

November 16, 2017

Mr. Luke Cunningham, Chairperson
Lehigh Valley Workforce Development Board
555 Union Boulevard
Allentown, PA 18109

Dear Mr. Cunningham,

The Pennsylvania Department of Labor & Industry (Department) has approved the Lehigh Valley Region's Workforce Innovation and Opportunity Act (*WIOA*) program year (*PY*) 2017-2019 Multi-Year Regional Plan. This approval extends to the local plan associated with the local workforce development area that composes this region. Such approval is effective through the end of PY '19 (i.e., June 30, 2020).

Approval of this plan does not constitute the approval of any practice that conflicts with federal and state statutes, regulations, policies and/or procedures; nor does approval preclude the commonwealth from, at its discretion, re-addressing any part of the plan, if the content is found to conflict with such statutes, regulations, policies and/or procedures.

You and your staff are to be commended for your successful efforts to develop the multi-year plan in alignment with *WIOA* and the commonwealth's "WIOA Combined State Plan."

Please direct specific questions regarding the *WIOA* PY 2017-2019 Multi-Year Regional Plan and/or any future requests for plan modification to Michael White at michwhite@pa.gov or (717) 214-7173.

Sincerely,



Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable John Brown, Northampton County Executive
The Honorable Thomas Muller, Lehigh County Executive
Ms. Nancy Dischinat, Lehigh Valley Workforce Development Board Executive Director

Enclosure: Lehigh Valley Regional Plan



Thomas S. Muller
Lehigh County Executive



John A. Brown
Northampton County Executive



WorkforceBoard
Lehigh Valley

**WORKFORCE INNOVATION AND OPPORTUNITY ACT
MULTI-YEAR REGIONAL/LOCAL PLAN (REVISED)
2017-2019**

**Release for Public Comment: July 25, 2017
30-day Public Comment Deadline: August 24, 2017
WBLV Board Approved: August 29, 2017
Revised: October 2, 2017 and November 13, 2017**



Workforce Board Lehigh Valley

Program Year 2017-2019 WIOA Multi-Year Regional/Local Area Plan Acronyms

ABLE	Adult Basic Literacy Education
ADA	Americans with Disabilities Act
AEFLA	Adult Educational Family Literacy Act
AJC	American Job Center
ATD	Association for Talent Development
BAVTS	Bethlehem Area Vocational Technical School
BEST	Business Engagement Services Team
BLS	US Bureau of Labor Statistics
BSM	Business Services Manager
BSR	Business Services Representative
BWPO	PA Bureau of Workforce Partnership and Operations
CACLV	Community Action Council of Lehigh Valley
CADC	Community Action Development Corporation
CAO	County Assistance Office
CAP	Corrective Action Plan
CBO	Community Based Organization
CEO	Chief Elected Officials
CIT	Career Institute of Technology
CRC	Career Resource Center
CRISP	Crescent Regional Industry Sector Partnership
CTC	Career & Technical Center
CTE	Career & Technical Education
CWDS	Commonwealth Workforce Development System
CWIA	PA Center for Workforce Information & Analysis
DLI	PA Department of Labor and Industry
DVOP	Disabled Veterans Outreach Program
EARN	Employment Advancement and Retention Network
EDSI	Educational Data Systems Inc.
EEOC	Equal Employment Opportunity Commission
ELL	English-Language Learners
ETP	Eligible Training Provider
ETPL	Eligible Training Provider List
FERPA	Family Educational Rights & Privacy Act
GED	General Education Development
HPO	High Priority Occupation
IEP	Individual Employment Plan
ISY	In-School Youth
ITA	Individual Training Account
LANTA	Lehigh and Northampton Transportation Authority
LAUS	Local Area Unemployment Statistics
LCCC	Lehigh Carbon Community College
LCTI	Lehigh Career & Technical Institute



Workforce Board Lehigh Valley

Program Year 2017-2019 WIOA Multi-Year Regional/Local Area Plan Acronyms

LEA	Local Educational Entity
LEAP	Linking to Employment Activities Pre-Release
LEP	Limited English Proficient
LTPL	Local Training Provider List
LVEDC	Lehigh Valley Economic Development Corporation
LVER	Local Veterans Employment Representative
LVPC	Lehigh Valley Planning Commission
MOU	Memorandum of Understanding
MRC	Manufacturers Resource Center
NCC	Northampton Community College
OEO	Office of Equal Opportunity
OJT	On-the-Job Training
OSY	Out-of-School Youth
OVR	Office of Vocational Rehabilitation
PDE	PA Department of Education
PHEAA	PA Higher Education Assistance Agency
PREP	Partnerships for Regional Economic Performance
PREP	Profile of Re-Employment Program
PS	Post-Secondary
PY	Program Year
RES	Re-entry Employment Specialist
RESEA	Reemployment Services and Eligibility Assessment
RFP	Request for Proposal
RFQ	Request for Quote
SAIPE	Small Area Income and Poverty Estimates
SBDC	Small Business Development Center at Lehigh University
SCSEP	Senior Community Service Employment Program
SHRM	Society for Human Resource Management/ Lehigh Valley Chapter
SNAP	Supplemental Nutrition Assistance Program
TANF	Temporary Assistance to Needy Families
TEGL	Training and Employment Guidance Letters - US Department of Labor
UC / UI	Unemployment Compensation / Unemployment Insurance
USDOE	US Department of Education
USDOL	US Department of Labor
VSM	Value Stream Map
WBLV	Workforce Board Lehigh Valley
WDA	Workforce Development Area
WDB	Workforce Development Board
WIA	Workforce Investment Act
WIOA	Workforce Innovation and Opportunity Act
WSP	Workforce System Policy

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Region Workforce Development Area name: Lehigh Valley Workforce Development Area

Effective Date: July 1, 2017

1.1. Identification of the region.

Reference Name for Region: Lehigh Valley Workforce Development Area

The Lehigh Valley Workforce Development Area encompasses all of Lehigh and Northampton Counties which are located in northeastern Pennsylvania. The Lehigh Valley Workforce Development Area is a Single Local Area Region because it is aligned with the Lehigh Valley Partnerships for Regional Economic Performance (PREP) region.

The Lehigh Valley Workforce Development Area is governed by the Lehigh Valley Workforce Investment Board, Inc. which does business as the Workforce Board Lehigh Valley referred to in this Plan as the WBLV. The WBLV members are appointed by a Consortium of Lehigh County and Northampton County chief local elected officials in accordance with the Workforce Innovation and Opportunity Act of 2014.

Because the Lehigh Valley is a Single Local Area Region, we did not convene full meetings with all committee members, as we would have if we were part of a Planning Region with multiple workforce development areas. The WBLV met with members listed below individually or in small groups on the dates indicated to discuss specific issues/questions from the plan and to develop multi-year strategies to address the issues.

Nancy Dischinat, Executive Director

Workforce Board Lehigh Valley (WBLV) – Continuous

Bill Bartle, Strategic Initiatives Director

WBLV and Second Chance Act – June 29 and July 26, 2017

Beth Carey, Chapter Administrator

Society of Human Resource Management/Lehigh Valley Chapter – April 4, May 2, and July 24, 2017

Rochelle Daniels – Attorney – January 30, 2017 initial meeting – then ongoing

Christopher Donigan, Chair

Lehigh Valley Business Education Partnership – August 7, 2017

David (Mike) Dopkins – Bureau of Workforce Programs and Operation, PA Dept. of Labor & Industry, and PA CareerLink® Lehigh Valley Site Administrator – Continuous

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Susan Griffith, Operations Director

EDSI (PA CareerLink® Lehigh Valley Title I Operator) – Continuous

Gina Kormanik, Business Relations Director

WBLV – Continuous

John Lamirand, Director, Data Science & Analytics

WBLV - Continuous

Owen O'Neil, Executive Director

Lehigh and Northampton Transportation Authority (LANTA) – June 13 and July 11, 2017

Michele Pappalardo, Chair –

Adult Basic Literacy Education Council of the Lehigh Valley and Carl D. Perkins – March 28, 2017

Susan Storm, District Administrator

Office of Vocational Rehabilitation – March 17, May 31, 2017, ongoing

Michelle Griffin-Young, Executive Vice President

Greater Lehigh Valley Chamber of Commerce and PA CareerLink® Lehigh Valley One-Stop Operator – January 24, February 9, February 27, and March 31, 2017

PREP Partners: March 1 and May 24, 2017

James Fischer, Director – Small Business Development Center

Jack Pfunder, Executive Director – Manufacturers Resource Center

Matt Tuerk, Vice President of Economic Development & Marketing – Lehigh Valley Economic Development Corporation

1.2. Describe the collection and analysis of regional labor market data (in conjunction with the commonwealth).

The WBLV utilizes a number of federal, state and local organizations and resources to collect data, analyze the data and apply the analysis to its policy decisions to develop a regional understanding of the Lehigh Valley labor market. The list below illustrates the wide range of resources that the WBLV relies on for labor market data including but not limited to:

1. U.S. Census

U.S. Census provides data geographically and by occupational sectors. Census data, which includes demographic data, is critical to workforce strategic planning. As the data is collected every 10 years, the Census is a good place to start. The WBLV augments the Census Data with Commonwealth and local data sources.

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2. Bureau of Labor Statistics (BLS)

The US Department of Labor BLS is the Federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy. Its mission is to collect, analyze, and disseminate essential economic information to support public and private decision-making.

3. Bureau of Economic Analysis (BEA)

BEA's mission is to promote a better understanding of the U.S. economy by providing the timely, relevant, and accurate economic data in an objective and cost-effective manner. The BEA provides regional data sets for the Gross Domestic Product (GDP), personal income, and regional multipliers, which is a standard way to identify the potential effects of a major change in a region's economy.

4. The PA Center for Workforce Information and Analysis (CWIA)

This Bureau within PA Department of Labor and Industry (DLI) is the primary source of labor market information for the Commonwealth. Their staff provides timely, objective, and credible workforce and economic statistics and analysis used to make informed policy, business and career decisions.

5. The PA Department of Community and Economic Development (DCED)

As the Commonwealth's statewide economic development agency, DCED is a source of economic data for the Commonwealth.

6. The Lehigh Valley Economic Development Corporation (LVEDC) and the Lehigh County and Northampton County Departments of Economic Development

These local economic development agencies interact with local expanding businesses and businesses relocating to the Lehigh Valley. They are represented on the WBLV and collect, analyze, share and publish local economic and workforce data. The county economic development agencies coordinate with some of the larger cities in the Lehigh Valley that also have economic development departments and promote various economic development initiatives collecting and sharing data to support their efforts.

7. The Greater Lehigh Valley Chamber of Commerce (GLVCC)

The GLVCC counts nearly 5,000 local business representatives as members. The GLVCC serves as a "first responder" for local employers absorbing and transmitting local economic development and workforce information in real time. The GLVCC is a source of workforce information through their continuous collection of data from economists at the local, state and federal level.

8. The Lehigh Valley Planning Commission (LVPC)

The LVPC plans for and promotes the orderly growth, development and redevelopment of the Lehigh Valley and provides long range population and employment projections research and data sources.

9. Research and data made available by the Public Universities, Colleges and Technical Schools

To provide training that results in successful completions and placements, the PA public postsecondary education system conducts studies, surveys and researches workforce trends to assure course offerings are relevant to the local labor market.

10. The Workforce Board Lehigh Valley (WBLV)

Members of the local workforce board, which include both private sector members and members representing most of the referenced organizations in Section 1.2 and serve as resources of real time data in addition to the more formal sources of data provided by our partner organizations listed above.

The WBLV staff includes a Director of Science and Analytics whose job is to collect the data provided by the sources listed above and analyze the data for use by the WBLV in making strategic planning decisions regarding regional workforce activities and fund investments.

Regional Analysis of Economic and Labor Conditions

Lehigh Valley’s Overall Population

The Lehigh Valley is a two-county workforce development area (WDA) that includes Lehigh and Northampton Counties. The population of the Lehigh Valley is estimated at 665,441 and since 2010, has gradually trended upward by 2.7 percent.¹ Comparing this 2.7 percent population change against the other 65 PA counties, the Lehigh Valley ranks sixth in population growth.

