LACKAWANNA COUNTY
WORKFORCE DEVELOPMENT BOARD

WORKFORCE DEVELOPMENT AREA NE 055

MULTI-YEAR LOCAL PLAN
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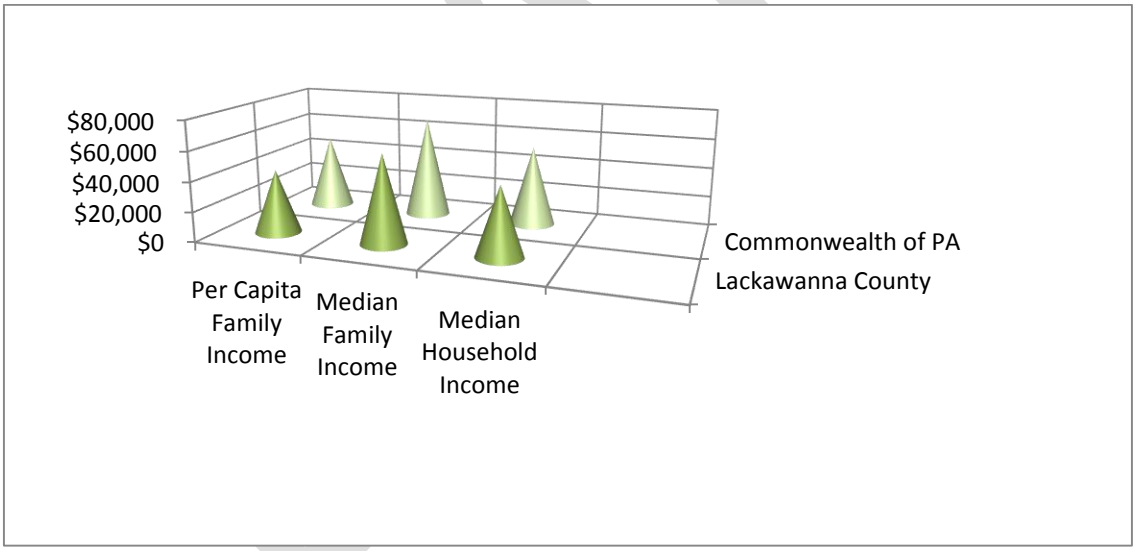
Section 1: Local Area Workforce and Economic Analysis

Section 1.1: Identify the composition of the local area's population and labor force.

Lackawanna County sits in the far Northeast corner of the Commonwealth of Pennsylvania bordered by Luzerne, Monroe, Susquehanna, Wayne, and Wyoming counties. Predominantly urban in nature with two city centers (Scranton and Carbondale), there are many small towns and boroughs as well as pockets of rural landscape across the 465 square mile[1] land area. As of April, 2017, the total population was 213,459 with a civilian labor force totaling 105,500 and a current unemployment rate (seasonally adjusted as of February, 2017) of 5.4%[2]. The Per Capita Personal Income is $42,662. Median Household Income (2015 adjusted dollars) is $46,271, and Median Family Income (2015 adjusted dollars) is $59,955[3].

In comparing Lackawanna County's per capita personal income, median household income, and median family income with that of the Commonwealth of PA, it is apparent that the local area lags somewhat behind which substantiates an historical pattern and can also be attributed to the fact that business regrowth, following the recession of 2008-2010, is just now starting to substantially rebound.

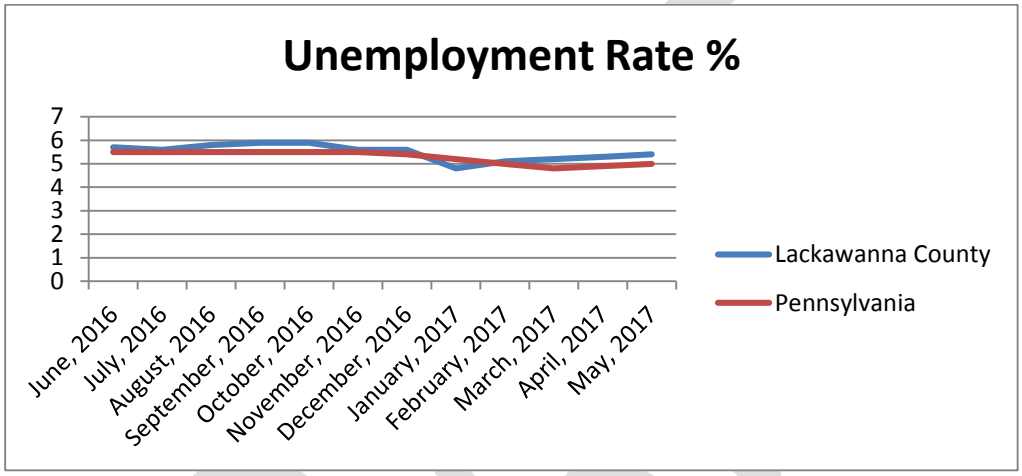


The downsizings and closings that resulted during the recession, most notably, across the local manufacturing and health care sectors, resulted in the displacement of hundreds of skilled, semi-skilled, and non-skilled workers that, in turn, escalated the local unemployment rate to record highs where it remained for 5+ years. Hovering for many months at over 9%, the local economy struggled but has now, as of May, 2017, recovered to a rate of **5.4**%. The slow turn-

[1] U.S. Census Bureau
[2] PA Department of Labor and Industry (L & I), Center for Workforce Information & Analysis (CWIA)
[3] PA Dept. of L & I, CWIA

around was due, primarily, to the reluctance of local businesses/companies to rapidly expand their workforces in an unsettled economic climate. That said, the employment market has since opened-up significantly but is still somewhat weak compared to the U.S. and Pennsylvania overall.

As can be seen by the chart below, Lackawanna County's unemployment rate has fluctuated only slightly over the past 12-month period[4]. This consistence has allowed for a period of stabilization across the workforce community. The slight dip in January to 4.8% was due primarily to a surge in job opportunities at the onset of 2017.



In 2017, the median age for the Lackawanna WDA is 42.6, while the average age is 42.2. Five years from now, the median age is projected to be 43.3. The median age for the Northeast Region is slightly higher 44.0, while the average age is 42.6. Five years from now, the median age is projected to be 44.8. That said, it can be deduced that a somewhat middle-aged population will continue to comprise the majority of the local employment base

An important factor for consideration in a thorough review of an economic climate is the education and skill level of the current workforce which will, in turn, dictate the types of training and educational opportunities that must be made available to ensure a sizeable pipeline of workers to sustain economic growth.

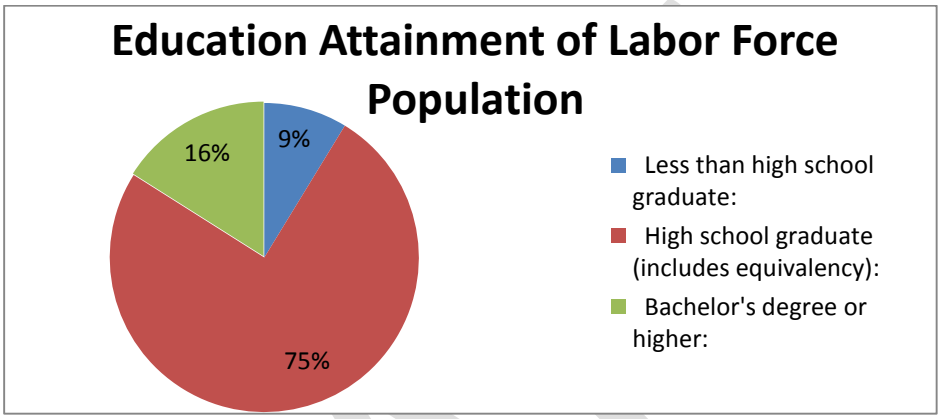
- 21,094 of 16+ year olds live below the poverty level
- 7,826 of the total population speaks English less than "very well"
- 29,568 of 16+ year olds have a disability

These statistics represent significant barriers faced by potential workers; however, they do not preclude motivated individuals from migrating career ladders within specific industries.
Here is where the one-stop system exhibits its usefulness within the workforce arena. Those job seekers or underemployed in need of services or training to begin or continue their upward

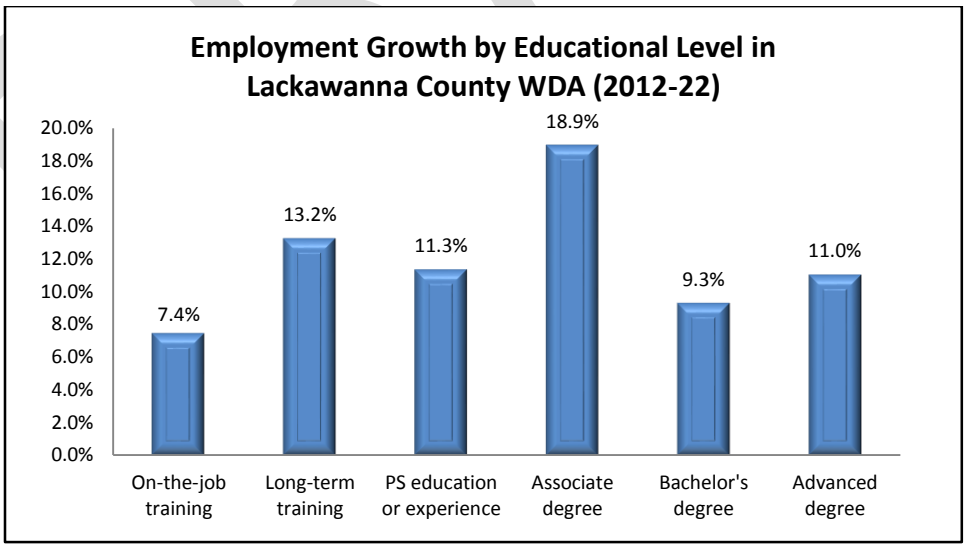
[4] CWIA

migration on the ladder to success, which then promotes receipt of both self and/or family sustaining wages, must just visit the local PA CareerLink® Center for access to assistance in reaching their goals. The collaboration of one-stop partners and leveraging of community resources enhances this process.

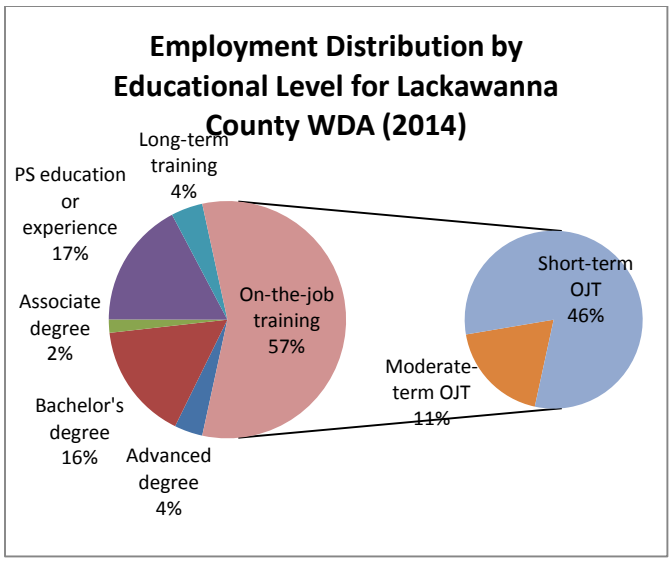
From an educational standpoint, the chart below reflects that the majority of employable individuals within the local WDA fall into the category of high school graduate with some or no post-secondary education:

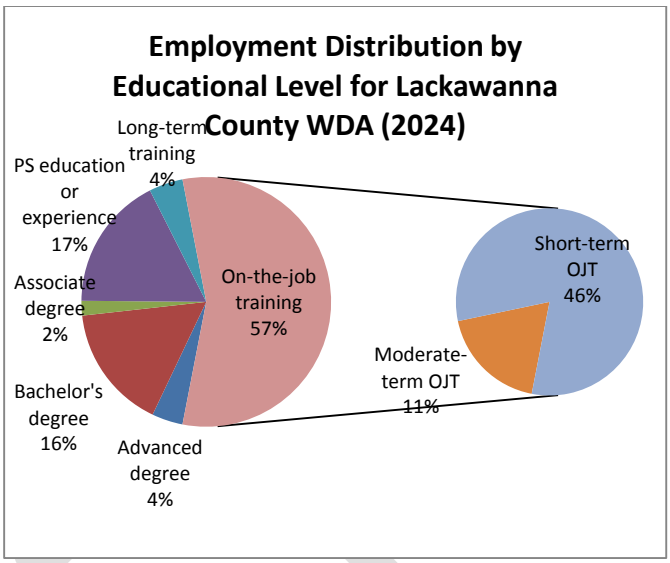


In correlation, the type and numbers of jobs that are available in the local area tend to lean more to a skilled and semi-skilled workforce. Analyzing the information below, predictions indicate that the highest job growth will be supported by individuals with an Associate degree followed by occupational skilled training and life-long learning.



Further, this can be translated to actual on-the-job learning which comprises a larger population than would be expected.





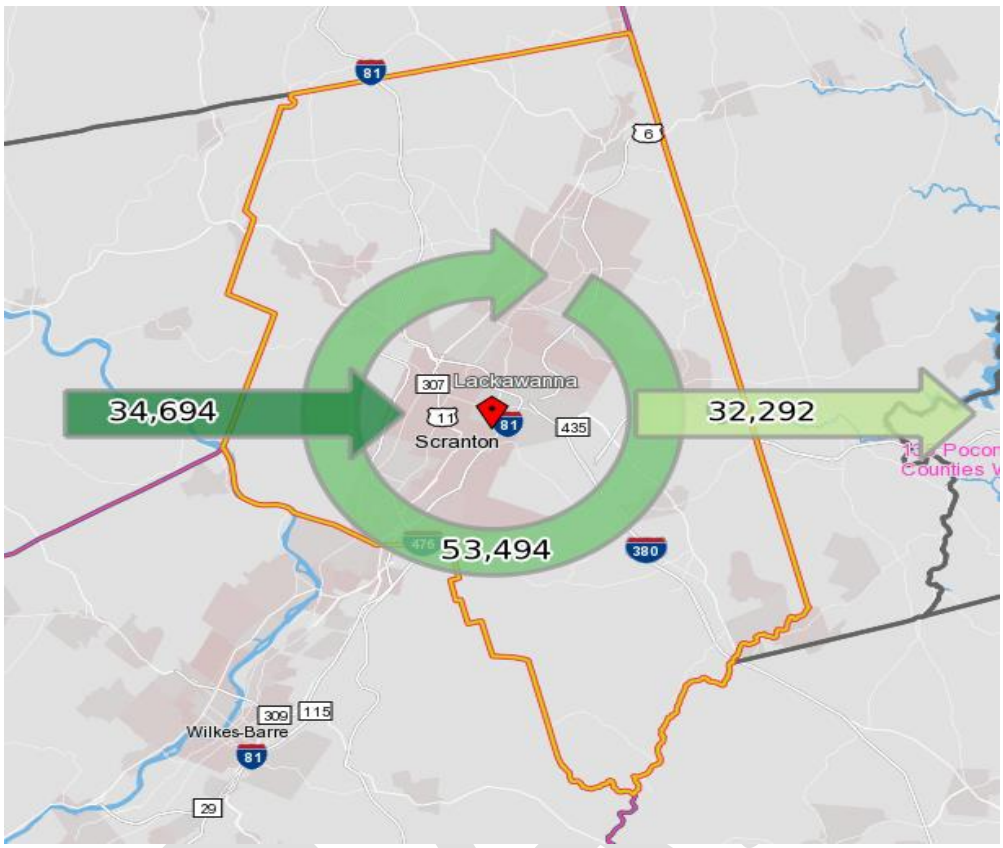
A concern that then comes to light is the brain drain of Bachelor-degreed or higher individuals migrating out of the County due to somewhat of a lack of applicable positions. A strong economy must be supported by a wide variety of types of job openings to sustain its workers. An inward migration of business and industry is needed to engage those exiting four year colleges and universities to not only reduce quality out-migration but also to encourage the return of those who have left for better positions.

Most of the Lackawanna WDA's current year estimated population are White Alone (89.3%), 3.1% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 2.5% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 2.8% are Some Other Race, and 2.0% are Two or More Races. Lackawanna's current estimated Hispanic or Latino population is 7.1%, which is lower than the region (9.1%)[5]. Comparison across the Northeast Region of PA shows a bit more diversity: 87.0% are White Alone, 5.5% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 1.5% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 3.6% are Some Other Race, and 2.1% are Two or More Races.

The number of households in the Lackawanna WDA is estimated to have declined from 87,226 in 2010 to 85,980 in 2017, resulting in a decrease of 1.4%. Over the next five years, the number of households is projected to decrease by 0.6%. This decrease could, in turn, shift the percentage of available workers in five years.

In conducting a thorough review of the workforce condition within any given area, the migration of workers must be taken into consideration. For the Lackawanna County Workforce Development Area, statistics provided by the PA Center for Workforce Information and Analysis (CWIA) provides a picture of this migrating pattern:

[5] EMSA, 2017



Specifically, the most recent inflow/outflow pattern (2014), based on a total of 88,188 (100% share) individuals employed in the WDA, 34,694 (39.3%) were migrating in from a surrounding County or area while 32,292 (37.6%) lived within the boundaries of Lackawanna County and leave the County for work. The number of those living and working within Lackawanna County is 53,494 60.7% of in migration and 62.4% of outmigration). What can be deduced from these statistics is that the workforce base remains predominantly consistent based on the numbers going out and coming in and these patterns should not significantly affect (either positively or negatively) the workforce base.

Most of the dwellings in the WDA (66.0%) are estimated to be Owner-Occupied for the current year, which is lower than the region (72.6%). Over one third of housing units in this area (39.5%) are estimated to have been built between 1939 or earlier for the current year, which is higher than the region (30.6%). Not really a factor within a workforce/economic development analysis, this statistic is presented to depict the stability of the population.

There are fewer civilians who are unemployed in the Lackawanna WDA (3.9%) than in the region (5.2%). For the WDA, the employment status of the population age 16 and over is as follows: 0.1% are in the Armed Forces, 54.7% are employed civilians, 3.9% are unemployed civilians, and 41.4% are not in the labor force. For the region, the employment status of the

population age 16 and over is as follows: 54.1% are employed civilians, 5.2% are unemployed civilians, and 40.7% are not in the labor force.

Employed individuals in the Lackawanna WDA are more likely to hold white collar occupations (58.8%) when compared to the Northeast Region (55.5%). The occupational classification for WDA are as follows: 23.1% hold blue collar occupations, 58.8% hold white collar occupations, and 18.1% are occupied as service & farm workers. The occupational classification for the region are as follows: 25.4% hold blue collar occupations, 55.5% hold white collar occupations, and 19.1% are occupied as service & farm workers.

When looking at the highest areas of employment in both the WDA and region, workers are most likely employed in Office and Administrative Support (14.6% WDA, 14.5% region) or Sales and Related Services (10.4% WDA, 10.0% region) occupations.

For the civilian employed population age 16 and over in the WDA, it is estimated that they are employed in the following occupational categories: 1.2% are in Architecture and Engineering, 1.2% are in Arts, Entertainment and Sports, 3.9% are in Business and Financial Operations, 2.0% are in Computers and Mathematics, 6.7% are in Education, Training and Libraries, 7.2% are in Healthcare Practitioners and Technicians, 2.8% are in Healthcare Support, 0.5% are in Life, Physical and Social Sciences, 7.6% are in Management, 14.6% are in Office and Administrative Support, 2.6% are in Community and Social Services, 6.0% are in Food Preparation and Serving, 1.0% are in Legal Services, 2.4% are in Protective Services, 10.4% are in Sales and Related Services, 3.4% are in Personal Care Services, 3.4% are in Building and Grounds Maintenance, 4.7% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 3.2% are in Maintenance and Repair, 6.9% are in Production, and 8.3% are in Transportation and Moving.

