University Guidance
- Alternative secondary school services:
 - Business/Education
 - Project Success
 - Home Schooling
 - IU's
 - Youth Employment Services (Y.E.S.)
 - Job Corps
 - Bethesda
 - Youth Forestry Camp #2
 - Crossroads
 - Spectrum
 - Goodwill Industries
- Summer employment opportunities linked to academic and occupational learning:
 - WIA Title I Youth programs (summer)
 - Vacation Industry (PMVB)
 - PA CareerLink® Database
 - Youth Employment Services (YES)
 - Job Service Availabilities
 - Career Camp (YES)
- Paid and unpaid work experience:
 - Summer Youth Programs
 - Internships
 - Job Shadowing
 - Welfare to Work programs
 - Mentoring
 - Youth Employment Services (YES)
- Occupational skill training:
 - Career and Technical Institutes
 - Approved State Programs
 - Business/Education Partnership Programs
 - Basic Skills Programs
 - Universities and Community Colleges
 - Training Providers
- Leadership development opportunities:
 - Business/Education Partnership Programs
 - Project Success
 - Boy and Girl Scouts
 - Youth Employment Services
 - Junior Achievement
 - School Programs
 - Job Corps
 - 4H

- Youth Forestry Camp #2
- Comprehensive guidance and counseling:
 - School Districts
 - Youth Employment Services (YES)
 - Employment Counselors
 - Educational Opportunity Centers (PA CareerLink® Partners)
 - Goodwill Industries
- Adult mentoring:
 - Paid and unpaid Work Experience
 - Academic and Occupational Learning
 - Project Success
- Supportive services; and
 - Assistance with Transportation
 - Assistance with Child Care
 - Assistance with Drug & Alcohol
 - Assistance with Housing
 - Assistance with Clothing
 - Assistance with Identified Employment Barriers
 - C & Y (Independent Living)
 - Transitional Living Programs
- Follow-up services:
 - Up to six months following employment
 - Weekly by training providers
 - Monthly at a minimum by caseworkers
 - As necessary when problems arise

The Pocono Counties Youth Council has identified the additional youth eligibility criteria to be used by our local area as “Youth who require assistance to complete an educational plan or to secure and hold employment”. It has been determined that these youth face serious barriers to employment and represent the next most critical group in need of our services after the mandated economically disadvantaged youth and those groups of youth already identified in the 5% exemption category:

- School Dropouts
- Basic Skills Deficient
- Behind Grade Level
- Pregnant or Parenting
- Individuals with Disabilities
- Homeless or Runaway Youth
- Offender

The Youth Council has defined “deficient in basic literacy skills: for youth as being assessed as having English, reading, writing or computing skills at or below the eighth grade level on a generally accepted standardized test of a comparable score on a criteria reference test.

The broad list of core services identified earlier in this plan will be available to those Youth customers who are not eligible for WIA services. In addition, the PA CareerLink® partners will make every effort to identify resources and services available outside of those offered by the Workforce Investment Act. Many of the agencies that are part of PA CareerLink®

system have services and resources that can assist our Non-WIA customers in achieving their employment and/or training goals.

E. DESIRED OUTCOMES

1. Describe the benchmarks that have been (or will be) developed in support of key priorities.

Common measures serve as the core benchmarks for evaluating achievement of key priorities. Pocono Counties is accountable for meeting and/or exceeding the nine measures for Adult, Dislocated Worker and Youth Programs. A performance report is provided to the Board on a quarterly basis.

The Board is in the process of developing specific benchmarks addressing key priorities listed in the plan. A subcommittee of the Workforce Investment Board will be asked to identify benchmarks and create baselines and analyze performance versus goals.

Benchmarks focusing on occupational skill gaps, PA CareerLink® penetration, identification of growth industry sectors and other priorities as identified by the Subcommittee will be developed and presented to the Board.

2. Describe – and provide specific quantitative targets for – the desired outcomes and results. Local levels of performance negotiated with the governor and CEO (pursuant to Section 136(c)) are to be used to measure the performance of the LWIA and used by the LWIB to measure the performance of the local Fiscal Agent (where appropriate), eligible providers, and the PA CareerLink® delivery system in the LWIA. Attach Table 1 for WIA programs (*Appendix A*).

The Pocono Counties Workforce Investment Board and the Local Elected Officials have adopted the performance measurements specified by the Workforce Investment Act and negotiated with the Governor's Agent (See Appendix A for LWIA negotiated Performance Levels.

3. Describe how the negotiated levels of performance support and ensure the LWIB's vision.

The Board considers program performance an important indicator of how effective their stewardship of Workforce Investment Act Funds are administered. The Board reviews program performance at all Board Meetings. During program performance negotiations, the Board reviews the previous year's numbers and based upon the current economic indicators, decides on a negotiation strategy. The levels of negotiated performance support the Board's vision by:

- setting achievable performance goals based on the results from the previous year.
- Making the negotiation process a priority.
- Providing a standard to deliver services that are responsive to employers and workers' needs.

4. Describe any additional goals that the LWIB intends to achieve, for example, an increase in the percentage of workers employed in jobs with family-sustaining wages, or an increase in the number of employers with job opportunities.

The Board intends to increase awareness and participation in the AM/DM Industry Partnership to assist manufacturing firms within the Workforce Investment Area. The Hospitality and Tourism Industry is responsible for a good percentage of employment opportunities within the four counties. The Board intends to identify occupations within the Industry that provide family sustaining wages and direct resources to assist the industry secure a workforce and also provide information and assistance to individuals seeking employment.

5. Describe how the performance of regional activity is tracked and measured.

Regional interaction on a number of Industry Partnerships and related Regional training efforts require in-house tracking to measure the performance of specific programs. The Board utilizes the services of an Independent Monitor to review and evaluate performance.

F. PLAN DEVELOPMENT

1. Describe the involvement of the Local Elected Official (LEO), the LWIB and stakeholders in the development of the local plan.

The Local Plan Guidance Instructions for the PY2012 – PY2016 Local Plan were released on August 15, 2012. The Chairman of the Pocono Counties Workforce Investment Board authorized Administrative Staff to forward a copy of the Plan Guidelines to all members of the Pocono Counties Workforce Investment Board, the Local Elected Officials of the four Pocono Counties and members of the Youth Council.

The Board Chairman and the Chairman of the Local Elected Officials authorized Administrative Staff to implement a plan to develop a draft version of the Plan with interaction from Board Members, Local Elected Officials, Youth Council, Representatives of the PA CareerLink® sites and stakeholders within the Workforce Investment Area.

The Executive Director held planning meetings in each of the four counties. Board Members and Local Elected Officials were invited to attend planning meetings and offer input and comment in the development of the Plan. Planning meetings were held on:

- Wayne County - August 23, 2012
- Pike County - August 30, 2012
- Carbon County - September 18, 2012

The Local Plan was Agenda Item #6 at the Pocono Counties Workforce Investment Board Meeting held on September 5, 2012. An overview of the Plan and planning process was presented to the Board and Local Elected Officials. The Board Chairman encouraged participation and input from the Board. The Board voted to authorize the Executive Committee to approve the Draft Version of the Plan to be posted for public comment no later than October 2, 2012.

2. Describe the collaboration between the LWIB and representatives from economic development, education, the business community, and other interested parties, in the development of the local plan.

Representatives of economic development, education, private sector business community and interested parties were invited to all four informational planning sessions held in each respective county to provide an opportunity for stakeholders to participate in the planning process. The Regional LDD was contacted to provide input and data support for the development of the Plan. The Draft Version of the Plan was provided to all Workforce Investment Board Members, Local Elected Officials, PA CareerLink® Partners, Economic Development Entities and all interested parties.

3. Describe the process used to make the plan available to the public. Attach a copy of the public notice(s). (Appendix B)

The Draft Version of the Plan was posted on the Pocono Counties Workforce Investment Area's Website www.pcwia.org on October 1, 2012. The Draft Version of the Plan was forwarded via email to all Board Members, Local Elected Officials, Youth Council Members, County Program Directors and PA CareerLink® Partners noting that comments would be solicited until November 1, 2012. Public Notices advertising the Plan were published in the following newspapers: The Times News, The Pocono Record and The Wayne Independent. The Draft Version of the plan was also available for public review and comment at the following locations: Pocono Counties Workforce Investment Area Administrative Office, PA CareerLink® Carbon County, PA CareerLink® Monroe County, Pike County Workforce Development Agency and the Wayne County Job Training Office.

4. Provide a summary of the comments received during the review period (if any) and how the comments were addressed. (Appendix C)

SECTION II: OPERATIONAL PLAN

The operational plan makes clear how specific workforce programs will operate, administer, implement, and monitor systems and structures to achieve the vision, strategies, and goals identified in Section I. The LWIB should discuss how participant groups will be served by the programs described in the local plan including, how services are delivered for employers and targeted

jobseeker populations. This section includes an overview of the workforce system and its organization at the local level and descriptions of specific workforce programs and required policies.

A. OVERVIEW OF THE LOCAL WORKFORCE SYSTEM: STRUCTURE

- 1. Describe the local workforce development system, its entities and their respective roles and functional relationships. If any entities are incorporated, include corporate board functions.**

Carbon, Monroe, Pike and Wayne Counties are a consortium known as the Pocono Counties Workforce Investment Area. The County of Carbon has been designated the Administrative Entity/Fiscal Agent. The Workforce Investment Board and the Local Elected Officials provide guidance and oversight to manage the local Workforce Development System. The Board interacts with business and industry, economic development, education, governmental entities and community based organizations to provide services and training to job seekers and employers. The Board utilizes two comprehensive PA CareerLink® sites and two affiliate locations to accomplish this task.

The Workforce Development Network coordinated by the Workforce Investment Board includes local and regional partners. At the county level, the PA CareerLink® sites and affiliate locations offer employment and training assistance and interaction with the local business community. Business Service Teams, together with representatives from other agencies within the PA CareerLink® sites, interact directly with employers. Industry Partnerships assist with identifying the needs of employers' incumbent workforce.

- a. Describe the role of the LEO in the governance and implementation of WIA in the LWIA. In LWIAs with more than one unit of government, indicate the decision-making process between/among LEOs. Attach LWIB/CEO Agreement (*Appendix D*).**

The Pocono Counties Workforce Investment Area is comprised of the Counties of Carbon, Monroe, Pike and Wayne. The Governing Board of the Local Elected Officials is comprised of the 12 Commissioners. The Consortium of Commissioners are responsible for the development, governance and implementation of Workforce Investment Act Funding within the four county Workforce Investment Area.

The Local Elected Officials acknowledge program accountability; appoint local Board Members; designate the fiscal agent; assist with the development of plans and all provisions listed under the Workforce Investment Act of 1998. They attend WIB meetings to discuss and interact with the Board on all ongoing activities.

- b. Describe the role of the entity responsible for the disbursement of grant funds, as determined by the CEO. Provide the identity and contact information of that entity.**

The County of Carbon has been designated Fiscal Agent for the Pocono Counties Workforce Investment Area by the Governing Board of the Local Elected Officials of Carbon, Monroe, Pike and Wayne Counties. Contact Information:

Keith Ramsay
Chief Financial Officer
Pocono Counties Workforce Investment Area
76 Susquehanna Street, Suite 1
Jim Thorpe, PA 18229
Phone: (570) 325-2462
Fax: (570) 325-8547
Email: kramsay@ptd.net

They are responsible for maintaining effective control over and accountability for all funds, property, and all other WIA assets and adequately safeguarding all such assets in accordance with generally accepted accounting principles.

2. Describe the LWIB's role in the local workforce development system.

The role of the Workforce Investment Board, in partnership with the Local Elected Officials is to:

- Direct the policy to strategically develop and oversee locally delivered services under the Workforce Investment Act.
- Provide technical assistance and guidance in the development of effective and responsive programs.
- Is responsible for the oversight of the two comprehensive PA CareerLink® sites and the two affiliate sites and other workforce development resources.
- Oversee the activities of the Youth Council.
- Assist in development and maintaining ties to the community.
- Conduct analysis and research of local and regional High Priority Occupations.
- Identification of current and projected workforce shortages to address skill gaps.
- Interact with other Workforce Investment Areas to support regional industry initiatives.
- Participate in recruitment efforts to attract new industry and address lay-off aversion strategies.
- Supports lifelong learning initiatives.
- Align educational outreach to K-12 and post-secondary education to disseminate workforce information.
- Coordinate the delivery of WIA Title I services.

a. Describe the board membership and the process used to identify and select members.

The Pocono Counties Workforce Investment Board is comprised of 32 members. Each County is responsible for 8 Board Members. The Bylaws state, "no less than four

members from each county shall be from private industry.” The total membership of the Workforce Investment Board shall always consist of a minimum of fifty-one percent (51%) from private industry.” The Local Elected Officials contact the appropriate entities for nominations for Board appointments from business, local education entities and representatives from organized labor. Nominations for private sector representatives are selected from individuals nominated by local business organizations and business trade associations. Consideration for private-sector appointments from representatives of business that are related to targeted industry clusters is encouraged. Local educational representatives are selected from individuals nominated by regional or local educational agencies, institutions or organizations representing education. Labor representatives are selected from nominations by local labor councils. Other mandated members are appointed upon consultation by Local Elected Officials with appropriate groups. A nomination letter for appointment to the Board is sent to the Local Elected Officials. Upon selection by the Local Elected Officials, newly appointed individuals receive an appointment letter from the Local Elected Officials. A copy of the appointment letter is maintained in the Administrative Office. Appointments are made at the Quarterly Meeting of the Workforce Investment Board.

b. Describe the committee structure of the LWIB.

Executive Committee – The Executive Committee is comprised of eight members of the Board. The Chairperson, Vice-Chairperson, Secretary and Treasurer. A Board Member from each of the four counties also sit as members of the Executive Committee. Each County selects, by consensus, the additional members to sit on the Executive Committee. The Executive Committee is empowered to act on behalf of the full board in interim periods between full Board Meetings and, as needed, on an emergency basis.

PA CareerLink® Oversight Committee – Committee appointed by the Board Chair, primary responsibility is oversight of the Comprehensive PA CareerLink® sites and affiliate sites within the Workforce Investment Area. Responsibilities include making recommendations to the Board on selection and retention of the One-Stop Operator; Oversight of the development of the OSPA between the Board, One Stop Operator and other PA CareerLink® Partners with the Local Elected Officials. The Committee is also responsible for the chartering or re-chartering of PA CareerLink® locations. The Committee will review usage and performance of the PA CareerLink® System through a process of monitoring.

Training and Performance Committee - Committee appointed by the Board Chair, primary responsibility is to review vendors’ performance to insure accountability and compliance with WIA and Common Measures. The Committee will set policy regarding dollar and time limits for training and decisions on prioritization of occupations, etc., relative to Individual Training Accounts.

Industry Partnership Committee - The Industry Partnership Committee communicates and promotes Industry specific initiatives including Industry Partnerships to the Board. The Committee will promote an industry-led, demand driven workforce strategy focused on supporting training for the incumbent workforce.

Youth Council/Committee

The Youth Council advises and supports the Workforce Investment Board in the establishment and delivery of Youth Services. The Youth Council functions as a convener for Youth Policy in the Workforce Investment Area.

The Youth Council assists in the development of those portions of the Board's Plan which pertain to youth; recommends to the Board, priorities for the expenditure of Workforce Investment Act Funding; recommends selection of youth service providers; and provides coordination and oversight of youth workforce development activities.

c. Identify and describe any functions the LWIB has assumed other than those required by statute.

The Board has a commitment to the integration of Workforce Development, Economic Development and Education within the Pocono Counties Workforce Investment Area and on a regional basis. The Board has completed a review of Industry Clusters and utilized the information to initiate Industry Partnership and Incumbent Worker Training Programs on a regional basis. Interacting with our "partners", Northern Tier, Lackawanna County and Luzerne/Schuylkill Workforce Investment Boards, funding has been secured for an Advanced and Diversified Manufacturing, Electronics, Logistics and Transportation, Energy, Food Process and Health Care Industry Partnership and Incumbent Worker Training Programs. The Pocono Counties Workforce Investment Board is the Fiscal Agent for the Advanced Materials & Diversified Manufacturing Incumbent Worker Program.

d. Describe how the LWIB ensures timely, open, and effective sharing of information among local and state agencies, other boards, the local workforce investment system, and the PA CareerLink® offices.