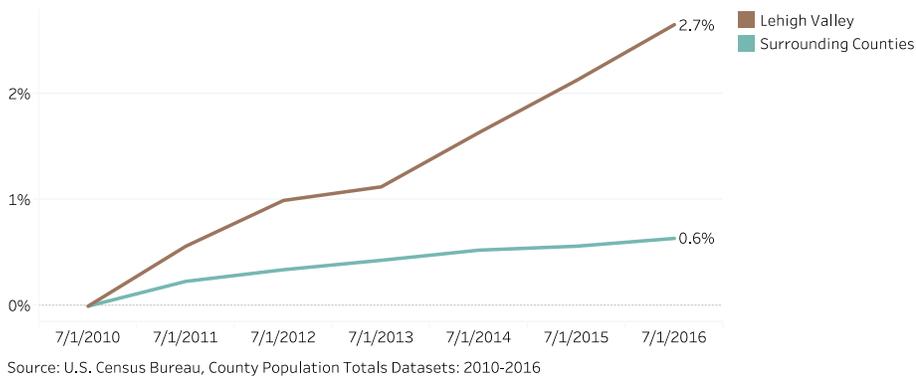
Rank	County	% Growth since 2010
1	Cumberland County	5.3%
2	Centre County	4.6%
3	Lebanon County	3.9%
4	Lancaster County	3.5%
5	Chester County	3.3%
6	Lehigh Valley	2.7%

¹ Analysis of U.S. Census Bureau, County Population Totals Datasets: 2010-2016

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Comparing the Lehigh Valley's percentage of population growth against the surrounding counties of Berks, Bucks, Carbon, Monroe, Montgomery, and Schuylkill, the Lehigh Valley experienced a greater population percent change while the surrounding counties remained relatively flat (Chart 1). The Lehigh Valley's population is made up of 265,868² households which have grown by 2,716 (1%) households compared to 2010.

Chart 1 Population Percent Change Index 2010-2016



Looking forward, research conducted by the Lehigh Valley Planning Commission (LVPC) in 2017, forecasts the Lehigh Valley population will continue to increase by 165,955 people or by 25.6 percent over the next three decades.³ This population growth is projected to be steady but slower in growth than experienced over the previous 30 years (1980-2010) when population increased by 30 percent.

To maintain a healthy economy the Lehigh Valley needs to assure that job growth keeps up with population growth. Good jobs offering self-sufficient wages mean that young workers will remain and even migrate to the Lehigh Valley which will help to maintain the vibrancy of the economy.

Lehigh Valley's Population by Age

The weighted median age of the Lehigh Valley is 40.5 years⁴. U.S. Census population data estimates that nearly 52 percent of the population in the Lehigh Valley is between the ages of 25 and 64, with 31 percent being 24 years or younger and 17 percent being 65 or older.⁵ This age distribution for our region is in line with that of PA and the U.S.⁶ The 65 or older age group accounted for the largest percent change of the population from 2010 to 2016, increasing by 16.1 percent. The age groups of 25-64 and 24 or under remained relatively flat.

² U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population for Selected Age Groups by Sex for Counties: April 1, 2010 to July 1, 2016, Release Date: June 2017

³ The Lehigh Valley Planning Commission (LVPC) 2017 Updated Population Projections

⁴ U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population for Selected Age Groups by Sex for Counties: April 1, 2010 to July 1, 2016, Release Date: June 2017

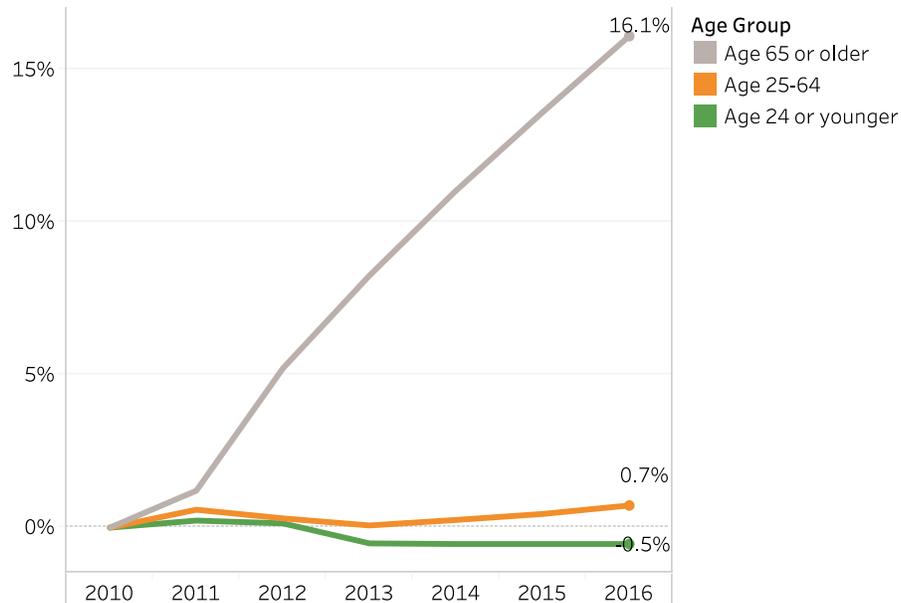
⁵ Analysis of U.S. Census Bureau, County Population Totals Datasets: 2010-2016

⁶ <https://www.census.gov/quickfacts/fact/table/PA/PST045216> 7/12/2017

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As is true elsewhere in the U.S. there is significant aging of the population. Healthcare and its related sectors are strong job engines in the community and will continue as such for the foreseeable future. This also means that younger workers are needed to fill the jobs vacated by older workers. Where there is insufficient talent supply, employers may have to rethink how they fill the jobs by providing flex time and other accommodations to keep talented and skilled older workers who would otherwise leave the labor force.

Chart 2 Lehigh Valley Percent Change by Age Group



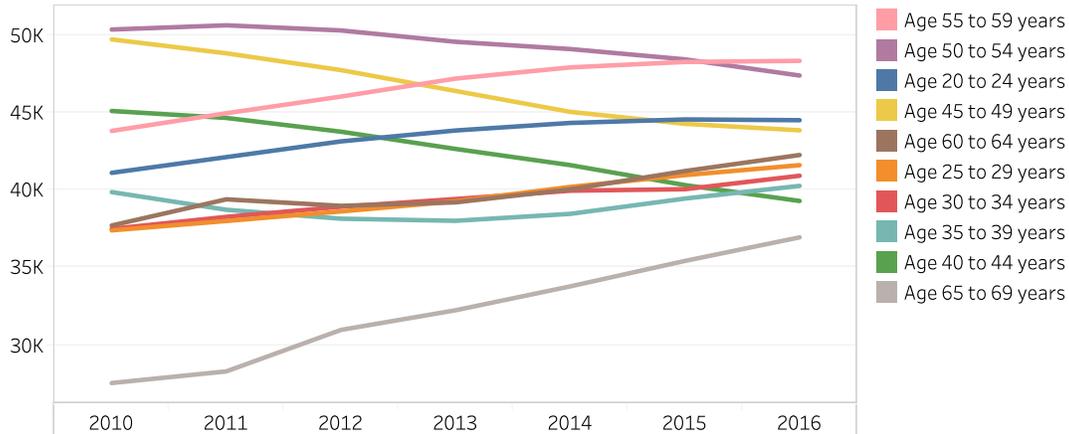
Source: U.S. Census Bureau, County Population Totals Datasets: 2010-2016

Lehigh Valley's age distribution is similar to PA and the U.S.

As seen from the data in Chart 2, the Lehigh Valley's population is graying. Analyzing population data by working-age cohorts indicates a trend to a more even population distribution as we move from a wider age distribution in 2010 to a more narrow distribution in 2016. The rise in younger ages (20-39 years old) is largely offset by a decline in middle-aged (40-54 years old), while the mature population shows significant growth that will impact the composition of our future labor force.

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Chart 3 Lehigh Valley Working-Age Population by Cohort⁷

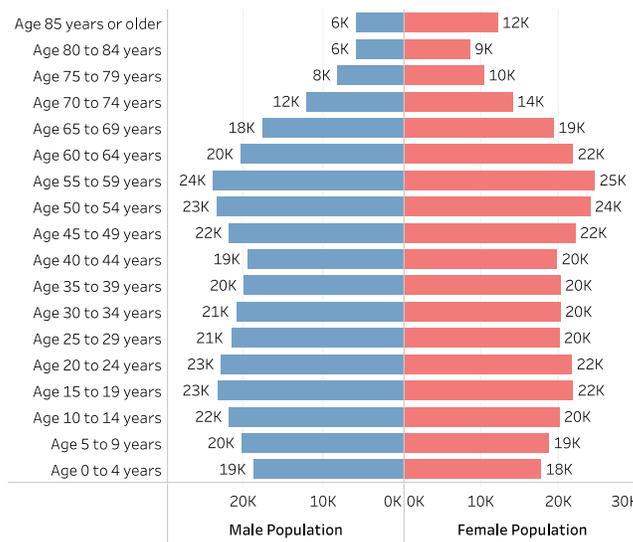


Source: U.S. Census Bureau, County Population Totals Datasets: 2010-2016

The Lehigh Valley has a growing multi-generational workforce.

Within the United States, the population grew at a rate of about 0.7 percent in 2016⁸. This growth rate continues to reflect a more square-like age pyramid associated with slower population growth, low infant mortality and longer life expectancy. This square-like age pyramid is also observed in the Lehigh Valley population pyramid in Chart 4 showing the population peaks at the 50 to 59-year-old age range, the tail end of the baby boom generation, and at 15 to 19-year-old age range, which are considered the Echo Boomers or Millennials.

Chart 4 Lehigh Valley Population Pyramid⁹



Source: U.S. Census Bureau, County Population Totals Datasets: 2010-2016

Lehigh Valley’s population growth is slowing and people are living longer.

⁷ Analysis of U.S. Census Bureau, County Population Totals Datasets: 2010-2016

⁸ U.S. Census Bureau, <https://www.census.gov/newsroom/press-releases/2016/cb16-tps158.html>

⁹ U.S. Census Bureau, Vintage 2016 Population Estimates

Lehigh Valley’s Population by Race and Ethnicity

While Lehigh Valley’s population is largely White at 82.6 percent, it has a growing Hispanic ethnicity, which accounts for 16.8 percent of our population. The Hispanic population increased 2.8 percent compared to 2010.

Table 1 Population by Race and Ethnicity¹⁰

Race	Lehigh Valley	PA
White	82.6%	81.6%
Black or African American	5.9%	11.0%
Other	11.6%	7.4%
Ethnicity		
Hispanic Origin (all races)	16.8%	6.4%

The Lehigh Valley is becoming more ethnically diverse. While the African American/Black population has remained a constant the Hispanic population is growing, impacting the need to serve English Language Learners in school, in Adult Literacy programs and in the workplace.

Lehigh Valley’s Population by Educational Attainment

It is estimated that nearly 12 percent of Lehigh Valley’s population 18 and over do not have a high school diploma compared to 11 percent in PA and 13 percent in the U.S. An average of 26 percent of Lehigh Valley residents hold a Bachelor’s Degree or higher closely mirroring the 27 percent estimated for both PA and the U.S.

Table 2 Lehigh Valley Educational Attainment for the Population 18 Years and Over¹¹

Education Attainment	Lehigh Valley	PA	U.S.
Graduate or professional degree	9.4%	9.9%	9.9%
Bachelor's degree	16.2%	16.6%	17.3%
Associate's degree	8.3%	7.5%	7.7%
Some college, no degree	20.8%	19.2%	23.7%
High school graduate (GED)	33.7%	35.8%	28.0%
9th to 12th grade, no diploma	7.9%	7.7%	8.3%
Less than 9th grade	3.6%	3.3%	5.2%

Lehigh Valley’s Educational and Skill Levels of the Workforce

About 10.4 percent of Lehigh Valley’s current workforce does not have a high school diploma compared to 9.9 percent in PA and 13 percent in the U.S. An average of 23.4 percent of workers hold a Bachelor’s Degree or higher closely mirroring the 23.6 percent in PA and 22 percent in the U.S.