Most of the employed population in Lackawanna WDA (79.5%) and the Northeast Region (80.8%) drives alone to work with an average travel time of 22 minutes for the WDA and 28 minutes for the region.

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the Lackawanna County, one in ten families (10.3%) are living in poverty. Single parents are more likely to be living in poverty, with 13.6% of households in the county considered single parent households.

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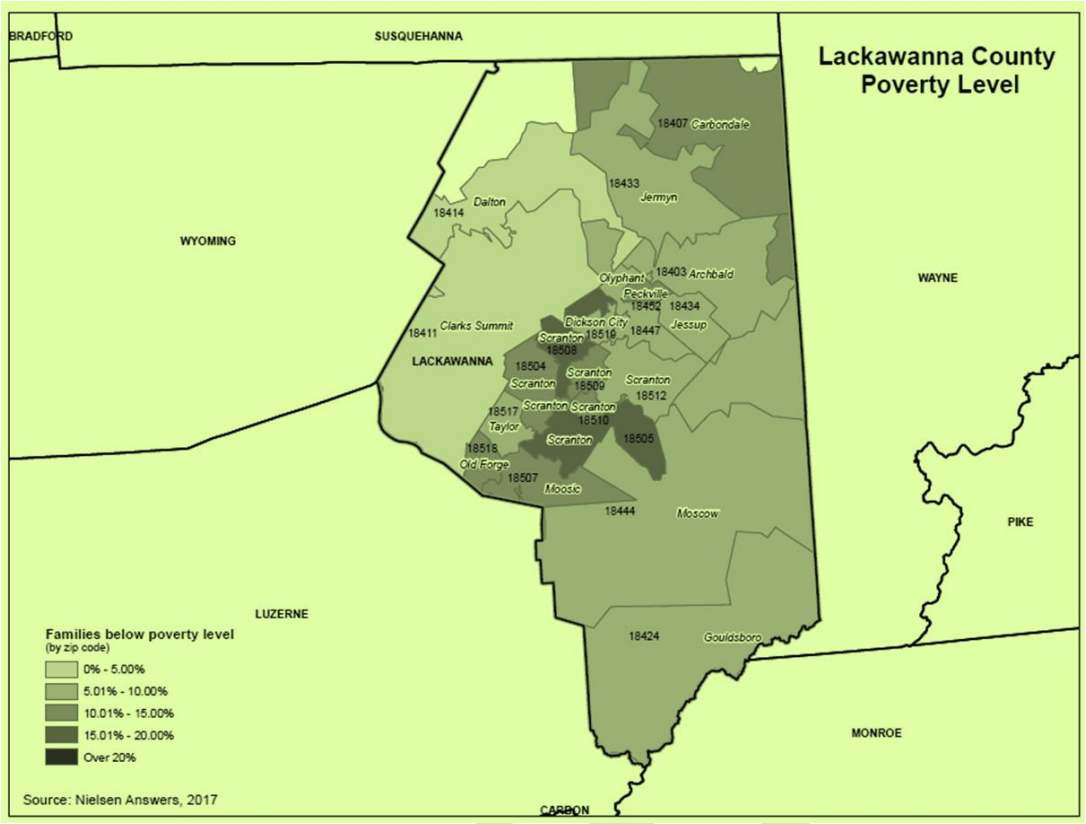
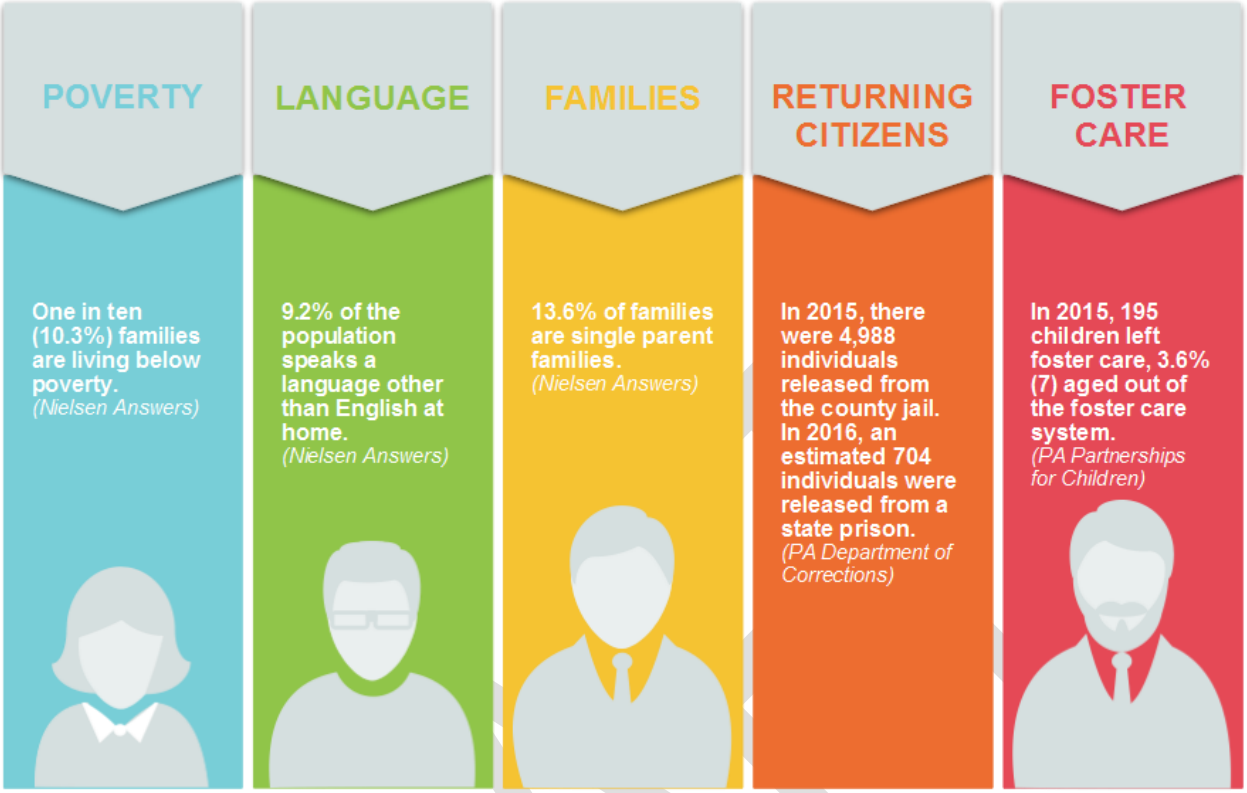


According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Lackawanna County, in 2015 there were 4,988 individuals released from the county jail and in 2016 there were 704 individuals released from a state prison.

Research obtained from Children's Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In Lackawanna County, approximately 7 children age out of foster care each year.



According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

When looking at Lackawanna County, 5.3% of those employed have a disability, while 14.1% of those unemployed have a disability. In Lackawanna County unemployment is 131% higher for those with a disability (14.8%) compared to those without a disability (6.4%). There are also 2,505 students receiving services through the local Intermediate Unit, with over half (56.6%) of those students having a learning disability, 8.0% have an intellectual disability, 12.9% have emotional disturbances, 15.2% have health implications and 7.1% have autism.

According to Youth. Gov., the high social and economic costs of teen pregnancy and child-bearing can have short- and long-term negative consequences for teen parents, their children, and their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents.

- By age 22, only around 50 percent of teen mothers have received a high school diploma and only 30 percent have earned a General Education Development (GED) certificate,

whereas 90 percent of women who did not give birth during adolescence receive a high school diploma.
- Only about 10 percent of teen mothers complete a two- or four-year college program.
- Teen fathers have a 25 to 30 percent lower probability of graduating from high school than teenage boys who are not fathers.

Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to:
- have a higher risk for low birth weight and infant mortality;
- have lower levels of emotional support and cognitive stimulation;
- have fewer skills and be less prepared to learn when they enter kindergarten;
- have behavioral problems and chronic medical conditions;
- rely more heavily on publicly funded health care;
- have higher rates of foster care placement;
- be incarcerated at some time during adolescence;
- have lower school achievement and drop out of high school;
- give birth as a teen; and
- be unemployed or underemployed as a young adult.

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about $11 billion per year due to increased health care and foster care, increased incarceration rates among children of teen parents, and lost tax revenue because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as $28 billion per year or an average of $5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

In Lackawanna County there were 1,578 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 308 youth had a juvenile disposition in 2015, and there were 236 births to mothers with less than a high school education. According the PA Department of Health, in 2014 the teenage pregnancy rate in Lackawanna County was 23.5%, the rate in the state was 27.2%.

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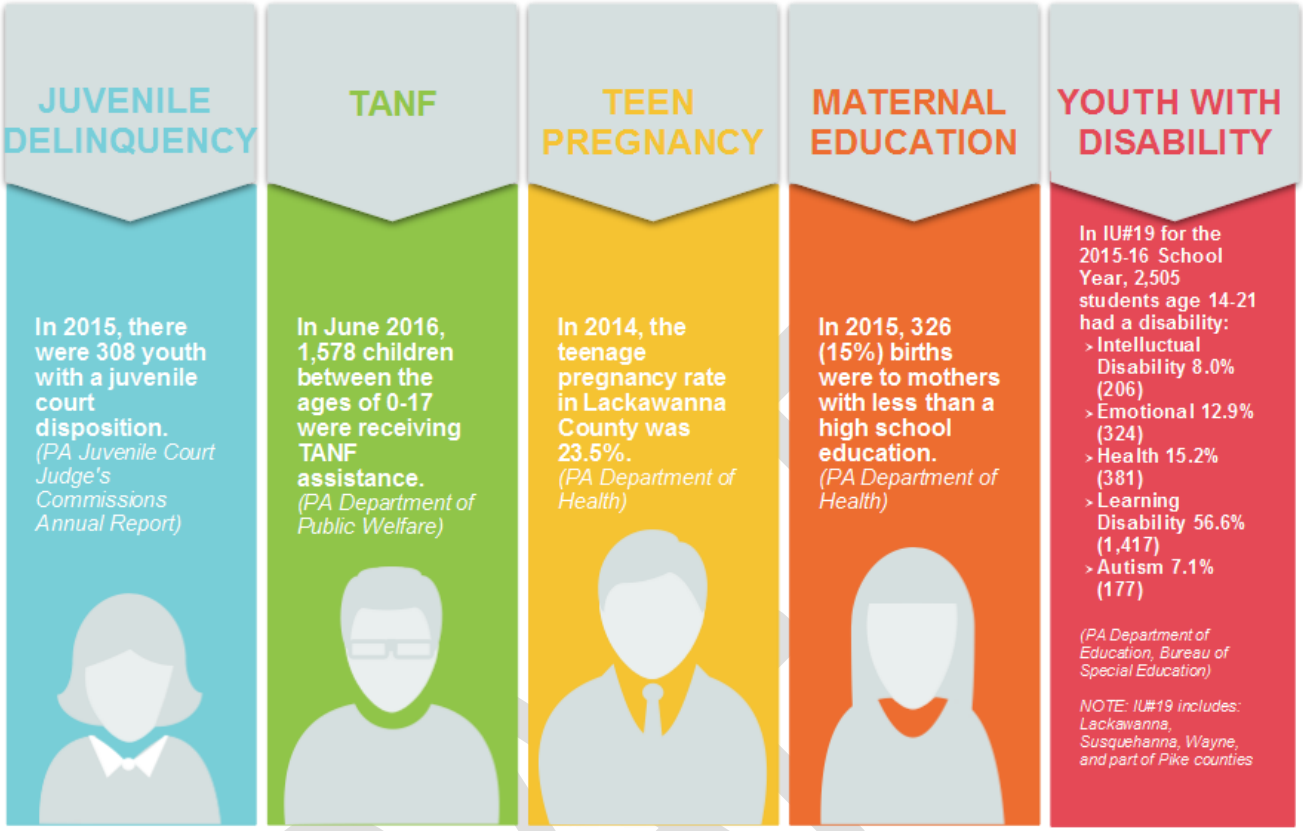


According to the National Coalition for the Homeless, meaningful and sustainable employment is the key to creating and maintaining housing stability. Unemployment, underemployment, and low wages relative to rent are frequent causes of homelessness and burden millions of families with the risk of becoming homeless. At the same time, individuals experiencing homelessness face obstacles to finding and maintaining employment.

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2015, there were 233 individuals counted in Lackawanna County.

The McKinney-Vento Homeless Assistance Act defines youth homelessness as:

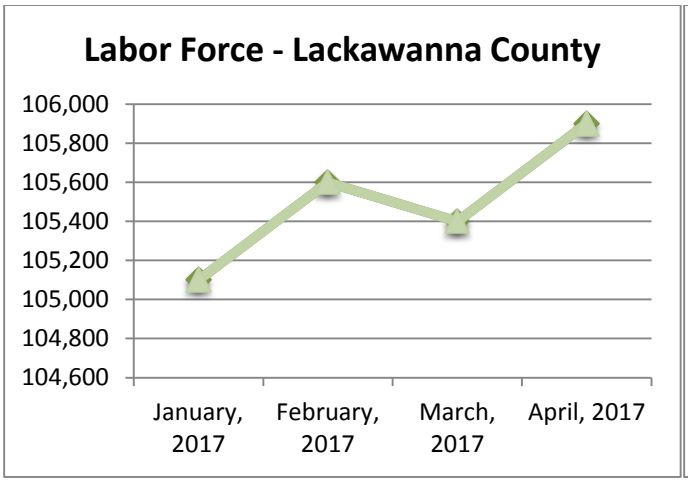
- Children sharing housing due to economic hardship or loss of housing;
- Children living in "motels, hotels, trailer parks, or camp grounds due to lack of alternative accommodations“
- Children living in "emergency or transitional shelters“

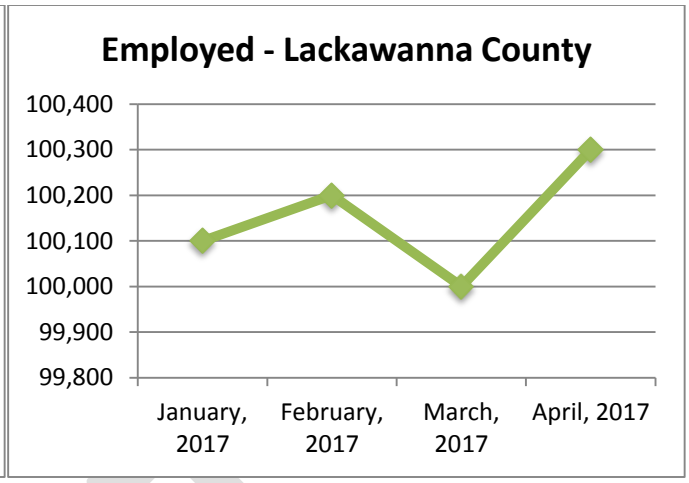
- Children whose primary nighttime residence is not ordinarily used as a regular sleeping accommodation (e.g. park benches, etc.)
- Children living in "cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations".

In 2016, there were 167 students in Lackawanna County who met the McKinney-Vento definition of homeless.

Taking into consideration all of the demographic information presented and, following 5+ years of a lethargic economy, it can be deduced that job regrowth in Lackawanna County is rebounding. This is evidenced in a review of the labor force and employment numbers over the first 4-month period of 2017[6]. As is pictured in the following charts, the number of people calculated in the local labor force in comparison with the actual number of those individuals that are employed follows the same pattern. Where the labor force numbers spike, so do the numbers of individuals that are filling jobs which, in turn, promotes a healthy economy.

[6] CWIA





Labor Market trends can be examined by Looking at Long Term Industry Projections as well as other labor market information. Regarding Long Term Industry Projections from 2014-2024, the total employment in the Lackawanna WDA is projected to grow by 6.1% or 6,280. This is at a rate higher than the region (5.8%) but lower than the state (7.7%). Construction and Professional and Business Services are projected to experience the greatest percentage increase. Education and Health Services are projected to experience the greatest volume increase and account for approximately half of the total growth.

Long-Term Industry Projections for Lackawanna County WDA (2014-24)

			Employment Change (2014-2024)	
Industry	**Employment (2014)**	**Projected Employment (2024)**	**Volume**	**Percent**
Total Jobs	102,860	109,140	6,280	6.1%
Goods Producing Industries	13,650	13,880	230	1.7%
Agriculture, Mining & Logging	N/A	N/A	N/A	N/A
Construction	3,700	4,270	570	15.4%
Manufacturing	9,520	9,200	-320	-3.4%
Services-Providing	85,160	91,070	5,910	6.9%
Trade, Transportation & Utilities	17,460	18,020	560	3.2%
Information	1,530	1,420	-110	-7.2%
Financial Activities	5,200	5,300	100	1.9%
Professional & Business Services	10,530	11,850	1,320	12.5%
Education & Health Services	27,180	30,330	3,150	11.6%
Leisure & Hospitality	9,250	10,040	790	8.5%
Other Services, Except Public Admin.	4,390	4,550	160	3.6%
Federal, State & Local Government	5,840	5,710	-130	-2.2%

Source: Center for Workforce Information and Analysis

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Looking at Help Wanted On-Line postings provides insight into the current employment needs of our employers. Over the past year there has been an increase in postings from Home Health Care Services, All Other Outpatient Care Centers, Nursing Care Facilities and Vending Machine Operators. The occupations with an increase in postings include Heavy and Tractor-Trailer Truck Drivers, Customer Service Representatives, and Licensed Practical and Licensed Vocational Nurses.

Top 10 Help Wanted On-Line Job Postings by Industry, May 2016 & 2017

Industry Title	NAICS	May-2016	May-2017
Temporary Help Services	561320	259	181
Home Health Care Services	621610	197	268
All Other Miscellaneous Ambulatory Health Care Services	621999	197	199
General Medical and Surgical Hospitals	622110	91	31
All Other Outpatient Care Centers	621498	83	97
Employment Placement Agencies	561311	81	45
Nursing Care Facilities	623110	46	50
Commercial Banking	522110	46	40
Insurance Agencies and Brokerages	524210	46	34
Vending Machine Operators	454210	45	129

Source: Center for Workforce Information and Analysis

Top 10 Help Wanted On-Line Job Postings by Occupation, May 2016 & 2017

Occupation	SOC	May-2016	May-2017
Registered Nurses	29114100	394	270
Heavy and Tractor-Trailer Truck Drivers	53303200	267	298
Retail Salespersons	41203100	126	105
Customer Service Representatives	43405100	117	124
First-Line Supervisors of Retail Sales Workers	41101100	115	80
First-Line Supervisors of Food Preparation and Serving Workers	35101200	66	64
First-Line Supervisors of Production and Operating Workers	51101100	65	59
Licensed Practical and Licensed Vocational Nurses	29206100	60	62
Security Guards	33903200	57	30
Maintenance and Repair Workers, General	49907100	51	45

Source: Center for Workforce Information and Analysis

Looking at the fastest growing industry projections allows training providers to prepare workers who can meet employment needs within those sectors. Individual and Family Services along with Employment Services are projected to experience the greatest volume increase while Outpatient Care Centers and Utility System Construction will experience the greatest percent increase.