E-mail is the primary conduit for sharing pertinent information with Local Elected Officials, Board Members, local partners, Youth Council Members, PA CareerLink® Partners and committee members. The Local Elected Officials receive all correspondence forwarded to Board Members. Communication of information is also processed via written correspondence and information is available on the Pocono Counties Website (www.pcwia.org).

Local Elected Officials and Youth Council Members are invited to all Board meetings. Minutes of Board Meetings and Youth Council Meetings are available for review

e. Describe the Youth Council:

i. Describe how the Youth Council integrates a vision for youth through collaboration with youth-focused agencies and organizations within the LWIA.

The Pocono Counties Youth Council is committed to designing and implementing year-round youth program activities that foster skill development and work-based learning experiences that will be an effective link in the talent pipeline for area employers. The LWIB will assure that the membership of the Youth Council will include representatives of: the Local Board, representatives of youth service agencies, including juvenile justice and local law enforcement, representatives of local housing authorities, parents of eligible youth, former youth participants, representatives of organizations that have experience relating to youth activities, and Job Corps representatives. These youth council members are active in the design of WIA Title I Youth Programs.

Youth Council members include representatives from the following organizations

- The LWIB
- Pike County Sheriff's office
- Housing Authorities of Carbon, Monroe and Wayne Counties
- East Stroudsburg University, Northampton Community College, Carbon Career and Technical institute, Wallenpaupack Area High School
- Wayne County Family Center
- Keystone Jobs Corps Center
- Blue Mountain Health Systems
- Monroe County Youth Employment Service
- Former Youth participants
- Parents of eligible Youth
- Kovatch Corporation

The Pocono Counties Youth Council also partners with other youth agencies to provide services to their clients. The Youth Forestry Camp #2 and Youth Employment Services clients are given work experience opportunities at local non-profit agencies to do community service. Goodwill Industries operates a "Choose Your Future" program that is designed to assist high school seniors with disabilities with the transition from school to work. The Youth Council uses both WIA and TANF Youth funds for these projects.

ii. Describe the relationship between the Youth Council and the LWIB.

The Board considers the Youth Council as a Subcommittee to the Board. Workforce Investment Board Members are also invited to attend Youth Council Meetings. The Youth Council provides input in the development of local and

strategic plans; coordinates youth activities; reviews youth program proposals and recommends programs to the Workforce Investment Board.

3. Identify the PA CareerLink[®] Operator and describe the process for Operator selection and the relationship of the Operator to the LWIB. Describe any anticipated changes to the Operator/Consortium, and the roles and responsibilities of the Consortium.

The Pocono Counties Workforce Investment Area has 2 full service PA CareerLink[®] sites, each with a different Operating Consortium. The Operating Consortium for the PA CareerLink[®] in Monroe County is made up of the Bureau of Workforce Development Partnership, Monroe County Job Training (WIA Title I Operator), and the Office of Vocational Rehabilitation. The Operating Consortium for the PA CareerLink[®] in Carbon County is made up of the Bureau of Workforce Development Partnership, Carbon County Workforce Training (WIA Title I Operator), and the Carbon Career & Technical Institute, Adult Education Department. Although the makeup of the Operating Consortia are slightly different between the 2 PA CareerLink[®] sites, their functions are the same.

The parties identified as the Operating Consortia for both PA CareerLink[®] sites in Monroe and Carbon County represent 3 of the required One-Stop partners identified in the Workforce Investment Act and are therefore eligible to act in that capacity. The Operating Consortia were selected by the local advisory boards involved in writing the initial PA CareerLink[®] proposals that were submitted, and subsequently approved by the Pocono Counties Workforce Investment Board when the PA CareerLink[®] sites were first established and chartered in 1999. The Operating Consortia in both counties are responsible for developing and implementing policies and procedures that will coordinate the partners' activities and resources in their respective PA CareerLink[®] sites into a seamless delivery system for high quality, customer driven services related to job seekers and employers in Monroe, Carbon, and the other counties that make up the Pocono Counties Workforce Investment Area.

The Operating Consortia's relationship to the WIB is to ensure that both PA CareerLink[®] sites are operated in a manner that supports the WIB's vision, mission, and policies for the One Stop Service Delivery System in the following ways.

- To provide coordinated comprehensive services to emerging, current, and transitional workers in our labor market.
- To provide comprehensive services including recruitment, assessment, and referrals of qualified job seekers to meet the demands of local business customers.
- To increase job creation, retention, and expansion rates for both new and established businesses in our labor market by coordinating economic development efforts and services.
- To enhance and coordinate the employment and training services available in our areas through partnerships with other service providers.

- To ensure that the facility, services, and processes are accessible and in compliance with ADA regulations for our customers with special needs.

The LWIB does not anticipate any changes to the roles and responsibilities of the Operator/Consortium.

4. Identify the WIA Title I Contractor(s) for Adult, Dislocated Worker and Youth services. Describe the process for selection.

The Local Elected Officials and the Pocono Counties Workforce Investment Board selected the WIA Title I Contractors to be: Carbon County Workforce Training, Monroe County Job Training, the Pike County Workforce Development Agency and Wayne County Job Training for Adult, Dislocated Worker and Youth Services within the Pocono Counties Workforce Investment Area. A contractual agreement is entered into between the WIA Title I Subcontractor and the Administrative Entity/Fiscal Agent. The financial agreement/subcontract defines the roles; responsibility and duties of the Subcontractor for the provision and delivery of Workforce Investment Act programs and services as well as related responsibilities to facilitate program objectives in accordance with Workforce Investment Act Rules and Regulations. The Local Elected Officials and the Pocono Counties Workforce Investment Board made these designations when WIA was enacted.

A Request for Proposal (RFP) method as outlined in Appendix I (Procurement) of this document is utilized to procure Youth Program Services.

5. Provide an organizational chart (*Appendix E*) that delineates the relationship among the agencies involved in the workforce development system, including the LEO and required/optional PA CareerLink® partner programs and lines of authority. The chart should reflect the distinct separation between governance and service delivery structures. For incorporated entities, include the corporate board.

See Appendix E

6. Discuss the process used to determine how WIA funds are used for infrastructure, personnel, contracts, and other costs to provide the required WIA core, intensive, and training activities.

The Local Elected Officials and the Workforce Investment Board have established an allocation system based upon a funding formula. The allocation to each WIA Title I Contractor covers infrastructure and personnel costs necessary to provide WIA Core and Intensive Services for individuals seeking assistance. The Board has developed an ITA Policy which is consistent and emphasizes the importance of expending funds on training to assist individuals in securing employment with family sustaining wages. The Fiscal Agent reviews expenditures on a monthly basis and adjustments are made based upon the review. Funds are exchanged within the four counties to ensure training opportunities are available and to insure expenditures of funds. The Board is committed to ensuring a good portion of the funding available is expended for occupational skills training.

7. Describe any regional workforce development partnerships, including their purpose, roles, goals, objectives, and their activities that help improve LWIA performance.

Pocono Counties is engaged in on-going Regional Workforce Development Partnerships with the Lackawanna County, Luzerne/Schuylkill and Northern Tier Workforce Investment Areas. Quarterly meetings are held in the Region with Administrative Staff to discuss integration of services and program processes. Regionally, the four Workforce Investment Areas are engaged in a number of Regional Industry Partnerships. Pocono Counties is the applicant for an Advanced Materials Diversified Manufacturing Partnership. The Northern Tier Workforce Investment Area is the applicant for the Health Care Partnership. Past tense we have participated Regionally in a Logistics and Transportation Partnership, Food Processing, Financial Services and Electronics.

Regional Interaction has resulted in the development of common processes and forms to streamline services to clients within the Region. The interaction and cooperation also provides the Boards an opportunity to respond quickly to issues that require immediate action. This is especially important when Rapid Response Services are required in the Region.

Regional Partnerships help improve the local workforce investment area performance by sharing staff and infrastructure in coping with Regional Rapid Response efforts and coordination of Dislocated Worker Outreach.

Regional Industry Partnerships allow an opportunity to participate in more consortium training ventures that conserve training funds to support more training for private-sector employers.

8. Describe how the strategic direction and performance goals are communicated to partners and stakeholders for PA CareerLink® planning and alignment.

The economic future of Northeastern Pennsylvania is dependent upon a workforce that is able to compete in a global economy. The Board has set a strategic direction overseeing a workforce system that directs funding via training that meets the needs of both the employer community and residents in need of training. Alignment of the workforce system will assist in providing a highly skilled and trained workforce in the region. The Board is committed to the alignment of a workforce system within the region.

The Pocono Counties Workforce Investment Board directs Workforce Investment Act and Wagner-Peyser resources to meet the employment and training needs of employers and job seekers within the four Pocono counties. Coordination of services is directed through two comprehensive PA CareerLink® Sites and two access points within the four county Workforce Investment Area. Individual Training Accounts are offered to customers in High Priority Occupations. The Board supports training opportunities within Industry Clusters identified through a Cluster Analysis Initiative. The Board's Industry Cluster Initiative was designed to identify, support and grow the region's most competitive key industries within four key clusters: Building & Construction; Advanced Materials and Diversified Manufacturing, Life Sciences and Logistics and Transportation.

The Pocono Counties Workforce Investment Board engages business, industry, education, economic development and community organizations to identify challenges and develops strategies to address the challenges identified. The Board's composition of significant players in the noted sections directly impacts the engagement of issues identified and the development of appropriate strategies. The Board works directly to address workforce issues that are relevant to the area.

The Pocono Counties Workforce Investment Board communicates its' strategic direction through the development and promotion of its strategic plan, through Workforce Investment Board meetings and discussions, through its operational resources in the PA CareerLink® sites and access locations, and through other collaborative efforts with community and regional partners. Performance goals are communicated to partners through Workforce Investment Board meetings, and through discussions with operational staff in the negotiations with the L&I for WIA performance goals. The Board receives reports from the Department of Labor and Industry related to mandated performance outcomes of the Workforce Investment Area, Labor Exchange, and Veterans Program services. The PA CareerLink® and affiliate site staff also provide reports and updates to the Workforce Investment Board quarterly regarding other local performance data, customer service information, and related service levels.

9. Describe how the LWIB will ensure effective implementation of the local plan.

WIA Title I Program Staff provide quarterly reports to the Workforce Investment Board detailing Individual Training Accounts and On-the-Job Training Contracts. PA CareerLink® Site Administrators provide performance reports to the Workforce Investment Board quarterly. Statistical information relative to each of the four sites is reviewed by Administrative Staff and the Independent Monitor. The Board also reviews the common measures quarterly. Specific emphasis has been directed toward Older Youth in need of improvement of their literacy and/or numeracy levels. Emphasis is placed on scheduling testing to attempt to attain improvement. The Board utilizes the services of an Independent Monitor who performs monitoring reviews. The Independent Monitor provides a Report on a quarterly basis to the Board.

The Board is committed to ensuring effective implementation and modification of the Local Plan as it represents the state of Workforce Development Activity within the Pocono Counties. The Workforce Investment Board is responsible for oversight and addresses its responsibility through monitoring and quality assurance.

B. OPERATING SYSTEMS AND POLICIES: SERVICE DELIVERY SYSTEM

1. Describe the LWIA's workforce development service delivery network.

The service delivery network within the Pocono Counties WIA includes the following mandatory and optional partner services. The services provided through this network were determined by the requirements for One Stops identified in the Workforce Investment Act, by input from local advisory boards that prepared the initial PA CareerLink® proposals, and from customer feedback during the past 9 years since the network was established.

Programs authorized under WIA Title I of the Workforce Investment Act. Workforce Training Agencies are represented on the WIB and have staff that are, or will be located in the 2 Comprehensive Centers and the Affiliate sites. The staff will provide core, intensive, and training services including intake, assessment services, career resource activities, job search workshop activities, rapid response services, individual employment plan development and case management for Intensive and Training Services for Adult, Youth, and Dislocated Workers.

Wagner-Peyser Act Programs.

The Bureau of Workforce Development Partnership is represented on the WIB and has staff that are located in the 2 Comprehensive Centers and the Affiliate sites. The staff will provide core services including intake, job screening and referrals, employer outreach services, job search workshops, rapid response activities, and case management for job seekers.

Programs authorized under WIA Title I of the Rehabilitation Act of 1973.

The PA Office of Vocational Rehabilitation is represented on the WIB and has staff that is located in the 2 Comprehensive Centers and the Affiliate sites. Their staff will provide services including intake, assessment, job development and referrals, employer services, and case management for job seekers with disabilities.

Programs authorized under Section 403(a)(5) of the Social Security Act.

The Department of Public Welfare is represented on the WIB. DPW staff will coordinate referrals and case management activities for their customers through the team approach. The teams involved with EARN include Workforce Training, Bureau of Workforce Development and Partnership, DPW, and Training contractor staff. This referral and case management process will ensure that TANF customers have access to all PA CareerLink[®] partners and their services.

Activities authorized under Title V of the Older American's Act of 1965. The Area Agencies on Aging are represented on the WIB and have staff that will be available on a part time basis in the Comprehensive Centers or through referrals from the Affiliate sites. A referral process between the PA CareerLink[®] sites and the Aging Offices in the four counties has been developed to ensure that Older American's have information and access to the services offered by the PA CareerLink[®] partners. Their staff will provide services including intake, assessment, job development and referrals, employer services, and case management for older workers.

Post-Secondary vocational education activities authorized under Carl D. Perkins Vocational and Applied Technology Education Act. Staff may be available on a part-time basis at some of the PA CareerLink[®] sites.

Information on the training services available through these institutions will be available in the Career Resource Area of the PA CareerLink[®] sites and affiliates. They will provide job seekers and employers with adult basic education and literacy services, GED Preparation, Career Resource activities, assistance with training plan development, occupational skill training, and customized training programs for employers. Some also have other career development programs directed to special needs populations such as Single Parents.

Activities authorized under Chapter 2 of WIA Title II of the Trade Act of 1974. The Bureau of Workforce Development Partnership staff will continue to administer and coordinate the case management and training proposals of job seekers eligible for TRA/TAA assistance. They will also assist with information and services through Rapid Response activities.

Veteran's Activities authorized under Chapter 41 of Title 38 United States Code. The Veteran's Representative and the Disabled Veterans Representative that are part of the Bureau of Workforce Development Partnership staff available at the PA CareerLink[®] sites will continue to administer and coordinate the job development and referrals, and case management responsibilities for veterans who access the PA CareerLink[®] system.

Employment and training activities carried out by the Community Services Block Grant Act. CSBG agencies are represented on the WIB. Information regarding the services and programs funded by the local agencies administering Community Services Block Grants will be made available to job seekers through the Career Resource areas located in the 2 Comprehensive Centers and the Affiliate sites. Referral procedures between the local CSBG agencies and other PA CareerLink[®] partners for customers in need of these services will be strengthened.

Employment and training activities carried out by the Department of Housing and Urban Development. Information regarding the services and programs funded by the local HUD agencies are made available to job seekers through the Career Resource areas located in the 2 Comprehensive Centers and the Affiliate sites. Referral procedures between the local HUD agencies and other PA CareerLink[®] partners for customers in need of these services will be strengthened.

Programs authorized under State unemployment compensation laws. General information on Unemployment Compensation will be made available to customers by PA CareerLink[®] staff. Customers who have questions about

their claims, or who wish to file their claims from the PA CareerLink® will have access to a dedicated phone in the Career Resource Area for that purpose.

Programs authorized under WIA Title II of the Workforce Investment Act (adult basic education and literacy training). ABE/ GED and Literacy training services will be coordinated through referrals to local career and technical institutes, community colleges, and local literacy organizations. Some of these institutions and agencies will have staff located at the PA CareerLink® sites to facilitate access to their services.

Programs authorized under Part A of Title IV of the Social Security Act (TANF).

Programs authorized under Section 6(d)(4) of the Food Stamp Act of 1977. Work programs authorized under Section 6(o) of the Food Stamp Act of 1977.

The Department of Public Welfare is represented on the WIB. DPW staff will coordinate referrals and case management activities for their customers through the team approach used for EARN and other Welfare-to-Work activities. This referral process will ensure access to all PA CareerLink® partners and their services.

Programs authorized under the National and Community Service Act of 1990.