¹⁰ PA CWIA, Lehigh Valley WDA Profile

¹¹ Analysis of U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates Table B15001

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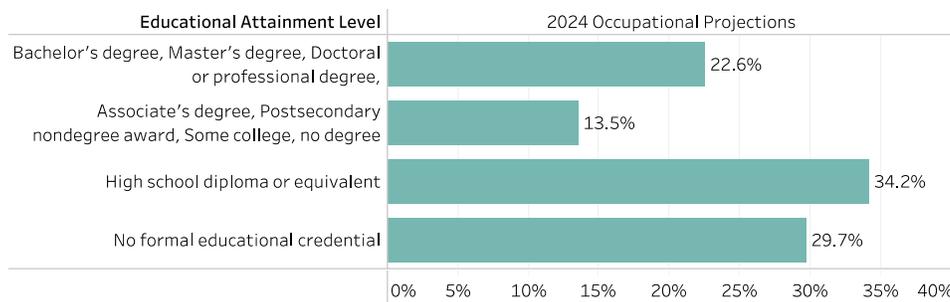
Table 3 Workforce by Educational Attainment¹²

	Lehigh Valley	PA	US
Workforce Education Attainment			
Less-than-High School	10.4%	9.9%	13%
High School/GED	25.7%	26.6%	24%
Some College or Associate Degree	27.8%	27.5%	27%
Bachelor’s Degree or Advance Degree	23.4%	23.6%	22%
Educational Attainment Not Available (workers aged 24 or younger)	12.8%	12.4%	13%

Educational Attainment for Occupations in 2024

Based on Long-Term Occupational Employment Projections (2014-2014), 34.2% or the largest segment of workers will need high school diplomas or their equivalent. This echoes the data associated with the Labor O*Net Zones.

Chart 5 Educational Attainment for Occupations in 2024¹³



Source: Long-Term Occupational Employment Projections (2014-24)

Projected 2024 Occupations Mapped to O*NET Job Zones

A Labor O*NET Job Zone, is a group of occupations that require similar education, related experience, and on-the-job training.¹⁴ The highest percentage of Lehigh Valley’s projected occupations, 43.7 percent, are in Job Zone Two which are defined as occupations that usually require a high school diploma, previous work-related skills, knowledge, or experience, and up to one year of work experience. The second highest group, 23.6 percent, are in Job Zone Three which are occupations that require vocational skills training or an associate's degree, and one or two years of related on-the-job experience, knowledge, or experience.

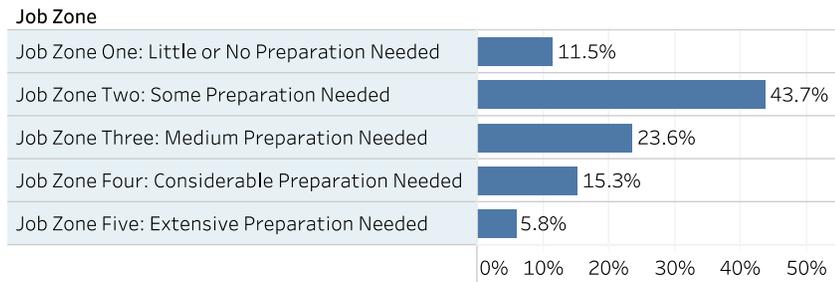
¹² U.S. Census Bureau, Center for Economic Studies, LEHD

¹³ Analysis of PA CWIA 2014-2024 Long-Term Occupational Projections

¹⁴ National Center for O*NET Development. O*NET OnLine Help: Job Zones. O*NET OnLine. Retrieved from <https://www.onetonline.org/help/online/zones> July 24, 2017

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*Table 4 O*NET Job Zones¹⁴*



Source: National Center for O*NET Development. All Job Zones. *O*NET OnLine*.

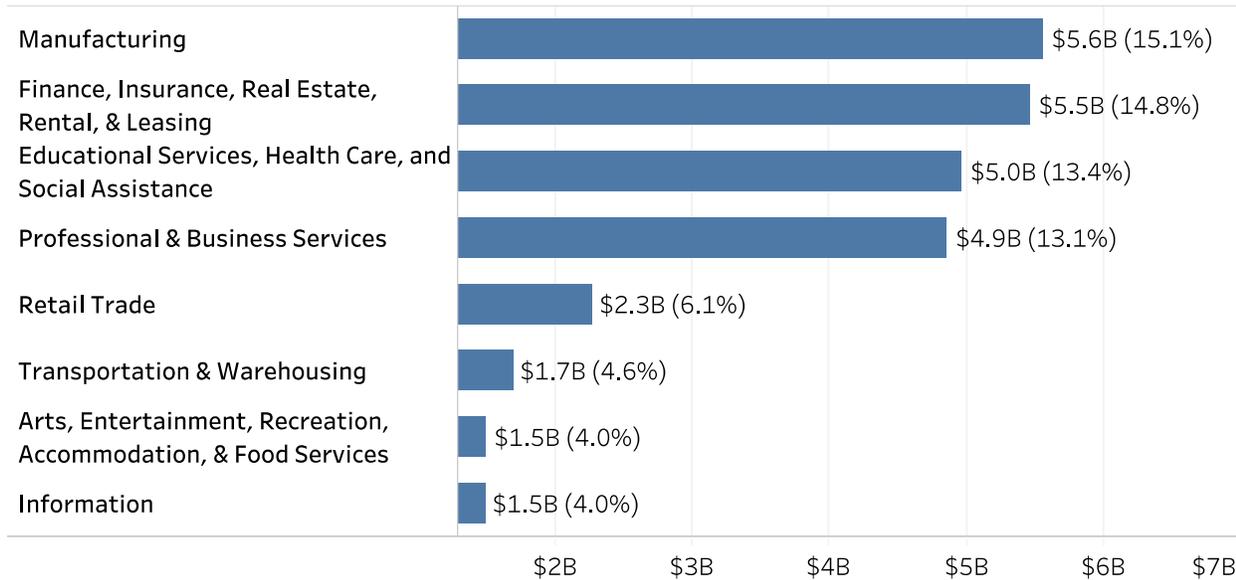
Lehigh Valley Gross Domestic Product (GDP)

GDP is the monetary value of all the finished goods and services produced within a county's borders in a specific time period. The Nominal GDP is the GDP evaluated at current market prices.

Utilizing BEA's latest data, the Lehigh Valley's Metro GDP in current dollars reached a record-high \$37 billion in 2015 ranking 73rd out of 382 MSAs in the United States. Lehigh Valley's current metro GDP distribution (Chart 6) depicts a balanced and diversified economy, not dominated by any one industry, across the top four sectors accounting for over half of overall GDP output (56.4%).

Chart 6 Lehigh Valley GDP by Industry Sectors

Lehigh Valley Gross Domestic Product (GDP) by Industry Sector



U.S. Bureau of Economic Analysis September 2016 Release

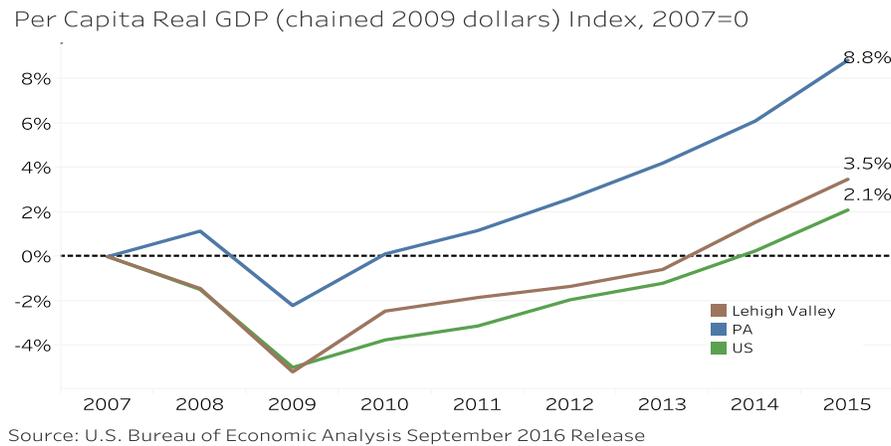
The Lehigh Valley’s GDP is stronger and more diversified across the industry sectors. With an aging population and an increase in English Language Learners, imparting the skills needed to fill the “middle skills jobs” further discussed in the local plan is a key strategy in maintaining the Lehigh Valley’s healthy economy.

Real Per Capita GDP

Real GDP per capita is an indicator of the total economic output of a MSA divided by the number of people and adjusted for inflation. The per capita measure of GDP assists in determining whether the region’s workforce is becoming more/less productive compared to other regions. The Lehigh Valley Metro’s real per capita GDP grew 3.5% in 2015, which is considerably stronger than the preceding eight years. The Lehigh Valley per capita GDP growth also exceeded the growth rate of the U.S. by 1.4 percent but was below Pennsylvania’s rate by 5.3 percent.

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Chart 7 Per Capita Real GDP Index, 2007=0

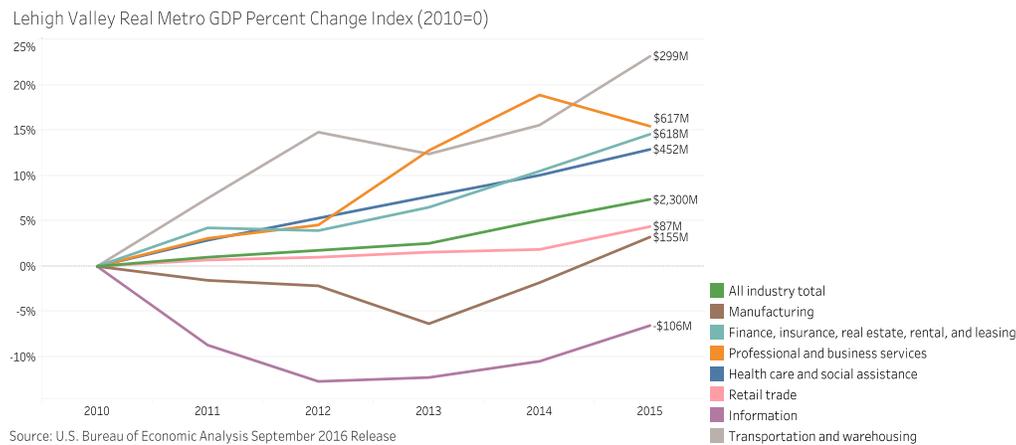


This is another sign of the Lehigh Valley’s current economic health. Workforce strategies discussed in the local plan are geared toward continuing to grow the economy.

Real GDP Growth by Sector

Lehigh Valley’s overall economy grew \$2.3 billion dollars in real GDP over the past six year period or 7.4 percent (Chart 8). Transportation and Warehousing exhibited the highest growth in real GDP at 23 percent followed by Professional & Business Services (15.5%), Finance, Insurance and Real Estate sector (15%) and Health Care (13%). The Retail Trade sector maintained a flat GDP growth at 4.4 percent. Manufacturing registered a 3.2 percent GDP growth, the first positive growth compared to 2010. The Information sector continues to lag at -6.5 percent of its 2010 baseline.

Chart 8 Lehigh Valley Real GDP Growth by Sector



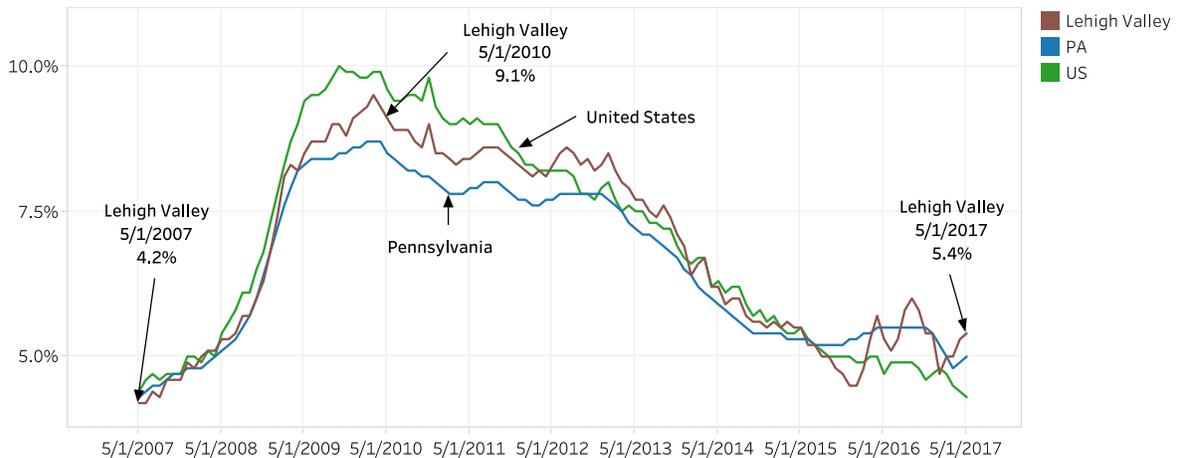
The Lehigh Valley Labor Force

The Lehigh Valley had 4.9 percent more jobs by the end of 2016 than it did before the Great Recession began, which is significantly higher than the statewide average of 1.8 percent.¹⁵ The labor market in the Lehigh Valley continues to gradually improve. As of May 2017, employment in the region has grown about 0.1 percent, compared to 2016. The region’s seasonally adjusted unemployment rate in May 2017 was 5.4 percent which is 0.1 percent higher than in May 2016¹⁶.