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Fastest Growing Industries in Lackawanna County WDA (2014-24)

By Volume Change:

Industry Title	Employment Change (Volume)
Individual & Family Services	650
Employment Services	520
Restaurants & Other Eating Places	450
Outpatient Care Centers	430
Colleges, Universities & Professional Schools	360
Offices Of Physicians	310
Utility System Construction	230
Other Ambulatory Health Care Services	220
Warehousing & Storage	210
Management & Technical Consulting Services	190
Residential Mental Health Facilities	190
Home Health Care Services	170
General Freight Trucking	160
Other Amusement & Recreation Ind.	140
Services To Buildings & Dwellings	130
Offices Of Other Health Practitioners	120
Offices Of Dentists	110
Nursing Care Facilities	110
Other Miscellaneous Store Retailers	90
Management Of Companies & Enterprises	90

By Percent Change: (min. employment of 250)

Industry Title	Employment Change (Percent)
Outpatient Care Centers	40.6%
Utility System Construction	33.8%
Other Ambulatory Health Care Services	31.0%
Individual & Family Services	29.8%
Facilities Support Services	25.0%
Computer Systems Design & Rel. Services	23.3%
Home Health Care Services	22.7%
Nonresidential Building Construction	21.6%
Employment Services	20.5%
Offices Of Other Health Practitioners	17.9%
General Freight Trucking	17.6%
Management & Technical Consulting Services	15.8%
Offices Of Dentists	15.7%
Other Amusement & Recreation Ind.	15.2%
Residential Building Construction	15.2%
Services To Buildings & Dwellings	14.8%
Offices Of Physicians	14.5%
Other Professional & Technical Services	14.3%
Architectural & Structural Metals Mfg	14.0%
Other Specialty Trade Contractors	14.0%

Source: Center for Workforce Information and Analysis

Opportunity Occupations are employment opportunities that are generally considered accessible to someone without a bachelor's degree and that pays at least the national annual median wage, adjusted for differences in local consumption prices. There are several in the area that only require a high school diploma; although most are part of an apprenticeship program or require on the job training and experience.

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Further, the following top 10 current employers in Lackawanna County by employment in Q3 of 2016[7] verifies that the current industry base centers around the health care, government, customer service and education sectors:

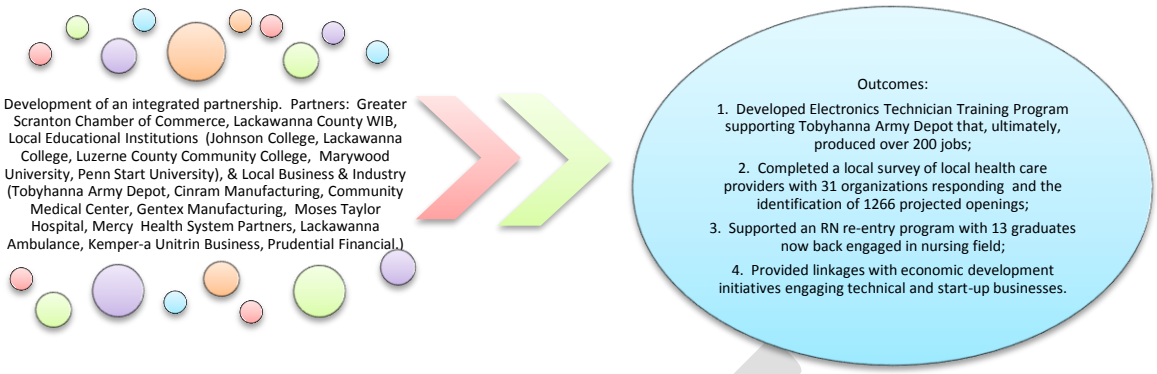
Allied Services Foundation
State Government
Community Medical Center
Scranton School District
Lackawanna County
TMG Health Inc.
The University of Scranton
Federal Government
Wal-Mart Associates Inc.
Scranton Quincy Hospital Co LLC

It is interesting to note here that, since the preparation of this local area's 1- Year Transitional Plan in the Spring of 2016, the major change in the top ten employer list was the removal of Bank of America Na and the inclusion of Wal-Mart Associates Inc. which indicates a switch in the type of customer service positions currently trending in Lackawanna County. All other employers remain the same; however, there has been some upward/downward movement with TMG Health and the University of Scranton as well as a jump in federal government employees over Scranton Quincy Hospital Co LLC with Wal-Mart sandwiched in-between. Thus, then, in comparing the current employment base with projected emerging industries, it can still be deduced that health care is the major industry in the County with the most growth potential.

Section 1.2 How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in the region/local area?

Supporting the concept that a demand-driven workforce significantly promotes an area's long-term growth potential, it is recognized that local business must be guiding the development of initiatives and providing the specifications for re-alignment of local educational opportunities for in-demand jobs. The Lackawanna County Workforce Development Board has been strategically teamed with the Greater Scranton Chamber of Commerce who, for many years, has spearheaded initiatives, to accomplish this goal. Past initiatives have included the following:

[7] Lackawanna County Profile, April 2016



Those initiatives served as a catalyst for industry participation in the design of training curriculums specifically targeting projected needs. As appropriate, and to spur direct industry involvement, meetings were held not only at the Greater Scranton Chamber of Commerce but also, as appropriate, on-site at industry locations which allowed for increased management participation and tours of facilities by partner staff, thus, increasing the awareness of actual operations and company needs.

One way to look at the skill gap is to look at current educational attainment levels compared to expected employment growth by education level. Employment opportunities requiring an Associate Degree or Advanced Degree are projected to experience the greatest increase over the next several years. Currently there are enough citizens with the educational levels needed to meet projected employment demand.

2017 Est. Pop Age 25+ by Edu. Attainment	149,277	
Less than 9th grade	3,935	2.64%
Some High School, no diploma	10,673	7.15%
High School Graduate (or GED)	56,325	37.73%
Some College, no degree	26,527	17.77%
Associate Degree	13,318	8.92%
Bachelor's Degree	24,146	16.18%
Master's Degree	10,740	7.19%
Professional School Degree	2,265	1.52%
Doctorate Degree	1,348	0.90%

Source: Claritas

Employment Growth Rates by Educational Attainment Level for Lackawanna County WDA

Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
On-the-job training	52,610	55,170	4.9%
Long-term training	4,000	4,320	8.0%
PS education or experience	15,960	17,120	7.3%
Associate degree	1,670	1,870	12.0%
Bachelor's degree	14,780	15,900	7.6%
Advanced degree	3,570	3,950	10.6%

Source: Center for Workforce Information and Analysis

Looking at the projected knowledge and work activities needed in the workforce helps training providers ensure they are preparing the future labor force to meet the needs of employers. Knowledge of the English Language is at the top of the list. Currently, 9.2% of the households in the Lackawanna WDA speak a language other than English at home. Workers also need to be knowledgeable in Customer and Personal Service as well as Administration and Management. The work activities that are most needed included getting information, communicating with supervisors, peers, or subordinates.

Top 20 Knowledge Area and Projected Needs, 2014-2024

Knowledge Area	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
English Language	311	2,776	620	2,156
Customer and Personal Service	290	2,631	599	2,032
Administration and Management	251	2,130	543	1,587
Mathematics	248	2,130	435	1,695
Public Safety and Security	198	1,725	472	1,253
Education and Training	221	1,604	454	1,150
Computers and Electronics	227	1,527	335	1,192
Clerical	208	1,526	329	1,197
Psychology	128	1,149	308	841
Sales and Marketing	103	1,143	160	983
Law and Government	135	945	255	690
Production and Processing	135	944	166	778
Personnel and Human Resources	120	939	246	693
Communications and Media	107	762	165	597
Therapy and Counseling	58	597	169	428

Medicine and Dentistry	57	583	214	369
Transportation	68	540	155	385
Sociology and Anthropology	61	539	144	395
Mechanical	110	522	140	382
Economics and Accounting	91	443	98	345

Source: The Center for Workforce Information & Analysis

Top 20 Work Activities and Projected Needs, 2014-2024

Work Activity	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
Getting Information	242	1,742	434	1,308
Communicating with Supervisors, Peers, or Subordinates	184	1,489	378	1,111
Performing for or Working Directly with the Public	68	1,074	179	895
Interacting With Computers	148	917	221	696
Making Decisions and Solving Problems	144	867	241	626
Documenting/Recording Information	102	780	253	527
Identifying Objects, Actions, and Events	97	721	206	515
Organizing, Planning, and Prioritizing Work	105	715	204	511
Establishing and Maintaining Interpersonal Relationships	98	700	195	505
Updating and Using Relevant Knowledge	112	674	198	476
Assisting and Caring for Others	52	650	231	419
Evaluating Information to Determine Compliance with Standards	75	571	157	414
Processing Information	82	420	97	323
Performing General Physical Activities	30	403	122	281
Monitor Processes, Materials, or Surroundings	52	390	111	279
Communicating with Persons Outside Organization	66	334	65	269
Analyzing Data or	57	311	105	206

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Information				
Inspecting Equipment, Structures, or Material	56	307	92	215
Handling and Moving Objects	35	297	67	230
Thinking Creatively	53	288	91	197

Source: The Center for Workforce Information & Analysis

Looking at the skills and certifications employers are looking for in their job postings can provide insight into the types of training needed. The most sought after skills include electronic health record, freight, pediatrics and English speaker. The certifications most frequently listed in job postings are Certified Registered Nurse, Driver's License and Commercial Driver's License.

Top 10 Help Wanted OnLine™ Skills

Skills	OnLine™ Job Postings
Electronic Health Record	192
Freight+	178
Pediatrics	138
English speaker	133
Geriatrics	93
Tractor-trailers	78
Human resources software	77
Quality Assurance	76
Patient Electronic Medical Record	71
Bilingual	66

Source: Center for Workforce Information & Analysis

Top 10 Help Wanted OnLine™ Certifications

Certifications	OnLine™ Job Postings
Certified Registered Nurse	623
Driver's License	426
Commercial Driver's License	324
Basic Life Support	318
Advanced Cardiac Life Support	238
Certification in Cardiopulmonary Resuscitation	183
Licensed Practical Nurse	121
HAZMAT	113
Continuing Education	97
Food safety programs	78

Source: Center for Workforce Information & Analysis

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Further, building on expertise gained and through utilization of information received following a comprehensive regional survey of business and industry entitled the regarding actual employment needs conducted by *Northeast Pennsylvania Regional Skills Gap Analysis* that was prepared by NC3T (National Center for Career and Technical Colleges) under the Northeast PA Jobs 1st Initiative, the local area is poised to address identified needs. From that analysis, the following can be garnered:

Active Listening	Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
Complex Problem Solving	Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
Coordination	Adjusting actions in relation to other actions.
Critical Thinking	Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
Equipment Maintenance	Performing routine maintenance on equipment and determining when and what kind of maintenance is needed.
Judgment and Decision Making	Considering the relative costs and benefits of potential actions to choose the most appropriate one.
Management of Personnel Resources	Motivating, developing, and directing people as they work identifying the best people for the job.
Mathematics	Using mathematics to solve problems.
Monitoring	Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
Negotiation	Bringing others together and trying to reconcile differences.
Operation & Control	Controlling operations of equipment or systems.
Operations Monitoring	Watching gauges, dials, or other indicators to make sure a machine is working properly.
Persuasion	Persuading others to change their minds or behavior.
Reading Comprehension	Understanding written sentences and paragraphs in work related documents.
Repairing	Repairing machines or systems using needed tools.
Science	Using scientific rules and methods to solve problems.
Service Orientation	Actively looking for ways to help people.
Social Perceptiveness	Being aware of others' reactions and understanding why they react as they do.
Speaking	Talking to others to convey information effectively.
Time Management	Managing one's own time and the time of others.
Troubleshooting	Determining causes of operating errors and deciding what to do about it.
Writing	Communicating effectively in writing as appropriate for the needs of the audience.

Local and regional initiatives such as this are vital to sustained economic growth and support the strategies of Pennsylvania's Combined State Plan. As plainly can be seen, the systems are structurally sound to produce results to support the needs of local business and industry. But, to ensure long-range success, business and industry must "remain at the table," providing industry-driven information on current and emerging job numbers and qualifications, fluctuating conditions or labor changes as they become predictable, retooling needs, infrastructure demands, projected expansion information, etc. As more information is

provided on local market needs, not only can curriculums of study be revamped or initiated, but proper matching of the local pool of talent will then facilitate the most effective job referrals and placements, thus, eliminating time and frustration of the employer base. This in turn should promote the provision of family sustaining wages for job seekers.

Spurred by the study listed above as well as the Commonwealth's excitement and active involvement in a *Next Generation Sector Strategies* Initiative, the Lackawanna County WDB participated in three major regional roundtable meetings that saw the identification of a number of problematic issues for the formation of regional industry-led gatherings such as: the large geographic landscape of the region; inability to attract large numbers of employers to the table, and the diversity of the sectors to be addressed. That said; however, perhaps a more localized approach is needed to begin the discussion phase which could, in turn, mobilize a broader initiative.

To that end, the Lackawanna County WDB, through its Business Services Team (BST) at the PA CareerLink® Lackawanna County, conducted a roundtable of 10 Lackawanna County manufacturing companies on June 12, 2017, for the purpose of facilitating a discussion of actual needs (both current as well as projected) and, thus, driving a plan of action to address those needs. A representative from Keystone Development Partnership (KDP) was on hand to promote apprenticeship opportunities to the attending sector representatives as well as a representative from Ben Franklin Technology Partners who provided additional information on resources. Additionally, the availability of On-The-Job Training (OJT) opportunities for new hires was also discussed with an OJT Data Sheet provided. The takeaways from that session include the development of enhanced relationships with the participating employers; the enlightenment that many of the employers were not aware of the various available resources; the understanding that employers are still somewhat reluctant to "share" information among, in some respects, their competitors; and knowledge that trends within the sector are ever-changing. In an attempt to compile data for development of a comprehensive plan of action, a short, two-page survey was distributed to the attending business representatives, and, subsequently, through Constant Contact, to other manufacturing companies, with questions that addressed the following: name and address of company, size of company, number of employees (local, regional and/or nationally based), major occupational job titles, skill sets required for the current positions, incumbent worker upgrade needs, customized training needs, equipment needed for sustainability of growth, and recruitment and/or other challenges. Lastly, a section was available under a "how can we help" question allowing the business to express specific needs from the workforce community to facilitate continued company viability and promote expansion. To date, utilizing employer feedback, the most need, with soft skills not withstanding, seems to be in the following areas: nursing assistants, welders, CNC machinists, infomatics, medical scribe, forklift operators, tractor trailer drivers, and production/assembly operators.

Initiatives such as this can be replicated across the major industry sectors within any given area; however, as is somewhat customary, the return of the surveys has not been all that successful and it is becoming evident that, to reach an employer, a one-on-one approach may be of

necessity. BST's must be strengthened to provide this service. All members must have a comprehensive knowledge of any/all available resources specific to the sector that must be communicated as part of the day-to-day operation of the BST.

Further, commencing back in 2012, the Lackawanna County Workforce Development Board endorsed conducting quarterly "Sector Initiatives" which targets one of the four main industry sectors (health care and life sciences; transportation, logistics, and warehousing; manufacturing; and business, finance. and IT) at the local One-Stop Center with guest speakers from the applicable industry, an on-site job fair, and an education fair. These activities will continue.

Section 1.3 What are the challenges the local area faces in aligning existing labor force skills and education and training activities with the needs of regional employers?

Locally, the system is in securely in place to address the needs of employers as described in Section 1.2; however, also as stated above, the challenges in aligning existing labor force skills and education and training with the needs of the employers, firstly, rests with the somewhat reluctance of the employers to fully divulge their specific needs across competitive markets for fear of "giving away internal secrets." Almost any employer will state the broad challenges as detailed in the chart in the previous section; however, when pressed, very little other information is forthcoming, at least not in group meetings. Certainly, broad statements are made such as "we need welders" and, from that, specific training can be developed or implemented by local educational/training institutions but, beyond that, the system seems to stall. As workforce professionals, communication of available resources appears to be the first step is connecting with individual employers and then facilitating a linkage with the resource to supply the need as a follow-up step. Supply and demand is not the issue; demand must promulgate the development of both short-term as well as long-range training capabilities to ensure on-going success and continued engagement of the employer(s).

Also, in some instances, local training providers/educational institutions do not have the caliber of equipment needed to address the new technology being implemented as business and industry modernizes specifically to meet their individual needs (i.e., government contractors utilizing state-of-the-art machinery to produce a specific product) to meet industry standards.

Finally, with the reduction in the number of approved programs of study/courses on the High-Priority Occupation List, local training providers/educational institutions have significantly reduced their course offerings, thus, limiting customer choices.

Section 1.4 Provide an analysis of local area workforce development activities, including education and training.

With the inception of the new Workforce Innovation and Opportunity Act (WIOA) in July, 2015, the Lackawanna County Workforce Area began an era of implementation of new policies and practices aligned to the new legislation. First and foremost, all services are now competitively procured and enhanced collaboration among partner entities is driving a re-design of structural process to ensure that the local workforce system is universally accessible, customer-centered, and that applicant training is job-driven.

As a comprehensive one-stop center, the PA CareerLink® Lackawanna County serves as the vehicle for community access to a myriad of education, training and employment activities. Collaboration among partner entities ensures a cohesive approach for the delivery of services. Customers entering an inviting, open-concept atmosphere are greeted by a well-informed and friendly receptionist who directs new visitors to a triage area staffed by WIOA and Wagner-Peyser merit staff. This initial contact is provided in a confidential setting to allow for an uninhibited flow of personal information. This contact/interview is driven by the customer to allow for the identification of their immediate employment and/or training needs. Additionally, at this time, they are then provided with a full menu of available services.

From there, the customer is afforded a variety of universal services that may include, but is not necessarily limited to: usage of the Career Resource Center (computer-access for job searching including JobGateway℠); career-specific workshops (provision of labor market information and career decision-making for targeted industries); universal employment workshops (i.e., resume´ preparation, interviewing techniques, cover letter writing, marketing oneself); State Civil Service information (note: the PA CareerLink® Lackawanna County is a Civil Service Testing site); a financial aid workshop that provides technical assistance in the preparation of Free Applications for Federal Student Aid (FAFSA); entrepreneurial information sessions; and, lastly, an orientation to WIOA workshop for those customers in need of training to enhance employment opportunities.

WIOA-funded training is accessible through sub-contracted providers (Educational Data Systems Inc. [EDSI] – Adult/Dislocated Worker services; Arbor Employment and & Training (E & T) d/b/a ResCare Workforce Services – Youth services; EDSI – EARN services) with eligibility determination completed on site by service provider representatives. This activity is conducted in a confidential interview to ascertain the customer's eligibility based on WIOA standards and facilitate assembly of the pertinent qualifying documents for data validation.

Once determined eligible, the customer is scheduled for computerized assessment in the areas of reading, applied mathematics, and locating information (local area uses WIN/Workkeys or TABE) to determine appropriate avenues for educational placement. Should an individual fall short of required levels on initial testing, as determined by industry standards, access is provided to on-line coursework (remediation/tutoring) to allow for probable improvement of skills prior to re-testing. Should a customer be determined to be basic skilled deficient or in need of more enhanced developmental services, that person is referred to appropriate community adult literacy and, possibly, English-language providers.

Following the assessment process, each customer is assigned a Career Advisor who provides assistance in the development of an Individual Employment Plan (IEP) which charts the progression of activities enroute to the ultimate goal of employment. This plan can include a variety of one or more of the following activities:

- Individual Training Accounts

As required, the local area utilizes the Statewide Eligibility Training Provider List (ETPL) for approval of any Individual Training Accounts (ITAs). Local training providers must follow a Statewide eligibility determination process for inclusion on this list. Most local educational/training providers are aware of the process having provided services for many years but any new training entity or newly appointed staff at traditional providers receive one-on-one instruction from WDB management staff and any viable training provider will be forwarded all applicable information as requested. All providers are informed of the local WDB's performance standards and demand-occupation requirements to enable inclusion on the List. Once a course of study is approved, it becomes a viable option of provision of an ITA. Each year the Lackawanna County WDB reviews, updates and approves the *Lackawanna County ITA Funding Cap Policy* which is included with this Plan as **ATTACHMENT A**.

This process supports improvement of education and training options directly and in-directly related to the fluctuating needs of business and industry as commonly supported by the ETPL.