Other appropriate Federal, State, or local programs such as Child Information Services. In addition, there will also be several private sector agencies involved with economic development, private sector employment services, private sector training providers, and private sector entities involved with special needs clients such as individuals with disabilities who plan to have staff located in the PA CareerLink® sites

- 2. Provide the number, type, and location(s) of PA CareerLink® offices in the LWIA. Indicate the name of the site and identify the management position(s) at the site. Include positions such as PA CareerLink® Administrator, Manager(s), and Supervisor(s).**

The Pocono Counties Workforce Investment Area is made up of four counties, Carbon, Monroe, Pike and Wayne. Comprehensive PA CareerLink® Centers have been chartered in two of the four counties. The Monroe and Carbon County PA CareerLink® Centers have been approved and chartered by the Pocono Counties WIB, and met the chartering criteria established by the Pennsylvania Workforce Investment Board. In addition, 2 WIA Affiliate Sites have been established in Pike and Wayne Counties. This network of Centers and affiliate sites provides universal access to both job seeker and employer customers within the Pocono Counties Workforce Investment Area.

PA CareerLink® Carbon County
69 Broadway, Jim Thorpe, PA 18229
PA CareerLink® Administrator – Garry Wentz
BWDP Supervisor – Curt Evans

PA CareerLink® Monroe County
Route 611, Tannersville, PA 18372
PA CareerLink® Administrator – John Casella
BWDP Supervisor – Paul Kelleher

Pike County WIA Affiliate Site
The Shohola Business Center,
837 Route 6, Unit 2, Shohola, PA 18458
Manager – Cynthia DeFebo

Wayne County WIA Affiliate Site
Wayne County Courthouse, Honesdale, PA 18431
Manager – Marie McDonnell

3. Describe how the LWIB will assess the effectiveness of its configuration of PA CareerLink® site(s), including, but not limited to, business hours and types of services offered.

Pocono Counties is primarily a rural workforce investment area. In order to address the geographic realities of the workforce investment area, the Board supports two affiliate sites located in Pike and Wayne Counties. The affiliate sites offer services to individuals in need of employment and training. The affiliate locations provide individuals the opportunity to receive information electronically or in person. The two affiliate locations provide full-time WIA service staff offering core, intensive and training services and PREP and Veteran Services without having to travel extended distances to comprehensive sites. The two affiliate sites are associated with the comprehensive site in Monroe County.

The Pocono Counties Workforce Investment Board, PA CareerLink® Operators Consortium and an Independent Monitor, review all locations via reporting mechanisms based upon requirements set by L&I. All sites are required to meet ADA Requirements, One Stop Operational Plans and a WIB/One Stop Partner Agreement.

PA CareerLink® sites and affiliate locations provide a progress report quarterly to the Workforce Investment Board, which includes statistical information on employers accessing the system, customer traffic, customer satisfaction, number of services and additional information required by the Board. An Independent Monitor conducts extensive monitoring of each location and provides a written report to the Workforce Investment Board. The evaluation

utilizes performance benchmarks established by the United States Department of Labor, data from the Commonwealth Workforce Development System, information on customer services provided and the continuous improvement process established in the PA CareerLink® Quarterly Reviews.

The Workforce Investment Board and the Local Elected Officials continually evaluate the effectiveness of the comprehensive and affiliate sites on a regular basis relative to the effectiveness of services offered and the associated costs. The Board also depends on comments received from both customers and employers utilizing the services of our PA CareerLink® System.

4. Describe the type and availability of training and employment activities and supportive services that will be made available in the LWIA and the process to assess and determine service offerings.

All customers within the Pocono Counties Workforce Investment Area have access that is ADA compliant to core services through the Comprehensive Centers in Monroe and Carbon County, and the Affiliate locations in Pike and Wayne County. By having these services available in each of the 4 counties served by the Pocono Counties WIB, the Board has ensured that core services are universally accessible to our customers.

Partner resources are integrated and described in the One Stop Partner Agreements. Various partner staff or teams provide these services, through a customer flow process developed at the local level. The customer flow process varies between the comprehensive PA CareerLink® sites and affiliate sites due to the differing staffing levels, partner agencies, and other resources available at each location. The procedures were developed by the PA CareerLink® and affiliate site staff to provide Core services to customers located near them, as well as Intensive and Training services to the extent those resources are available.

The need and effectiveness services provided through this network were determined by the requirements for One Stops identified in the Workforce Investment Act, by input from local advisory boards that prepared the initial PA CareerLink® proposals, and from customer feedback during the past 11 years since the network was established.

Job Seeker Core Services

Outreach, intake (which may include Worker Profiling (PREP), Reemployment Services (REA), TAA benefits rights information, and general orientation to the PA CareerLink® system for other customers accessing our PA CareerLink® sites or affiliate sites.

Initial assessment.

Determination of eligibility for services for all partner employment and training programs.

Job search assistance (i.e. workshops), career information, and counseling.

Job matching and referral.

Local, regional and statewide labor market information.

Information on financial aid, including Unemployment Compensation.

Information on:

Certified education and training providers.

Local performance outcomes of service providers.

PA CareerLink® activities, such as job fairs.
Supportive services.
Orientations to personal computers for access to self-directed services, such as Internet access and resume software.
Coordination of information and services with school-to-careers activities.
Follow-up activities, including reassessment services, where needed.

The difference between some Core Services listed above and similar Intensive Services listed below is primarily dependent on the level of staff assistance provided. Most of the core services are informational and general in nature. They may be provided in either group or individual sessions. They are designed to provide customers with sufficient information on the CWDS system, job search strategies and techniques, and other specialized services that may be available in the Pocono Counties WIA. This level of service is sufficient to meet the needs of many job seekers in achieving their individual employment or training goals. Intensive services are limited to those who are determined to be in need of, or qualify for Intensive Services funded for specific targeted Labor & Industry, Veterans, and Welfare-to-Work sub-populations.

Job Seeker Intensive Services

Staffs at the PA CareerLink® Centers and affiliate sites assess each customer's goals, barriers, and related information to determine their need for and their eligibility for intensive services covered under a variety of L&I funding streams such as the Workforce Investment Act, Wagner-Peyser Labor Exchange, Trade Act, Veterans Program, and Welfare-to-Work Programs. Those determined potentially eligible for and in need of these services are referred to the appropriate program staff that provide any or all of the intensive services listed below. For those customers that are not eligible for these intensive services, the local PA CareerLink® or Affiliate site staff will attempt to refer the customer to similar services available in the area to help them achieve their goals. The WIB's current eligibility for WIA funded Intensive Services is listed in the following paragraph.

WIA Intensive Services Eligibility

The Pocono Counties WIB has defined self-sufficiency as total family income equal to or greater than 125% of the lower Living Standard Index in relation to the family size. Those customers who are eligible for intensive and training services provided by WIA Program Operators complete a registration process to ensure that they meet the priority policy established by the Pocono Counties WIB. The WIA Program Operators maintain case files on all WIA customers that are monitored to ensure that they are in compliance with the WIB policy regarding these services. The policy is reviewed annually and may be adjusted by the WIB depending on the availability of resources to meet the customer demand for the subsequent fiscal year.

Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools, such as testing.

Development of an individual employment plan.

Group counseling,

Individual career planning.

Case management.

Short-term pre-vocational and stand-alone services, such as adult basic education, English as a Second Language, GED, basic computer literacy, interviewing skills, and soft skills.

Training Services

The PA CareerLink® staff, through information provided on-line or in some other form, have informed customers of the resources available to them to support their training goals. Individuals pursuing training goals are assessed to determine their eligibility for financial support through the Department of Education, through the Pocono Counties WIA priority of service application process, TAA, Veterans Programs, Partner services, school resources, and other public and private financial aid services. This is done in an attempt to broaden both the variety of training options available to our customers and to leverage the resources the PA CareerLink® has direct control over. Job seekers have access to information on financial aid resources through workshops provided by the Educational Opportunity Center. Several local community colleges have provided grants for dislocated workers to pursue training goals at their institutions. Local training institutions are heavily involved with the WIB in trying to identify emerging skill gaps, and are active in seeking other resources, such as DCED funding, to leverage their resources and allow them to provide training in high demand occupations in our area.

The WIB policy for Individual Training Accounts (ITA's) for Adult, Out-of-School Youth, and Dislocated Workers will include a maximum training cap of \$8,000.00 per customer and a maximum time limit of 2 years for completion of a training plan. The Pocono Counties WIB has implemented the Waiver of the statutory exclusion and regulatory prohibition of using ITA's for Out-of-School Youth. Based upon local budgetary considerations, a County can, in consultation with Administrative Staff, reduce the maximum training cap below \$8,000. A customer from one county may go to another county to receive additional assistance for training. However, that customer cannot exceed the \$8,000 ITA cap. There are no exceptions to the use of ITA's for training at this time.

The Eligible Training Program Provider system is used to provide job seeker customers with valuable information regarding the types of training opportunities available in the region, the occupational skills that are in demand within the State, and other performance related data that helps them make an informed choice in selecting an occupational goal. The eligible provider review process requires that training provider programs document both their effectiveness and the demand for these skills by business and industry. The emphasis on high demand and high quality occupational goals ensures that our resources are used effectively to meet both the customers' needs and those of our area employers. The PA CareerLink® staff, the Pocono Counties WIB, and local educational providers try to identify any skill gaps that employers are experiencing in their staffing efforts. The local training providers are receptive to any suggestions from the local workforce development system or employers about emerging skill gaps. The PA CareerLink® staff have developed a close working relationship with the Eligible Training Providers in our area and provide feedback to the schools on the effectiveness of the training and the job seekers satisfaction with their training experience. This relationship helps the schools identify potential problems, and provides feedback useful to them in their efforts to improve the effectiveness of the programs they offer our areas' customers. Local training institutions are also active in local Business Education committees, which help them respond to the needs and skill gaps experienced by local businesses.

The Pocono Counties WIB has adopted the following On-the-Job Training Policy:

Employer Qualifications

Proposed position must be full-time (30hrs/wk. or more), have a pay rate not less than \$8.00/hr., have a Specific Vocational Preparation (S.V.P.) level of not less than 3, and the position must provide sufficient work for long term employment.

Prospective employer must be in compliance with all Unemployment Compensation, Workers Compensation, EO, Civil Rights, ADA, and other related regulations and requirements. The terms and conditions will be specified more completely in the Pocono Counties WIA On-the-Job Training Agreement that will be completed for approved proposals.

OJT Employee Qualifications.

Must meet the eligibility criteria for training services established by the WIB

Cannot have worked for the employer in any capacity within the past 2 years, and cannot have worked for the prospective employer in the same, similar, or upgraded position for which they are being hired at any time in the past.

Cannot be a relative (to be defined by the WIB) of the employer, or of any one who works for the employer in an administrative position responsible for hiring.

Cannot have substantial prior experience in the field in which the training will take place.

S.V.P. Levels and Training Time Limitations

The following Specific Vocational Preparation levels and maximum training times will be utilized to insure standardized training times for similar OJT proposals within the Workforce Investment Area.

<u>S.V.P. Level</u>	<u>Training Hours</u>
7, 8	1,000
6	900
5	750
4	500
3	250

Adjustments may be made to the training hours that will take into consideration the following factors.

Trainee’s related work experience or classroom training relative to the job duties may result in reduction of training hours.

Multiple job duties may lead to increased training hours.

Trainees with disabilities may be allowed more training time.

The PA CareerLink® staff utilizes the OJT Program as a tool to assist employers who are experiencing difficulties in finding experienced workers. PA CareerLink® staff can screen qualified job seekers for OJT services as part of their efforts to fill employers' job orders. Information regarding OJT services is also provided to job seekers whose occupational goal might be achieved through the use of these services. PA CareerLink® staff who are working with job seekers and/or employers are encouraged to utilize OJT services to assist them in meeting both the needs of the employers and the job seekers who may qualify for these services.

Supportive Services

Adult, Dislocated Workers, and Youth who meet the Priority of Services Eligibility Guidelines for Intensive or Training Services may qualify for supportive services assistance up to a maximum of \$500.00 while participating in WIA services. Supportive services may be used for basic support, Fees and Exam costs, day care, transportation assistance, and similar needs if approved by the WIA Case Manager.

The service delivery network developed and supported by the Pocono Counties Workforce Investment Board has worked over the past 11 years to increase the operational collaboration of workforce investment activities through WIB meetings, regional partnerships, and information sharing among partner agencies participating in the service delivery network and ongoing continuous improvement efforts at the PA CareerLink® and affiliate sites. The most common method used to identify existing barriers and increase coordination is the sharing of PA CareerLink® customer service strategies, feedback from customers, both job seeker and employers through customer satisfaction surveys, as well as CWDS and other internal reports detailing traffic and program performance reports. The Pocono Counties WIA has pursued alternative funding to expand the capacity to increase the number of customers served, and leveraged WIA resources with other partner resources in order to maximize our ability to meet the needs of our customers. The PA CareerLink® Administrators and affiliate site directors meet regularly to discuss best practices, coordinate service strategies, and share information that may assist staff in meeting the needs of the customers we serve. Management and frontline staff participate in webinars and other regional meetings to discuss particular program changes, new initiatives, and other meetings that allow for information sharing and the development of improved strategies to meet the needs of our customers. Our PA CareerLink® staffs meet regularly to share information relevant to customer needs and issues identified, and have proven their ability to adapt quickly and efficiently in adjusting to new program requirements and customer needs as they are identified or change.

5. Describe the LWIB's strategy for seamless service delivery, including the transitions among core, intensive, and training services and referral to partner services for both business and jobseeker customers.

The overriding goal is to create a seamless system of service delivery that will enhance access to the services provided by our partners while improving long-term employment outcomes for both jobseeker and employer customers receiving assistance. The objective is to provide these services in the most customer friendly, efficient manner possible, and to meet all performance measures established by the Pocono Counties WIB, the Pennsylvania Workforce Investment Board, and the United States Department of Labor.

The customers' transition from core to intensive and training services are handled by partner staff, based on an assessment of the customers' needs and goals, and through processes that were developed by the local staff to handle the client flow in their center or affiliate site. The emphasis is on providing as much information regarding the various services available to customers when they first access the system. Career Resource staff, or another partner staff usually conduct an initial interview with the customer in order to determine what level of services (i.e. self-directed, intensive, etc.) that they will require to achieve their goals. Information gathered from the common application utilized by new customers also assists in screening for eligibility for possible intensive and/or training services. The customer's individual needs and goals are the driving force in determining which mix of services (i.e. core, intensive, or training) is recommended to them by staff. In cases where there is insufficient staff available for an immediate interview, the customer will be scheduled for a follow-up visit or a group orientation within 7 working days. Some services are provided one on one; others are handled in group settings, such as workshops, to allow for more efficient utilization of staff. Business customers are also provided with a broad range of services and information, based on an assessment of their needs. Whether self- initiated by businesses or through the outreach efforts of the Business Service Teams, every effort is made to inform business customers of the wide range of services and information available to them through their involvement in the PA CareerLink® system. Business customers' services are tracked through the PA CareerLink® Operating System, and through locally designed databases and spreadsheets utilized by staff as tools for business services case management.

The strategies utilized to coordinate the PA CareerLink® partner services were developed by the Monroe and Carbon Consortium Operators, the Site Administrators, and the various partners engaged in providing the services through the comprehensive or affiliate sites. They are more fully described in the One Stop Partner Agreement (OSPA) (See Appendix F.

6. Describe measures developed to improve operational collaboration of workforce investment activities and programs. Include measures to identify and eliminate existing barriers to coordination.

The service delivery network developed and supported by the Pocono Counties Workforce Investment Board has worked over the past 11 years to increase the operational collaboration of workforce investment activities through WIB meetings, regional partnerships, and information sharing among partner agencies participating in the service delivery network and ongoing continuous improvement efforts at the PA CareerLink® and affiliate sites. The most common method used to identify existing barriers and increase coordination is the sharing of PA CareerLink® customer service strategies, feedback from customers, both job seeker and employers through customer satisfaction surveys, as well as CWDS and other internal reports detailing traffic and program performance reports. The Pocono Counties WIA has pursued alternative funding to expand the capacity to increase the number of customers served, and leveraged WIA resources with other partner resources in order to maximize our ability to meet the needs of our customers. The PA CareerLink® Administrators and affiliate site directors meet regularly to discuss best practices, coordinate service strategies, and share information that may assist staff in meeting the needs of the customers we serve. Management and frontline staff participate in webinars and other regional meetings to discuss particular program

changes, new initiatives, and other meetings that allow for information sharing and the development of improved strategies to meet the needs of our customers. Our PA CareerLink® staffs meet regularly to share information relevant to customer needs and issues identified, and have proven their ability to adapt quickly and efficiently in adjusting to new program requirements and customer needs as they are identified or change.