This compares to 0.4 percent higher than Pennsylvania’s rate of 5.0 percent May 2017 and is nearly one percentage point higher than the U.S. at 4.3 percent May 2017. Looking at unemployment rates over the past 10 years, the 5.4 percent May 2017 unemployment rate is 1.2 percent higher than the lowest May unemployment rate of 4.2 in May 2007 and 3.7 percent lower than 9.1 percent May 2010.

Chart 9 Historical Unemployment Rate

Unemployment Rates (2007-2017)



Source: BLS & PA Center for Workforce Information & Analysis (CWIA)

Lehigh Valley’s unemployment rate has dropped by 3.7 percent since 2010.

¹⁵ Lehigh Valley Economic Development Corporation (LVEDC) Research Department and U.S. Bureau of Labor Statistics’ Current Employment Statistics

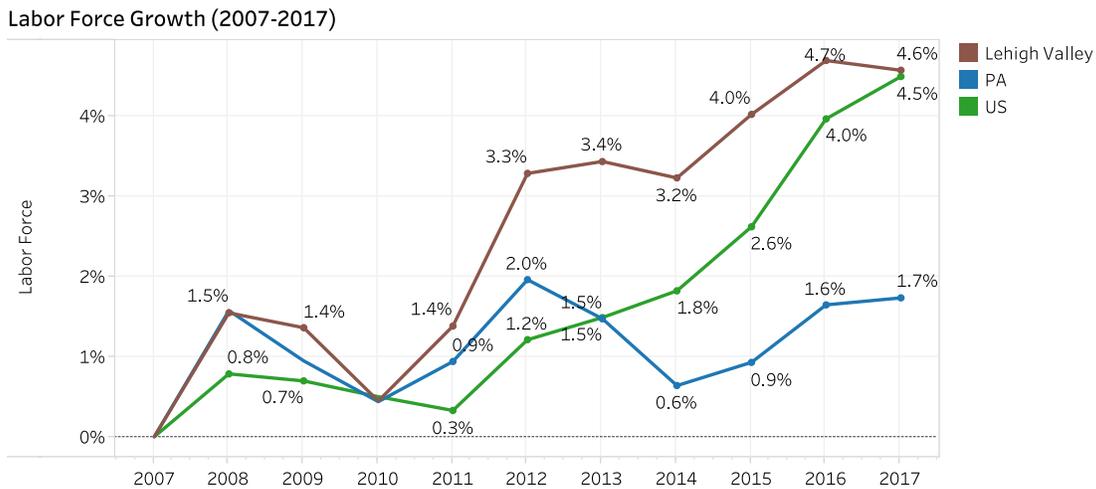
¹⁶ Analysis of PA CWIA, LAUS monthly release for May 2017

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The seasonally adjusted labor force in May 2017 was 342,700, of which 324,200 were employed and 18,500 unemployed. Since 2007, the labor force has increased by 4.6 percent adding 14,960 workers. Increasing labor force and employment, combined with a decreasing unemployment rate, are indicative of an improving labor market. However, the labor force growth is showing signs of slowing as evidenced by the number of unemployed available for work.

Long-term projections estimate that the Lehigh Valley will add 17,080 jobs (5.6 percent) by the year 2024. This growth is in line with the Commonwealth’s 2014-2024 long-term projection forecasts of 5.7 percent growth.¹⁷

Chart 10 Historical Labor Force Growth



Source: BLS & PA CWIA

There are 18,500 workers in the Lehigh Valley labor force, available for work. Assuring workers have the skills to fill the new jobs supports a continued emphasis on training.

Lehigh Valley’s Industry Sector Employment

Analyzing BLS Quarterly Census of Employment and Wages data, 13 out of 18 major industry sectors contributed positively to Lehigh Valley’s employment gains in 2016 compared to 2015.

The Transportation and Warehousing sector had the largest percent contribution at 15.4 percent adding 3,251 jobs and accounted for 8.2 percent of Lehigh Valley’s employment share. Health Care and Social Assistance had the highest level of employment and accounted for 17.8 percent of the employment share. This was followed by Retail Trade and Manufacturing both registering a positive employment increase and accounting for 11 percent and 10.5 percent respectively.

¹⁷ PA Department of Labor & Industry Center for Workforce Information & Analysis Long-Term Projections

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The Utilities, and Finance and Insurance Sectors both experienced the greatest employment loss of 4.8 percent and 4.2 percent respectively, although Finance and Insurance accounted for a substantially greater share of these employment losses.

*Table 5 Industry Sector Employment*¹⁸

Industry Sector	Employment	Volume Change	Percent Change	Share of Employment
<i>NAICS 62 Health care and social assistance</i>	53,055	725	1.4%	17.8%
<i>NAICS 44-45 Retail trade</i>	32,791	361	1.1%	11.0%
<i>NAICS 31-33 Manufacturing</i>	31,324	218	0.7%	10.5%
<i>NAICS 72 Accommodation and food services</i>	25,426	977	4.0%	8.5%
<i>NAICS 48-49 Transportation and warehousing</i>	24,417	3,251	15.4%	8.2%
<i>NAICS 56 Administrative and waste services</i>	22,693	415	1.9%	7.6%
<i>NAICS 61 Educational services</i>	16,575	314	1.9%	5.6%
<i>NAICS 42 Wholesale trade</i>	11,530	299	2.7%	3.9%
<i>NAICS 54 Professional and technical services</i>	10,631	147	1.4%	3.6%
<i>NAICS 23 Construction</i>	10,456	371	3.7%	3.5%
<i>NAICS 52 Finance and insurance</i>	9,590	-425	-4.2%	3.2%
<i>NAICS 55 Management of companies and enterprises</i>	8,712	-247	-2.8%	2.9%
<i>NAICS 81 Other services, except public administration</i>	8,429	114	1.4%	2.8%
<i>NAICS 92 Public administration</i>	7,824	-92	-1.2%	2.6%
<i>NAICS 71 Arts, entertainment, and recreation</i>	4,907	290	6.3%	1.6%
<i>NAICS 51 Information</i>	4,343	-62	-1.4%	1.5%
<i>NAICS 53 Real estate and rental and leasing</i>	2,677	42	1.6%	0.9%
<i>NAICS 22 Utilities</i>	1,078	-54	-4.8%	0.4%

Lehigh Valley's job growth is driven by the Transportation and Warehousing industry sectors. Health Care and Social Assistance industry sector continues to be the Lehigh Valley's largest employer.

¹⁸ BLS, Quarterly Census of Employment and Wages 2016 annual average released June 7, 2017

Lehigh Valley Emerging In-Demand Industry Sectors

Table 6 uses data from Long-Term Industry Employment Projections (2014-2024) to identify Lehigh Valley's emerging in-demand industry sectors, Health Care and Social Assistance, which have the highest projected employment growth in the Lehigh Valley with 4,750 more workers needed by 2024, or 16.1 percent change. The next highest growth industry is the Administrative and Support sector which will add 2,600 more workers by 2024, or a 17.2 percent change.

Although not a targeted industry sector for the Lehigh Valley, the subsector of Employment Services includes staffing agencies which many businesses use to fulfill their workforce needs.

In consideration of the expected continuing demand in the health care sectors and in other occupations requiring more than a high school credential, the WBLV has increased its investments in these sectors in its youth programs.

This is in addition to emphasizing opportunities through Individual Training Account offerings to the Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker populations. The WBLV has competitively procured contracts with (1) a major healthcare provider in the workforce area to educate young single mothers for a healthcare profession and (2) with the local Adult Literacy programs to assure dropouts obtain their high school credential and go on to postsecondary schools as appropriate.

Table 6 Lehigh Valley Emerging In-Demand Industry Sectors. See Table 6 next page.

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Table 6 Lehigh Valley Emerging In-Demand Industry Sectors

Industry Sector	Industry Title	Employment Change	Percent Employment Change
Sector 62: Health Care and Social Assistance	Community Care Facility for the Elderly	1,320	31.2%
	Home Health Care Services	950	40.8%
	Individual & Family Services	750	24.9%
	Outpatient Care Centers	470	28.8%
	Offices of Dentists	340	16.7%
	Offices of Physicians	250	3.1%
	Offices of Other Health Practitioners	200	10.6%
	Medical & Diagnostic Laboratories	160	13.1%
	Child Day Care Services	160	6.8%
	Nursing Care Facilities	150	5.3%
	Total	4,750	16.1%
Sector 56: Administrative and Support	Employment Services	2,260	24.1%
	Services to Buildings & Dwellings	240	5.5%
	Other Support Services	100	7.3%
	Total	2,600	17.2%
Sector 44-45: Retail Trade	Other General Merchandise Stores	360	17.2%
	Automobile Dealers	330	10.1%
	Building Material & Supplies Dealers	250	14.3%
	Other Miscellaneous Store Retailers	230	28.8%
	Sporting Goods/Musical Instrument Stores	200	18.9%
	Gasoline Stations	100	5.8%
	Electronic Shopping & Mail-Order Houses	80	10.0%
	Total	1,550	13.5%
Sector 48-49: Transportation and Warehousing	Warehousing & Storage	750	8.3%
	General Freight Trucking	570	17.5%
	Total	1,320	10.7%
Sector 72: Accommodation and Food Services	Restaurants & Other Eating Places	1,050	6.3%
	Special Food Services	160	5.3%
	Total	1,210	6.2%
Sector 23: Construction	Nonresidential Building Construction	230	25.6%
	Building Finishing Contractors	230	18.7%
	Building Foundation/Exterior Contractors	200	15.2%
	Other Specialty Trade Contractors	190	13.9%
	Residential Building Construction	150	15.6%
	Building Equipment Contractors	100	3.0%
	Total	1,100	12.1%
Sector 54: Professional, Scientific, and Technical Services	Computer Systems Design & Rel Services	410	23.2%
	Architectural & Engineering Services	160	7.4%
	Other Professional & Technical Services	140	12.5%
	Management & Technical Consulting Svc	140	10.9%
	Legal Services	80	6.5%
	Accounting & Bookkeeping Services	80	6.8%
	Scientific Research & Development Svc	50	4.7%
	Total	1,060	10.8%

Source: Analysis of PA Department of Labor & Industry Center for Workforce Information & Analysis 2014-2024 Long-Term Projections data sets

Lehigh Valley Existing and Emerging In-Demand Occupational Sectors

Table 7 uses Long-Term Occupational Employment Projections (2014-2024) provided by PA CWIA and takes three variables into account: (1) Employment Change, (2) Percent Change using a minimum employment of 750 workers, and (3) Annual Openings. Registered Nursing occupations ranked highest by employment change adding an estimated 1,030 occupations to the workforce. From an occupational growth perspective, Home Health Aides show the highest growth change with 30 percent more openings needed by 2024, followed by Personal Care Aides (20 percent), and Heavy & Tractor-Trailer Truck Drivers (14.2 percent). Retail salesperson, and cashiers related occupations are projected to have the most annual job openings at 349 and 319 respectively.

Looking at these projections, the WBLV notes that while truck drivers and nurses are likely to earn self-sufficient wages justifying the investments in training, a home health care aide's average salary is in the low \$20,000 range throughout the Commonwealth, as well as in the Lehigh Valley. Home Health Aide training may be more suitable for new entrants into the labor market as a step in a career pathway than as a final career goal. Information regarding wages and career trajectories is a part of the career counseling provided to WBLV customers who come into PA CareerLink® Lehigh Valley.

Table 7 Lehigh Valley Existing and Emerging In-Demand Occupational Sectors. See Table 7 next page.