The ties to the educational community (both educational institutions of higher learning as well as technical training providers) have long been strong and productive.

- Work-Based Training

Implementation of WIOA legislation expanded the type of activities that are considered work-based in nature:

- On-The-Job Training (OJT) has long been a viable option for customers, both from the job seeker as well as employer perspective. As an alternative to the traditional classroom training route, OJT provides an incentive for hire of qualified applicants and reduces the financial cost for an employer during a contracted training phase. Designed to identify gaps in skill sets, it allows for specific employer –driven training to fill the gaps, thus, enabling the employer to augment their workforce. OJT contracting may also serve to eliminate trepidation on the part of the employer who is considering expanding his/her workforce. OJT is marketed through the BST during phone contacts and site visits, during informational sessions at the PA CareerLink®, in pamphlets and brochures, at networking events and job fairs, and on the PA CareerLink® website.

- Work Experience (primarily available for the out-of-school youth population up to 24 years of age and EARN customers) provides an opportunity for those young adults with little or no work history to gain vocational as well as soft skills in an actual worksite setting.

Placements occur at both not-for-profit as well as private sites for up to 35 hours per week at a wage of $8.00 per hour. (This increased above the current State minimum wage was approved by the local Board at its March, 2016 Quarterly meeting). Currently under consideration by the local WDB is an increase in this amount to $9.00 per hour.

- Apprenticeships - strong linkages are maintained with representatives of labor organizations to support various apprenticeship opportunities and a listing is available at the PA CareerLink® Lackawanna County. Also, apprenticeship and trade opportunities are strongly promoted in PA CareerLink® workshops and outreach ventures. The local Center provides contact information to prospective trainees on local application submission processes.

The Lackawanna County WDB is also a partner in a Community-Based Grant that was recently awarded to the Luzerne/Schuylkill Workforce Board that will provide pre-apprenticeship classes in the upcoming program year to young adults across a 12-County region in Northeastern PA. This project is designed to provide hands-on experience in apprenticeship occupations.

Finally, three members of local labor organizations actively participate as members of the Lackawanna County WDB.

- Job Shadowing and Internships are coordinated based on such criteria as the customer's interests and abilities, linkages to higher education programs, feasibility of scheduling, goal compatibility, employment expectations, etc.

Over the course of the past several years, it has also come to light that individuals that are computer illiterate face a severe barrier to both employment and education opportunities. Further, retention of employment also becomes extremely difficult without this skill. To this end, the local area provides a instructor-led computer tutorial for any participant in a structured Job Club or job search activity.

There is employer demand within the following industries where regional training opportunities either do not exist or are currently not meeting the employer demand: Retail, Home Health, Allied Health, Sales and Marketing, Food service/food preparation/cooking, and Clerical.

The following table shows regional completions by program for areas with 100 or more regional openings. With the exception of Business Management and Administration and Registered Nurses there are not enough regional completions to match the regional openings.

CIP Code	Program	Regional Completions (2015)	Regional Openings (2015)	Median Hourly Earnings
51.0000	Health Services/Allied Health/Health Sciences, General	4	435	$23.90
52.1803	Retailing and Retail Operations	0	350	$11.44
52.1804	Selling Skills and Sales Operations	0	245	$12.83

CIP Code	Program	Regional Completions (2015)	Regional Openings (2015)	Median Hourly Earnings
51.2602	Home Health Aide/Home Attendant	0	193	$11.51
12.0500	Cooking and Related Culinary Arts, General	25	193	$11.84
52.1801	Sales, Distribution, and Marketing Operations, General	0	191	$13.53
12.0507	Food Service, Waiter/Waitress, and Dining Room Management/Manager	0	147	$9.03
52.0408	General Office Occupations and Clerical Services	0	146	$16.00
51.3899	Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing, Other	0	144	$31.63
52.0406	Receptionist	0	144	$13.60
12.0505	Food Preparation/Professional Cooking/Kitchen Assistant	0	144	$9.34
51.3822	Women's Health Nurse/Nursing	0	144	$31.89
51.3816	Emergency Room/Trauma Nursing	0	143	$31.40
51.3819	Palliative Care Nursing	0	143	$31.40
51.3821	Geriatric Nurse/Nursing	0	143	$31.40
51.1199	Health/Medical Preparatory Programs, Other	0	140	$34.96
01.0608	Floriculture/Floristry Operations and Management	0	139	$11.78
51.1105	Pre-Nursing Studies	1	133	$25.85
12.0508	Institutional Food Workers	0	125	$9.42
51.3818	Nursing Practice	0	123	$28.84
51.3805	Family Practice Nurse/Nursing	21	117	$31.89
51.3808	Nursing Science	0	114	$28.71
51.3812	Perioperative/Operating Room and Surgical Nurse/Nursing	0	114	$28.98
51.3809	Pediatric Nurse/Nursing	0	113	$28.50
51.3803	Adult Health Nurse/Nursing	1	112	$28.31
51.3806	Maternal/Child Health and Neonatal Nurse/Nursing	0	112	$28.31
51.3810	Psychiatric/Mental Health Nurse/Nursing	0	112	$28.31
51.3811	Public Health/Community Nurse/Nursing	0	112	$28.31
51.3813	Clinical Nurse Specialist	0	112	$28.31
51.3814	Critical Care Nursing	0	112	$28.31
51.3815	Occupational and Environmental Health Nursing	0	112	$28.31
51.3820	Clinical Nurse Leader	0	112	$28.31
52.0201	Business Administration and Management, General	297	112	$37.08
52.0411	Customer Service Support/Call Center/Teleservice Operation	0	112	$14.10
19.0501	Foods, Nutrition, and Wellness Studies, General	0	110	$11.77
51.3801	Registered Nursing/Registered Nurse	201	107	$27.61
51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other	44	107	$27.61
52.0101	Business/Commerce, General	42	105	$40.08
13.0101	Education, General	2	103	$30.19

As is customary in the local area, communication and collaboration among workforce development and educational partners serves to address issues as outline above.

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Section 2: Vision and Goals

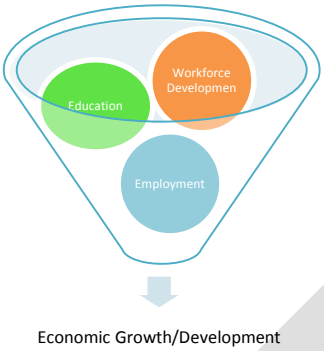
Section 2.1 What are the local board's strategic vision and goals for preparing its workforce?

As the change in legislation (Workforce Investment Act to Workforce Innovation and Opportunity Act) approached in the Spring of 2015, the Lackawanna County Workforce Development Board (WDB) produced a 3-year (7/1/15 – 6/30/18) Strategic Plan of Action to facilitate a seamless migration in format, structure, and delivery of services. Entitled *A Blue-Print of Strategic Initiatives to Ensure a Competent, Qualified, Skilled Workforce Supporting Economic Growth in Lackawanna and Surrounding Counties in Alignment with the Workforce Innovation and Opportunity Act (WIOA) , Enacted July 14, 2014*, the Plan provided a picture of the current economic climate (at the time) including local area demographics; implications from the slowly-diminishing recession of 2008; regionalization efforts and linkages; and a broad vision and mission statement, identified below. Further, it mapped out a series of goals with strategies for attainment of each goal. These sub-areas included: a By-Law review; membership categories and involvement; sub-committee structure; business/industry linkages (BST role; involvement with NE PA PREP partners; linkages with local Chambers of Commerce/government economic development departments); education integration (linkages with career and technical education and post-secondary employer-driven curriculum development aligned with industry needs); one-stop operations/integration (alignment with American Job Center network; One-Stop Operator determination; partner/program alignment/integration; infrastructure; and sector initiatives); strategies for engagement of youth/young adults given the expansion of out-of-school youth requirements; fund leveraging; performance mandates; chartering; local plan development; and a linkage with the PA State Board.

This initial Plan provided a structured platform to strengthen the focus on supporting both local and regional economies through training, retraining, and the education of a future workforce. To accomplish this goal, it is recognized that workers, regardless of age or experience, must possess skills identifiable and in-line with the ever-fluctuating needs of business and industry. A needs-driven economy promotes current as well as future growth within and across all industrial sectors. Realizing that on-going planning efforts must engage a myriad of partners to ensure successful outcomes, the Lackawanna County WDB continues to stand poised to develop, implement, and sustain comprehensive workforce initiatives; facilitate alignment of educational curriculums; communicate and integrate in regional projects; maintain/increase linkages within targeted industry sectors; and serve as a resource catalyst for economic re-growth.

From a systemic standpoint based on history, for comprehensive provision of services, the system model does not change. Simply, it remains an integrated and collaborative effort among the primary stakeholders in a socioeconomic environment striving to promote economic prosperity among its citizens. The education of a workforce (skilled/trained) coupled with

initiatives directly supporting the current needs of business and industry translates into economic growth.



In that concept, the Lackawanna County WDB continues to support the following **Vision***: To serve as a conduit for information and communication among stakeholders, promoting economic growth through strategic investment and leveraging of resources to increase career advancement opportunities and the competitive advantage of businesses in Lackawanna County and all of Northeastern Pennsylvania and to promote the* **Mission** *of a comprehensive and structurally sound workforce development system through human capital development, capacity building, and operational effectiveness.*

The basic strategy in support of the Vision and Mission, as well as to accomplish the goals outlined in the Strategic Plan of Action, is as follows:

OVERARCHING GOALS	
Recruitment of New Business/Industry	Stabilization of Current Employer Base
• Participate in meetings with prospective businesses/industry. • Provide current labor market information/data. • Identify a pool of workers based on specific industry needs through Americas Job Center locations. • Provide assessment/pre-hire testing of applicants. • Provide On-The-Job Training dollars to support new hires. • Provide facility usage for recruitment and interviewing purposes. • Assist in providing linkages to local educational facilities offering industry-specific training options.	• Participate in meetings with local business leaders to discuss potential growth patterns. • Facilitate/participate in discussions regarding educational curriculum development to support current/projected needs. • Provide linkages to the Strategic Early Warning Network (SEWN) • Identify a pipeline of potential workers supporting an industry-specific skilled workforce. • Address development of career pathways supporting advancement/upgrade or current workforce.

These objectives are not new. They have been priorities for the past 15 years and have resulted in many successful ventures that have produced qualified, skilled workers in need both locally as well as regionally. However, as the needs of business and industry fluctuate, the local area must be equipped to adapt (quickly) to changes in workforce needs to sustain an energetic

economy. Driven by its business representatives, the Lackawanna County WDB is primed to serve as a catalyst for economic growth and development through implementation of prior best practices as well as newly designed/developed initiatives. This will be accomplished by strategic implementation of the overarching goals listed above combined with systemic goals as furthered outlined:

GOAL	STRATEGY
To be recognized by the business and industry community as a valuable resource for the provision of workforce information, data, assistance, and guidance.	**1) Increase outreach to business and industry through expanded employer contacts and site-visits;** **2) Improve material for dissemination;** **3) Develop a BST newsletter; and** **4) Encourage participation of not only current internal members but external entities as well.**
Continued and enhanced collaboration with NE PA Alliance and PREP.	**1) Ensure continued attendance at all NE PA Alliance/PREP meetings;** **2) Ensure collaboration in any regional economic development linkages;** **3) Provide continued assistance in grant writing of regional project initiatives; and** **4) Provide a mutual exchange of local labor market data.**
Strategic linkage with the Greater Scranton Chamber of Commerce, Lackawanna County Department of Planning and Economic Development, and City of Scranton Office of Economic and Community Development (OECD) .	**1) Ensure a minimum representation of two members from the above agencies/entities on the Board at any given time;** **2) Continue collaboration in outreach initiatives such as, but not necessarily limited to, on-site visits to business and industry, provision of current workforce-related data, and dissemination of information detailing One-Stop services;** **3) Continue representation by the WDB Executive Director on area Boards and Committees;** **4) Collaborate in the development of business-education initiatives supporting career pipeline development, career awareness/ladders, school-to-work projects, identified industry-related specific needs, etc.**

Section 2.2 What is the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals for the local area?

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The Lackawanna County Workforce Development Board, as a single-County entity, has long been integrated into the seam of the community with membership overlapping a variety of different boards and committees which, in turn, promotes a system of stability for the provision of services and eliminates duplication of effort among community providers. Stated simply, the Board endeavors to make everyone aware of "who does what" in the community and "where to go" when specific services are needed. To ensure alignment with Workforce Innovation and Opportunity Act (WIOA) legislation and to promote acquisition of the most qualified providers of Title I core services, as previously stated, the local Board conducts a formal Request for Proposals (RFP) process, at least by-yearly or more frequently if needed, that outlines required elements (as defined by the WIOA statutes) and application processes. The local Board currently utilizes an ad-hoc *Procurement Review Sub-Committee* for oversight of this process and allows for impartiality and transparency in the selection of providers. This action will serve to address the needs, both specifically and universally, of the Adult, Dislocated Worker, and Youth populations from intake and eligibility determination through establishment of Individual Employment Plans (IEP) that may or may not include training opportunities (occupational skills training or On-The-Job Training) enroute to self-sufficiency. Further, the IEP will identify the need for additional support services which can be provided through collaboration with community partners such as, but not necessarily limited to, adult education and literacy providers (Marywood University – Title II contractor; United Neighborhood Centers of NE PA) as well as vocational rehabilitation services by OVR, as previously described. These processes will, in turn, support a tactical plan for educational growth and the attainment of skills essential within a competitive job market. The Executive Director and staff to the WDB will continue to sit on community boards and provide insight into local WIOA operations and opportunities, serving as a conduit for the dissemination of WIOA operational information and, in turn, assimilating other community-based information for collaboration purposes. The Lackawanna County WDB Executive Director has for many years sat as a member of the Carl D. Perkins planning committee at the Career Technology Center (CTC) of Lackawanna County, attends semi-annual meetings, and actively participants in the Center's events. The WDB Executive Director also sits on the *Perkins* planning committees of both Johnson College and Lackawanna College. Finally, WIOA providers of service, Wagner-Peyser, and OVR staff will leverage collective resources to promote optimum outcomes across the system.

The PA CareerLink® Lackawanna County serves over 40,000 customers in any given year period providing universal career services. Over 750 persons receive direct employment and training funding via WIOA, TRADE, National Emergency Grants (NEGs), Strategic Innovation Grants, Community-Based Grants, foundation awards, and Department of Human Services grants. Processes are in place. The system is working; however, areas of weakness to be strengthened include increased usage of OJT; amplified services for at-risk youth/drop-outs; expanded apprenticeship connections; a re-design of operational handbooks to mirror internal structural changes; and augmented staff training opportunities

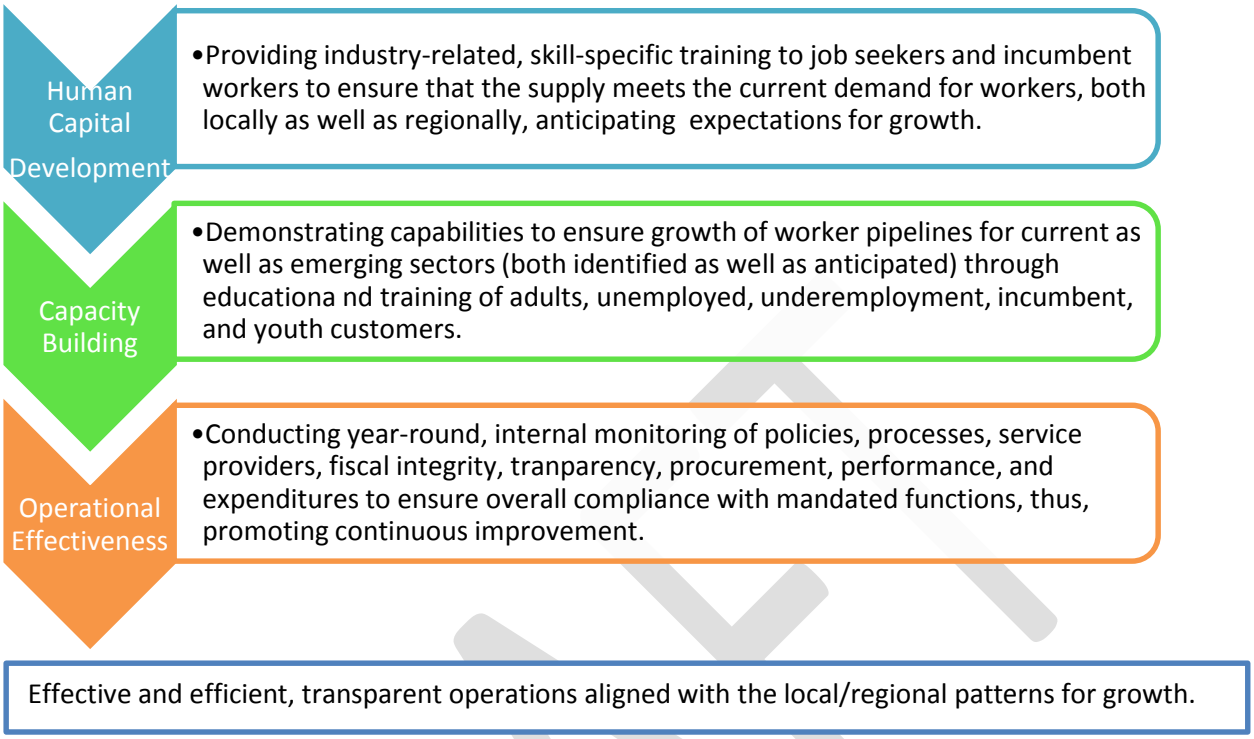
Section 2.3 How will the local board's vision and goals align with, support, and contribute to the governor's vision and goals for the commonwealth's workforce development system, as well as any goals and strategies articulated in the regional plan?

The Commonwealth of PA has outlined a vision with a rigorous plan of action to make changes to enhance the current workforce system. The Commonwealth's goals surrounding career pathways models, addressing significant worker pipelines and incumbent worker upgrading, increased opportunities for youth, engagement of both local as well as regional employer bases, and data sharing are being replicated locally based on current practices and the development of new and innovative methods of service provision. To that end, the Lackawanna County Workforce Area proposes the following:

- increased integration into both secondary and post-secondary institutions to ensure heightened awareness of career pathways based on the types of current/fluctuating industry trends. This, in turn, will afford individuals, including those with disabilities, the opportunity to pursue employment in fields (from entry-level to highly-skilled positions) that are prevalent in the local market as well as to promote the attainment of self/family-sustaining wages;
- solicitation of alternate forms of funding/support (i.e., H1B Make-It-In-America grants, Industry Partnership Awards, foundation grants, Union support) that will allow for the provision of training opportunities to industries in need of advanced training for their incumbent workers as well as new hires (addressing pipeline issues) to promote industry growth and competition across a global market;
- a reconfiguration of the overall youth structure that allows for implementation of enhanced work-based training opportunities supporting skill attainment, work-based training, career awareness, structured peer-to-peer as well peer-to-authority interaction, increased pre-apprenticeship/apprenticeship opportunities, and GED/literacy instruction leading to increase employment opportunities and retention in jobs;
- continued engagement of employers through industry-sector initiatives (as previously described and panels of previously-trained workers within the targeted cluster providing invaluable insight into job acquisition. Also, heightened outreach by the local Business Services Team (BST) as well as a continued strong collaboration with both the local Chambers of Commerce and other economic development entities; and
- utilization of any/all data provided by the Commonwealth of PA as well as such organization as NEPA Alliance, the Institute for Public Policy & Economic Development, the PA State Data Center, etc., to ensure knowledge of current/fluctuating trends that, in turn, provides a basis for program design and development, employer outreach, systemic stability, and concentrated productivity.