7. **Attach the current, fully-executed LWIB/One-Stop Partner Agreement (OSPA) to identify current, specific levels and methods of participation of each required and optional partner program in the local service delivery system (*Appendix F*).**
8. **Describe how individual programs, using the funds allocated under each specific Title, will align with and implement the strategies and vision outlined in the Strategic Plan section.**

The service delivery network within the Pocono Counties WIA includes the following mandatory partner program services.

With 2 PA CareerLink® sites and 2 affiliate sites, the staffing levels, partner mix, and referral practices will vary from county to county within the Pocono Counties WIA. As always, staff will refer customers to other service providers outside of our WIA if they are appropriate and accessible. The common approach, as outlined in other sections of this plan, is to eliminate duplication of services by various programs, provide as many core, intensive, and training services to customers throughout the Pocono Counties WIA as resources allow, and still achieve the goals of both the Pocono Counties WIB, the PA Department of Labor & Industry, and the individual program goals as established by their funding legislation. At the affiliate sites which have access to fewer BWDP staff resources, more funds will be devoted to core job seeker services, whereas in the comprehensive PA CareerLink® sites, more resources may be available to provide services to individuals eligible for training services.

- (a) **Programs authorized under WIA Title I of the Workforce Investment Act.**
Workforce Training Agencies are represented on the WIB and have staff that are located in the 2 Comprehensive Centers and the Affiliate sites. The staff will provide core, intensive, and training services including intake, assessment services, career resource activities, job search workshop activities, rapid response services, individual employment plan development and case management for Intensive and Training Services for Adult, Youth, and Dislocated Workers. WIA resources are primarily used to support training services for Adult, Youth, and Dislocated Worker customers as part of the Pocono Counties WIB's strategy to increase the occupational skill levels of these customers for high demand occupations needed by our business customers. The majority of the WIA funds are utilized for ITA and other direct training services for eligible job seekers.
- (b) **Wagner-Peyser Act Programs.**
The Bureau of Workforce Development Partnership is represented on the WIB and has staff that are located in the 2 Comprehensive Centers and the Affiliate sites. The staff will provide core services including intake, job screening and referrals, employer outreach services, job search workshops, rapid response activities, and case management for job seekers. These resources support the strategic goal of matching

job seekers with employers in need of these skills, providing basic job search skills and information to entry level job seekers, and providing our business customers with services and information needed for their success and expansion.

- (c) **Programs authorized under Title I of the Rehabilitation Act of 1973.**
The PA Office of Vocational Rehabilitation is represented on the WIB and has staff that is located in the 2 Comprehensive Centers and the Affiliate sites. Their staff will provide services including intake, assessment, job development and referrals, employer services, and case management for job seekers with disabilities. These services support the WIB's goals increasing the availability and skills of the local workforce to meet employers' needs.
- (d) **Programs authorized under Section 403(a)(5) of the Social Security Act, programs authorized under Part A of Title IV of the Social Security Act (TANF), programs authorized under Section 6(d)(4) of the Food Stamp Act of 1977, and Work programs authorized under Section 6(o) of the Food Stamp Act of 1977.**
The Department of Public Welfare is represented on the WIB. DPW staff will coordinate referrals and case management activities for their customers through the team approach used for EARN and other Welfare-to-Work activities. The teams involved with EARN include Workforce Training, Bureau of Workforce Development and Partnership, DPW, and Training contractor staff. This referral process will ensure access to all PA CareerLink® partners and their services. These services are aligned with the WIB goals to provide pathways to self-sufficiency to these customers.
- (e) **Activities authorized under Title V of the Older American's Act of 1965.**
The Area Agencies on Aging are represented on the WIB and have staff that will be available to customers through our referral process. A referral process between the PA CareerLink® sites and the Aging Offices in the four counties has been developed to ensure that Older American's have information and access to the services offered by the PA CareerLink® partners. Their staff will provide services including intake, assessment, job development and referrals, employer services, and case management for older workers. These resources support the needs of this specific job seeker demographic to stay engaged in the local workforce, and update their skills to retain their value to the employer community.
- (f) **Post-Secondary vocational education activities authorized under Carl D. Perkins Vocational and Applied Technology Education Act.**
Staff may be available on a part-time basis at some of the PA CareerLink® sites. Information on the training services available through these institutions will be available in the Career Resource Area of the PA CareerLink® sites and affiliates. They will provide job seekers and employers with adult basic education and literacy services, GED Preparation, Career Resource activities, assistance with training plan development, occupational skill training, and customized training programs for employers. These programs play a significant role in providing the high demand skills and training needs identified by the WIB for our local and regional employers.
- (g) **Activities authorized under Chapter 2 of Title II of the Trade Act of 1974.**
The Bureau of Workforce Development Partnership staff will continue to administer and coordinate the case management and training proposals of job seekers eligible for TRA/TAA assistance. They will also assist with information and services through

Rapid Response activities. These services support the goals of the WIB in assisting customers with marketable skills transition to new employment opportunities or develop plans which will allow these job seekers who lack high demand occupational skills retrain to meet the needs of the current labor market.

- (h) **Veteran's Activities authorized under Chapter 41 of Title 38 United States Code.** The Veteran's Representative and the Disabled Veterans Representative that are part of the Bureau of Workforce Development Partnership staff available at the PA CareerLink® sites will continue to administer and coordinate the job development and referrals, and case management responsibilities for veterans who access the PA CareerLink® system. These services support the strategic goals of assisting this high priority job seeker community pursue their individual employment goals.
- (i) **Programs authorized under State unemployment compensation laws.** General information on Unemployment Compensation will be made available to customers by PA CareerLink® staff. Customers who have questions about their claims, or who wish to file their claims from the PA CareerLink® have access to a dedicated phone in the Career Resource Area for that purpose. Due to recent changes in UC law in Pennsylvania, these services also serve the strategic goal of both the WIB and L&I in engaging customers receiving Unemployment Compensation in the PA CareerLink® system as quickly as possible in order to ensure that they are aware of, and can access the services needed to be re-employed or acquire new occupational skills as quickly and efficiently as possible.
- (j.) **Programs authorized under Title II of the Workforce Investment Act (adult basic education and literacy training).** ABE/ GED and Literacy training services will be coordinated through referrals to local career and technical institutes, community colleges, and local literacy organizations. Some of these institutions and agencies will have staff located at the PA CareerLink® sites to facilitate access to their services. These services serve the WIB's goals of increasing the basic skill levels needed by today's workforce to meet the high skill job demands of our employer community.
- (k.) **Other appropriate Federal, State, or local programs such as Child Information Services.** In addition, there will also be several private sector agencies involved with economic development, private sector employment services, private sector training providers, and private sector entities involved with special needs clients such as individuals with disabilities who plan to have staff located in the PA CareerLink® sites. These other partner services available through our a PA CareerLink® and affiliate sites serves the WIBs' strategic goal of leveraging all available resources to meet the workforce development needs of our area as efficiently as possible, while eliminating barriers between programs and services.

9. Describe the LWIB's role and functions in the provision of Rapid Response services, including coordination with statewide Rapid Response activities.

The Pocono Counties WIB has instructed the PA CareerLink® Center and affiliate site staff to work closely with the Rapid Response coordinator in the region to assist job seekers affected by plant closings or significant layoffs. The Rapid Response Coordinator notifies PA

CareerLink® or affiliate staff regarding any regional plant closings or significant layoffs as soon as they are aware of such events. Also, member of the local Business Services teams and other PA CareerLink® staff communicate with the Rapid Response Coordinator whenever they have information that indicates a local business is experiencing problems which might lead to a significant lay-off or facility closing. PA CareerLink® staff then coordinates the Rapid Response activities either through the employer or by setting up a group orientation at another suitable location. The Rapid Response team includes BWDP, WIA, UC, Training Providers, and other agency staff who have services or information that may be helpful to these customers. Whenever possible, the team tries to provide a group orientation to the affected employees prior to their layoff, in order to prepare them for the changes, and allow them to start developing a plan for their transition to employment or training.

C. OPERATING SYSTEMS AND POLICIES: BUSINESS SERVICES

1. Describe the role of the Business Services Team (BST) in PA CareerLink® office(s).

The role of the Business Service Teams operating within the Pocono Counties WIA are to conduct systematic and targeted outreach efforts to employers, to establish close working relationships between the PA CareerLink® network and the employers within our business community, and to serve as a point of contact to assist employers with the information and services necessary for them to succeed and grow.

2. Describe how the LWIB will ensure that the local strategic plan and goals for business services are communicated to and linked with the BST.

The local strategic plans and goals of the PA CareerLink® system are communicated to the Business Service Teams through the PA CareerLink® Administrators via Bureau Policy Directives, WIINS, e-mail, and other correspondence. The Board ensures that this information is shared through the minutes of the Business Service Teams, and through the fact that these strategic plans and goals are addressed in the PA CareerLink® One Stop Plans for both the Carbon and Monroe County sites.

3. Describe the BST outreach strategy and plans to promote partnerships and linkages with state and local businesses, professional service organizations, and trade associations and to support sector engagement goals.

Business Service Teams provide area employers with integrated services to address their employment and training requirements. The Business Service Teams provide employers with information on services available through our PA CareerLink® sites and affiliate locations. Services provided include recruitment of skilled workers, applicant screening, CWDS assistance, training for incumbent workforce and other services identified by employers.

The Business Service Teams are comprised of various partners in the PA CareerLink® and affiliate locations. The Business Service Teams must have linkages and associations with the Workforce Investment Board, Business Education Partnerships, Industry Partnership and

Economic Development Entities. The Business Service Teams meet with other Business Service Teams in the Region to address the needs of the Regional Workforce.

The Business Service Teams have prioritized outreach efforts to target our Regional Industry Partnership and Industry Clusters identified as significance parts of the Regional Labor Market to support the growth and development of key sectors of the economy in the Northeast. Business Service Team outreach has identified skill gaps, training needs and other pertinent issues confronting business and industry in the region.

4. Describe the LWIA's service delivery solutions for business customers, including, but not limited to, developing career ladders, industry-recognized credentialing, customized service delivery, collaborations and/or partnerships.

The Board has emphasized the importance of local Business Service Teams in addressing the needs of the Business Community. The Business Service Teams are an important component of the One Stop System. Information provided by the Board addresses Industry Cluster Analysis of the four county area and regionally. Interaction by the Business Service Team with the employer community provides insight on current job openings and the future employment information. Collaboration on a regional basis with adjoining Workforce Investment Areas also provide information on jobs within the region. Identification of regional industry needs are also part of the regional dialogue.

The Industry Cluster Initiative has also developed into Industry Partnership on a Regional Basis with four adjoining Workforce Investment Areas. An Industry Partnership in Electronics has the Board interacting with the largest employer in the region, Tobyhanna Army Depot. The Depot has expressed concern to the Board over the availability of a trained workforce focusing on a two-year degree in Electronics. Working directly with the Depot and our partners in education, training courses are available to address human resource issues at the Depot. The educational component addresses a strategy focusing on a career ladder and an industry recognized credential. The whole process is customized to meet the needs of a regional employer and provide the training necessary for job seekers to attain a life-sustaining wage with benefits.

The Depot Project involves an Electronics Industry Partnership. Collaboration at the secondary education level in cooperation with local career and technical institutes partnered with the local community colleges for an Associates Degree in Electronics.

The Board has also endorsed grant applications for local training providers which has allowed them to upgrade or replace equipment used to train youth and adults in high demand/high priority occupations. This helps ensure that the job seekers employers have available to them have the skills necessary to meet their needs. PA CareerLink[®] staff support career ladders for employers and job seekers through their assessment process. This process is helpful in identifying transferable skills and experience that allow job seekers to move to higher skill and higher paying employment opportunities within their occupations and related industries. The Board also assists in the effort to upgrade the skills of the workforce and meet the human resource needs of business customers through the use of ITA and OJT services for eligible job seekers.

5. Describe how the LWIB will ensure that BSTs offer services and resources to businesses that include, but are not limited to, lay-off aversion strategies, On-the-Job

Training (OJT) and customized training opportunities, recruitment, toolkits, data visualization and other materials.

The services that the BSTs offer employers go beyond those services provided by the PA CareerLink® or affiliate site partner staff. There is a close working relationship with other employer service organizations such as the Chamber of Commerce, Economic Development Agencies, the Small Business Development Centers in our region, and other statewide, county, and local agencies that provide services to both existing and startup businesses. Through electronic communications such as e-mail and our local websites, the BSTs provide, support, and disseminate a large volume of information regarding services available to the business community. Information regarding possible WARN or similar large scale layoffs are communicated to the Rapid Response Unit and the Pocono Counties WIB. Contact with these employers takes place as quickly as possible in an attempt to determine if any services or resources available can assist the impacted employer in averting the layoffs. All BST members are familiar with OJT services and other training services that may be available to assist businesses, either with recruiting and expansion plans, or possibly with training or upgrading services for their existing workforce. The BSTs offer county wide Job Fairs to assist their customers in their ongoing recruitment needs, as well as provide individualized business recruiting assistance through the PA CareerLink® sites or in other locations.

6. Describe the standardized metrics (e.g., repeat business, Return on Investment (ROI), labor market penetration, new hires) that will be used to measure the success and effectiveness of a BST.

Since the needs of business customers that utilize the PA CareerLink® sites and affiliate sites as part of their recruiting strategy are impacted by a wide variety of factors, the best metric available to judge the effectiveness of our BSTs is the labor market penetration of the businesses that are registered and using the Commonwealth Workforce Development System (CWDS). The PA CareerLink® sites also do some general employer customer surveys, especially with newly registered employers to gauge employer satisfaction levels with the PA CareerLink® and services they've received.

D: OPERATING SYSTEMS AND POLICIES: PRIORITY OF SERVICE

1. Describe the LWIB's strategies and processes for compliance with Jobs for Veterans Priority.

Services and processes that ensure priority of service

The Board recognizes the statutory priority afforded to veterans and eligible spouses of veterans. PA CareerLink® Administrators coordinate the implementation of this policy with PA CareerLink® Staff and the Veteran Representative at each location. Veteran Priority status is in effect for services funded by the Workforce Investment Act, OVR, Trade, Title II or any grant procured by the Pocono Counties Workforce Investment Board.

The Independent Monitor performs a compliance review of the Priority of Service Policy to insure compliance.

Awareness of priority of service entitlement

Covered persons are made aware of their priority of service entitlement through the PA CareerLink® staff, including the DVOPs and LVERs. Prominent posting, as well as informative handouts offered by staff upon individuals' entry into the Pennsylvania one-stop locations, ensures that all clients are made aware of their possible eligibility as a Covered Veterans, and that they are requested to self-identify.

State Workforce Agency staff made aware of responsibilities.

State workforce staff, and all partner agency staff in PA CareerLink® sites, are made aware of their responsibilities to provide priority of service to veterans and eligible spouses through directives and memoranda, as well as through training provided by Local Veterans Employment Representatives (LVERs). LVERs train one-stop and service delivery partners, and coordinate with other workforce development providers, to promote and facilitate the provision of labor exchange services as a priority to Covered persons.

Veterans and eligible spouses have priority referral to services designed to assist them to achieve physical, mental, social, and/or economic well-being; and to reduce or eliminate barriers to employment. Supportive services include, but are not limited to: health and medical services, transportation, welfare, financial planning, Veterans' services, educational assistance, and counseling.

PA CareerLink® sites develop and maintain a current directory of community service agencies and types of supportive services available to veterans and eligible spouses under the Jobs for Veterans Act. This directory is available for staff use as a ready reference source.

Job Referrals

Qualified veterans and eligible spouses are identified and referred to jobs before qualified non-veterans. When a job match from an employer job order is made through CWDS, identified Covered veterans and eligible spouses' names appear first on the list of potential job seekers. Veterans Program staff promotes an understanding of veterans' priority of referral with all PA CareerLink® partners. The priority of service for job referrals is as follows:

- Special Disabled Veterans
- Disabled Veterans
- Newly Separated Veterans
- Recently Separated Veterans
- Other Veterans with Campaign Badge or Armed Forces Service Medal

- Other Veteran with no Campaign Badge
- Eligible Persons
- Covered Veterans
- Eligible Spouses
- Non-Veterans

2. Describe the criteria used to determine whether funds allocated for employment and training activities are limited and the process that the PA CareerLink® Operator uses to apply priority.