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Table 7 Lehigh Valley Existing and Emerging In-Demand Occupations

Lehigh Valley Existing and Emerging In-Demand Occupations

Growth Variable	Occupation	Employment Change (Volume)	Percent Change: (min. employment of 750)	Annual Openings
Growth Across Three Growth Variables	Registered Nurses	1,030	14.0%	277
	Home Health Aides	810	30.0%	141
	Laborers & Freight, Stock & Material Movers	750	9.8%	303
	Heavy & Tractor-Trailer Truck Drivers	720	14.2%	158
	Combined Food Preparation & Serving Workers	700	9.3%	314
	Nursing Assistants	600	11.2%	181
	Personal Care Aides	550	20.0%	231
	Maids & Housekeeping Cleaners	330	8.8%	123
	Cooks, Restaurant	260	12.4%	246
	Hairdressers, Hairstylists & Cosmetologists	250	10.0%	267
	Licensed Practical & Licensed Vocational Nurses	190	9.4%	231
	Supervisors - Office & Administrative Support Workers	110	4.2%	153
Growth Across Two Growth Variables	Customer Service Representatives	420		104
	Construction Laborers	320	18.6%	
	Machinists	230	16.0%	
	Team Assemblers	220		164
	General & Operations Managers	200		202
	Maintenance & Repair Workers, General	200		208
	Accountants & Auditors	190		168
	Carpenters	190	11.4%	
	Industrial Machinery Mechanics	190	5.8%	
	Secondary School Teachers	190		178
	Industrial Truck & Tractor Operators	180		190
	Janitors & Cleaners	180		204
	Market Research Analysts & Marketing Specialists	180	14.1%	
	Packers & Packagers, Hand	180		176
	Elementary School Teachers	160		186
	Secretaries	150		146
	Growth Across One Growth Variables	Landscaping & Groundskeeping Workers	170	
Taxi Drivers & Chauffeurs		140		
Bartenders			9.4%	
Bus & Truck Mechanics & Diesel Engine Specialists			11.6%	
Cashiers				319
Computer Systems Analysts			16.1%	
Computer User Support Specialists			8.0%	
Cooks, Institution & Cafeteria			11.2%	
Dental Assistants			16.5%	
Lawyers			8.9%	
Management Analysts			10.3%	
Office Clerks, General				148
Packaging & Filling Machine Operators			8.1%	
Receptionists & Information Clerks				71
Recreation Workers			11.0%	
Retail Salespersons				349
Software Developers, Applications			14.4%	
Stock Clerks & Order Fillers				152
Supervisors - Construction Trades & Extraction Workers			10.9%	
Supervisors - Food Preparation & Serving Workers			8.7%	
Teacher Assistants				83
Waiters & Waitresses				231

Source: Analysis of PA Department of Labor & Industry Center for Workforce Information & Analysis 2014-2024 Long-Term Projections data sets

Top Lehigh Valley Location Quotients (LQ) for Industry Employment

Table 8 shows the top location quotients for the region's industry employment. Location quotients (LQ) are used in research to quantify and compare concentrations of industries in a region¹⁹. Employment LQ assists in identifying an industry relative employment significance to the region compared to a larger region (i.e. PA and U.S.). If an LQ is equal to 1, then the industry has the same share of its area employment as it does in the comparative area. An LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case in the reference area.²⁰

Using data from the Quarterly Census of Employment and Wages to calculate the LQ, the Warehousing and Storage subsector tops the list with an LQ of 8.2 compared to the U.S. The LQ of Beverage Manufacturing is 5.1 and ranks first compared to Pennsylvania with a 5.4 LQ and ranks second compared to the U.S.

Table 8 Top Lehigh Valley Location Quotient (LQ) for Industry Employment. See Table 8 next page.

¹⁹ The Penn State Extension Economic and Community Development Team
<http://extension.psu.edu/community/ecd/understanding-economic-change-in-your-community/use-location-quotients>

²⁰ U.S. Bureau of Labor Statistics <https://www.bls.gov/help/def/lq.htm>

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Table 8 Top Lehigh Valley Location Quotient (LQ) for Industry Employment

NAICS Sector	Industry Title	LQ Compared to PA	LQ Compared to US
Sector 48-49: Transportation and Warehousing	NAICS 4931 Warehousing and storage	3.8	8.2
	NAICS 4812 Nonscheduled air transportation	4.4	2.4
	NAICS 4841 General freight trucking	1.7	2.0
	NAICS 4884 Support activities for road transportation	1.3	1.5
Sector 31-33: Manufacturing	NAICS 3121 Beverage manufacturing	5.4	5.1
	NAICS 3279 Other nonmetallic mineral products	4.4	3.9
	NAICS 3273 Cement and concrete product manufactur..	2.2	2.8
	NAICS 3399 Other miscellaneous manufacturing	2.6	2.8
	NAICS 3332 Industrial machinery manufacturing	2.4	2.6
	NAICS 3222 Converted paper product manufacturing	1.4	2.4
	NAICS 3372 Office furniture and fixtures manufacturi..	2.0	2.4
	NAICS 3251 Basic chemical manufacturing	2.6	2.4
	NAICS 3259 Other chemical product and preparation ..	1.7	2.2
	NAICS 3119 Other food manufacturing	1.4	1.9
	NAICS 3339 Other general purpose machinery manufa..	1.7	1.8
	NAICS 3329 Other fabricated metal product manufact..	1.7	1.7
	NAICS 3252 Resin, rubber, and artificial fibers mfg.	2.0	1.6
NAICS 3113 Sugar and confectionery product manufac..	0.5	1.6	
Sector 42: Wholesale Trade	NAICS 4233 Lumber and const. supply merchant whol..	2.4	2.8
	NAICS 4231 Motor vehicle and parts merchant wholes..	1.4	1.6
	NAICS 4244 Grocery and related product wholesalers	1.9	1.6
	NAICS 4236 Appliance and electric goods merchant w..	1.8	1.5
Sector 62: Health Care and Social Assistance	NAICS 6215 Medical and diagnostic laboratories	2.5	2.6
	NAICS 6233 Continuing care, assisted living facilities	1.3	2.5
	NAICS 6232 Residential mental health facilities	0.9	1.9
	NAICS 6211 Offices of physicians	1.5	1.7
	NAICS 6244 Child day care services	1.3	1.6
	NAICS 6219 Other ambulatory health care services	0.9	1.5
Sector 56: Administrative and Support	NAICS 5619 Other support services	2.0	2.6
	NAICS 5621 Waste collection	1.4	1.8
	NAICS 5613 Employment services	2.0	1.7
Sector 72: Accommodation and Food Services	NAICS 7223 Special food services	1.8	2.6
Sector 55: Management of Companies and Enterprises	NAICS 5511 Management of companies and enterpris..	1.4	2.1
Sector 44-45: Retail Trade	NAICS 4543 Direct selling establishments	1.2	2.0
	NAICS 4531 Florists	1.3	1.7
Sector 51: Information	NAICS 5182 Data processing, hosting and related serv..	2.4	2.0
Sector 81: Other Services (except Public Administration)	NAICS 8121 Personal care services	1.2	1.7
	NAICS 8134 Civic and social organizations	0.8	1.6
	NAICS 8114 Household goods repair and maintenance	2.3	1.5
Sector 52: Finance and Insurance	NAICS 5241 Insurance carriers	1.1	1.6

Source: Analysis and calculations utilizing Bureau of Labor Statistics' Quarterly Census of Employment and Wages data sets

1.3. Based on the analysis of the regional labor market and economic conditions, describe the region's workforce and economic development-oriented vision and goals.

Lehigh Valley's growing economic development and workforce needs call for a strategy creating a clearer understanding the region's talent supply, career pathways in high priority occupations within targeted industry clusters, and family-sustaining employment opportunities. This is achieved through aligning economic development with workforce development, and continuously expanding and changing Lehigh Valley's workforce system services to identify current and projected career options, career pathways, training, upskilling, and educational opportunities, all resulting in preparing our workers to meet the growing and changing needs of employers. This will ensure we have a competitive workforce aligned with business and industry's labor demands.

In support of our Vision, the WBLV and Lehigh Valley Economic Development Corporation (LVEDC) published a joint Lehigh Valley Workforce and Economic Development Strategic Plan titled, *Bridging the Workforce Gap*. It assessed the workforce training system in the region including a gap analysis to support economic growth of target industries. The primary objectives of the report were to:

- Examine the regional talent pipeline,
- Catalogue the region's workforce support service providers,
- Identify target sectors and future workforce needs,
- Complete a gap analysis of education talent output compared to occupation demand,
- Assess resources efficiency, and
- Recommend implementation strategies.

This study serves as a catalyst for the strategic alignment and integration of workforce development, education and economic development in the Lehigh Valley, and incorporates goals and strategies from each of the PREP partners.

The WBLV's vision and goals are aligned with the Governor's vision of Jobs that Pay, Schools that Teach, and Government that Works.

VISION

The Lehigh Valley has a world class workforce.

Focusing on the future workforce and recognizing that economic growth even in an expanding economy is cyclical, and that workforce is a component of any economic development strategy, the WBLV envisions its role not only in concrete investments but as inspirational and motivational catalysts aligning with the times and the needs of the regional community. The WBLV sees its role as a critical partner in supporting the balanced and continued growth of the Lehigh Valley's economy and providing coordinated workforce services to jobseekers, employees, and employers.

MISSION

A private-sector led, integrated, regional workforce system of economic and workforce development, education and community partners working to ensure the Lehigh Valley has an educated and skilled workforce that meets business and industry's labor demands.

The WBLV's strategy is to continually prepare an educated and skilled workforce to support regional economic growth and economic self-sufficiency to ensure the Lehigh Valley has a world-class competitive workforce. This begins with the WIOA key provisions that create opportunities for economic and career success for workers, and opportunities to improve workforce development and adult education and training systems.

WIOA focuses on vulnerable populations including low income adults, dislocated workers, Veterans, youth with limited skills, and individuals with little or no current work experience and who face many personal and financial barriers. It requires the local board to expand education and training options, design and implement a holistic services approach within the workforce system, and allows workforce areas like the Lehigh Valley Region to reshape and expand our workforce system partners, policies, and workforce and training practices. The new strategies that emerge will lead to improving the education, training, and support services needed for career pathways that lead to employment. These pathways provide on and off ramps, credential attainment, work experiences, mentoring, apprenticeships and wrap-around support services to decrease the barriers to employment and increase the employability of all job seekers.

GOALS

The WBLV goals are as follows:

Goal 1:	Establish the Partnerships for Regional Economic Performance (PREP) partners as a regional Workforce Development Coalition.
Goal 2:	Engage employers to develop and align strategic innovative workforce/economic development Initiatives.
Goal 3:	Transform Lehigh Valley's workforce delivery system as required by WIOA.
Goal 4:	Promote Career Services/Pathways as the Lehigh Valley's model for mapping career options to Jobs that Pay.
Goal 5:	Meet or exceed all state-negotiated performance accountability measures.

The strategy is to continually prepare an educated and skilled workforce to support regional economic growth and economic self-sufficiency to ensure the Lehigh Valley has a world class competitive workforce. This begins with the WIOA key provisions that create opportunities for economic and career success for workers, and opportunities to improve workforce development and adult education and training systems.

WIOA has a focus on vulnerable populations including low income adults, dislocated workers, Veterans and youth with a holistic approach to customer service. It requires customizing

education and training options through work-based learning, technology, accelerated practices, and integration of workforce system partners and the resources they bring to a customer-centric workforce system; thereby expanding the infrastructure of Lehigh Valley's workforce system into a universal clearinghouse for job seekers and employers, as envisioned in WIOA.

Lehigh Valley's workforce system is built on a foundation of alignment, innovation, employer engagement, accountability and data. We look beyond WIOA in setting broad goals for our workforce system by continuously building new partnerships that provide a comprehensive network of workforce services to job seekers and employers. We will close the skill gaps, align skill requirements to employer needs, and progress in our quest for a customer-centric workforce system.

1.4. Describe the regional service strategies aimed at achieving the vision and goals established for the region.

Lehigh Valley's regional strategic priorities are orchestrated by a seamless collaboration of workforce, economic development, education, community and business leaders and include:

1. Building a labor supply and talent pipeline.
2. Providing access to leveraged resources and services through the Lehigh Valley's American Job Center Network of Partners, Partnerships for Regional Economic Performance (PREP) and business and industry.
3. Branding our resources and engaging stakeholders.
4. Creating a one-stop Employer and Education Engagement Center.
5. Promoting regional economic and workforce development assets.