The Lackawanna County Workforce Development Area's vision, if broadly interpreted, facilitates a movement for enhanced collaboration and coordination among all key community partners, overarching both economic and workforce development, to include the education community, community-based organizations, the public welfare system, veteran's organizations, the Office of Vocational Rehabilitation (OVR), literacy providers, and other youth providers of services (YMCA, Boys & Girls Club, and Lackawanna County Department of Human Services including children and youth services).

Furthermore, to accomplish the mission strategies, the following must occur:



The strategies defined above also support the Northeast PA Regional Plan identified goals which are as follows:

- Increase the skill level of the Region's labor force through an innovative, integrated workforce infrastructure system that links labor demand and supply to meet the current and future workforce needs of the Region's businesses
- Utilize the expertise of educational institutions and training providers within the Region to develop training programs and services which are based upon clearly defined opportunities and needs, and supported by research within specific industry sectors
- Enhance linkages between workforce development and economic development delivery organizations with private industry in a collaborative manner that promotes high skill and high wage jobs

Section 2.4 What are the local levels of performance that have been negotiated with the governor and chief elected officials? How will the local board's goals relate to the achievement of these measures?

The Lackawanna County WDB has negotiated the performance levels outlined in ATTACHMENT B. Local level performance goals are tied strictly to Federal performance accountability measures and have always served as the benchmark for rating a local area's attainment of goals, not only within mandated measurable categories but in providing a broad picture of the overall operation of a local program. The overarching goal of the Lackawanna County WDB is to enable a well-rounded menu of services that promotes job acquisition, retention of positions, and the receipt of self/family-sustaining wages upon program exit for all customers (Adult, DW, Youth). Further, the attainment of credentials as well as measurable skill gains serves to increase the parameters for reaching the measures. Moreover, the creation of a skilled workforce that strategically meets the current as well as emerging needs of local (and, perhaps, regional) business and industry is then well positioned to sustain and augment economic growth and development.

The Lackawanna County WDB has always endeavored to meet and/or exceed all mandated performance measures. But this is not enough. Attainment of the measures allows for a usage of a baseline of programmatic data for assessment of current operational practices which, in turn, forms a basis for continuous improvement. As stated in Section 2.3, to accomplish human capital development, capacity building, and operational effectiveness across the local program as a whole, the WDB must have the capability to meet negotiated performance levels.

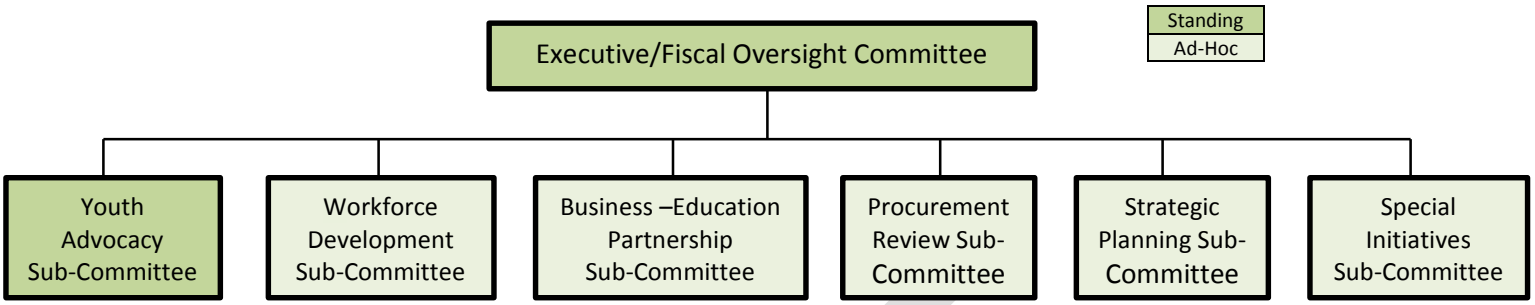
Section 3: Local Area Workforce System and Investment Strategies

Section 3.1: Provide a descriptive overview of the governance structure for the workforce system, including key stakeholders and entities in the local area.

The governance structure for the Lackawanna County Workforce Development Area is illustrated in the enclosed ATTACHMENT C.

In adherence to this defined structure, the Chief Local Elected Officials (CLEOs) [Lackawanna County Board of Commissioners] appoint all members of the local WDB as authorized by the Workforce Innovation and Opportunity Act of 2014. Local Chambers of Commerce, representing local businesses, business organizations and business trade associations, make nomination, by letter, to the CLEOs of potential representatives from business and industry. Regional and local education agencies, institutions, unions, and organizations nominate individuals, again by letter, to represent community-based organizations, labor organizations, economic development agencies, etc. The LCEO's then make appointments as they determine appropriate from the nominated pool. The LCEO's also have the authority to appoint any additional members as they so see fit. Adhering to local By-Laws, established by the WDB and reviewed most recently in December, 2016, the Lackawanna County WDB must be comprised of a minimum 51% majority representing the local business sector. All appointments are publicly conducted through a formal *Resolution* process at bi-weekly Board of Commissioner's meetings.

To ensure comprehensive oversight and transparency in the oversight of WIOA operations, the local WDB Committee structure of the local WDB is as follows:



Executive Fiscal Oversight Committee	Represents the full-WDB membership in the provision of oversight for overall system operation including fiscal accountability and transparency, WDB staff, One-Stop operations, community outreach, program development, etc. The WDB Executive Committee has the authority of the full-WDB to approve any/all actions (programmatic and fiscal) as necessary to ensure a timely deliverance of services. Any/all action taken by the Executive Committee is presented to the full Board at quarterly meetings for review, discussion, and final approval.
Youth Advocacy Sub-Committee	Provides oversight and guidance in the comprehensive deliverance of all youth services including, but not limited to, the following: authorization of release of Requests for Proposals (RFPs) to secure training/educational services; review and oversight of on-going yearly activities to ensure compliance with local plan of operation and specific funding criteria; provides guidance to Youth Operational Staff, as needed; conducts outreach to local school districts for dissemination of programmatic information and economic development initiatives. Performs any/all other youth-related duties as prescribed by the full-Board with actions reported for final approval during quarterly meetings. Membership is not limited to WDB members and may include members of the community at-large with a vested interest in youth.
Workforce Development Sub-Committee	Serves in the capacity to communicate and promote the actions and activities of the Board in alignment with local and regional economic development through support and oversight of industry-led initiatives including, but not limited to: on-going formation and sustainment of Industry Partnerships; dissemination of any/all industry-specific worker training funding; leveraging of resources; outreach and communication efforts; regionalization promotion; sustainability planning; integration of business services; and long-range development. Meetings are not regularly scheduled and called as warranted. All actions taken by this Committee are reported at full-Board quarterly meetings.
Business-Education Partnership Sub-Committee	Provides directives to the development of educational initiatives to ensure alignment with changes in shifting economic and workforce climates including, but not limited to: development of industry-led curricula; on-line course accessibility; development of wide-based articulation agreements; improving the school-to-work concept within the community at-large; promotion of a variety of training options (short & long-term); and oversight of internal programs aligned with education. Meetings are not regularly scheduled and called as needed. All actions taken by this Committee are reported at full-Board quarterly meetings.
Procurement Review Sub-Committee	Sits for the primary function of review, assessment and rating of any/all proposals received in response to an officially procured Request for Proposal (RFP) solicitation. Meetings are not regularly scheduled and called only following solicitation of RFP. All reviews and documentation (rating results) are forwarded to the Executive Committee for discussion and final approval. Any sitting member of the Youth Advocacy Sub-Committee may volunteer to sit as a member of this Sub-Committee. Any member with affiliation to an entity submitting in response to a RFP MAY NOT sit as a member of this Committee.
Strategic Planning Sub-Committee	Provides overall guidance in the development and on-going review of a viable Strategic Plan of Action establishing both short and long-range goals solidifying the Board's objectives/goals and strategies. Meetings are not regularly scheduled and occur, primarily once per Program Year.
Special Initiatives Sub-Committee	Provides oversight and guidance in the administration and operation of any/all specific initiatives that may include such areas as specialized programs/grant awards, One-Stop programs/events, community requests for funding, etc. Meetings are not regularly scheduled and called as appropriate.

Over the past six-month period, the Lackawanna County Workforce Area has engaged in a structural change to allow for enhanced transparency and a clearer separation of functional

duties. Lackawanna County has assumed the role of Fiscal Agent for the local Board, effective July 1, 2017. In addition, as previously stated all services are now competitively procured via a structured RFP process.

Within the Lackawanna County Workforce Area, there is one comprehensive PA CareerLink® One-Stop Center:

PA CareerLink® Lackawanna County
135 Franklin Avenue
Scranton, PA 18503
Phone #: 570.963.4671
Hours of Operaton: Monday through Friday; 8:30 AM to 4:30 PM

As mandated by the WIOA of 2014, during the Spring of 2017, the Lackawanna County WDB competitively procured an Operator for the named One-Stop site in Lackawanna County. Currently, the approved, 3-member Consortium of Operators for the PA CareerLink® Lackawanna County, is comprised of the following: Title I Adult/Dislocated Worker provider of Services – Educational Data Systems Inc.; the Educational Opportunity Center; and Lackawanna County - Office of Economic Development. The roles and responsibilities One-Stop partners are described in Section 4.2 of this Plan.

Section 3.2: What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment?

The Lackawanna County Workforce Development Board, as a single-County entity, has long been integrated into the seam of the community with membership overlapping a variety of different boards and committees which, in turn, promotes a system of stability for the provision of services and eliminates duplication of effort among community providers. Stated simply, the Board endeavors to make everyone aware of "who does what" in the community and "where to go" when specific services are needed. To ensure alignment with Workforce Innovation and Opportunity Act (WIOA) legislation and to promote acquisition of the most qualified providers of Title I core services, as previously stated, the local Board conducted a formal RFP process that outlined required elements (as defined by the WIOA statutes) and application processes. The local Board currently utilizes an ad-hoc *Procurement Review Sub-Committee* for oversight of this process that allows for impartiality and transparency in the selection of providers. This action also served to address the needs, both specifically and universally, of the Adult, Dislocated Worker, and Youth populations from intake and eligibility determination through establishment of Individual Employment Plans (IEP) that may or may not include training opportunities (occupational skills training or On-The-Job Training) enroute to self-sufficiency. Further, the IEP identifies the need for additional support services which can be provided through collaboration with community partners such as, but not necessarily limited to, adult education and literacy providers (Marywood University – Title II contractor; United Neighborhood Centers of NE PA) as well as vocational rehabilitation services by OVR, as

previously described. These processes will, in turn, support a tactical plan for educational growth and the attainment of skills essential within a competitive job market. The Executive Director and staff to the WDB continue to sit on community boards and provide insight into local WIOA operations and opportunities, serving as a conduit for the dissemination of WIOA operational information and, in turn, assimilating other community-based information for collaboration purposes. The Lackawanna County WDB Executive Director has for many years sat as a member of the Carl D. Perkins planning committee at the Career Technology Center (CTC) of Lackawanna County, attends semi-annual meetings, and actively participants in the Center's events. The WDB Executive Director also sits on the *Perkins* planning committees of both Johnson College and Lackawanna College. Finally, WIOA providers of service, Wagner-Peyser, and OVR staff will leverage collective resources to promote optimum outcomes across the system.

Section 3.3: How will the local board work with entities carrying out core programs to:

- Expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.
- Facilitate the development of career Pathways and co-enrollment, as appropriate in core programs (specify on-ramps from adult education).

➢ The Lackawanna County WDB utilizes the PA CareerLink® Lackawanna County, centrally located at 135 Franklin Avenue in downtown Scranton, PA, as the operational arm for the provision of services and coordination of activities amongst a variety of community partners and educational institutions/training providers. Selected WIOA providers of services (WIOA Adult/Dislocated Worker/Youth and EARN) are based at the PA CareerLink® site to ensure a coordinated effort with not only PA Wagner-Peyser staff but with OVR, PA Department of Human Services, Lackawanna County Head Start, local training providers, Pathstone (provision of older worker services), and others to ensure a seamless, friendly, and uncomplicated process for service provision for the job-seeking customer as well as assistance for the business community. As mentioned, all of these entities are partners at the local PA CareerLink® site, thus, enabling a comprehensive mix of activities in the true "One-Stop" fashion. It must also be noted here that Lackawanna College, Johnson College, Penn State-Worthington Scranton Campus, and Marywood University maintain close ties with the PA CareerLink® as member and/or community affiliates, visiting the Center on a regular basis and providing valuable materials and contact information for all of their programs of study. In an attempt to further expand connections, from a youth standpoint, WIOA staff are visiting local intermediate and secondary schools, providing career information, discussing services available following graduation, and promoting technical education. Also, linkages have been established with the Lackawanna County Department of Human Services (formerly Lackawanna County Children and Youth Services) for referral of youngsters that are foster children, those aging out of the foster care system, or are involved with the Juvenile Justice system. An additional collaboration with the Lackawanna County Department of Human Services (formerly Department of Public Welfare) provides assistance in identifying prospective customers which may, in turn, assist in the reduction of the welfare rolls. Finally, a linkage with the Center for Independent Living allows for frequent visits of their clients (individuals with severe barriers) to tour the local One-

Stop site and receive career awareness/pathway information. Linkages are also established with local re-entry programs and domestic relations organizations. As described, all services are available to individuals with barriers to employment. Finally, solicitation of additional PA CareerLink® partner/member entities is on-going with the Educational Opportunity Center (EOC) providing tutoring services and SAT prep during the summer of 2017 on-site at the local Center.

➢ Core services are universal in nature, provided by all partner entities within the PA CareerLink® system that compliment outreach to the business community. Core services traditionally encompass, but are not necessarily limited to, the following: development of customer resumes´ for employer job matching (in the JobGateway℠ system); job readiness services that include career counseling, workshops, and assessments to ensure appropriate job matching; provision of labor market information by industry sector that identifies local high-demand industry openings; provision of one-on-one staff assisted services that compliments not only the job seeker but significantly improves relations with employers and reduces frustrations with usage of a complex system; and development of an Individual Employment Plan with each job seeker with the ultimate goal of successful job matching. The one-stop system of operation significantly enhances local employers' access to an appropriate pipeline of skilled talent to meet their individualized needs. Additionally, training opportunities (provided through WIOA funding) can address skill gaps both prior to hire (new workers) as well as upgrading of the incumbent workforce (career advancement) within an industry to sustain on-going competitiveness and provide an on-ramp from adult education to employment. It has long been recognized that "subsidized training" is only a stepping stone in an individual's career pathway which can be charted from the on-set of service provision through lifetime learning opportunities. The Lackawanna County WDB has also designed it's Individual Training Account (ITA) CAP Policy to support career pathway development as follows: "**The maximum amount of reimbursement payable to any given training provider will not exceed $5,000 or the actual cost of training, whichever is less, unless it is determined that the customer (trainee) is engaged in career-ladder training as recognized by an employer and/or industry**. **In that case, an additional $3,000 will be made available to support second-tier training (i.e., Nursing Assistant to LPN; LPN to RN; machine operator to CNC Operator; MOS certification to Associate Degree in Computer Science, etc.).**"

As has been previously discussed herein, when a need is identified, either locally on a regional basis, the community, as a whole, efficiently and effectively implements historical practices which enables the merger of education and business in the development of new curriculums of study to support the identified need.

Section 3.4: What strategies will be implemented in the local area to improve business/employer engagement that:

- Support a local area workforce development system that meets the needs of businesses in the local area;
- Manage activities or services that will be implemented to improve business engagement;
- Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and
- Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.

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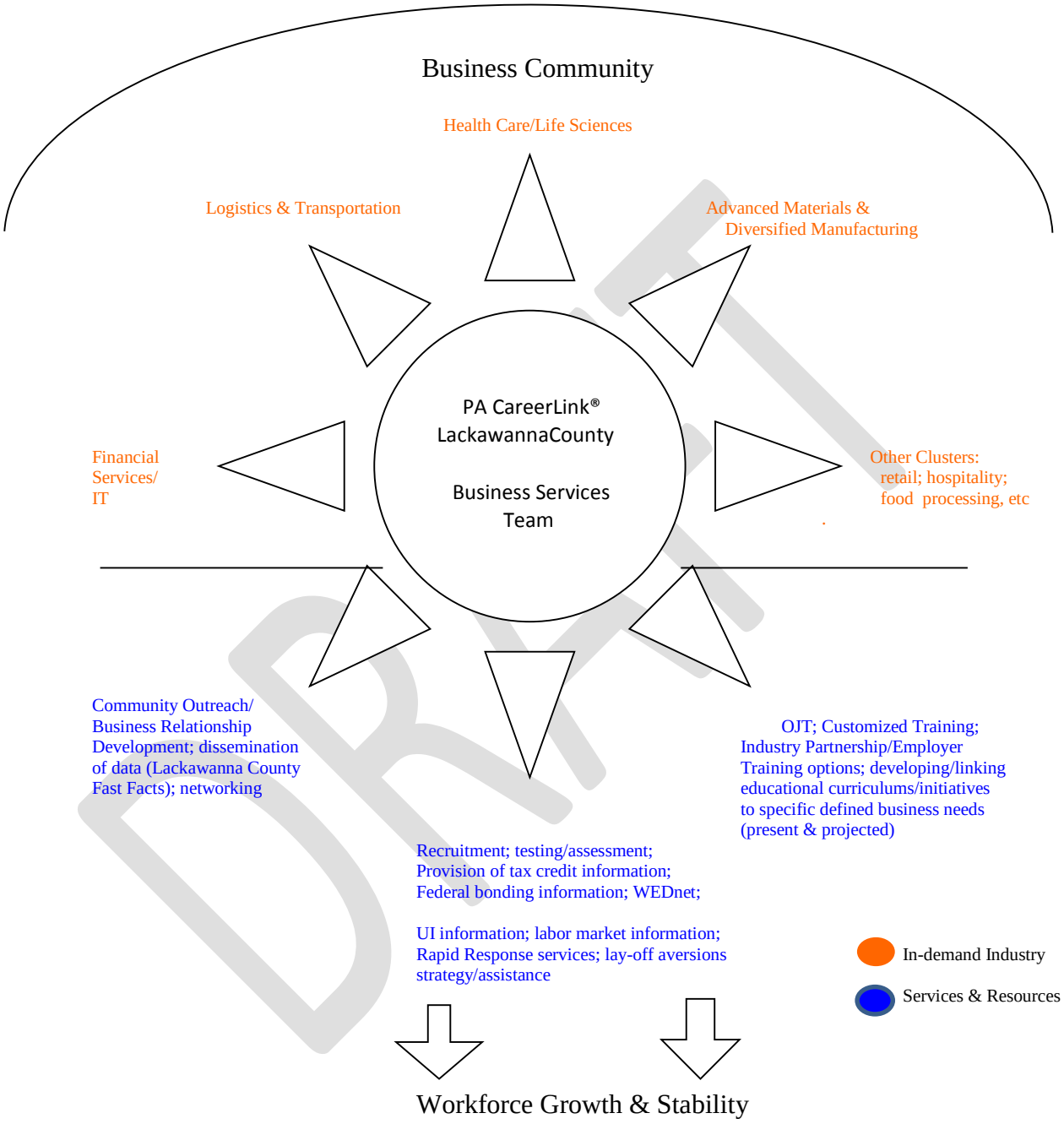
➢ Building on the previously described, successful Board-sanctioned *Sector Initiatives* that infuse business and industry into the One-Stop setting, other systemic procedures have been implemented to address current worker needs and promote the on-going development of a trained workforce that can not only compete in today's global economy but that will significantly and specifically support both the current as well as projected needs of the business community in Lackawanna as well as surrounding Northeastern PA counties. These procedures involve a unified team (economic and workforce development professionals) approach to outreach that allows for identification of challenges and needs of both small as well as large employers. Site visits, phone contacts, and email distributions (both employer-specific as well as universal through Constant Contact) augment employer services that includes posting jobs, applicant screenings, wage rate comparisons, research of skilled labor pools, development of job descriptions, and coordination of job fairs. Additionally, surveys are conducted quarterly of employers utilizing the One-Stop system (either on-line or in person) that provide a barometer of effective practices and allow for recommendations to improve delivery of services.