The Pocono Counties WIBs' Priority of Services Policy was developed to align the available, but limited, resources for employment and training activities with the strategic goals of the WIB as well as the need to target these resources to those priority population groups, i.e. Veterans, Low income job seekers, identified in the Workforce Investment Act.

The Fiscal Agent distributes and reviews a monthly financial report with the Executive Director and the four counties. This report identifies expenses and obligations by funding source. This report is also reviewed at all WIB meetings. When the 80% obligation rate is reached for a particular funding source, it is determined as limited.

The Board's Training Policy mirrors the training mandates established by L&I providing the framework for determining training activities. Core, Intensive and employment services are offered by the comprehensive PA CareerLink® sites and affiliate locations. The criteria used by PA CareerLink® Operators to prioritize services as outlined in the Pocono Counties Workforce Investment Board's Priority of Services Policy, found in Appendix G.

3. Describe LWIB eligibility and priority selection policy for Adults and Dislocated Workers. Attach the LWIB's Priority of Service policy (*Appendix G*).

As noted in the initial description of the Board's Priority of Service Policy, our policy establishes 2 categories of eligibility for Adults and Dislocated Workers for Intensive and Training Services. The highest priority (Priority 1) is designed to meet the needs of Pocono Counties' resident job seekers. The WIB has also defined a secondary priority group (Priority 2) to serve Adults and Dislocated Workers through Intensive and Training services. Under this policy, job seekers residing outside of the geographic boundaries of the Pocono Counties WIA, or who have significant barriers to employment but do not meet the Priority 1 eligibility criteria, can receive WIA Intensive and Training services as long as the PA CareerLink® Operators in discussion with the Fiscal Agent determine there are sufficient resources available. This discussion is based on the comparison of the percentage of funding available to the percentage of funding remaining allowing for Area Activity in the PA CareerLink®. The WIB's Priority Policy is listed below. See Appendix G.

E: SERVICES TO ADULTS AND DISLOCATED WORKERS

1. Describe how partner resources will be integrated to deliver core services to adults and dislocated workers.

Both adults and dislocated workers have universal access that is ADA compliant to core services through the Comprehensive Centers in Monroe and Carbon County, and the WIA Affiliate Sites in Pike and Wayne County. By having these services available in each of the 4 counties served by the Pocono Counties WIB, the Board has ensured that core services are universally accessible to our customers. Partner resources are integrated and described in the One Stop Service Plan and the One Stop Partner Agreement. Various partner staff or teams provide these services through a customer flow process developed at the local level. This is done through the customer flow process established by each service location in the Pocono Counties WIA, whether a PA CareerLink® or affiliate site. The staff providing core or intensive services is determined by the resources and partner staff available at each site. Those determined eligible and in need of either adult or dislocated worker services are either provided those services by WIA Title I funded staff, or referred for those services by other partner staff providing the core services at their site. Core services, whenever possible, are provided through group orientations, workshops, or by self-service when deemed sufficient to meet the customers' needs. This maximizes the limited staff time and resources available for intensive and training services. Adults and Dislocated Workers proceed through the same customer flow process as any other job seeker customer, and are provided the same information about available services to meet their needs. There are no separate tracks for core services provided to adult and dislocated workers. Those customers determined in need of and eligible for intensive services funded by Adult or Dislocated Worker resources are referred to those services through the locally developed customer flow procedures.

Public Assistance and low income individuals are considered a priority group to receive all services provide by the Workforce Investment Area. Interaction between WIA Title I Operators and the Local Public Assistance Office is ongoing. Interaction also takes place thru Welfare Funded Initiative Programs with monthly meetings with Staff.

Job Seeker Core Services

Outreach, intake (which may include Worker Profiling and Reemployment Services), and orientation to the PA CareerLink® system.

Initial assessment.

Determination of eligibility for services for all partner employment and training programs.

Job search assistance (i.e. workshops), career information, and counseling.

Job matching and referral.

Local, regional and statewide labor market information.

Information on financial aid, including Unemployment Compensation.

Information on:

Certified education and training providers.

Local performance outcomes of service providers.

PA CareerLink® activities, such as job fairs.

Supportive services.

Orientations to personal computers for access to self-directed services, such as Internet access and resume software.

Coordination of information and services with school-to-careers activities.

Follow-up activities, including reassessment services, where needed.

2. Describe measures to ensure that intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).

Staffs at the PA CareerLink® Centers and affiliate sites assess each customer's goals, barriers, and related information to determine their need for and their eligibility for intensive services covered under the Workforce Investment Act. For those that are not eligible, the local PA CareerLink® will access any other community resources to help the customer obtain any services that they may need.

The Pocono Counties WIB has defined self-sufficiency as total family income equal to or greater than 125% of the lower Living Standard Index in relation to the family size. Those customers who are eligible for intensive and training services provided by WIA Program Operators complete a registration process to ensure that they meet the priority policy established by the Pocono Counties WIB. The WIA Program Operators maintain case files on all WIA customers that are monitored to ensure that they are in compliance with the WIB policy regarding these services. The policy is reviewed annually and may be adjusted by the WIB depending on the availability of resources to meet the customer demand for the subsequent fiscal year.

Job Seeker Intensive Services

Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools, such as testing.

Development of an individual employment plan.

Group counseling.

Individual career planning.

Case management.

Short-term pre-vocational and stand-alone services, such as adult basic education, English as a Second Language, GED, basic computer literacy, interviewing skills, and soft skills.

3. Describe measures to leverage resources to provide increased access to training opportunities.

The PA CareerLink® staff, through information provided either on-line or in some other form, assist customers who express an interest or need to pursue occupational training of any resources that may be available to them to help them pursue their goals. Individuals pursuing training goals are assessed to determine their eligibility for financial support through the Department of Education, i.e. PELL/PHEAA, WIA, Veterans program services, OVR program services, school resources, and other public and private financial aid services. This is done in an attempt to broaden both the variety of training options available to our customers and to leverage the resources the PA CareerLink® has direct control over. Job seekers have access to information on financial aid resources through workshops provided by the Educational Opportunity Center. Several local community colleges have provided grants for dislocated workers to pursue training goals at their institutions. Local training institutions are heavily involved with the WIB in trying to identify emerging skill gaps, and are active in seeking other resources, such as DCED funding, to leverage their resources and allow them to provide training in high demand occupations in our area.

4. Describe how the Eligible Training Program/Provider system is used to provide improvement of education and training opportunities in response to the needs of business and industry.

The Eligible Training Program Provider system is used to provide job seeker customers with valuable information regarding the types of training opportunities available in the region, the occupational skills that are in demand within the State, and other performance related data that helps them make an informed choice in selecting an occupational goal. The eligible provider review process requires that training provider programs document both their effectiveness and the demand for these skills by business and industry. The emphasis on high demand and high quality occupational goals ensures that our resources are used effectively to meet both the customers' needs and those of our area employers. The PA CareerLink[®] staff, the Pocono Counties WIB, and local educational providers try to identify any skill gaps that employers are experiencing in their staffing efforts. The local training providers are receptive to any suggestions from the local workforce development system or employers about emerging skill gaps. The PA CareerLink[®] staff have developed a close working relationship with the Eligible Training Providers in our area and provide feedback to the schools on the effectiveness of the training and the job seekers satisfaction with their training experience. This relationship helps the schools identify potential problems, and provides feedback useful to them in their efforts to improve the effectiveness of the programs they offer our areas' customers. Local training institutions are also active in local Business Education committees, which help them respond to the needs and skill gaps experienced by local businesses.

5. If implementing the waiver of the statutory exclusion and regulatory prohibition of using Individual Training Accounts (ITAs) for out-of-school youth, describe training services for out-of-school youth.

The Pocono Counties WIB has implemented the waiver regarding the use of ITAs for Out-of-School Youth. This aligns these resources with the strategic goal of improving the skill level of the workforce to meet the high demand occupational needs of our employers. The overall strategy of the Board is to identify the existing programs, services, and resources available in the area that can help in achieving the implied goals of the WIA Title I Program design elements, and to leverage these resources with WIA Title I funds to meet the needs of both the most in need youth and the general youth population of the region.

The Board utilizes WIA Title I resources to assist youth prepare for post-secondary education and connect academic and occupational learning through its emphasis on the use of ITA services for Out-of-School Youth. It helps prepare youth for unsubsidized youth employment through its work experience, OJT, and summer youth program design. Career planning information and the importance of academic achievement in preparation for an occupational goal is a central part of all WIA Title I supported programs and services.

6. Describe the approach to OJT and customized training, including identifying opportunities, marketing, networking, and leveraging resources.

The PA CareerLink® staff utilizes the OJT Program as a tool to assist employers who are experiencing difficulties in finding experienced workers. PA CareerLink® staff can screen qualified job seekers for OJT services as part of their efforts to fill employers' job orders. Information regarding OJT services is also provided to job seekers whose occupational goal might be achieved through the use of these services. PA CareerLink® staffs who are working with job seekers and/or employers are encouraged to utilize OJT services to assist them in meeting both the needs of the employers and the job seekers who may qualify for these services.

The Pocono Counties WIB has not utilized WIA Title I Funds for Customized Training to date. However, the Board reserves the right to do so if deemed necessary by the WIB at a later date.

7. Describe current and/or planned use of WIA Title I funds for apprenticeship training.

At this time the LWIB does not plan to use WIA Title I Funds for Apprenticeship Training. However, the Board reserves the right to do so if deemed necessary by the WIB at a later date.

F: SERVICES TO SPECIFIC POPULATIONS

The Operational Plan must address service strategies for: dislocated workers, displaced homemakers, low-income individuals (such as: migrant and/or seasonal farm workers, women, minorities, individuals training for non-traditional employment), veterans, public assistance recipients, individuals with multiple barriers to employment (including older individuals, persons with limited English proficiency, persons with disabilities, and ex-offenders), and youth.

Where the LWIA employs similar service strategies for all populations, the strategies need only be addressed once. Strategies that are unique to a specific population must be described separately.

1. Describe the strategies to provide services, such as those listed:

Most of the services offered by the PA CareerLink® and affiliate sites within the Pocono Counties WIA are available to all job seekers, including job seekers within the specific populations listed above. The customers' transition from core to intensive and training services are handled by partner staff, based on an assessment of the customers' needs and goals, and through processes that were developed by the local staff to handle the client flow in their center or affiliate site. The emphasis is on providing as much information regarding the various services available to customers when they first access the system. Career Resource staff, or another partner staff usually conduct an initial interview with the customer in order to determine what level of services (i.e. self-directed, intensive, etc.) that they will require to achieve their goals. Information gathered from the common application utilized by new customers also assists in screening for eligibility for possible intensive and/or training services. The customer's individual needs and goals are the driving force in determining which mix of services (i.e. core, intensive, or training) is recommended to them by staff. In cases where

there is insufficient staff available for an immediate interview, the customer will be scheduled for a follow-up visit or a group orientation within 7 working days. Some services are provided one on one; others are handled in group settings, such as workshops, to allow for more efficient utilization of staff.

In addition, these populations may qualify for services offered by Partners or other workforce development entities in the region to address barriers specific to their needs. The PA CareerLink® staffs have developed close working relationships, referral procedures for services outside of those offered by PA CareerLink® partners, and resource information to help our customers overcome barriers to their employment goals.

In all cases, efforts are made to make the customers' access to these specialized services as easy as possible and avoid duplicate services between partners. The referral procedures are also designed to allow us to leverage the resources available to serve as many job seekers as possible.

Beyond the core services and registration procedures for all customers, the PA CareerLink® sites and affiliate sites have developed the following service strategies to address the needs of the following specific populations:

- a. **Dislocated Workers** - Individuals who have been laid off or will be laid off due to downsizing, plant shut downs, or who's layoff is expected to be permanent are identified early in the registration process and provided information on the variety of partner and community services available to all customers to assist in their job search efforts. Those determined to have marketable skills and who are job ready are assisted in their job search efforts through workshops, or with job search assistance services provided by BWDP or other partner staff. Those lacking high demand occupational skills or exploring retraining goals are referred to the appropriate WIA or Trade Act staff for further information or evaluation.
- b. **Displaced Homemakers** - Displaced homemakers are defined as individuals who have been dependent on the income of another family member, no longer supported by that income, and are unemployed or underemployed and are experiencing difficulty in obtaining or upgrading their employment. These individuals are assisted in their job search efforts through intensive services, career exploration and O'Net assessments to identify marketable skills, as well as a variety of workshops and staff assisted job search services. They may also be referred to WIA staff for assistance and evaluation for training services if they are in need of retraining or updating of their job skills.
- c. **TANF/Public Assistance/Low-income individuals** – All low-income customers are provided information and referral services to the County Assistance Offices and other community service providers that may be helpful in addressing their needs, especially in regards to supportive services such as Food Stamps, Medical Assistance, or transportation assistance. TANF or other public assistance clients are also referred to the PA CareerLink® sites or affiliate sites for assistance in their job search efforts. The

PA CareerLink® sites and affiliate sites all currently operate EARN programs designed to provide intensive case management and job search assistance to TANF clients referred by the CAOs in each county.

- d. **Minorities/Women/Non-Traditional Employment Opportunities** – Minorities are provided the same orientation to core, intensive, or training services that may be available to assist them in achieving their individualized occupational goals. Women are encouraged to consider or pursue occupational goals in non-traditional fields. Customers whose non-traditional goals require training assistance are referred to WIA or Trade Act Staff for evaluation and assistance in pursuing their goals. Minorities and women who lack high demand occupational skills may be assisted through WIA training services, We also make referrals for women interested in entrepreneurial goals to the Monroe and Carbon County Women in Business groups which are part of the Greater Pocono Chamber of Commerce and the Carbon Chamber & Economic Development Agency.
- e. **Migrant Seasonal Farm Workers/ Limited English Proficiency Customers** – The Pocono Counties does not have a significant population of these workers. MSFWs will receive the full range of employment services available in the PA CareerLink® sites and affiliate sites as other customers. For those MSFWs or other customers with Limited English Proficiency we utilize Language Line services to assist in providing these customers with information and assistance in achieving their employment goals. The PA CareerLink® sites have LEP policies and procedures in place to assist customers with this specific barrier. All PA CareerLink® and affiliate staff have information and access to other community resources such as ESL classes, etc. designed to address this type of language barrier.
- f. **Veterans** – All PA CareerLink® sites and affiliate sites attempt to identify Veterans at the initial stage of registration. In addition to the full range of services available to all customers Veterans are referred to the Veterans Service Representative for specialized case management and job search assistance. Referrals are made to WIA staff for Veterans determined to be in need of training services to assist with their occupational goals. Veterans are given priority service as outlined in the WIB’s Priority of Service Plan for Veterans determined eligible for WIA Title I services.
- g. **Mature Workers** – Beyond the services provided by the PA CareerLink® and affiliate staff, mature workers may be referred to WIA staff for retraining assistance, or other community partners. Mature Workers receive the same services available to everyone but may also be referred to the Senior Community Service Employment Program (SCSEP). Federal SCSEP Senior Aide Programs are available in the Pocono Counties. National Sponsors for the SCSEP Program are:
 - Phil Semenza, Employment & Training Coordinator
 - Experience Works, Inc.
 - 45 Pittston Ave.
 - Pittston, PA 18640

(570) 212-1632
philip_semenza@experienceworks.org

Ms. Nita D'Agostino
PathStone Corporation
415 McFarlan Road, Suite 108
Kennett Square, PA 19348
(610) 925-5600 ext. 18
ndagostino@pathstone.org

The Area Agencies on Aging are represented on the WIB and have staff that will be available to customers through our referral process. A referral process between the PA CareerLink® sites and the Aging Offices in the four counties has been developed to ensure that mature workers have information and access to the services offered by the PA CareerLink® partners. Their staff will provide services including intake, assessment, job development and referrals, employer services, and case management for mature workers. These resources support the needs of this specific job seeker demographic to stay engaged in the local workforce, and update their skills to retain their value to the employer community.