WBLV and regional economic development partners coordinate business and industry services through an integrated Business Outreach Services Team approach including PREP partners, Industry Partnership employers, PA CareerLink® Lehigh Valley Business Services Team, and other stakeholders like the GLVCC.

WBLV will continue to share regional data and information with LVEDC so that it can be integrated into outreach and communications to the benefit of both organizations. WBLV and LVEDC will continue its partnership in sharing research data and tracking workforce talent supply and demand, particularly through the initiatives of the Education and Talent Supply Council.

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Goals and Objectives

Goal 1:	Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition
	Align workforce priorities across partners, training providers, employers and community to ensure a Lehigh Valley skilled workforce.
	Convene Lehigh Valley’s Education and Talent Supply Council to develop workforce supply and demand data, and execute regional strategies that help maintain a workforce and talent supply.
	Establish Workforce Board Lehigh Valley as the regional clearinghouse for workforce analytics and workforce development initiatives.
	Increase the focus on training in high priority occupations within Lehigh Valley’s targeted industry sectors across education and training providers.
	Continue strategic alignment and integrated planning and approaches in aligning economic and workforce development, education and community partners to meet the training and employment needs of the private sector.
	Develop data-driven, innovative and cost effective workforce initiatives to meet employer needs.
Goal 2:	Engage employers to develop and align strategic innovative workforce/economic development initiatives
	Engage employers in workforce policies, support processes, training, and technology advancements.
	Engage employers to provide strategic policy input towards a government that works .
	Engage employers to increase business and industry’s participation in schools that teach through school to work initiatives.
	Engage employers in developing career pathways to jobs that pay in high priority occupations through Industry Partnerships Initiatives and strategic engagement in the workforce system.
	Engage employers to develop data-driven workforce initiatives.
	Engage employers to leverage and increase resources to retool Lehigh Valley’s workforce.
	Engage employers through an Employer Engagement Center in PA CareerLink® Lehigh Valley.
Goal 3:	Transform Lehigh Valley’s workforce delivery system as required by WIOA
	Transition sequence of workforce and career services under WIOA.
	Increase the focus on serving individuals with barriers, and limited skills and work experience.

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	Increase the number of workers trained in high demand occupations within targeted industry clusters as determined by the private sector.
	Expand and design new integrated education and training options required in the workplace to decrease the gap between projected demand and supply.
	Brand PA CareerLink® Lehigh Valley as a proud partner of the American Job Center Network.
	Develop and implement earn-while-you-learn models.
	Track workforce talent supply and demand.
	Ensure accountability across the workforce system partners.
	Develop and implement strategies to upskill incumbent workers.
Goal 4:	Promote Career Services/Pathways as the Lehigh Valley’s model for mapping career options to Jobs that Pay
	Develop specialized career awareness labor market workforce intelligence in partnership with economic development, education and the community.
	Operationalize career pathways including development of a Lehigh Valley Common Career Pathway Model that includes credentials and career pathways including Adult Education and Literacy through postsecondary education.
	Develop a Career Services Pathway in PA CareerLink® Lehigh Valley.
	Design a Lehigh Valley Workplace Readiness Certificate to be incorporated in all public and private education curriculums.
	Develop a Lehigh Valley Career Services Awareness Campaign.
Goal 5:	Meet or exceed all state-negotiated performance accountability measures
	Support the Governor’s Vision and Goals for Pennsylvania’s Workforce Development System.
	Negotiate performance accountability measures with the state.
	Integrate WIOA standards with required and Core partners, to measure success and return on investment of the shared workforce and economic development system.

WBLV goals align and support the Governor’s five broad goals for Pennsylvania’s workforce development system as outlined in the WIOA Combined State Plan. Some of the Governor’s goals are addressed in components of more than one WBLV goal.

WBLV’s goals align and support the Governor’s Workforce Goals as outlined in the WIOA Combined State Plan as follows:

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Governor’s Workforce Goals	WBLV Goals/Objectives
<ul style="list-style-type: none"> Establish Career Pathways 	<ul style="list-style-type: none"> Assure assessments include identification of a Career Pathway as the Lehigh Valley’s Model for Mapping Career Options for participants
<ul style="list-style-type: none"> Invest in Talent and Skills for Targeted Industries in Strategic Partnership with Employers and Education Institutions 	<ul style="list-style-type: none"> Establish PREP Partners as a Regional Workforce Development Coalition Engage employers to develop strategic innovative workforce initiatives Assure sufficient Eligible Training Providers to give customers choices Seek out youth providers who will provide training in key demand sectors Provide opportunities for work-based training options Focus expenditures on training sufficient to meet the Governor’s goals to provide training for the most in need with barriers Assure the accessibility of training options
<ul style="list-style-type: none"> Increase Work-Based Learning Opportunities for Youth 	<ul style="list-style-type: none"> Promote work experience opportunities to employers Require all youth providers to offer a work-based opportunity to youth in their programs Encourage the sequential or co-delivery of occupational skills training with work-based training Assure that host work sites and OJT opportunities are accessible
<ul style="list-style-type: none"> Strengthen the Connection Between Employers, Education, Training and the Economy by Increasing Investments in Critical Skills that are directly aligned to Jobs that Pay 	<ul style="list-style-type: none"> Use the information obtained through Skills Gap studies, employer forums and our economic development partners to showcase the services that are available by working with the PA CareerLink® System Act as a convener for education and business by hosting employer forums. Hear the voice of the employer while providing information about available workforce services Assure courses of training offering critical skills are included on the Eligible Training Provider List Monitor the courses on the Eligible Training

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	<p>Provider List to ensure graduates have the skills employers need in the critical skills areas</p> <ul style="list-style-type: none"> • Create opportunities for apprenticeship training
<ul style="list-style-type: none"> • Strengthen Data Sharing and More Effective Use of Data 	<ul style="list-style-type: none"> • Establish the Partnerships for Regional Economic Performance (PREP) Partners as a Regional Workforce Development Coalition • Require Family Educational Rights and Privacy Act (FERPA) releases so that education and workforce can more easily share information • Include information sharing in the MOUs between the one-stop partners • Have staffing meetings in the PA CareerLink® that includes representatives of the partners to discuss shared clients • Share data challenges with DLI to support improvements to the data systems

Cooperative Service Delivery Agreements

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Officials (CEOs), to develop and enter into a Memorandum of Understanding (MOU) between the Local Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local area.

Memorandum of Understanding (MOU)

The purpose of the MOU is to define the parameters within which education, workforce, economic development, and other partner programs and entities operate in the Lehigh Valley Workforce Development Area to create a seamless, customer-focused service delivery system that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will work to reduce administrative burden and costs and increase customer access and performance outcomes.

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Resource Sharing Agreement (RSA)

The RSA is a financial plan, including terms and conditions, to fund the services and operating costs of the local PA CareerLink® system. The parties to the MOU agree that joint funding is a necessary foundation for an integrated service delivery system. The goal of the RSA is to develop the overarching parameters in establishing a funding mechanism that:

- Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the local area,
- Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among partners, thereby improving each program's effectiveness,
- Reduces overhead costs for any one partner by streamlining and sharing financial, procurement, and facility costs, and
- Ensures that costs are appropriately shared by PA CareerLink® Lehigh Valley partners by determining contributions based on the proportionate use of the one-stop centers and relative benefits received, and requiring that all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

Resource Sharing Agreement Budget (RSAB)

The RSAB defines, allocates and funds all shared costs for operation of the PA CareerLink® Lehigh Valley. The RSA Budget contains financial commitments by each of the partners in the form of resources to be used in support of shared costs.

The partners consider the RSAB the master budget that is necessary to maintain the WBLV's high-standard PA CareerLink® Lehigh Valley system. The RSAB will be the actual document that assigns each partner's shared cost, or contribution, of funding the WBLV local PA CareerLink® Lehigh Valley system pursuant to the provisions of the MOU and its subparts. The RSAB will be recognized as an addendum to the MOU. It includes the following cost categories, as required by WIOA and its implementing regulations:

- Infrastructure costs (also separately outlined in the Infrastructure Funding Agreement (IFA)),
- Additional Costs (career services and shared services).

All costs are allocated according to partners' proportionate use and relative benefits received, and are reconciled on a quarterly basis against actual costs incurred and adjusted accordingly. The PA CareerLink® Lehigh Valley RSAB is expected to be transparent and negotiated among partners on an equitable basis to ensure costs are shared appropriately. All partners must negotiate in good faith and seek to establish outcomes that are reasonable and fair.

1.5. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.

Lehigh Valley's sector-based initiatives are focused on five targeted industry sectors: Manufacturing; Transportation, Warehousing and Logistics; Health Care; Professional, Scientific and Technical Services; and Finance and Insurance. The selection of sectors is based on data including GDP growth by sector, employment growth, LQ, economic multiplier effect, third-party studies, and research and analysis by the WBLV Data Scientist.

To that end, the WBLV develops industry sector initiatives only in Lehigh Valley's targeted industry sectors in partnership with WIOA core, required and additional workforce partners. Our collective efforts to strengthen Lehigh Valley's targeted sectors and cross-based industries and occupations focus our community outreach in support of career pathways in high demand occupations within Lehigh Valley's targeted industry sectors.

The following highlights selected strategic initiatives for Lehigh Valley's in-demand industry sectors.

Lehigh Valley Industry Partnerships are established for Lehigh Valley's Diversified Manufacturing and Transportation/Warehousing/Logistics industry sectors. They are industry-led employer groups who meet and engage in concentrated dialogues on workforce needs, labor market data, training, education and credential requirements, and gain access to incumbent worker training resources. They connect to PA CareerLink® Lehigh Valley workforce system services, all to ensure that these in-demand sectors remain strong.

In the past year, the Diversified Manufacturing Industry Partnership has provided training resources to retool 227 workers in leadership, management, supervisory, Lean, process improvement, Six Sigma quality improvement, electromechanical, mechatronics, communications and teamwork. The Lehigh Valley Transportation, Warehousing and Logistics Industry Partnership provided training resources to retool more than 405 workers in Commercial Driver's License, forklift, safety, hazardous materials, logistics, and communications skills. Workers obtained certificates and credentials and companies experienced improved productivity, profitability, safety, cost savings and competitiveness.

The WBLV is now transitioning their Industry Partnerships to the Commonwealth's new strategic direction of Next Generation Sector Partnerships which identify a broader range of business needs and priorities.

The Greater Lehigh Valley Chamber of Commerce and its Committees and Councils mirror WBLV's sector initiatives in the areas of Public Policy, Manufacturing, Healthcare, and Transportation. The following are examples of these Chamber sector-based initiatives:

- Public Policy Committee adopted the issue of workforce development as their number one initiative.

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- Manufacturing Council is dedicated to educating and advocating for the Manufacturing industry Sector and conducts regular summits with WBLV which are integrated sector initiatives focusing on employer business issues such as workforce development needs.
- Healthcare Council addresses healthcare affordability and availability which impacts employers' ability to attract and retain workers.
- Transportation Council conducts events highlighting infrastructure issues critical to workforce development including roads, bridges, electric, water and others.

WBLV's strategic direction includes marketing the benefits of Apprenticeships as a workforce development tool for recruiting, hiring and retaining a labor force in targeted industry sectors such as Manufacturing and Healthcare. Working with PA DLI Apprenticeship and Training Office, WBLV conducted an Apprenticeship Summit, a sector-based initiative to bring together employers, community stakeholders, education and training providers to educate, inform and promote Apprenticeships. As a result of outreach efforts by WBLV, in conjunction with technical assistance from PA CareerLink® Lehigh Valley employer services, the Lehigh Valley has established two new Registered Apprenticeship programs: Emergency Medical Technicians (EMTs)/Paramedics with Cetronia Ambulance Corps and Electro-Mechanical Technician with Ocean Spray Cranberries, Inc. As apprentices move through the program, PA CareerLink® refers qualified job seekers to backfill vacancies.

In partnership with B. Braun Medical Inc. and career and technical education, WBLV developed the Rotational Internship Network, an industry-driven initiative where students gain real-world work experience at Lehigh Valley manufacturers through a paid rotational internship. Students rotate at each company for at least eight weeks, 20 hours per week and learn technical skills, employability skills, career pathways, company culture, and how their academic studies relate to industry needs.

The Lehigh Valley, Berks, and Lancaster Workforce Boards collaborated in the Crescent Regional Industry Sector Partnership (CRISP) initiative to identify common industry sectors important to the economic competitiveness of the four-county CRISP region. After comprehensive data analysis, a CRISP Report was produced showing the region shares a common strong subsector of Food and Beverage Manufacturing and common shortages in two occupations: Industrial Maintenance Technician and Commercial Truck Driver.