It also must be noted here that the Strategic Early Warning Network (SEWN) has proven to be a valuable partner, not only to local Workforce Development Boards but to many other economic development organizations as well, in helping companies across all industries, to minimize, or in some cases completely avoid, reductions in employment or closures.

Prior to the implementation of the WIOA of 2014, under the prior Workforce Investment Act legislation and as the country was slowly emerging from the 2008 Recession, workforce development organizations across the country began forging new relationships between the manufacturing sector and economic development to proactively address the needs of regional/local employers to assess their business risks, devise risk migration strategies, and implement those strategies in ways that were affordable, effective, and sustainable. The U. S. General Accounting Office (GAO) published a report in January of 2012 entitled *Workforce Investment Act-Innovative Collaborations between Workforce Boards and Employers Helped Meet Local Needs*. One particular success story outlined a California Workforce Board's relationship with the California Manufacturing Extension Partnership (MEP) which, through proactive layoff aversion services, avoided over 400 layoffs and facilitated the creation of over 70 new positions. Over the passage of 5 years, the process is still viable. In Pennsylvania, it is being reborn as the *Next Generation Sector Partnerships* initiative. In regards to that initiative, local WDB efforts are broadly discussed in Section 1.2 of this Plan with the local Board ensuring continued development of practices that support augmented relationships with the business community.

That said, how these services are delivered are particular to individual One-Stop centers; however, all must support the rationale that efficient and effective delivery can significantly drive economic, workforce, and, subsequently, community development. Internal operational practices must promote collaborative enterprises that coordinate broad as well as individualized-based outreach efforts and promote a "demand-driven" product.

It, then, falls to the local One-Stop Business Services Team (BST) to take the lead. Within the Lackawanna County Workforce Area, the PA CareerLink® Lackawanna County BST is structured/operates accordingly:



The PA CareerLink® Lackawanna County BST works extremely hard to attract and target not only new employers, but also assist and educate existing local businesses, both large and small, in such areas as fluctuating employment trends, available workforce pools, average hourly wage data, etc. Through review and analyzation of reports generated by the PA Center for Workforce Information and Analysis (CWIA) as well as Ad Hoc reports designed to provide local

statistics, the BST can assess trends that can then, in turn, provide measurements of current services and dictate any necessary adjustments.

Listed below is a breakdown of the information gathered for full-calendar year 2016 and half-year 2017:

Calendar Year 2016					Calendar Year 2017				
Month	Self-Entered Job Orders (JO)/Staff Entered	Total # of JO Enter-ed	New Em-ployers	Avg JO per day	Month	Self-Entered Job Orders (JO)/Staff Entered	Total # of JO Enter-ed	New Em-ployers	Avg JO Per day
January	111/167	278	12	14.63	January	140/209	349	9	16.62
February	137/205	342	111	17.10	February	121/182	303	10	15.94
March	146/217	363	14	15.78	March	155/233	388	7	18.48
April	135/202	337	14	16.04	April	106/246	352	11	12.60
May	111/166	277	7	13.19	May	147/221	368	9	17.52
June	124/187	311	14	14.13	June	122/184	306	20	13.91
July	96/144	240	13	12.00					
August	109/162	271	110	12.32					
September	110/165	275	11	13.10					
October	116/173	289	10	14.45					
November	100/148	248	7	13.05					
December	121/181	302	4	14.38					
2016 Totals	1416/1978	3,296	129	14.18	2016 YTD Totals				

As can be seen, usage of the system/services is brisk from a business/employer standpoint. Twitter, Facebook, phone apps, and Constant Contact supplement efforts with a distribution of information to well over 5,000 participants, professionals, and educational providers on a daily/weekly basis.

➢ Management of the One-Stop Center's business-related activities falls to the Site Administrator who has over 35 years of local workforce experience and is known throughout the community as the "face of the Pa CareerLink® Lackawanna County." Guiding a team of professionals comprised of not only One-Stop staff (other representatives/members hail from the local Chamber of Commerce, the local PA Senator's office, Lackawanna County Economic Development, the local WDB), the Site Administrator guides the planning process for *Sector Initiative* events and mobilizes other activities. The lead member of the BST schedules and conducts monthly BST meetings and prepares meeting materials for distribution. This BST lead also coordinates the usage of a *Business Center* which has been established on-site at the One-Stop Center and includes a private, small conference area and management desk area that can be utilized by any business entity in need of recruiting/interviewing facilities. At present, the Business Center is averaging approximately 3 business entity usages per week.

Also, once every six months, employers utilizing the system/services are surveyed to determine the effectiveness of the local One-Stop operation or to identify gaps in services which need to be addressed.

➢ The Lackawanna County WDB has, for many years, maintained a strong and solid linkage with the Greater Scranton Chamber of Commerce and the Lackawanna County Office of Economic Development, Lackawanna County's foremost economic development entities. Mr. Andrew Skrip, representing the Scranton Lackawanna Industrial Business Company (SLIBCO), the business arm of the Greater Scranton Chamber of Commerce, and Mr. George Kelly, Director of the County's Economic Development Office are active members of the local Board and provide invaluable insight into the fluctuating economic climate. The WDB Executive Director sits as a member (Vice-President) of the Board of Skills in Scranton, the education arm of the local Chamber. WDB and PA CareerLink® administrative staff participates regularly in meetings with potential employers considering Lackawanna County as a home and provides data/material on workforce issues on request. This collaboration ensures that economic development partners are well informed as to the capability of the local workforce system to provide such activities as On-The-Job Training (OJT), work-based training, customized training, incumbent worker training (through WIOA, specialized grants, and industry partnerships) and, in turn, can then effectively market them to the business and industry community. Additionally, other strategies include employer engagement activities coordinated through the Governor's Action Team that affords the opportunity to showcase local workforce resources, thus, promoting enhanced business services through the PA CareerLink® Lackawanna County's Business Services Team (BST). The BST actively solicits participation from local business and industry in locally-driven sector initiatives (i.e., health care, advanced manufacturing, logistics/transportation, and business/finance) conducted quarterly on-site at the PA CareerLink®. Also, as needed, local training providers come to the table to address specific needs of employers through development of industry-specific training resulting in degrees and/or credentials recognized across industry sectors. The usage of Industry Partnership (NE PA regional) funding further enhances educational opportunities for the incumbent workforce populations. The Lackawanna County Office of Economic Development, the Greater Scranton Chamber of Commerce, and the Lackawanna County Workforce Development Board stand united in the provision of data, staff support, linkages to workforce training opportunities as well as WEDnet (when available), Ben Franklin Grants, tecBridge (technology, entrepreneurship, collaboration) and other community resources to ensure a comprehensive approach to coordination of efforts. The linkages are solid; messaging is coordinated. Future ventures will continue.

➢ The local One-Stop Center continues to be a pilot site for the Commonwealth of PA in the provision of RESEA (Re-employment Services & Eligibility Assessment) which addresses the needs of recently separated individuals through on-site orientation and case management in their quest for re-employment. Wagner-Peyser staff conduct one-on-one interviews for the development of an individual services plan which could include a variety of assignments such as, but not necessarily limited to: various workshop attendance, informing them of job fairs, introducing career information, and/of workforce training options.

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Additionally, the Site has 3 direct phone lines to the UI Service Centers to assist in addressing UI questions and issues in a timely manner. The local UI liaison to the PA CareerLink® Lackawanna County conducts a monthly information workshop for the general public, both for employers as well as UC claimants. This individual is also available in between session via email or phone to answer any question(s) posed by a One-Stop customer.

Section 3.5: How will the local board coordinate local area workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services?

The Lackawanna County WDB recognizes NEPA Alliance as the premier regional economic development entity in Northeastern Pennsylvania. The Executive Director of the local WDB regularly attends meetings schedule by and/or at NEPA Alliance's office and, has, in the past, coordinated special project initiatives with NEPA's staff. Further, approximately 10 years ago, the Lackawanna County, Luzerne/Schuylkill, Northern Tier and Pocono Counties Workforce Boards, through their Executive Officers, formed the Northeast PA Consortium of WIBs (subsequently WDBs) with regularly scheduled, bi-monthly meetings occurring to specifically discuss the regional economic climate, discuss regionalized projects, promote distribution of regional Industry Partnership funding, etc. This Consortium facilitates an open line of communication among partners and allows for the replication of best practices and well as homogenous processes across the region.

The local Board, through the local One-Stop Center, is strategically linked with the University of Scranton's Small Business Development Center (SBDC). On request, the SBDC Director has made presentations to both One-Stop staff as well as the general public at the Center. Referrals of appropriate customers interested in entrepreneurial ventures occur regularly and are coordinated through case management activities and on-site staff. The SBDC can also facilitate microenterprise services for any interested customers. Further, linkages are solid with the Scranton and Carbondale business incubators as well as the micro-loan program administered through the Greater Scranton Chamber of Commerce.

Section 4: Local Area Workforce Delivery System

Section 4.1: Provide a descriptive overview of the local area workforce delivery system, including key stakeholders and entities in the local area.

The Lackawanna County Workforce Development Area has been authorized by the Governor of Pennsylvania as a single-County entity. Governed by a board appointed by the Lackawanna County Board of Commissioners (BOC), as the Local Chief Elected officials, comprised of 17 private sector members and 15 public members (current as of 7-21-17), the Board meets all regulatory requirements. The Board conducts full-Board quarterly meetings as well as

quarterly Youth Advocacy Sub-Committee meetings. WDB Executive Committee meetings are called as needed but occur no less than once per calendar quarter.

During PY 2016, the local Board competitively procured providers of services for Title I Adult, Dislocated Worker, and Youth activities as well as EARN program services. The following subcontracts were awarded:

- Adult/Dislocated Worker – Educational Data Systems Inc. (EDSI)
- Youth – Arbor Employment and Training (E & T) d/b/a ResCare Workforce Services
- EARN – EDSI

Staff of these organizations are now fully co-located at the PA CareerLink® Lackawanna County. Additional One-Stop partner entities are described below in Section 4.2.

The local Board also competitively procured a Consortium of Operators for its sole, comprehensive One-Stop Center, which took over full responsibility for Site oversight on July 1, 2017. The Consortium is comprised of the following members:

- EDSI
- Educational Opportunity center (EOC)
- Lackawanna County Department of Economic Development

Other stakeholders include the Greater Scranton Chamber of Commerce, the Carbondale Chamber of Commerce, Pathstone, 7 local institutions of higher learning, various other training providers, local community-service providers, and Title II Adult Education providers.

Section 4.2: Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area. Describe briefly the role(s) of the one-stop partners (required and other).

The local area has developed a Memorandum of Understanding (MOU) to delineate the roles and responsbilities of WIOA mandated partners and other entities. An Infrastructure Cost Schedule (included as Attachment D) supports the development of a cost-effective plan for site operations and supports the overarching goal of the Center: *to provide all job seekers and workers with high-quality career, training, and supportive services needed to obtain and maintain good, self and family-sustaining jobs as well as address the needs of business and industry throughout the community.*

PARTNER ENTITY	ROLES/RELATIONSHIPS
Wagner-Peyser Act Services	Services provided by the PA Bureau of Workforce

	Partnership and Organization (BWPO) and the PA Bureau of Workforce Development Administration (BWDA) that includes vocational counseling, job search assistance, job matching, JobGateway℠ enrollment assistance, business services for employers, and intensive re-employment services
WIOA Title I Adult/Dislocated Worker/Youth Providers	Sub-contracted entities to offer employment, training, and supportive services along with career guidance & planning, Job Clubs, eligibility determination, assessment, job matching, comptuer instruction, GED instruction, and workshops.
Programs under Title I of the Rehabilitation Act of 1973	As the designated sole provider of these programs, Office of Vocational Rehabilitation staff provides services that include vocational counseling and guidance, vocational evaluation, restoration, training, job placement, and pre-employment training services for eligible and potentially eligible high school students with disabilites. OVR also provides multiple services to the business community designed to assist businesses with hiring qualified employees with disabilities.
Services authorized under Title V of the Older Americans Act of 1965	Administered locally by Pathstone,Inc., services are targeted to individuals over 55 years of age such as paid work experience programs, some employment training, and vocational counseling.
Community Services Block Grant(CSBG) Act	Services are provided through a local Community Action Agency with a direct linkage to PA CareerLink® services.
Adult Basic Education & Literacy	Services provided through a local college as well as secondary local community-based organizations. referrals are direct from the one-stop system.
Veterans Services	Veterans services are provided through the PA CareerLink® system by a BWPO staff person. Services include career counseling, information and veterans benefits, and tuition for skill training.
Department of Human Services	Services provided through TANF and EARN which are targeted to Public Assistance recipients and include information and dissemination of welfare benefits, supportuive services, counseling, supported work, and job coaching.
Vocational Educational Activities under Carl D. Perkins Act	A vocational /technical school provides these services which include dissemination of information relative to financial aid to attend post-secondary training and post-secondary occupational skill training.
Trade Adjustment Assistance	Service is provided by BWPO and includes tuition assistance for dislocated workers, rapid response to employees in the event of massive lay-offs or plant closings and income subsidies to assist candidates while in training.

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Section 4.3: How will the local board facilitate access to services provided through the one-stop delivery system?

The local One-Stop Center, the PA CareerLink® Lackawanna County, is conveniently located in downtown Scranton, PA, easily accessible by public transportation. The hours of operation are 8:30 A.M. to 4:30 P.M, Monday through Friday with extended hours implemented as is determined by need. The Center is modern and inviting and is staffed by friendly, courteous, and knowledgeable individuals who have been trained to accommodate customer needs. From an ADA compliance standard, the Site has been certified. Other means of access include social media (facebook, twitter and phone app), Constant Contact communication, and posting of Site information on the Greater Scranton Chamber of Commerce's and Lackawanna County's websites.

Section 4.4: How will entities within the one-stop delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities?

The Consortium of Operators providing oversight to PA CareerLink® Lackawanna County are well aware of the provisions of WIOA Section 188 and applicable provisions of the American with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and the provision of materials. Every three years, the PA CareerLink® Lackawanna County conducts a *Non-Discrimination and Equal Opportunity Self Evaluation* of its facility and processes that includes a combined physical and program access evaluation. The most recent PA CareerLink ® Lackawanna County review was conducted in December, 2013. The local area will continue to comply with any/all directives regarding the provision of services and facilities maintenance for individuals with disabilities. The local Center provides the following amenities for persons with disabilities: TTY phone line, adaptive devices on a computer workstation including a split keyboard and rolling mouse, a video magnifier, headset, computer speakers, Zoom Text Xtra, and JAWS for Windows. Additionally, one-stop staff may utilize technology guides for using screen enlargement software, screen reading software, and windows accessibility features. Any questions regarding ADA compliance are discussed at quarterly PA CareerLink® Consortium of Operators meetings. Finally, the PA Office of Vocational Rehabilitation (OVR) has stationed 6 OVR staff at the local One-Stop site who regularly monitor Site compliance.

Section 4.5: Describe how the local board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local area employers, workers, and job seekers.

Due to the Commonwealth of Pennsylvania's new requirement to establish a Local Training Provider List (LTPL), the Lackawanna County WDB will utilize the process and criteria outlined in the State's Workforce System Policy 04-2015 (issued December 23, 2015) to develop a local list of approved training providers that are exempt from the Statewide ETPL requirements. Understanding the goal of supporting work-based training opportunities with employers to establish training paths to employment, the local Board will facilitate the compilation of a LTPL that ensures accountability of local level training providers, the quality of the training programs to be offered, and assessment of any return on investment. This, in turn, broadens the scope of customer choice in the selection of training opportunities.

It is further understood that the development of an LTPL will assist the local Board in implementing work-based training activities that include OJT, pre-apprenticeships, internships, and registered apprenticeships or other training that is responsive to the needs of local employers.

Additionally, any program of study must be included on the High-Priority Occupation (HPO) List which will ensure that any/all education training funded with workforce dollars is targeted to available jobs.

Recognizing that information contained in WSP 04-2015 may be subject to change based on the issuance of future US Department of Labor regulations and/or guidance, the local Board assures compliance with any/all forthcoming directives.

Section 4.6: Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Through its open-door policy for all customers seeking to utilize the PA CareerLink® One-Stop system of operation, the WDB assures that all adults and dislocated workers have universal access to all core services that includes:

- Service determination
- Outreach, intake, orientation
- Initial Assessment
- Job Search
- Employment information
- Performance and cost information on providers
- Civil Service information
- Support service coordination
- Labor market information
- Employment-related workshops
- Job applications
- In-depth assessment of skills and service needs
- Individual Employment Plan (IEP) development
- Group counseling
- Individual counseling
- Case management
- Short-term prevocational services
- Computer instruction
- GED computer instruction
- TABE testing
- WIN/WorkKeys Testing
- ABLE/literacy referrals

Once a customer has been identified as an eligible Adult and/or Dislocated Worker under WIOA regulations, a variety of options are available to support the attainment of their career goals

through development of individualized employment/re-employment plans. Currently, the local area is subcontracted with Educational Data Systems Inc. (EDSI) as the provider of Adult/Dislocated Worker services. Through EDSI, customers are afforded the following options:

- Occupational Skills Training is curriculum-based instruction conducted either through a classroom setting or on-line (or mix of both) in one or more occupations identified as high priority within the local area. For inclusion on the Statewide Eligible Training Provider List (ETPL), programs of study must be submitted by eligible educational institutions and other training providers and approved by the Commonwealth of PA. All approved programs must meet performance standards in the areas of program completion, attainment of credentials, job placement rates, and median earnings as well as providing program descriptions, length of time, cost, prerequisites, and outcome credentials. The ETPL is the utilized for development of Individual Training Account (ITAs). The local area currently has an ITA policy which is reviewed yearly by the Board and included here as ATTACHMENT A.

- On-The-Job Training (OJT) has long been an option for customers, both from the job seeker as well as employer perspective. As an alternative to the traditional classroom training route, this work-based training model provides an incentive for hire for the adult/dislocated worker customer and reduces the financial cost for an employer during a contracted training phase. OJT contracting may also serve to eliminate trepidation on the part of the employer who is considering expanding his workforce. OJT is marketed through the BST during phone contacts and site visits, during informational sessions at the PA CareerLink®, in pamphlets and brochures, at networking events and job fairs, and on the PA CareerLink® website. Employer reimbursement is standard at 50% with the contract length determined by the actual job requirements and the skill gaps of the customer.

- Customized Training, although to-date not widely requested by local employers, is a viable option that includes skill-specific training requested by an employer and designed by the company's selected training provider. Customized training is, primarily, utilized to upgrade the company's incumbent worker population. This, in turn, facilitates new hire openings which can be filled with OJT subsidies.

In addition to these options, additional training and job placement opportunities may become available for adults and dislocated workers through Rapid Response activities/funding and through specialized competitive grants.

Also, EDSI conducts weekly Job Clubs for both the entry-level and management level customers.

Also, any adult/dislocated worker customer with disabilities receives priority in the provision of all activities and services as discussed.

Section 4.7: How will training services be provided through the use of individual training accounts (ITA) that fund programs of study, or through the use of contracts for training services that fund work-based trainings?

Individual Training Accounts (ITAs) provide the mechanism for adult and dislocated worker customers to access occupational skills training as described in the previous section. The local area utilizes a structured ITA format and follows an ITA Cap Policy that is reviewed yearly by the Local Board. As stated above in Section 4.6, a copy of the PY 2017 ITA CAP Policy is included in the attachments to this document.