- h. **Persons with Disabilities** – Both PA CareerLink® sites and affiliate sites are handicap accessible and have a variety of specialized equipment to assist individuals' access and utilize the services provided to all customers. Both PA CareerLink® sites have TTY phones, equipment and procedures to assist customers who are hearing or visually impaired, furniture to accommodate customers in wheelchairs, and specialized computer equipment and software in the Computer Resource Centers. All staff have received training on the resources, best practices, and procedures that allow us to provide services to customers with these specialized needs. Customers with disabilities are provided information and referrals to the Office of Vocational Rehabilitation staff and/or WIA staff if the customers' employment goals might be facilitated by these Partner services.
- i. **Ex-offenders** – Customers who are identified as ex-offenders are offered all services available to other customers at the PA CareerLink® sites and affiliate sites. Local Probation/Parole, and Domestic Relations staff have developed contact and referral procedures to assist adjudicated residents in pursuing their individual employment goals. Resources such as bonding assistance, and knowledge of the hiring practices of employers in the area assist staff in helping these customers pursue employment goals impacted and limited due to their offender status.
- j. **Youth** – the specialized service strategies and services available to youth, defined as individuals between the ages of 14 to 21, are dependent on the customers school status. Youth still participating in secondary education may be referred to WIA staff to determine if they qualify for Summer Youth Employment Program services. Dropouts are encouraged and referred to GED services to address this barrier to employment. Out of

School Youth may also be referred to WIA staff for evaluation and eligibility determination for WIA Youth Training services. The Commonwealth Workforce Development System also provides a wide range of information on careers, occupational skill training opportunities, and other resources helpful to youth customers in their efforts to develop and pursue their individual occupational goals.

- k. **Re-Employment Assistance (REA) Services** – Orientation sessions conducted for this population are provided by BWDP staff. The orientations are very extensive, and followed by individual interviews to review the current state of the customers job search efforts, provide suggestions and general guidance to assist them in their efforts, and ensure that these customers are aware of the services available to assist them in their job search. Referrals to WIA staff may be made if training barriers or a lack of high demand occupational skills is identified as a barrier.
- l. **Unemployment Compensation Work Test** – All Unemployment Compensation recipients receive a letter sent by UC Services informing them of the requirement that they complete the registration in the JobGateway® System and, for those not exempted, that they keep a record of their job search efforts in order to qualify for their unemployment benefits. Customers are assisted in the registration process and provided information and referrals to appropriate partner staff to assist their job search efforts.
- m. **Prep Services** - Orientation sessions conducted for this population are provided by BWDP staff. The orientations are very extensive, and followed by individual interviews and follow-up services to review the current state of the customers job search efforts, provide suggestions and general guidance to assist them in their efforts, and ensure that these customers are aware of the services available to assist them in their job search. Referrals to WIA staff may be made if training barriers or a lack of high demand occupational skills is identified as a barrier.
- n. **Rapid Response Services** – The Rapid Response staff responsible for services within the Pocono Counties WIA have developed a close working relationship with the CareerLink® sites and affiliate sites in addressing the needs of customers that fall under the WARN reporting requirements, as well as other customers that are impacted by downsizing and plant closings in our area that do not meet the reporting requirements under WARN. PA CareerLink® and affiliate site staff participate in Rapid Response orientation sessions whenever possible and assist these customers in preparing for and understanding the re-employment and other services available to them.
- o. **Trade Act Services** – Training Act program services are provided in a coordinated fashion involving BWDP and WIA staffs. The standardized Trade Act Policies developed by BWDP, including group Benefits Rights interviews, dual registration and coordinated case management services through the appropriate staff at the PA CareerLink® sites, and tracking of service outcomes for Trade Act eligible workers, have been adopted by

the PA CareerLink® sites within the Pocono Counties WIA. The coordination of job seeker assessment services for both Trade Act and WIA Dislocated Workers ensures that these workers have access to the same broad range of job search, assessment, case management and training services as any other Dislocated Worker served by the PA CareerLink® sites and affiliate sites.

G: SERVICES TO YOUTH

- 1. Describe how the LWIB will promote collaboration among the public workforce system, educational system, human services, juvenile justice, and others to better serve youth who are most in need and have significant barriers to employment. This includes the provision of: career pathways, STEM education, labor market-based career development, advanced manufacturing, and energy-sector jobs.**

The Pocono Counties Workforce Investment Board (W.I.B.) plans to promote collaboration among our public workforce system, local educational system, human services agencies, juvenile justice system and other local resources to better serve youth who are most in need and have significant barriers to employment. These plans also include provisions that include career pathways, STEM Education, labor market-based career development, advanced manufacturing and energy-sector jobs.

The plans to promote these collaborations of services include:

Coordination of youth services within our four (4) county Workforce Investment area and dovetailing those services with our Economic Development Agencies, educational institutions and local employers.

Continuing our strong collaboration with our Business/Educational partnerships within our Workforce Investment Area.

Working closely with our local Interagency Councils for Human Services to share program information & identify gaps in services.

Continue to serve youth offenders through our long time relationships with local Juvenile Probation Offices, Youth Forestry Camp, and other local facilities working with adjudicated youth.

Coordination with foster care through our Children & Youth Agencies.

Coordination with our local County Assistance Offices (C.A.O.'s) through our E.A.R.N. program & partnerships within our local PA CareerLink® sites.

Assisting youth with barriers to employment or disabilities by working in partnership with our local O.V.R. staff and by contracting with Goodwill Industries to provide counseling & placement services to this segment of the youth population.

Contracting with Youth Employment Services (Y.E.S.) to provide all youth with placement assistance, coordinate our Summer Youth Program, administer youth leadership programs & Career Exploration camp.

The Board's strategy to serve all youth has involved identifying resources available to youth to support both secondary and post-secondary education and training opportunities. These include Department of Education resources, L&I resources, and other community resources available to support youth in their efforts to pursue training for High Priority Industry Clusters and other High Demand Occupations. The Board has placed an emphasis on assisting youth in acquiring basic adult educational skills, work maturity skills, and any post-secondary occupational skills needed to meet the needs of the Labor Force of the 21st Century. The use of ITA's for Out-Of-School Youth, and the availability of career guidance information through our PA CareerLink® sites and affiliate locations is a central component of our Board's plan.

The Youth Council addresses strategic planning with representatives of secondary/post-secondary, community colleges and career and technical institutes to discuss high school graduation statistics, dropout issues, employment competencies and barriers to goal achievement. Businesses working with educators and the private-sector through Business Education Partnerships, the goal is to have a comprehensive strategy that bridges the gap between education and workforce preparation. Information is provided on industry and labor market trends. Information on careers and demand occupations that require STEM components are emphasized. Board collaboration with a local community college and a career and technical institute has initiated a STEM program for elementary school students. Working through our Regional Industry Partnership, youth have had the opportunity to look at careers in manufacturing, health care, logistics and transportation and green employment opportunities.

2. Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.

The Pocono Counties Workforce Investment Board (W.I.B.) sends out requests for Proposals (R.F.P.'s) annually soliciting service providers to bid on requested youth programs that the board has identified to meet those unmet youth serviced within our four county area. Some of the programs that are traditionally requested include:

- G.E.D. Programs and Testing
- Out-of-School Career Guidance & Placement Services
- Summer Youth Program Coordination
- Innovated Youth Program provided by subcontractors
- Assessment, Testing & Placement programs
- Innovative Youth Programs

The Board solicits programs through a Request for Proposal Process. Competitive Proposals are solicited from training providers utilizing a standardized RFP Package. Solicitation of proposals are addressed through public notices placed in area newspapers, direct mailings from a list of potential bidders, posted on the Pocono Counties WIA website (pcwia.org) and other means deemed necessary to encourage participation in the process.

All proposals will be reviewed by the Workforce Investment Board, the Youth Council, WIB Staff, and the PA CareerLink® Operators prior to approval. A standardized rating sheet has been developed as a vehicle for the awarding of contracts and includes criteria such as cost, effectiveness of program design, ability to meet stated performance goals, and prior record of

performance as a service provider to the WIA. All providers whose proposals have been rejected have the right to appeal that rejection to the Executive Director for the Workforce Investment Area, within thirty days of the notice of rejection.

The Workforce Investment Board requires monitoring reviews of all youth programs. A monitoring review is conducted by the Independent Monitor and submitted to the Youth Council and the Board. If an ineffective Youth Program is identified in the review, the Independent Monitor recommends a course of corrective action. If the corrective action does not address the issues raised in the monitoring review, the Board can terminate the contract with the provider.

3. Describe how policies ensure compliance with applicable safety and child labor laws.

The PA CareerLink® staff and partners, other workforce development entities, education institutions, and WIB and Youth Council members have a great deal of expertise and experience in developing programs, activities and services in compliance with all Federal, State safety and child labor laws. These regulations and laws will be reviewed thoroughly prior to initiation of any program or service under the WIBs purview. All sites will be monitored for compliance of applicable safety and child labor laws. Program monitoring, both by the WIA Title I Youth Program staff and the Board's Independent Monitor, Wil Coombs, focus heavily on ensuring that Work Experience worksites, both public and private, are aware of their responsibilities to comply with all Child Labor and safety guidelines. All worksites post applicable Labor law, Civil rights, Child Labor, and Workers Compensation posters and relevant information.

4. Describe the processes used to provide initial intake, objective assessment, case management, individual service strategies, and eligibility assessments for youth. Include policies for Eligibility Verification and Priority Selection for WIA Title I-B Youth (Appendix H).

The PA CareerLink® staff funded under WIA Title I will be responsible for providing intake, objective assessment and developing individual service strategies for youth and informing them on which providers or services are available to meet their employment and training requirements. The application/referral process for WIA Youth Program services can take place through a variety of sources. The WIA Youth programs operating in both PA CareerLink® sites and affiliate sites advertise these program services on their websites, through newspaper ads, through outreach efforts to schools and other youth service agencies in the area. Youth may also be referred by PA CareerLink® partner staffs that are familiar with the Youth program services available in the Pocono Counties WIA.

The intake process starts with a Pre-Application which the youth, and parent (for individuals under the age of 18) must sign and submit. The Pre-Application asks for information needed to determine the applicants' potential eligibility for WIA Title I Youth Services. It includes information on the applicants' age, current educational status, family status/size, family income, and background information relative to youth barriers to employment such as

disabilities and offender status. WIA Title I Youth Program staff may contact the applicant directly to clarify information supplied in order to ensure that youth are not screened out due to incomplete information on the Pre-Application.

Youth who appear eligible for WIA Youth Program services are then contacted and an appointment is set up to complete the WIA Registration/Eligibility Documentation stage of the application process. A basic registration in the Commonwealth Workforce Development System (CWDS) is completed either by the applicant or by WIA Title I Youth Program staff prior to this eligibility verification appointment. Youth, and their parent or guardian for those under the age of 18, are informed of the documentation they must have with them to verify their eligibility. Such documentation includes information to verify family size, family income in the previous 6 months, residence, and citizenship/eligibility to work in the U.S., disability status, and Selective Service Registration status for those over the age of 18. The Eligibility Verification and Priority Selection for WIA Title I-B Youth process is described in more detail in Appendix H.

Once the youth have completed the WIA Eligibility/Documentation step and have been determined eligible for WIA Title I Youth Program services, the program options/services and the activities involved in the Objective Assessment and development of the Individual Service Strategy are discussed. The WIA Title I Youth Program staffs also conduct a personal interview of the participant to gather any other information that will be helpful in the development of an ISS including the applicants' occupational interests, as well as short term and long term goals. The Youth Program staffs explain the activities and services available, and also schedule assessment activities and discuss potential barriers or limitations to participation such as access to transportation. This information is also utilized in the development of the participants' Individual Service Strategy (ISS).

The WIA Title I Youth Program staffs have developed a standardized ISS document that will be utilized for all WIA Youth Program Participants. The ISS includes basic information on the participant's age, current educational status, educational goals, current employment status, basic skills assessment results, barriers, supportive services needed to implement the plan, and a description of the activities including sequence, scheduled completion dates, and planned goals and outcomes. The plan described in the ISS will be updated and revised as necessary as the participant proceeds through the various activities and services agreed upon in the ISS. It is signed by both the WIA Title I Youth Program staff and the youth participant.

The ISS is the core document used by the case management staff involved in the youth participants activities. The ISS, along with other supporting documentation such as attendance records, evaluations, assessment tests, case notes, and documentation of outcomes provides a summary of the youths' participation in WIA Title I Youth services as well as the outcomes and goals achieved as a result of these activities.

- 5. Describe the framework for youth programs that includes the following components:**
 - a. Preparing youth for post-secondary education**
 - b. Connecting academic and occupational learning**

c. Preparing youth for unsubsidized employment opportunities

d. Connecting youth to the business community through intermediary entities

The Pocono Counties Workforce Investment Board, in partnership with the Youth Council will identify local training providers to operate year round basic skills programs where out-of-school youth can be referred for assistance in addressing their basic skills needs in order to obtain employment or to retain or upgrade their existing employment situation. Additionally the PA CareerLink® sites will request that all training providers incorporate basic skills assistance, where possible, into existing courses and programs funded under this Act. Out-of School youth who require additional remedial services will be referred to appropriate agencies or educational providers for assistance outside of the scope of our W.I.A. funded provider programs.

The focus of our program design for younger, in-school youth is to assist them in acquiring the basic work readiness skills needed for any occupational goal. At the same time, we try to provide a comprehensive overview of the PA CareerLink® services, including career exploration information and tools that will allow younger youth to develop a long-term strategy that allows them to pursue whatever industry or occupation they are interested in. We try to inform them about the occupations and industries that are located both within our service area and in the broader labor markets area we serve. We also help them identify the skills and educational requirements needed within various high demand occupations in Pennsylvania. All youth served in our system, whether with TANF Youth funds, WIA funds, or through Wagner-Peyser services are encouraged to become familiar with the information and tools provided through the Commonwealth Workforce Development System. We inform all customers that most of our services are available to them regardless of their current or future employment situation, and are encouraged to come to us with any questions they have related to workforce issues.

For most older, or out-of-school youth, the service strategy is centered on assisting them in acquiring high demand occupational skills training through the use of ITA services. Many in this age group have sufficient work experience, but lack the skills and experience needed to pursue various high demand occupational goals. Our services for these older youth will be designed to assist those with clear occupational goals pursue the training and certification necessary to succeed in their individual goals, and if necessary, help those who do not yet have a specific career choice to identify a suitable goal. The Pocono Counties has an extensive history of assisting Out-of-School Youth in a wide variety of high demand occupational goals.

The overall strategy of the Board is to identify the existing programs, services and resources available in the area that can help in achieving the implied goals of the WIA Title I Program design elements, and to leverage these resources with WIA Title I funds to meet the needs of both the most in need youth and the general youth population of the region.

The Board utilizes WIA Title I resources to Assist youth prepare for post-secondary education and connect academic and occupational learning through its emphasis on the use of ITA

services for Out-of-School Youth. It helps prepare youth for unsubsidized youth employment through its work experience, OJT, and summer youth program design. Career planning information and the importance of academic achievement in preparation for an occupational goal is a central part of all WIA Title I supported programs and services. Local School-to-Work programs and Business Education Committees serve as intermediaries between youth and the business community to foster a better understanding on the part of youth on the needs and opportunities of local businesses.

6. Describe how the LWIB incorporates the required youth program elements within the framework.

The Pocono Counties local area will meet the Workforce Investment Act requirements regarding WIA Title I Youth required program elements in the following (non-inclusive) manner. It should be noted that not all service providers provide all of the program elements, but by utilizing the variety of service providers and community resources available within the Pocono Counties WIA, we can provide services and referrals to youth aligned with their identified needs and goals.

The programs and services listed under each of the following program elements/objectives are designed to provide youth who participate in them with information, experience, guidance, and resources necessary to assist them in their individual employment/training plan. Youth who participate in these programs will obtain the skills and knowledge central to the goal of the program element header. In order to maximize the youth services available to our customers, and avoid duplication of effort, the WIA Title I services provided to our youth customers are supplemented by other Youth Programs, services and activities available within our Workforce Investment Area. These other programs and services available to assist youth customers do not usually have any income or other related eligibility criteria as services provided through the WIA Title I Youth Program. Staff providing WIA Title I Youth services, through their involvement in Youth Council meetings, are aware of other youth service providers and information in the region, and assist youth customers in both exploring and accessing those services when appropriate to meeting the youth customer's needs. In addition, these other Youth Service providers also often refer youth customers who may meet the eligibility criteria for WIA Title I Youth services to our PA CareerLink[®] Sites and affiliate service locations for possible enrollment in these activities. The WIA Title I programs and resources that are part of this list are reserved for eligible youth determined most in need, including such youth as migrant and seasonal farm worker youth, youth of incarcerated parents, youth in or aging out of foster care, and homeless youth.