WBLV works with the Northampton County Industrial Development Authority to conduct a series of Forks and Palmer Township Manufacturing and Industrial Meetings to better understand the business and workforce development needs and engage employers located in Lehigh Valley's Route 33 Interchange Corridor. This initiative identified issues including the need for a skilled workforce, improved image of manufacturing, increased competition for workers, employer engagement in schools, and increased awareness of career and technical education.

To understand the workforce needs of transportation companies, WBLV conducted a regional Commercial Driver's License (CDL) Transportation Roundtable sponsored by the CRISP partnership of Lehigh Valley, Berks and Lancaster Workforce Development Boards in partnership with the

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Greater Lehigh Valley Chamber of Commerce. The goal of this sector-based initiative was to bridge the Transportation gap, a critical industry-driven need uncovered in the *Bridging the Workforce Gap* study. Outcomes included the need for clear expectations of transportation jobs, increased awareness and improved image of the transportation industry, need for increased hands-on work experience, greater awareness of transportation career pathways, alignment of training curricula to industry standards, increased employer engagement, development of industry videos, and need for employers to be engaged in workforce development and education.

Since all of WBLV's strategic initiatives are based on data, WBLV connected with CWIA, GLVCC and PREP to conduct a Labor Market Datapalooza to provide workforce data that helps employers make informed, strategic workforce development and hiring decisions. Businesses across all industry sectors, educators and community stakeholders received comprehensive labor market information, workforce intelligence and on-line data toolkits and resources.

WBLV partnered with Lehigh Valley's public television station PBS Channel 39 to produce Workforce Forecasts, a cross-sector initiative comprised of 60-second television segments that highlight Lehigh Valley businesses, current job openings and skills requirements. The purpose of the Workforce Forecasts is to showcase the wide range of employers and communicate their workforce needs throughout diverse industry sectors including Healthcare, Manufacturing, Transportation and Construction.

These sector based initiatives noted above are in alignment with data shown in Section 1.1 Local Plan, Employment Growth by Sectors, which notes that Trade, Transportation and Utilities occupations have experienced the highest percent growth of in-demand occupational growth comparing 2015 to 2016. Other targeted sectors showing growth include Manufacturing and Professional/Business Services. Occupations within industries showing signs of decline or change in status are Financial Activities and Information.

1.6. Describe how the region will connect employer labor force requirements and occupational demands with the region's labor force, including individuals with barriers to employment.

The WBLV considers employers to be our number one customer. Because of the partnership between the WBLV and Greater Lehigh Valley Chamber of Commerce, the Chamber's Public Policy Committee has identified Workforce Development as its number one initiative.

In support of this employer-driven organization, a new initiative has been created. The WBLV will ensure that all regional workforce, education, training, community-based and economic development partners will be connected to employer labor force requirements and occupational demands through a Lehigh Valley Jobs Clearinghouse, which will catalogue Lehigh Valley's employer base, connect to job openings on JobGateway®, and inventory the skills, education and training requirements by occupations. The aggregated data will be analyzed, will be provided for job seekers' use, and shared with our community partners, resulting in a one-stop source of information about job skills requirements in the Lehigh Valley. This will also result in stronger connections for targeted populations, including youth and individuals with barriers to employment, to in-demand occupations. NEW!

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The data shows that overall, the region's workforce and talent development system is well-aligned to meet the needs of employers, except in a few key occupation and career areas that are unique to key sectors. In keeping with the WBLV's continuous improvement strategy and to address gaps in employers' skills requirements, the Lehigh Valley will convene a Skills Gap Summit for employers to identify skill and labor issues resulting in the development of a strategic action plan. NEW!

Through a DLI Strategic Innovations Grant, the Lehigh Valley established an Employer and Education Engagement Center housed at our comprehensive PA CareerLink® Lehigh Valley American Job Center.

The WBLV and LVEDC have created an Education and Talent Supply Council as recommended by the joint *Bridging the Workforce Gap* report. Through a WBLV Strategic Innovation Grant funded by the PA Department of Labor and Industry, the Council will be conducting a Talent Supply and Industry Sector Analysis and Strategic Action Plan. This two-part study will define trends and shortfalls in the workforce talent supply and will provide a holistic analysis of education and workforce labor requirements for the future.

PA CareerLink® Lehigh Valley conducts more than 100 focused job fairs each year on targeted industry clusters, specific employers, specific occupations, training information fairs, targeted populations (including veterans, ex-offenders, individuals with disabilities, youth, older workers, and the general labor force).

1.7. Describe the coordination of transportation and other supportive services for the region.

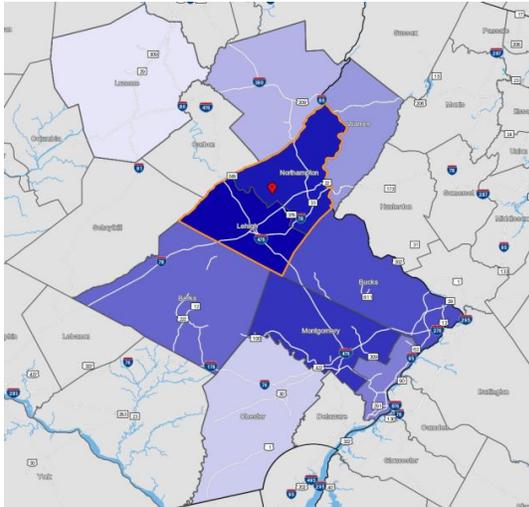
Latest Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES) data available from the U.S. Census Bureau estimates that of the 282,137 workers that live in the Lehigh Valley, 181,470 (64.3%) also work in the Lehigh Valley. The remaining 100,667 (35.7%) commute out of the region for work, normally toward Philadelphia or across the border into New Jersey. Of these commuters, 51,647 (51.3%) earn more than \$3,333 per month. Most of these workers are in professional and service industries and not in the goods producing or trade, transportation and utilities industry sectors.

One potential reason for the large level of higher paid out-commuters stems from the differences in industry wages in the Lehigh Valley compared to nearby areas. Comparing wage differences between counties in the Philadelphia area and Central New Jersey, in a relatively short travel distance, workers in finance and insurance can increase their wage/salary by about 43% and workers in professional, technical and scientific services can increase their wage/salary by 40%.

Residents commuting in and out of the Lehigh Valley for work

Source: U.S. Census Bureau. 2016. LODES Data. Longitudinal-Employer Household Dynamics Program.
<http://lehd.ces.census.gov/data/lodes/>

Where Workers are Employed Who Live in the Lehigh Valley - by Counties



	Count	Share
<i>All Counties</i>	282,137	100.0%
<i>Lehigh County, PA</i>	113,519	40.2%
<i>Northampton County, PA</i>	67,951	24.1%
<i>Montgomery County, PA</i>	13,193	4.7%
<i>Bucks County, PA</i>	9,567	3.4%
<i>Berks County, PA</i>	7,105	2.5%
<i>Philadelphia County, PA</i>	6,396	2.3%
<i>Warren County, NJ</i>	5,394	1.9%
<i>Monroe County, PA</i>	4,253	1.5%
<i>Chester County, PA</i>	3,706	1.3%
<i>Luzerne County, PA</i>	3,534	1.3%
<i>All Other Locations</i>	47,519	16.8%

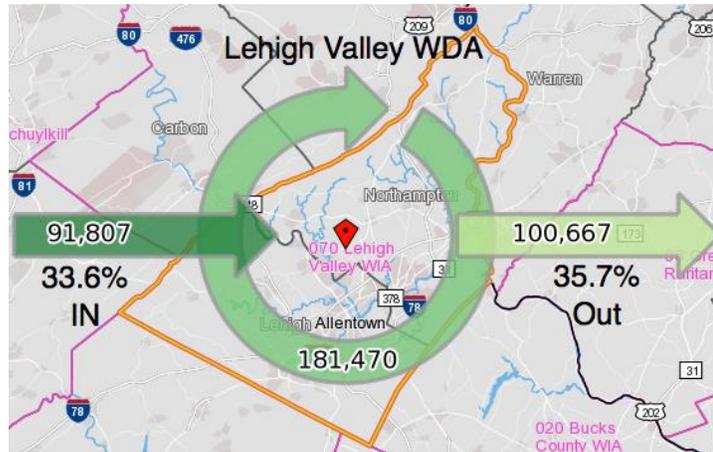
Where Workers Live Who are Employed in the Lehigh Valley - by Counties

Top 10 Counties In-Bound Workers	Count	Share
<i>All Counties</i>	273,277	100.0%
<i>Lehigh County, PA</i>	102,239	37.4%
<i>Northampton County, PA</i>	79,231	29.0%
<i>Berks County, PA</i>	11,793	4.3%
<i>Bucks County, PA</i>	10,189	3.7%
<i>Montgomery County, PA</i>	7,846	2.9%
<i>Monroe County, PA</i>	7,364	2.7%
<i>Carbon County, PA</i>	7,289	2.7%
<i>Philadelphia County, PA</i>	4,292	1.6%
<i>Luzerne County, PA</i>	4,060	1.5%
<i>Schuylkill County, PA</i>	3,659	1.3%
<i>All Other Locations</i>	35,315	12.9%

A total of 91,807 (33.6%) of the Lehigh Valley’s workforce commutes from the surrounding counties. The highest numbers of in-bound commuters travel from Berks and Bucks County accounting for 11,793 (4.3%) and 10,189 (3.7%) workers respectively. Montgomery, Monroe and Carbon County added a combined total of 22,499 (8.2%) workers. This was followed by Philadelphia, Luzerne and Schuylkill County.

Inflow/Outflow Report, Lehigh Valley WDA, 2014

Latest LODES data estimates that the Lehigh Valley has a net commuting flow of -8,860, which is 8.8% of the local labor force. Net commuting flow is defined by the number of individuals commuting into the Lehigh Valley to work minus the number of residents leaving the Lehigh Valley to work elsewhere. A negative net flow or net out-commuting indicates that there are more workers living in the region than there are jobs available.



The Lehigh and Northampton Transportation Authority (LANta) is the public transportation provider for Lehigh and Northampton Counties. LANta operates a fleet of 83 transit buses with trips provided on thirty bus routes between the hours of 4:45 AM and midnight, Monday through Saturday and 9:00 AM and 7:30 PM on Sunday.

LANta's bus routes provide coverage to most of the major employment centers in the region. LANta's bus system, referred to as LANtaBus, provides approximately 4.8 million passenger trips annually. LANta also administers a fully coordinated regional human service transportation system, LANtaVan. With a fleet of 108 paratransit vans, the LANtaVan system provides approximately 425,000 passenger trips annually for seniors, persons with disabilities, and persons enrolled in Medical Assistance.

The Lehigh Valley has a comprehensive regional fixed route bus and paratransit system. LANta bus routes connect many of the Lehigh Valley's inner city neighborhoods with several major employment centers, and the paratransit system allows persons with disabilities to commute back and forth to work at those same locations. The challenges faced are the fact that much of the employment growth in the region has taken place in suburban office parks and there is little to no coordination of shift start and end times among employers. It is difficult to provide direct transit connections from various inner city neighborhoods to these disparate locations and at varying times. Resources available for the provision of transit service are finite, and when coverage is needed for new locations or at new times, those resources are spread thinner and thinner. These factors render transit connections to the employment locations inconvenient since trips from inner city neighborhoods often require at least one transfer between bus routes, and limited resources do not allow for service to be provided on a frequent basis.

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One way that LANta has attempted to address this gap is through the development of revenue guarantee agreements with specific employers. Under these agreements, LANta agrees to add service to a new location or at a new time to provide access to an employment site or specific shift. The employer agrees to cover the difference of operating the service and revenue generated from passenger fares collected on the added service. This arrangement allows LANta to add more service to its system and expand coverage in a cost neutral way.

In order to supplement the availability for workforce members who are unable to benefit from personal transportation and with the assistance from Mayor Pawlowski of Allentown, Mayor Donchez of Bethlehem and Mayor Panto of Easton, our workforce system has satellite locations in each of our three major cities. This strategy provides more access to job seekers using public transportation and also provides more access for job seekers to walk right up to our front door for services.