Work-based training opportunities are conducted through formalized OJT contracting processes, also as described above. Currently, an EDSI staff member is assigned specifically to negotiate and develop OJT sites for contracting purposes. An OJT Data Sheet has been designed for outreach purposes to business and industry informing them of the opportunity to receive this service. Additionally, through the quarterly One-Stop *Sector Initiatives*, company/business interaction is used for networking purposes for development of opportunities for the local job seekers.

Section 4.8: Provide a description and assessment of the type and availability of youth workforce investment activities in the local area.

The Lackawanna County WDB, local economic development officials, and constituents have, for many years, promoted the development and orchestration of an information network that thoroughly encompasses all youth organizations throughout the County. Representatives from many of these bodies sit as active members of the WDB and its Youth Advocacy Sub-Committee and provide invaluable insight into local youth issues. All are kept abreast of current systems in place or under development and concur that we must target specific pockets of "at risk" youth such as those involved with the courts for various reasons such as truancy, domestic violence situations, juvenile delinquency and children of incarcerated parents; homeless and foster care youth; migrant and seasonal farm worker youth; youth with disabilities; etc. Also targeted are those economically disadvantaged and underprivileged youth in need of guidance and supervision to learn not only social skills but job skills as well. Strategies addressing the "in-school" student are coordinated with local school districts and outreach centers such as United Neighborhood Centers, the local Boys and Girls Club, Project Elect (pregnant and parenting youth – both Mothers and Fathers), etc., and have, traditionally, revolved around remedial and truancy concerns but are currently broadening to include economic development issues such as local employment awareness campaigns targeting not only high schools, but the intermediate level as well. Local youth advocates strongly agree that access to a younger youth population affords the opportunity to address such pertinent issues as course scheduling for specific occupations in demand or projected to be in demand in the local area, coordination of services addressing specific needs, involvement of the PA CareerLink® in career planning efforts, attendance at local and regional education and job fairs, etc.

Recognizing that career ladders and goal-setting should begin during the intermediate and secondary school years, it must also be accepted that those youth traditionally classified as out-of-school youth, including those categorized as "disconnected", if they can be successfully engaged and maintained, are adaptable to open options and development of employment plans. Intensive promotion of available services coupled with information on local employment opportunities including wage scales, post-secondary training opportunities, and funding availability serves to entice prospective youth job seekers (through 24 years of age). Initiatives such as school visits, dissemination of career pathways information, speaker presentations, and involvement in career fairs helps to "fill the gaps" in career-based education and promotes the investigation of future career paths. Additionally, implementation of a Business Education Partnership (BEP) Grant, afforded by the Commonwealth of PA, is allowing for much enhanced infiltration with Intermediate level students (grades 6th, 7th, and 8th) for career-related material dissemination, interactive career pathways projects, and career "fun days" in local schools.

Currently, the Youth service provider, contracted following a formal RFP process, is Arbor Employment and Training (E & T) d/b/a ResCare Workforce Services (hereinafter ResCare). ResCare staff are physically located at the PA CareerLink® Lackawanna County, from where all activities emanate. The initial intake process, objective assessment, case management, the development of Individual Employment Plan (IEP), and eligibility assessments/determinations are handled on a one-on-one basis by ResCare staff. Applicants are first provided with an overview of program opportunities and the services available, and, if interested, begin the eligibility determination process. Once economic eligibility is confirmed, computerized testing is conducted utilizing the TABE format and/or WorkKeys. Scoring is automatic and results are available for discussion with the client immediately. Taking into consideration such factors as the youth's age, educational level, barriers, skills and abilities, and interest each participant is afforded one-on-one case management services to develop and ensure an appropriate employment plan and confirm the responsibilities involved.

The design of the local youth program format is such as to provide a myriad of opportunities to guide eligible participants in meeting their individual goals which may include attainment of educational credentials, assistance with basic literacy skills, acquisition of a HSE or GED, acquiring basic work experience, smoothly transitioning from high school to post-secondary education, learning new skills, and/or entering the work force. To this end, the following framework has been established: Most youth operations are conducted from the PA CareerLink® Lackawanna County, located at 135 Franklin Avenue in downtown Scranton. Center hours are 8:30 to 4:30, Monday through Friday. A variety of activities, as charted below are available to youth from ages 5 -24, utilizing both TANF as well as WIOA funding:

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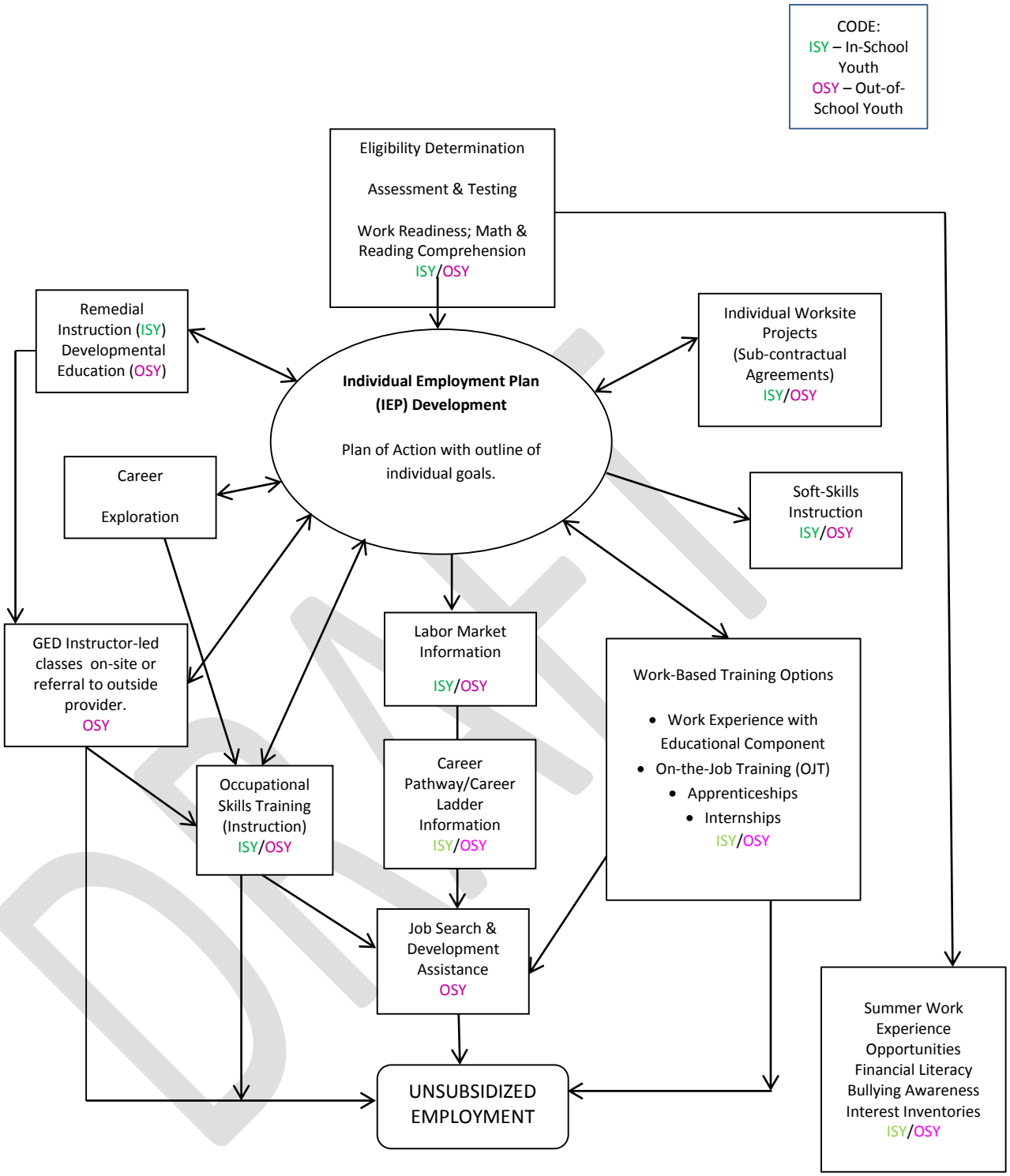

Activities are developed on an individual basis based on the youngsters/young adults' skills, abilities, desires, specific program (funding stream) eligibility, transportation needs, and financial feasibility (for occupational training above and beyond local ITA limits). All services are prioritized to any youth with disabilities. As previously noted herein, the Office of Vocational Rehabilitation (OVR) is a partner in the PA CareerLink® Lackawanna County and has a youth OVR counselor stationed at the One-Stop. This individual not only sits as a member of the WDB's Youth Advocacy Sub-Committee but works closely with ResCare staff to ensure that

youth with disabilities received the most appropriate mix of services, based on their individualized needs. This linkage also affords leveraging of resources to services to best serve those youngsters with disabilities.

In addressing the 14 essential elements specified for youth under WIOA, the implementation strategy for each element is herein defined:

Element #	Implementation Strategy
1 Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential.	The Local WDB has, for many years, solicited youth providers of service that addresses this element. During the current program year, locally approved vendors provide tutoring and academic enrichment, study skills training, career awareness, strengthening of individual self-advocacy skills, post-secondary opportunities, and individual one-on-one counseling through a mix of after-school study programs, skill-development activities coupled with remedial education, a personal growth/leadership/community service project, and a pre-apprenticeship project. In addressing drop-out initiatives, the local Board, has, for the past several years, distributed a packet of informational materials, *Dropout Transitions*, for distribution to any student having made the decision to leave school. Included is invaluable information regarding "where to go" for services, accessing GED/remedial programs, labor market data, training opportunities, etc. Each school is presented with a minimum of 5 booklets with the larger County schools receiving 10 or more with additional copies provided to any school upon request.
2 Alternative school services, or dropout recovery services	Drop-out recovery services are discussed above. This process will continue with possible enhanced distribution of information to providers of in-school youth services, the alternative schools, libraries, etc. There are 2 alternative schools: the Achievement Academy, re-locating to Dickson City, PA, for the 2016 school year, is sponsored by the Northeastern Educational Intermediate Unit (NEIU) # 19 and Lincoln-Jackson Alternative School located in South Scranton with classes conducted during regular school hours. Youth program staff makes visits to these sites at least once per school year to speak with the participants about opportunities available to them upon graduation with each student receiving a packet of information containing handouts on job searching activities (i.e., enrolling into the CWDS System, searching for jobs, resume´ preparation, and interviewing skills). During these presentations, students are also encouraged to visit the PA CareerLink® Lackawanna County to become familiar with activities offered and participate in the many workshops that are offered to the public at no charge. Although not specifically considered an alternative school, the Commonwealth Connections Academy is available for interested students. Finally, there are also programs available in the community (Turning Point, SOAR, & Victory Village) to assist students with special needs to attain educational and occupational goals.
3 Paid and unpaid work experience coupled with academic and occupational education which may include: i. summer employment and/or other employment opportunities available throughout the school year; ii. pre-apprenticeship programs; iii. internships and job shadowing; and iv. on-the-job training	Paid work experience and on-the-job training (OJT) experiences are an integral part of the current program strategy. Any participant enrolled in work experience has, included in their employment plan, an education activity that may include GED preparation; remediation; referral to local literacy programs; and/or financial literacy. A pre-apprenticeship laborer project is currently underway through a subcontracted agreement with a local training provider, Valley Training Institute. Internships and job shadowing are implemented based on particular participant's interests and abilities. Additionally, each year the local area provides a summer work experience program which, during the upcoming of Summer of 2016, will begin in June and conclude in early September for approximately 20 WIOA youngsters and 100 TANF-eligible participants, working 30-35 hours per week , earning an $8.00 wage.

opportunities.	
4 Occupational skill training with priority consideration for training that leads to recognized post-secondary credentials that align with demand industry sectors or occupations in the local area as approved by the local Board as meeting the criteria defined in the WIOA.	Occupational skills training is addressed through the award of Individual Training Accounts (ITAs) to eligible out-of-school youth, with amounts customarily ranging from $2,500 up to $5,000 maximum (current WDB-approved funding level) toward specific skills training in in-demand occupational areas at an approved training/educational facility (on ETPL). Historically, approximately 40 ITAs are awarded during each Program year.
5 Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.	At present, students attending occupational skills training received job data/information as part of their program involvement. A much enhanced approach to the provision of labor market information has been implemented to ensure that a comprehensive package is available to all students as they matriculate through their educational endeavor. This new career decision-making component promotes a smarter, quicker, and easier job search upon completion. Youth participants will have the opportunity to master basic academic skills at the same time as learning career-specific technical skills. This approach aligns with recent research which found students using an integrated education and training model occurring concurrently and contextually with workforce preparation activities had better rates of program completion and persistence than a comparison group.
6 Leadership development opportunities, including community service and peer-centered activities that encourage responsibility and other positive social and civic behaviors.	Leadership development opportunities are opportunities that encourage responsibility, confidence, employability, self-determination, and other positive social behaviors such as: exposure to post-secondary educational possibilities; community and service learning possibilities; peer-centered activities, including peer mentoring and tutoring; organizational and team work training, including team leadership training; training in decision-making, including determining priorities and problem solving; citizenship training, including life skills training such as parenting and work behavior training; civic engagement activities which promote the quality of life in a community; and other leadership activities that place youth in a leadership role. During the current Program Year, United Neighborhood Centers of Northeastern PA (UNC) is subcontracted to conduct a *Leaders in Training* program for youth between the ages of 14 to 18 years of age, which promotes good citizenship and community involvement. Students who successfully complete the program may be placed at Project Hope, a summer camp for economically disadvantaged families, as Junior Camp Counselors to assist and facilitate the activities sponsored by the camp or enrolled in another summer work experience activity.
7 Supportive services.	Supportive services can be defined as services/assistance that are needed to enable an individual to participate in activities. The need for supportive services is determined during each participant's enrollment process and the development of their *Individual Employment Plan* (*IEP)*. In accordance with a WDB-approved WIOA Supportive Services Policy, supportive Services, as determined by individual need, can include but are not necessarily limited to the following: linkages to community services; transportation assistance; child and dependent care assistance; housing assistance; needs-related payments; educational testing assistance; reasonable accommodations for youth with disabilities; referrals to health care; assistance with uniforms or other appropriate work attire, and the provision of work-related tools, including such items as eye glasses and protective eye gear. As services are administered, they are recorded in the participant personnel record accordingly.
8 Adult mentoring for at least 12 months that may occur both during and after program participation.	Historically, youth program staff mentor their participants due to their one-on-one involvement with each participant and their understanding of the individual participant's needs, concerns, issues, etc. On-going contacts by the Case Managers serve to identify issues and allow for immediate intervention. During PY 2016, the local area will solicit adult mentors from the community at-large, from other community organizations, from WDB membership, from the Youth Advocacy Sub-Committee membership, from the Greater Scranton Chamber of Commerce Skills in

	Scranton Advisory Board. Adult mentors (other than the assigned case manager) must commit for at least 12 months and provide guidance, support, and encouragement (face-to-face once per year) to promote the development of competence and character of the mentee. Mentoring activities can be done through electronic means and may include workplace mentoring at assigned worksites.
9 Follow-up services for not less than 12 months after the completion of participation.	Follow up services are the responsibility of the Youth Program staff or contracted provider with all contacts/outcomes recorded in the participant's personnel file. Follow-up services are provided monthly to insure that all aspects of a participant's plan is being followed as per their agreement. All exited youth participants are contacted at 30, 60, and 90 day intervals; reviewed again at 6 months after exit; and, finally, at 1 year from their exit date. Follow-up contacts are made more often in situations where extenuating circumstances exist. Follow-up services for youth may include the leadership development and supportive services listed earlier; regular contact with a youth participant's employer to address work related problems that may arise; assistance securing a better paying job, career pathway development, and further education or training; work related peer support groups; adult mentoring - minimum duration of 12 months, more if deemed necessary; follow-up services must include more than only a contact attempted or made for securing documentation in order to report a performance outcome.
10 Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate based on individual needs.	The approved contracted provider will provide one-on-one comprehensive and counseling services throughout a participant's enrollment in activities as well as support after a participant exits the program. Any participant in need of out-side services (which may include drug and alcohol or abuse services) are referred to community programs, as appropriate.
11 Financial literacy training.	As previously stated in item #3, the local area has, for many years, conducted a summer work experience program. As part of this activity, Wells Fargo Bank provided a curriculum that was used for instructional purposes revolving around the basics of the banking system including such topics as: how to start saving money, opening up a checking and/or savings account, understanding wage tax deductions, debit versus credit use, spending money wisely, etc. This activity is being expanded to all work experience participants as part of their overall educational component. Additionally, workers from local banks can be encouraged to serve as speakers in classroom presentations.
12 Entrepreneurial training.	An "entrepreneurial workshop" series is under development in collaboration with the Small Business Development Center (SBDC) at the University of Scranton for presentation to OSY participants as well as possible inclusion in high school visit presentations.
13 Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area such as career awareness, career counseling, and career exploration services.	Currently, career awareness, counseling, and information is provided to all OSY participants during their enrollment in youth activities. This is handled one-on-one between the participant and their assigned case manager as well as through PA CareerLink® workshops and sector initiative projects. The in-school populations receive this as part of classroom/group presentations. The local also utilizes the CWIA High School and Middle School Guides as an additional resource for dissemination labor market and employment information.
14 Activities that help youth prepare for and transition to post-secondary education and training.	Currently, this is handled through the provision of an interest inventory to all eligible participants through one-on-one discussions and provision of labor market and educational services data. Case managers provide guidance based on a participant's goals and plan of action, all of which are documented in an Individual Employment Plan. The Educational Opportunity Center will also provide financial aid workshops for transitioning students to identify funding sources.

Section 4.9: How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with statewide rapid response?

The Lackawanna County WDB is fortunate to have a Statewide Rapid Response Regional Representative stationed at the PA CareerLink® Lackawanna County. This individual is instrumental in organizing comprehensive rapid response services for any company filing a WARN notice or smaller dislocations/closings, upon request. For many years, the local Board has been strategically involved in all rapid response activities which includes attending meetings of dislocated workers either prior to dislocation or after; conducting information sessions on available services; providing materials to ease the transition process; providing one-on-one, individualized staff services; charting dislocated workers needs through a survey process; developing appropriate employment plans; providing GED referrals; and arranging a job/education fair specific to the dislocated population.

Section 4.10: How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of services(s).

The design of the local Board's youth activities/services, as described in detail in Section 4.8, is such as to augment/supplement secondary and postsecondary education programs, not duplicate them. Following procedures originally implemented under the Workforce Investment Act of 1998, the local Board has made significant in-roads into local secondary schools that has allowed for the dissemination of industry-specific information, career pathways discussions, distribution of systemic materials, and recruitment of potential program participants. Service provider staff are accompanied by industry experts during school presentations. It has been found that smaller group sessions are much more effective than large assemblies. Further, if sessions are designated for specific groups (e.g., those interested in industry-specific careers; those undecided about their future plans; those seeking summer employment), this activity is much more beneficial to the audience.

One major local example is the implementation of a Health Care Academy within the Scranton School District. Scranton's healthcare sector represents one of the most vibrant areas of employment growth in Lackawanna County. Currently, dozens of employment vacancies exist within the city's four hospitals and healthcare system presents heightened opportunities for access into this active employment market. Frequently, human resource personnel at these facilities are challenged to fill vacancies due to a gap in the skill sets of applicants. The Healthcare Career Academy project seeks to identify those consistent employment vacancies; communicate related training requirements to secondary school systems; and integrate into school curricula information that can better assist students in obtaining these jobs following graduation. Developed and spearheaded by the Greater Scranton Chamber of Commerce, and supported by the local WDB under its Business Education Partnership (BEP) Grant, this initiative integrates employment information and skill requirements into the schools' curriculums. The hope is to make appropriate students more prepared to access important and often hard to fill jobs in the local hospitals.

Also, the WDB Executive Director and other Board staff regularly participate in activities at the Career Technology Center of Lackawanna County (most school districts are participating members) and, through its youth provider (ResCare) makes regular visits to local high schools to promote local services and encourage graduating students to visit the local center for career services and/or further training options. The receipt of a BEP grant is affording the local Board additional access to the 13 school districts across the County and will allow access to a wider-range of students.