The following is a list of service providers and community resources designed to provide the required youth program elements.

- a. Tutoring, study skills training, instruction leading to secondary school completion, including drop-out prevention.

Individualized Training Plan (ITA) services to Out-of-School Youth, Employment Counseling in the PA CareerLink® sites and affiliate sites, School-to-Work Activities, Youth Leadership Programs (Project Success), School District Remediation Programs, and Community College and University Guidance services.

b. Alternative secondary school services.

Business/Education Partnerships, Project Success, Home Schooling, IU' services, Youth Employment Services (Y.E.S.), Job Corps, Bethesda Youth Forestry Camp #2, Crossroads, Spectrum Community Services, and Goodwill Industries.

c. Summer employment opportunities linked to academic and occupational learning.

WIA Title I Youth programs (summer), Vacation Industry (PMVB), PA CareerLink® Database, Youth Employment Services (YES), Career Camp (YES), and Community College Career Exploration opportunities.

d. Paid and unpaid work experiences.

Summer Youth Employment Programs, Internships, Job Shadowing, Welfare to Work programs, Mentoring, and Youth Employment Services (YES)

e. Occupational skills training.

Career and Technical Institutes, Approved State Programs, Business/Education Partnership Programs, Basic Skills Programs, Universities and Community Colleges, and other area Training Providers.

f. Leadership development opportunities.

Business/Education Partnership Programs, Project Success, Boy and Girl Scouts, Youth Employment Services, Junior Achievement, School Programs, Job Corps, 4H, and Youth Forestry Camp #2.

g. Comprehensive guidance and counseling.

School Districts, Youth Employment Services (YES), Employment Counselors, Educational Opportunity Centers (PA CareerLink® Partners), and Goodwill Industries

h. Adult mentoring

Paid and unpaid Work Experience, Academic and Occupational Learning activities, and Project Success.

i. Supportive services.

Assistance and referrals for supportive services involving Transportation, Child Care, Drug & Alcohol, Housing, Clothing, and other Identified Employment Barriers are handled through referrals and coordination with the local County Assistance Office, PA CareerLink® and affiliate site services, local Drug and Alcohol Counseling services, Housing Authority services, C & Y (Independent Living), and Transitional Living Programs.

j. Follow-up services

Are provided by WIA Title I Youth Program providers for up to six months following employment, and by other training providers, by program caseworkers, and as necessary for other issues that arise after program participation.

The Pocono Counties local area will meet the Workforce Investment Act requirements regarding WIA Title I program design in the following (non-inclusive) manner.

The programs and services listed under each of the following program elements/objectives are designed to provide youth who participate in them with information, experience, guidance, and resources necessary to assist them in their individual employment/training plan. Youth who participate in these programs will obtain the skills and knowledge central to the goal of the program element header. In order to maximize the youth services available to our customers, and avoid duplication of effort, the WIA Title I services provided to our youth customers are supplemented by other Youth Programs, services and activities available within our Workforce Investment Area. These other programs and services available to assist youth customers do not usually have any income or other related eligibility criteria as services provided through the WIA Title I Youth Program. Staff providing WIA Title I Youth services, through their involvement in Youth Council meetings, are aware of other youth service providers and information in the region, and assist youth customers in both exploring and accessing those services when appropriate to meeting the youth customer's needs. In addition, these other Youth Service providers also often refer youth customers who may meet the eligibility criteria for WIA Title I Youth services to our PA CareerLink® Sites and affiliate service locations for possible enrollment in these activities. The WIA Title I programs and resources that are part of this list are reserved for eligible youth determined most in need, including such youth as migrant and seasonal farm worker youth, youth of incarcerated parents, youth in or aging out of foster care, and homeless youth.

7. Describe the services provided to non-WIA eligible youth under the 5% exception.

The Pocono Counties Youth Council has identified the additional youth eligibility criteria to be used by our local area as "Youth who require assistance to complete and educational plan or to secure and hold employment". It has been determined that these youth face serious barriers to employment and represent the next most critical group in need of our services after the

mandated economically disadvantaged youth and those groups of youth already identified in the 5% exemption category:

- School Dropouts
- Basic Skills Deficient
- Behind Grade Level
- Pregnant or Parenting
- Individuals with Disabilities
- Homeless or Runaway Youth
- Offender

The Youth Council has defined deficient in basic literacy skills: for youth as being assessed as having English, reading, writing or computing skills at or below the eighth grade level on a generally accepted standardized test of a comparable score on a criteria referenced test.

Non-WIA Eligible

The broad list of core services identified earlier in this plan will be available to those Youth customers who are not eligible for WIA services. In addition, the PA CareerLink® partners will make every effort to identify resources and services available outside of those offered by the Workforce Investment Act. Many of the agencies that are part of the PA CareerLink® system have services and resources that can assist our Non-WIA customers in achieving their employment and/or training goals.

8. Describe the process and criteria for determining “serious barriers to employment.”

To be eligible to receive WIA Title I Youth Program services, the applicant must be 14 through 21 years of age, a citizen or eligible to work, and is registered for selective service (if applicable). The applicant must also be low income (as defined by the Workforce Investment Act (WIA)), and have one of the following barriers: basic skills deficient, school dropout, homeless, runaway, foster child, pregnant or parenting youth, offender, individual with a disability (including learning disabilities), or a youth who requires assistance to complete an educational program or secure and hold employment. Also, up to 5% of the youth served through these funds may be individuals who exceed the low income guidelines but have one of the barriers listed above. Additional serious barriers have been defined by the Pocono Counties LWIB as a youth that lacks significant work history, and/or one or more grade levels below that appropriate to the individual’s age. Barriers, including the serious barriers as defined by the Pocono Counties LWIB are identified and verified by a variety of means. They include, but are not limited to, the Pre-Application submitted by applicants for some youth services, standardized assessment tests or school records, interviews and reviews of the youth applicant’s work history and educational background in the CWDS, court records, Physician’s and/or school documentation regarding a disability, (either physical, psychological, or learning disabilities), children’s birth certificates, and social service agency records

9. Describe how the LWIB coordinates with Job Corps and other youth programs.

The Local Workforce Development Area will coordinate with Job Corps, youth opportunity grants and other youth programs by ensuring their inclusion and participation on our local youth council. Job Corps will help focus attention on youth issues, be an active collaborator in the process of integrating youth service providers and agencies for the benefit of young people. In addition, Job Corps will inform the Council of projects and opportunities for youth in the region and develop relationships with local and distant employers and PA CareerLink[®] agencies to provide job placement opportunities for Job Corps graduates.

The PA CareerLink[®] also provides interviewing/recruitment space to space to our Area Job Corps Representative on an as needed basis to assist them in their recruitment/assessment process.

A representative from the Regional Job Corps is a member of the Pocono Counties Youth Council. The representative participates at the quarterly meeting of the Workforce Investment Board. Staff from the two comprehensive and two affiliate PA CareerLink[®] sites meet on a regular basis with the representative of the Regional Job Corps Center. Mr. Ross Valenti is the representative from the Keystone Job Corps Center and is a member of the Pocono Counties Workforce Investment Area Youth Council.

H. ADMINISTRATION AND PERFORMANCE

1. Describe how the LWIB ensures that all partner services are made available through the PA CareerLink[®] center and that core services are not duplicated.

The PA CareerLink[®] locations in Pocono Counties offer a seamless delivery system of services that focus attention on the job seeker and employers with an emphasis on customer choice. Both locations provide both core and intensive services that meet the needs of our customers. Our Operations Committees meet on a regular basis and discuss the service delivery strategy with the goal of improving overall efficiency and avoiding duplication of services. Our Business Services Teams also meet regularly to discuss how employer services can be improved and how all partners can interact to better serve the business community.

All partners Staff have access to the job seeker's service history, regardless of which service locations they have used in the past to insure that job seekers are not required to participate in core services they have already received.

Oversight for all services is conducted jointly by the Independent Monitor, Wil Coombs, and the Workforce Investment Board.

2. Describe any LWIA policies or guidelines implemented to support WIA Title I program operations that are not addressed elsewhere in the local plan, including information about the purpose, development, implementation, and monitoring of such policies.

No additional local policies or guidelines have been implemented by the Pocono Counties Workforce Investment Area relative to WIA Title I Program Operations.

3. Describe the system used to capture and report performance data.

Performance is a central issue addressed by the Pocono Counties Workforce Investment Board and the Local Elected Officials. Performance reports are provided to the membership at the Quarterly Board Meetings. The Independent Monitor, Wil Coombs, reviews WIA Title I Performance and reports to the Workforce Investment Board. PA CareerLink[®] Performance is also reviewed by the Board. The PA CareerLink[®] Operating System (CWDS) is the System of Record for Performance Evaluations.

4. Describe the monitoring process and oversight criteria and procedures used to move the local workforce investment system toward LWIA goals.

The Pocono Counties Workforce Investment Board will use the Monitoring and Oversight Procedures developed by the Board to monitor and review all Program Activities. The Board employs an Independent Monitor, Wil Coombs, who will perform reviews of all aspects of the Program. The Pocono Counties Workforce Investment Area's monitoring system meets the requirements of 20CFR 667.410 (b) (2).

Pre-employment services and summer youth employment will be monitored in accordance with the requirements of 20CRF667.410 (b) (2).

In compliance with Final Rule 20 CFR part 652 of the Workforce Investment Act, the Pocono Counties Workforce Investment Area conducts reviews of all sub recipients and recipients on a regular basis. Reviews are performed by an Independent Monitor who reports to the Workforce Investment Board. The Monitor utilizes a Monitoring Guide and standardized monitoring tools approved by the Workforce Investment Board designed to provide direction to the monitoring staff relative to the purpose, philosophy and overall objectives of the monitoring process. The Guide reviews target administrative and programmatic aspects of Workforce Investment Act Programs.

The principal objectives of the monitoring process are to assist the Pocono Counties Workforce Investment Board in developing Quality Assurance, Technical Assistance, Oversight and continuous improvement for programs funded under the Act. The primary focus of program monitoring is to enhance the quality of service by fostering a close working relationship between the Pocono Counties Workforce Investment Board and program vendors and service providers. Monitoring will be utilized to identify issues in the delivery of services and to recommend immediate action to correct issues identified. In situations requiring immediate attention, monitoring staff will work with the Workforce Investment Board and the Executive Director to ensure corrective action in a timely manner.

Monitoring is the principal responsibility of the Independent Monitor who is a subcontractor to the Pocono Counties Workforce Investment Board. All grantees participating in the Request for

Proposal Process developed by the Board and who are awarded a program contract exceeding fifty thousand (\$50,000) dollars per year are monitored annually. All other contractors are monitored no less than once every two years. Grantees are monitored according to a pre-defined, quarterly schedule. The Board can direct a review of any subcontractor at any time during the Program Year if the Board so desires. The primary focus of program monitoring will be concentrated in the following areas:

- Internal & Financial Operations of the Workforce Investment Area
- PA CareerLink® sites
- Service Providers
- Program Vendors
- Individual Training Accounts
- On-the-Job Training
- Youth Programs
- Welfare Initiative Programs
- NEG Grants – If Applicable

IMU also monitors performance quarterly by requiring training providers to establish a client tracking system for all Pocono Counties WIA participants and to submit reports to IMU regarding the status of all enrollees. The information must include the current status of the enrollee in terms of whether they have successfully completed the training program, whether they have found employment and what type, or whether they are still enrolled.

5. Describe the competitive process and non-competitive process to be used to award grants and contracts for activities carried out under WIA Subtitle I, including the process to be used to procure training services that are made as exceptions to the ITA process. Include how community-based organizations and faith-based organizations are notified of contract opportunities.

The Board does not operate programs within the Pocono Counties Workforce Investment Area. The Board solicits programs through a Request for Proposal Process. Competitive Proposals are solicited from training providers utilizing a standardized RFP Package. Solicitation of proposals are addressed through public notices placed in area newspapers, direct mailings from a list of potential bidders and other means deemed necessary to encourage participation in the process.

All Proposals are reviewed by the Workforce Investment Board and Administrative Staff. A standardized rating system is used to evaluate proposals which include criteria such as cost, effectiveness of program design, ability to meet stated performance goals and prior record of performance as a service provider.

Justification to choose providers is based upon the Board's Request for Proposal Process. Competitive Requests for Proposals will be solicited from area training providers utilizing a standardized RFP package. Solicitation of said RFP's will be accomplished through ample notice to the general public via the local newspapers, direct mailings or other means as deemed necessary to encourage as many proposals as possible. All proposals will be reviewed by the Workforce Investment Board, the WIB Staff, and the PA CareerLink®

Operators prior to approval. A standardized rating sheet has been developed as a vehicle for the awarding of contracts and includes criteria such as cost, effectiveness of program design, ability to meet stated performance goals, and prior record of performance as a service provider to the WIA. All providers whose proposals have been rejected have the right to appeal that rejection to Joseph Sebelin, Executive Director for the Workforce Investment Area, within thirty days of the notice of rejection. All local training providers have been notified of the steps necessary to be approved for inclusion in the State's list of eligible training providers for WIA services. They have also been notified by the WIB of proposed policy changes, performance standards, and the recertification process that will be in place for their programs to remain on the State approved list of training providers. This information also includes the appeals process for those training providers who have been denied or removed from the list. The Pocono Counties WIB has made every effort to encourage quality training providers to apply for inclusion in the statewide list. This effort is necessary in order to maximize the customer choice available to our customers. Primary providers of training are selected from the Eligible Training Provider List for Individual Training Accounts which comprise the largest percentage of training funding.

The Board specifically requests Proposals for Innovative Youth Programs. The Board has contracts in place with institutions of higher education within the Northeast Region which will allow facilitation of training programs designed to accommodate multiple individuals in high demand occupations. The Board also has the ability to accommodate individual training slots that will not limit customer choice.

6. Attach the LWIB Procurement Policy (*Appendix I*).

See Appendix I.

7. Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility, or other action by the LWIB or PA CareerLink[®] Operator. Attach the appeal policy (*Appendix J*).

See Appendix J

8. Describe the procedure(s) for individual customers to appeal a denial of eligibility, reduction or termination of services, or other adverse action by the PA CareerLink[®] or service provider. Attach the policy (*Appendix K*).

See Appendix K

9. Describe the grievance procedure for PA CareerLink[®] staff. Attach the policy (*Appendix L*).

See Appendix L

10. Describe the administration of WIA funds used by the LWIB. Include risk management and oversight responsibilities for WIA funds, PA CareerLink[®] and other workforce development resources.

The financial system developed by the Pocono Counties Workforce Investment Area will maintain effective control over and accountability for all funds, property and other WIA assets and adequately safeguard all such assets in accordance with generally accepted accounting principles.

WIA Funds for the Pocono Counties Workforce Investment Area will be received by the Automated Clearing House (ACH) and deposited directly into the WIA account with the Bank of America located in Lehighton, PA. The funds will cover all WIA related activities within the Pocono Counties Workforce Investment Area. Disbursements for the Carbon County payroll checks will be handled through the county payroll system. All other disbursements will be handled through a voucher system.

Voucher System

1. Each individual request for payment is checked for accuracy.
2. It is checked against contract if applicable, no payment of funds will be made without a fully executed contract.
3. Chief Financial Officer gives voucher a budget number in order to charge to correct title and cost category.
4. Voucher is checked and signed by the Executive Director of the PCWIA.
5. Voucher is then sent to Chairman of the Carbon County Board of Commissioners for approval.
6. After approval is received, a check for payment against the voucher is issued using a computerized checkwriting system.
7. The checks are signed by two of the authorized signatories.

Checks will be processed once a week. The checkwriting system will generate both a voucher register and check register. The voucher register will be posted to the general ledger by the Chief Financial Officer. The PCWIA maintains its records on the cash basis, however, the Financial Status Reports are reported on the accrual basis.

Monthly financial reports will be issued by the Fiscal Agent that provide comparisons of actual expenditures with budgeted amounts for each program. These reports are distributed to the Local Elected Officials, the WIB, and to the four county WIA offices. This monitoring allows the WIB to modify program performance and expenditures in order to meet program objectives

All checks issued are required to have two (2) of the following five (5) signatures: Chairman of the WIB; Chairman of the Carbon County Board of Commissioners; Treasurer of the WIB; Executive Director of the Workforce Investment Area; and the Chief Financial Officer.

The Fiscal Agent in Partnership with the PA CareerLink[®] Site Administrator and One-Stop Operators develop the RSA and supporting documentation to define, allocate, and fund shared costs. Once the RSA is completed, it is submitted to all partners for approval. When all

partners approve, the RSA is submitted by the Fiscal Agent to the State. The Fiscal Agent invoices all PA CareerLink[®] Contractors for all costs incurred by the PA CareerLink[®]. The Fiscal Agent files all required PA CareerLink[®] Reports to BWDP in a timely manner.

All requests for funds will be checked by the Workforce Investment Area Executive Director and Chief Financial Officer to assure that funds are used solely for the purpose of WIA. This system will maintain effective control over and accountability for all funds and property.

All subrecipients will be mandated to operate programs in compliance with regulations/policies outlined by L&I and the Department of Public Welfare. They will also use accounting procedures that are in accordance with generally accepted accounting principles. This will be reviewed by the Monitoring Staff and the county which initiated the contract. All Subrecipients will be required to comply with the Single Audit Act. The Pocono Counties WIA will be included as part of the Single Audit of Carbon County.

These procedures will be used to administer all funds received by the PCWIA including funds from L&I, the Department of Public Welfare, PA CareerLink[®] and any other workforce development funds that might be received.

In accordance with WIIN 3-00 Change 1, the Pocono Counties Workforce Investment Area has formulated a policy of risk assessment for all training and service providers who are receiving or will receive funds from the Workforce Investment Act. The policy will serve as a guide for the type and frequency of monitoring of all providers during any twelve month fiscal period.

1.) Any service provider receiving funds from the Pocono Counties Workforce Investment Area for the first time shall be automatically subject to a full on-site review within the contract period. The areas covered in the review will include the following:

- Recordkeeping
- Fiscal Accountability
- Performance
- Compliance with Contract Provisions
- EEO Compliance
- ADA Compliance

2.) Yearly selection of providers to be monitored will be based upon a number of criteria, including but not limited to, previous review results, internal staffing changes, relocation or expansion of facilities, failure to promptly address previously identified deficiencies.

3.) Any or all providers, regardless of size or prior performance, will be subject to an on-site review at least once every three years.

4.) All service providers will be required to respond, in writing, to all deficiencies cited within thirty days of their receipt of review findings.

5.) If a provider received a high risk evaluation for two consecutive contract periods, a copy of the findings will be forwarded to the Pocono Counties Workforce Investment

Board for review and consideration of actions that could result in their permanent termination as a provider.

The evaluation below will be used as a guideline for determining whether a provider is high risk:

Scoring System/Provider Risk Analysis

- 1.) During the past year, has there been a change in the provider's personnel, policies, organizational structure or location?
15 points – major change 8 points - significant change
- 2.) In the past, have there been any instances of disallowed costs or concerns about financial stability?
20 points – More than one instance 15 points – A single instance
- 3.) During the past two years, have there been any major monitoring or audit findings, either financial or performance?
25 points – Significant violations of WIA regulations or contract provisions were found 15 points – some violations were found but have since been corrected.
- 4.) What is the contractor's current WIA allocation?
15 points - \$50,000 or more 10 points - \$25,000 or more 5 points – less than \$25,000

Any provider whose assessment results in a score of twenty-five points or more in any fiscal period will automatically be considered high risk.

11. Describe measures used by the LWIB to eliminate duplicative administrative costs.

The Pocono Counties Workforce Investment Board has a staff that consists of an Executive Director, A Chief Financial Officer, an Administrative Assistant and a part-time Independent Monitor, Wil Coombs. Due to the limited amount of staff, there are no duplicative administrative costs being charged by the Pocono Counties Workforce Investment Board. The Chief Financial Officer will monitor all administrative functions to ensure that there are no duplication of costs.

12. Describe the property management approach used by the LWIB.

The Pocono Counties Workforce Investment Area has established a Property Management and Procurement System to insure compliance with WIA regulations. The following goals have been identified to implement a Property Management and Procurement System.

- Maintain a property management and procurement system which will control the purchase of property and have an inventory control system listing all property purchased with WIA funds, and property transferred from JTPA that is located within the PCWIA.

- Maintain a standardized purchasing system to address the procedure of purchasing property within the PCWIA.
- Report to L&I on all matters concerning the rules, regulations and procedures relative to property management.

The Property Manager for the Pocono Counties Workforce Investment Area is:

Joseph Sebelin
76 Susquehanna Street, Suite 1
Jim Thorpe, PA 18229
(570) 325-2462

Definitions and Explanatory Notes

This section deals only with those terms which are related to property acquisition and management and are defined herein for the purposes of uniformity and general understanding.

Nonexpendable Personal Property - This terminology refers to tangible personal property with a useful life of more than one (1) year, having a unit acquisition cost of \$500 or more per unit. Unless otherwise stated, references using the word “property” made in this section will mean nonexpendable personal property, as defined.

Procurement and acquisition - Both terms apply to any method of obtaining property (purchase, transfer, and rental or lease). The terms “procure” and “acquire” are not synonymous with “purchase”, although “purchase” is one method of procurement or acquisition.

Rental or Lease - these terms refer to agreements contracted for the use of property where title remains with the vendor. Renting is usually short-term while leasing usually reflects a longer period of time and may or may not include a purchase option.

Code of Conduct/Conflict of Interest

The PCWIA will adhere to the following code of conduct as well as ensuring that all subrecipients operating within its jurisdiction also adhere to this code when WIA funds are involved in any type of procurement. It should be noted that these standards apply to any acquisitions of nonexpendable personal property, and for all services and supplies.

These standards provide that the PCWIA shall not:

- Solicit or accept gratuities, favors, or anything of monetary value from suppliers or potential suppliers; or

- Participate in the selection, award or administration of a procurement subject to this section where, to the individual's knowledge; any of the following has a financial or other substantial interest in any organization which may be considered for award –
 - the officer, employee or agent; any member of his or her immediate family;
 - his or her partner; or a person or organization which employs any of the above with whom any of the above has an arrangement concerning prospective employment; or
 - any WIB members, WIB member's immediate family, or place of business.

Any violations of law or established standards of conduct by the PCWIA or its subrecipients may be subject to penalties, sanctions or other disciplinary actions (such as suspension, termination or civil action to recover money damages), to the extent permissible by Federal, State and local law.

Responsibilities

The Property Management and Procurement system is designed to insure compliance for the procurement, control and utilization of nonexpendable personal property acquired with WIA funds. This system also addresses control and utilization of property acquired with JTPA funds. This system does not include procurement, control or utilization of consumable goods (i.e. paper, pens, computer diskettes, etc.) as the responsibility for those items lies with each subrecipient.

Property Control

The PCWIA Property Manager will:

- Conduct an annual property inventory review of the PCWIA and its subrecipients and submit an Annual Property Inventory form (WIA-5d) to the Bureau of Workforce Development listing all property with a single unit acquisition cost of \$5,000 or more.
- Conduct an annual inventory review of the PCWIA and its subrecipients relative to property with a single unit acquisition cost of \$2500 or more. A list of this property will be maintained and updated and kept on file in the PCWIA's Administrative Office.
- Ensure that all property purchased with WIA funds that have a single unit acquisition cost of \$5,000 or more will have a state issued WIA Property Tag affixed. All property with a single unit acquisition cost of \$2500 or more will have a numbered Pocono Counties WIA Property Tag affixed.
- During the annual review, will determine if any property may no longer be needed. This will be determined by discussing with the agency where the property is located, whether the property is still being utilized on a regular

basis. If the property is deemed to be excess, steps will be followed in accordance with the Property Control Manual.

- During annual property review, ensure that all property within the PCWIA and its subrecipients are safely contained in areas where controls such as locked doors, cabinets, etc., are present.
- Ensure that all subrecipients who are in possession of property purchased with WIA or JTPA funds, maintain an adequate system of property management. Said property must be properly identified and safeguarded.

Property Acquisition

The Pocono Counties Workforce Investment Area Property Manager will:

- Obtain written approval from L&I for the purchase of any property with a single unit acquisition cost of \$5,000 or more. L&I's procedures for requesting approval for acquisition, as found in the WIA Manual, will be followed.
- Prior to request for acquisition, attempt to locate surplus property within the PCWIA or by contacting the property division of L&I. If surplus property is not available, the necessary procedures will then be initiated to acquire the requested property.
- Obtain, in writing, a request from a subrecipient for purchase of any property item having a single unit acquisition cost of \$500 or more. Upon the Property Manager's receipt of said request, necessary procedures will be initiated to acquire the requested property.
- Obtain three (3) telephone price quotations on any property item having a single unit acquisition cost of \$500 to \$2,499. The price quotes are to be recorded and kept on file.
- Obtain three (3) written price quotations on any property item having a single unit acquisition cost of \$2,500 to \$9,999. Written price quotations will be evaluated based upon the specifications of the items requested for purchase. Verification of the written quotes will be maintained by the Property Manager.
- Property items having a single unit acquisition cost of \$10,000 or more, require a competitive procurement process. The Property Manager will develop specifications for the property to be purchased. The specifications will be a clear and accurate description of the technical requirements and must not contain features which would restrict, eliminate or otherwise restrain competition. Notice for request for bids will be advertised in local newspapers within the PCWIA at least three (3) times at intervals of not less than three (3) days where daily newspapers of general circulation are employed, or, in case where weekly newspapers are employed, then the notice shall be published not less than ten days prior to the date fixed for

the opening of bids. Specific time frames will be established for the bidding process. The Property Manager will review and evaluate the bids and forward the evaluation to either the Executive Committee or the Workforce Investment Board for approval. The competitive procurement process is designed to insure free and open competition.

- Pocono Counties Workforce Investment Area reserves the right to purchase property directly from vendors who are on the Commonwealth of Pennsylvania's approved state contract vendor list in lieu of the procurement steps described above.
- Obtain approval from L&I, in writing, any requests to trade in items with the unit acquisition cost of \$5,000 or more in order to purchase new equipment.

Property Utilization

The Pocono Counties Workforce Investment Area Property Manager will:

- Ensure that all property acquired with WIA or JTPA funds are utilized for WIA purposes only.

Leasing or Renting Nonexpendable Personal Property

The PCWIA will allow leasing or renting when a purchase option is not financially feasible, or where leasing or renting is an only option. Any subrecipient requesting lease or rent of nonexpendable personal property must contact the Property Manager, in writing, prior to entering said agreement. The Property Manager will review said request and determine whether leasing or renting is appropriate versus purchase.

The Property Manager will contact L&I prior to executing a lease or rental agreement in order to determine if excess property may be available for transfer.

Should the PCWIA determine that leasing or rental will be used, open and free competition will be ensured. Competitive procurement would be required for any item, or multiple of like items, having a value of \$10,000 or more. The Property Manager will develop specifications for the property to be leased or rented. The specifications will be a clear and accurate description of the technical requirements and must not contain features which would restrict, eliminate or otherwise restrain competition. Notice of request for bids will be advertised in local newspapers within the PCWIA at least three (3) times at intervals of not less than three (3) days where daily newspapers of general circulation are employed, or, in case where weekly newspapers are employed, then the notice shall be published not less than ten days prior to the date fixed for the opening of bids. Specific time frames will be established for the bidding process. The Property Manager will review and evaluate the bids and forward the evaluation to either the Executive Committee or the Workforce Investment Board for approval.

Single items, or multiples of like items, having a value of \$2,500 to \$9,999, will require three (3) written quotes for lease or rental. Written price quotations will be evaluated based upon the specifications of the items requested to be leased or rented. Verification of the written quotes will be maintained by the Property Manager. The PCWIA does not encourage the lease or rental of any item with the exception when lease or rental is the only option, or in the case where the item is known to be needed for short-term use.

Pocono Counties Workforce Investment Area reserves the right to lease or rent property directly from vendors who are on the Commonwealth of Pennsylvania's approved state contract vendor list in lieu of the steps described above.

Any lease or rental agreement entered into by the PCWIA or its subrecipients utilizing WIA funds will ensure that a contingency clause is included in the agreement. The clause must state that either party may terminate the lease or rental agreement within a specified period of time. It must also state that the agreement is contingent upon continued receipt of Federal funding.

Transferring

Any property which is no longer needed by a subrecipient within the PCWIA may be transferred from one location to another within the PCWIA by contacting the Property Manager, in writing, prior to transfer. The Property Manager will then determine if another subrecipient within the PCWIA would like the property transferred to their location. The cost and responsibility of transfer of said property will be borne by the recipient. If said property had a single unit acquisition cost of \$5,000 or more, a Notification of Property Transfer form (WIA-5b) must be completed by the Property Manager and forwarded to L&I per instructions in the WIA Policies and Procedures Manual.

If property within the PCWIA is deemed excess, and it is known that another WIA is interested in having the item transferred to their jurisdiction, the PCWIA Property Manager will notify L&I when the transfer is complete and a Notification of Property Transfer Form (WIA-5b) will be forwarded if the item had a single unit acquisition cost of \$5,000 or more. The PCWIA will then be released of its responsibility for said property.

Property Damage, Loss or Theft

The PCWIA requires that all property purchased, rented or leased with WIA or JTPA funds be provided adequate safeguards for protection. Said property should be located within buildings/rooms capable of being locked. Maintenance coverage and security measures, including adequate insurance coverage are required for all WIA property.

Should property be damaged, stolen or reported missing, the Property Manager of the PCWIA must be notified immediately, in writing. In the case of theft, or

damage by vandals, the incident must also be reported to the local police department and a copy of their report must be forwarded to the Property Manager.

If the property damaged, stolen or reported missing had a single unit acquisition cost of \$5,000 or more, a Property Damage, Loss or Theft Report Form (WIA-5c) will be completed by the Property Manager and forwarded to L&I. Copies of the reports to the local police will accompany the WIA-5c.

Final Disposition of Property

The Property Manager will determine if the nonexpendable personal property is:

- No longer needed in WIA Programs.
- Out of date and no longer useful.
- Unserviceable.

Nonexpendable personal property with a current per-unit fair market value in excess of \$5,000 may be retained or sold and the awarding agency shall be reimbursed a share by applying the formula outlined in Section 97.32, 29CFR, Part 97. Nonexpendable personal property with a current per-unit fair market value of less than \$5,000 may be retained, transferred, utilized as a trade-in, disposed of, or sold (proceeds from sale would be used for WIA Activities), depending on condition of property in question.

Nonexpendable Personal Property with a Single Unit Acquisition Cost of \$4,999 or Less

Any property having a single unit acquisition cost of \$500 to \$4,999 which is no longer needed by a subrecipient within the PCWIA must be reported to the Property Manager, in writing.

The disposition procedures for the disposal of all nonexpendable personal property with a single unit acquisition cost of \$500 to \$4,999 are as follows:

The Property Manager will determine if the nonexpendable personal property is:

- No longer needed in WIA Programs
- Out of date and no longer useful
- Unserviceable

If the property can be sold it will be to the highest bidder with all proceeds being used for WIA Activities. If the property has no value, as determined by the Property Manager, it will be disposed of and properly documented in the inventory files.

Expendable Personal Property

Supplies no longer needed for Federal supported programs with a residual inventory of \$5,000 in total aggregate fair market value, shall be retained and the awarding agency shall be compensated its share.

SECTION III:

Required Local Plan Appendices:

A: LWIA Common Measures Negotiated Performance Goals

[Appendix A](#)

B: Published Notice(s) [Appendix B](#)

C: Public Comments Received/Addressed [Appendix C](#)

D: LWIB/CEO Agreement

[Appendix D](#)

E: Organization Chart – WIB Appendix E - PA CareerLink® Carbon Appendix E-1 – PA CareerLink®
Monroe Appendix E-2

[Appendix E](#)

[Appendix E-1](#)

[Appendix E-2](#)

F: LWIB/One-Stop Partner Agreement

[Appendix F -1](#) Carbon

[Appendix F -2](#) Monroe

G: Priority of Service Policy(ies)

[Appendix G](#)

H: Eligibility Verification and Priority Selection for WIA Title I-B Youth

[Appendix H](#)

I: LWIB Procurement Policy(ies)

[Appendix I](#)

J: Training Provider Appeal Policy

[Appendix J](#)

K: Participant Eligibility Appeal Policy

[Appendix K](#)

L: PA CareerLink® Staff Grievance Procedure Policy

[Appendix L](#)

M: LWIA Individual Training Account (ITA) Policy

[Appendix M](#)

N: Self-Sufficiency Policy

[Appendix N](#)