Linkages with all postsecondary institutions are solid and provide a platform for communication of not only current practices but of any issues that may arise which would impair system initiatives. Working collaboratively, issues are resolved and best practices are established.

In addressing collaboration with post-secondary institutions in the area, many members of the local Board as well as Board and PA CareerLink® staff sit as members of these institutions workforce advisory committees to ensure collaboration of programs and functions. The education community in Lackawanna County is close-knit and has, for many years, participated in PA CareerLink® and workforce initiatives with the intention of better servicing the needs of business and industry, both stable as well as migrating/fluctuating. Members of all local postsecondary institutions/facilities regularly participate in educational fairs during Sector Initiative events at the local One-Stop.

Section 4.11: Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et. sec.) services and other services provided through the one-stop delivery system.

The PA CareerLink® Lackawanna County conducted its grand opening in April of 2001. Since that time, both WIOA/contracted staff work alongside the Department of Labor & Industry's merit staff to provide the best possible mix of services to both the job seeking as well as business customer. The Pa CareerLink® Lackawanna County is designed in an open floor plan configuration with integrated WIOA contracted/merit/partner staff sitting side-by-side. Customers are served by PA CareerLink® staff with no denotation of their employing agencies. The Center's Business Services Team is comprised of both WIOA and merit staff as well as "outside" partners representing the Greater Scranton Chamber of Commerce, the office of Senator John Blake, the Lackawanna County Office of Economic Development, and the WDB. This concept allows for the flow of information among internal staff as well as the economic development community. There has never been a discord among staff. All staff are integral in the provision of workshops, administration of services, visits to local employers, and Center events. WIOA contracted and Wagner-Peyser staff are cohesive in their approach to service provision and support each other on any/all specific entity projects. Wagner-Peyser merit staff assumes the role of the primary provider of career services within the PA CareerLink® operational structure. The expertise of merit staff in providing labor market information, job order matching, state and federal Civil Service information, RESEA profiling, and TRADE services augments the career information and training opportunities provided by WIOA contracted staff

to ensure a non-duplicative, comprehensive menu of services for both customer groups, job seeker and employers. The ultimate goal of the local one-stop system is to provide a customer-friendly, inviting atmosphere with trained staff to assist in all job seeking tasks, training opportunities, and, ultimately, the employment/re-employment of its job seeking customers and to provide seamless services to the business community. As stated, locally, the system is working.

Section 4.12: How will the local board coordinate WIOA Title I workforce investment activities with adult education literacy activities under WIOA Title II?

Coordination with local WIOA Title II Adult Education and Literacy providers has always been of high-priority within the Lackawanna County Workforce Area. Local providers attend quarterly WDB meetings and, yearly, present information regarding their services and or applications for funding. When applicable, an ad-hoc Committee of the WDB is formed to review all WIOA Title II applications to ensure that they are consistent with this local plan. Additionally, recommendations will be made to the eligible agencies/providers to ensure alignment. It should also be noted that the Lackawanna County Literacy Coalition meets bi-monthly at the PA CareerLink® Lackawanna County for coordination and collaboration of information among a variety of community partners to eliminate any duplication of effort and to provide a continuum in the provision of services. As of the writing of this plan, the local Title II Adult Literacy provider, Marywood University, has agreed to become a part-time member affiliate at the local One-Stop Center.

Section 4.13: What services, activities, and program resources will be provided to participants, including those outlined at WIOA Sec. 3(24), *Individuals with a Barrier to Employment*, in the local area?

The Lackawanna County WDB utilizes the PA CareerLink® Lackawanna County, centrally located at 135 Franklin Avenue in downtown Scranton, PA, as the operational arm for the provision of services and coordination of activities amongst a variety of community partners and educational institutions/training providers. WIOA providers of services are based at the PA CareerLink® site to ensure a coordinated effort with not only PA Wagner-Peyser staff but with OVR, PA Department of Human Services, Lackawanna County Head Start, local training providers, Pathstone (provision of older worker services), the local EARN provider, and others to ensure a seamless, friendly, and uncomplicated process for service provision for the job-seeking customer as well as assistance for the business community. As mentioned, all of these entities are partners at the local PA CareerLink® site, thus, enabling a comprehensive mix of activities in the true "One-Stop" fashion that are described throughout this Plan. It must also be noted here that Lackawanna College, Johnson College, Penn State-Worthington Scranton Campus, and Marywood University maintain close ties with the PA CareerLink®, visiting the Center and providing valuable materials and contact information for all of their programs of

study. In an attempt to further expand connections, from a youth standpoint, WIOA contracted staff are visiting local intermediate and secondary schools, providing career information, discussing services available following graduation, and promoting technical education. Also, linkages have been established with the Lackawanna County Department of Human Services (formerly Lackawanna County Children and Youth Services) for referral of youngsters that are foster children, those aging out of the foster care system, or are involved with the Juvenile Justice system. An additional collaboration with the Lackawanna County Department of Human Services (formerly Department of Public Welfare) provides assistance in identifying prospective customers which may, in turn, assist in the reduction of the welfare rolls. As described, all services are prioritized for individuals with barriers to employment as well as veterans and their spouses. Finally, solicitation of additional PA CareerLink® partners is on-going with the Educational Opportunity Center (EOC) providing tutoring and SAT preparation classes at the Site during the Summer of 2017.

Section 4.14: What services, activities, and program resources will be provided to businesses and employers, in the local area?

Throughout this Multi-Year Plan, many activities have been described which ensure that businesses and employers are provided a myriad of services. These include:

- Access to a state-of-the art, on-site Business Center at the PA CareerLink® Lackawanna County for recruiting and interviewing purposes.
- One-on-one off-site visits.
- Access to On-The-Job Training (OJT) funds for new hires.
- Staff-assistance in utilizing the Commonwealth Workforce Development System (CWDS) for job postings and job matching.
- Access to customized training funds addressing larger-scale hiring or incumbent worker needs.
- Ability to participate in quarterly *Sector Initiative* events.
- Ability to participate in industry-specific roundtables.
- Staff-assistance in preparation of job descriptions applicable to the local labor market.
- Provision of wage and labor market information indicative to both the local as well as regional employment market.
- Accessibility to no less than quarterly Unemployment Compensation information sessions.
- Provision of information about local/regional specialized grant opportunities and/or Industry Partnership linkages.

Section 4.15: How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

This policy, which is reviewed and approved yearly, currently includes the following:

Supportive services for youth are defined (WIOA Section §681.570) as services/assistance that are needed to enable an individual to participate in activities. These services can include but are not necessarily limited to the following:

- linkages to community services;
- transportation assistance (i.e. bus passes);
- child and dependent care assistance;
- housing assistance;
- needs-related payments;
- educational testing assistance;
- reasonable accommodations for youth with disabilities;
- referrals to health care;
- assistance with uniforms or other appropriate work attire; and
- the provision of work-related tools, including such items as eye glasses and protective eye gear.

According to WIOA Section §680.900, supportive services for Adults and Dislocated Workers may only be provided to individuals who are participating in career or training services, unable to obtain supportive services from other programs providing such services, and when necessary to enable participation in career and training services. These services may include:

- transportation;
- child care and dependent care;
- housing assistance; and
- needs-related payments.

Any/all services provided must be identified and defined, in detail, in the participant's *Individual Employment Plan (IEP)*. The maximum amount of WIOA funds will be based on an individual's documented need, not to exceed $1,500, and not to extend past a participant's actual enrollment in career services or a training activity. The local Board ensures collaboration with One-Stop partners and other community service providers to ensure resource and service coordination in the local area.

As has been previously stated, Lackawanna County is primarily urban in nature with a wide-spread, coordinated public transportation system. Lackawanna County also has a coordinated transportation system to accommodate the needs of individuals with disabilities, the aging, and others in need of assistance. Also, there is a coordination of bus transportation between the Lackawanna (COLTS) and Luzerne (LCTA) transit authorities to address travel between Scranton, Pittston, and Wiles Barre, PA.

Section 5: Compliance

Section 5.1: Describe the cooperative agreements that define how all local area service providers will carry out the requirements for integration of and access to the entire set of services available in the local area one-stop delivery system.

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The Local Board has developed a Memorandum of Understanding (MOU) that specifically defines the roles and responsibilities of all mandated One-Stop partners including those services providers awarded contracts (through a competitive procurement process) for the 2017 Program Year. This MOU comprehensively outlines the processes and procedures to facilitate the requirements for integration and transparency of service provision including data sharing, confidentiality, referrals, accessibility (physical virtual, communication, and programmatic), outreach, dispute resolution, monitoring, non-discrimination and equal opportunity, indemnification, severability, drug and alcohol workplace compliance, anti-lobbying certification, debarment and suspension adherence, priority of services, compliance with salary compensation and limitation, and governing law. Adherence to these practices will further ensure minimum duplication of effort and a universal access to all services as described below:

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Business Services	Job Seeker Services	Youth Services

• Serve as a single point of contact for businesses, responding to all requests in a timely manner
• Conduct outreach regarding the local workforce system's services and products
• Provide access to labor market information
• Assist with the interpretation of labor market information
• Use of local one-stop facility for recruitment and interviewing
• Post job vacancies in CWDS and take and fill job orders
• Provide information regarding workforce development initiatives and programs
• Provide information and services related to UI taxes and claims
• Conduct on-0site Rapid Response activities
• Conduct job fairs
• provide customized recruitment and job applicant screening, assessment and referral services
• Consult on human resources issues
• Provide information regarding disability awareness issues
• Provide information regarding assistive technology and communication accommodations
• Assist with disability and communication accommodations, including job coaches
• Provide information on On-the-Job Training (OJT) contracting
• Provide employer and industry-driven Occupational Skills Training information
• Provide information on customized training initiatives
• Coordinate with employers to develop and implement layoff aversion strategies
• Develop, convene, or implement industry or sector partnerships
	Basic Career Services
	• Outreach, intake and orientation to the information, services, programs, tools and resources available through the local workforce system
	• Initial assessment of skills, aptitudes, abilities, and supportive service needs
	• Job search and placement assistance
	• Access to employment opportunities and labor market information
	• Performance information and program costs of eligible providers of training, education, and workforce services
	• Information on performance of the local workforce system
	• Information on available supportive services and referral to such, as appropriate
	• Information and meaningful assistance on UI claim filing
	• Determination of potential eligibility for workforce Partner services, programs and referrals
	• Information for application of financial aid for training and education programs not provided under WIOA
	Individualized career Services
	• Development of an Individual Employment Development Plan charting goals, achievement objectives, and service needs
	• Referral to training services
	• Group counseling
	• One-on-one counseling and career planning
	• Literacy activities related to work readiness
	• Case management for customers seeking training services, in and out of area job search, referral and placement assistance
	• Work experience, transitional jobs, registered apprenticeships, and internships
	• Workforce preparation services (soft skills) to prepare individuals for unsubsidized employment or training
	• Post-employment follow-up services
	Training
	• Occupational skills training through Individual Training Accounts (ITAs)
	• Adult education and literacy activities, including English language acquisition (ELA) in combination with the above training activities
	• Incumbent worker training
	• On-The-Job training (OJT)
	• Programs combining workplace training with related instruction (cooperative education)
	• private sector training initiatives
	• Skill upgrading and retraining
	• Entrepreneurial training
	• Employer-committed customized training
	• Oher (locally determined)
		• Tutoring, study skills training, instruction, and evidenced-based drop-out prevention and recovery strategies that lead to completion of a high school diploma or GED (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential
		• paid and unpaid work experience with an academic and occupational education which may include:
		  ○ Summer and year-round employment opportunities
		  ○ Pre-apprenticeship programs
		  ○ Internships and job shadowing
		  ○ and OJT Opportunities
		• Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
		• Supportive services
		• Follow-up services for not less than 12 months after the completion of participation, as appropriate
		• Financial literacy education
		• Provision of labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
		• Alternative secondary school services or dropout recovery services, as appropriate
		• Occupational skill training with priority consideration in areas that lead to recognized post-secondary credentials that are aligned with local in-demand industry sectors or occupations
		• Leadership development opportunities such as community service, peer-centered activities encouraging responsibility, and other positive social and civic behaviors, as appropriate
		• Adult mentoring during participation and not less than 12 months subsequent
		• Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate
		• Entrepreneurial skills training
		• Activities that help youth prepare for and transition to postsecondary education and training

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Section 5.2: What is the process the local board uses to ensure the collection of the debts of lower-tier sub-recipients, as a result of audits?

The Lackawanna County WDB will adhere to the following process in the collection of debts, as follows:

Step 1: An official initial contact (letter and/or email) informing the sub-recipient of the audit finding(s) that requests a written response to the allegations within 10 days of the date of the initial correspondence.

Step 2: Within 15 days of receipt of the sub-recipient letter, a meeting of the WDB Executive Committee will be scheduled for discussion and/or resolution purposes. Any decision made with a restitution plan will be communicated to the sub-recipient via certified mail.

Step 3: The sub-recipient, must, within 15 days, accept or dispute, in writing, the finding of the WDB Executive Committee. If accepted, the restitution plan will be enforced.

Step 4: If the finding(s) is disputed, the WDB will solicit a legal decision on the audit concern(s).

Step 6: If the legal decision supports the audit finding(s), the matter will be forwarded to a collection agency or Magistrate for resolution.

Section 5.3: What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board?

Lackawanna County has been designated as a single-County workforce area dating back to the late 1970's under the Comprehensive Employment and Training Act (CETA) and traversing through the Jobs Training Partnership Act (JTPA) and, most recently, the Workforce Investment Act of 1998. Due to this situation, a formal network is well-established that has brought "to the table" a myriad of local stakeholders providing information and expertise in workforce development as well as community initiatives promoting systemic change. This close-knit community of professionals has the advantage/knowledge of each individual entity's goals and outcomes, thus, allowing for quick reaction to fluctuating needs within the local business environment and the subsequent development of timely plans of action. Cross affiliation of Board members serves to strengthen the linkages and provides a mechanism for disbursement of information regarding critical socioeconomic workforce and economic development issues.

That said, the Lackawanna County WDB recognizes the need for regionalized linkages and initiatives to ensure that quality services are provided universally and similarly to both job seekers and the business community across the 7-County (Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill, Wayne) Northeast region of the Commonwealth. Given the diversity (i.e., urban vs. rural; square mileage; transportation differences and challenges; local economies) of the three designated workforce areas in Northeast PA, it is important that

workforce strategies, policies, procedures, and the like, are designed to promote a seamless operational package that is adaptable to both the region as well as the specifics of each area.

Collaboration and cooperation (regardless of circumstance), both internally and externally, sets the basis for continued designation as a high-performing Board. To ensure transparency and improve accountability, during the course of this past Program Year, the local area has restructured through competitive procurement of Title I service providers, a new Operator Consortium for the local One-Stop operation, the EARN provider, as well as a transition in Fiscal Agent from a local private, non-profit to Lackawanna County. The Lackawanna County Board was designated as a high-performing Board in the mid-2000's and recognizes the following as steps for continued success:

- Review and update of the local Strategic Plan of Action with on-going, yearly reviews;
- A strengthened Sub-Committee structure;
- Continued participation in the Northeast PA Consortium of Workforce Boards;
- Continued participation by Board staff in NE PA Alliance PREP initiatives;
- Continued linkages with the Greater Scranton Chamber of Commerce and local economic development offices/agencies (the local WDB Executive Director also now serves as the Deputy Director for Workforce Development for Lackawanna County in the Office of Economic Development);
- Yearly Board review and approval of all policies and procedures;
- Increased Board member attendance and participation at quarterly meetings;
- Successful One-Stop chartering;
- Enhanced One-Stop Business Services Team roles in the local community with strengthened emphasis on employer-engagement;
- Continued linkages with career and technical education; and post-secondary educational institutions and training providers to ensure employer-driven curriculum development aligned with industry needs;
- Continuation of Board-approved Quarterly *Sector Initiatives*;
- Attainment of full mandated partner involvement in One-Stop operations;
- Continue priority engagement of Out-of-School Youth (OSY);
- Provide career awareness activities to the K-12 population;
- Provide career planning information and labor market data to local secondary schools;
- Increased services to individuals with disabilities
- Increased services to veterans and spouses of veterans;
- Attainment of all negotiated performance levels;
- Attainment of the 80% expenditure requirement of WIOA funds;
- Attainment of the 75% OSY mandate;
- Attainment of the 30%/40%/50% progressive training mandates; and
- Leveraging of outside funding sources and community resources to promote on-going sustainability.

Section 5.4: What is the process the local board uses to provide an opportunity to have input into the development of the local plan, particularly for representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders?

In an effort to thoroughly communicate the local Board's development of this Multi-Year Plan and provide an opportunity for input from stakeholders, the following steps were taken prior to its release to the general public to solicit comments, suggestions, and areas for improvement:

- An initial draft of the Plan was distributed to all members of the Lackawanna County Workforce Development Board which includes members of the business, education, and labor communities, program partners, public agencies and additional community stakeholders (primarily the Greater Scranton and Carbondale Chambers of Commerce, Northeast Industrial Resource Center [NEPIRC], Lackawanna County Office of Economic Development, and City of Scranton Office of Economic Development. It is envisioned that these members will disseminate this Plan to their colleagues or business associates for additional input;
- An initial draft was forwarded to the Lackawanna County Board of Commissioners (Patrick O'Malley, Chairman; Jerry Notarianni; and Laureen Cummings) and
- All mandated One-Stop partners.

Any/all suggestions/comments received will be taken into consideration by the Executive Committee of the Lackawanna County WDB for inclusion in the final-approved document.

Section 5.5: What is the process the local board uses to provide a 30-day public comment period prior to submission of the plan?

The Plan will be formally released, via publication in the Scranton Times/Tribune on **July 26, 2017**, and subsequently on **July 29, 2017**. Given that a new Lackawanna County WDB website is under development, the Plan was also posted on the local PA CareerLink® website, www.pacareerlinklackawanna.org, as well as at www.lackawannacounty.org.

In addition, to ensure transparency and universality for public comments, a public information session will be conducted on August 11, 2017 at the PA CareerLink® Lackawanna County, 135 Franklin Avenue in downtown Scranton, PA. This session was also advertised in the Scranton Times/Tribune and on the PA CareerLink® website.

Comments to this multi-Year Plan were accepted in writing (via letter and email processes) to Ms. Virginia H. Turano, WDB Executive Director, Scranton Enterprise Center, 201 Lackawanna Avenue Suite 215, Scranton, PA 18503 or to vturano@wiblackawanna.org. All comments received will be addressed in the attached an *Exhibit A – Public Comments* document.

Appendix D: Multi-Year Local Area Plan Instructions

ATTESTATIONS
By checking the box adjacent to each line item, the local board attests to ensuring he compliance components/documents listed are (or will be) in place and effective prior to December 31, 2017.
Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local plans. ☐ Agreement between all counties and other local governments , if applicable, establishing the consortium of local/chief elected officials. ☐ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated. ☐ Agreement between the local area elected official(s) and the local workforce development board. ☐ Local workforce development board policy and process that provides for nomination, appointment, and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest. ☐ Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs. ☐ Local area procurement policy – must describe formal procurement procedures. ☐ Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/certification; random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; "additional assistance" definition; transitional jobs thresholds; documentation for training expenditure targets; incumbent worker training. ☐ Risk management policy and process including records retention and public access; public records requests; monitoring; grievance; incident; and disaster recovery plan; ☐ Human resources policy and process including employee classification; benefits; holidays; and PTO; recruitment and selection; employee development; discipline; layoffs; terminations and severance; sexual harassment; and equal opportunity/non-discrimination. ☐ Professional services contract(s) for administrative services such as staffing and payroll, if applicable.

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