Because transportation is a barrier to services and employment, several strategic initiatives are in place:

1. WBLV has a LANta bus wrapped with the PA CareerLink® logo directing job seekers to PA CareerLink® Lehigh Valley centers for training and employment services.
2. Bus passes are provided to eligible job seekers coming to PA CareerLink® Lehigh Valley.
3. Our BEST team connects LANta to new and existing employers regarding transportation issues including extending bus routes to employer locations.
4. Owen P. O'Neil, Executive Director of LANta, serves on the WBLV and provides leadership and direction regarding transportation issues.
5. LANta has a representative stationed at PA CareerLink® Lehigh Valley on a weekly basis who answers bus route questions and demonstrates the on-line route finder.

1.8. *(Planning Regions Only) Describe how the region established administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.*

1.9. *(Planning Regions Only) Describe the agreement between the local boards that describes how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for each of the local areas within the planning region.*

You have just completed reading the Regional Plan. The Lehigh Valley Workforce Development Area has been designated as a Single Local Area Region and as such only were required to respond to Regional questions 1.1 through 1.7.

Following is the Workforce Board Lehigh Valley Local Multi-Year Plan.

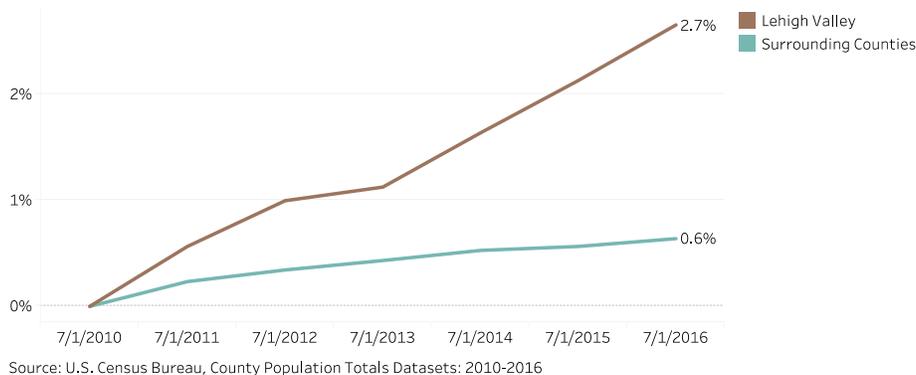
1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis

1.1. Identify the composition of the local area’s population and labor force.

Lehigh Valley’s Overall Population

The Lehigh Valley is a two-county workforce development area (WDA) that includes Lehigh and Northampton Counties. The population of the Lehigh Valley is estimated at 665,441 and has gradually trended upward by 2.7 percent since 2010.¹ Comparing this 2.7 percent population change against the other 65 PA counties, the Lehigh Valley ranks sixth in population growth behind Cumberland County (5.3%), Centre County (4.6%), Lebanon County (3.9%), Lancaster County (3.5%) and Chester County (3.3%). Comparing the Lehigh Valley’s population percent change against the surrounding counties of Berks, Bucks, Carbon, Monroe, Montgomery, and Schuylkill, the Lehigh Valley experienced a greater population percent growth while the surrounding counties percent change remained relatively flat (Chart 1). The Lehigh Valley’s population is made up of 265,868² households which has grown by 2,716 (1%) households compared to 2010.

Chart 1 Population Percent Change Index 2010-2016



Looking forward, research conducted by Lehigh Valley Planning Commission (LVPC) in 2017 forecasts the Lehigh Valley population will continue to increase by 165,955 people or by 25.6 percent over the next three decades.³ This population growth is projected to be steady but slower in growth than experienced over the previous 30 years (1980-2010) when population increased by 30 percent.

To maintain a healthy economy the Lehigh Valley needs to assure that job growth keeps up with population growth. Good jobs offering self-sufficient wages means that young workers may remain, and even migrate to the Lehigh Valley which will help to maintain the vibrancy of the economy.

¹ Analysis of U.S. Census Bureau, County Population Totals Datasets: 2010-2016

² U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population for Selected Age Groups by Sex for Counties: April 1, 2010 to July 1, 2016, Release Date: June 2017

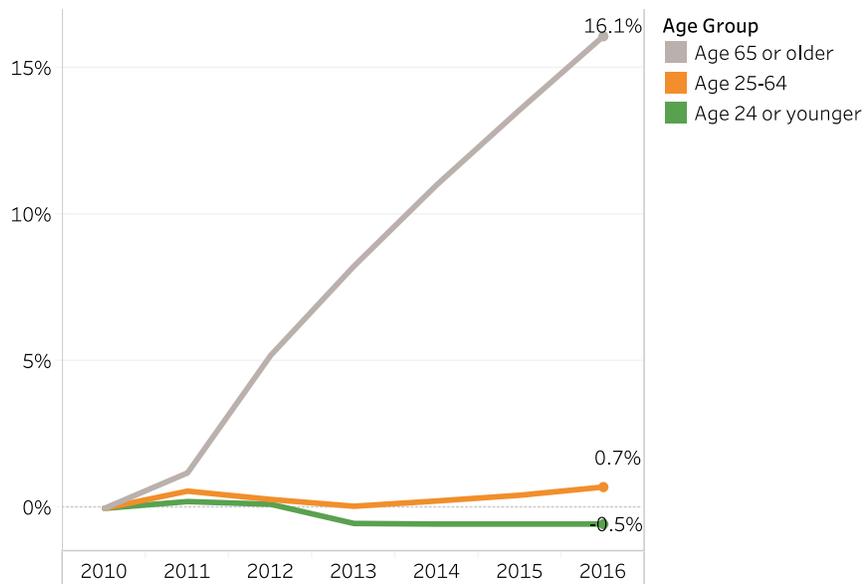
³ The Lehigh Valley Planning Commission (LVPC) 2017 Updated Population Projections

Lehigh Valley’s Population by Age

The weighted median age of the Lehigh Valley is 40.5 years⁴. U.S. Census population data estimates that nearly 52 percent of the population in the Lehigh Valley is between the ages of 25 and 64, with 31 percent being 24 years or younger and 17 percent being 65 or older.⁵ This age distribution for our region is in line with that of PA and the U.S.⁶ The 65 or older age group accounted for the largest percent change of the population from 2010 to 2016, increasing by 16.1 percent. The age groups of 25-64 and 24 or younger remained relatively flat.

As is true elsewhere in the U.S., there is a significant aging of Lehigh Valley’s population. Healthcare and its related sectors are strong job engines in the community and will continue as such for the foreseeable future. This also means that younger workers are needed to fill the jobs vacated by older workers. Where there is insufficient talent supply employers may have to rethink how they fill the jobs by providing flex time and other accommodations to keep talented and skilled older workers who would otherwise leave the labor force.

Chart 2 Lehigh Valley Percent Change by Age Group



Source: U.S. Census Bureau, County Population Totals Datasets: 2010-2016

Lehigh Valley’s age distribution is similar to PA and the U.S.

As seen from the data in Chart 2, the Lehigh Valley population is graying. Analyzing population data by working-age cohorts indicates a trend to a more even population distribution as we move from a wider age distribution in 2010 to a more narrow distribution in 2016. The rise in younger

⁴ U.S. Census Bureau, Population Division, Annual Estimates of the Resident Population for Selected Age Groups by Sex for Counties: April 1, 2010 to July 1, 2016, Release Date: June 2017

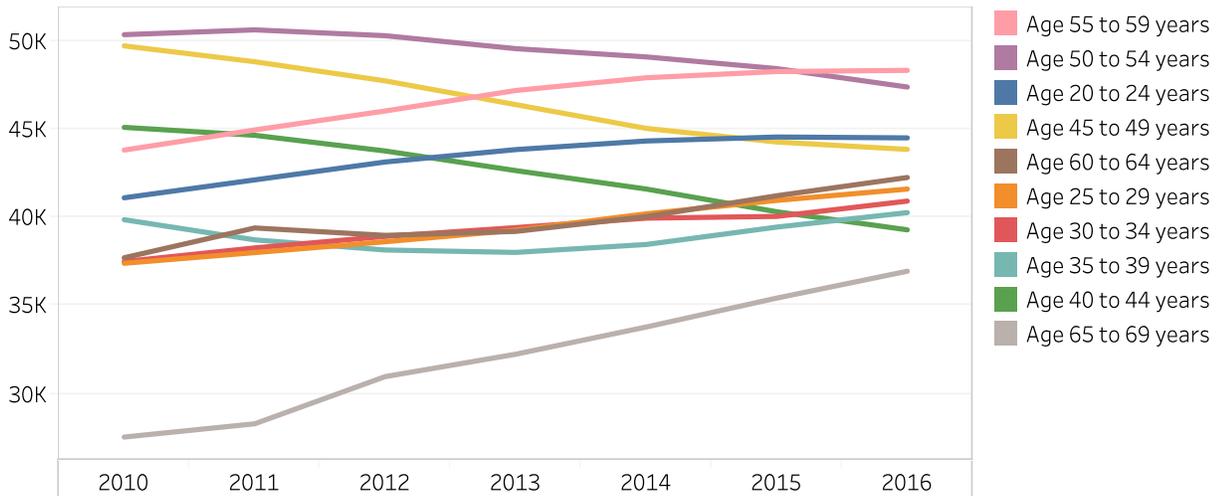
⁵ Analysis of U.S. Census Bureau, County Population Totals Datasets: 2010-2016

⁶ <https://www.census.gov/quickfacts/fact/table/PA/PST045216> 7/12/2017

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ages (20-39 years old) is largely offset by a decline in middle-aged (40-54 years old), while the mature population shows significant growth that will impact the composition of our future labor force.

Chart 3 Lehigh Valley Working-Age Population by Cohort⁷



Source: U.S. Census Bureau, County Population Totals Datasets: 2010-2016

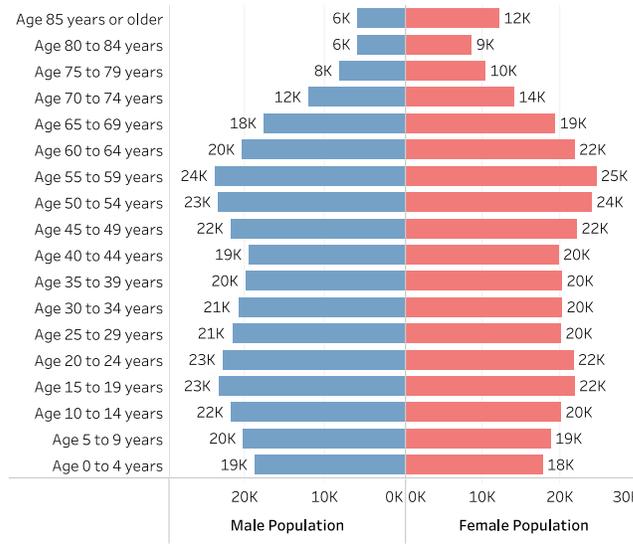
The Lehigh Valley has a growing multi-generational workforce.

⁷ Analysis of U.S. Census Bureau, County Population Totals Datasets: 2010-2016

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Within the United States, the population grew at a rate of about 0.7 percent in 2016⁸. This growth rate continues to reflect a more square-like age pyramid associated with slower population growth, low infant mortality and longer life expectancy. This square-like age pyramid is also observed in the Lehigh Valley population pyramid in Chart 4 showing the population peaks at the 50 to 59-year-old age range, the tail end of the baby boom generation, and at 15 to 19-year-old age range, which are considered the Echo Boomers or Millennials.

Chart 4 Lehigh Valley Population Pyramid⁹



Source: U.S. Census Bureau, County Population Totals Datasets: 2010-2016

Lehigh Valley’s population growth is slowing and people are living longer.

Lehigh Valley’s Population by Race and Ethnicity

While Lehigh Valley’s population is largely White at 82.6 percent, it has a growing Hispanic ethnicity, which accounts for 16.8 percent of our population. The Hispanic population increased 2.8 percent compared to 2010.

Table 1 Population by Race and Ethnicity¹⁰

Race	Lehigh Valley	PA
White	82.6%	81.6%
Black or African American	5.9%	11.0%
Other	11.6%	7.4%
Ethnicity		
Hispanic Origin (all races)	16.8%	6.4%

⁸ U.S. Census Bureau, <https://www.census.gov/newsroom/press-releases/2016/cb16-tps158.html>

⁹ U.S. Census Bureau, Vintage 2016 Population Estimates

¹⁰ PA CWIA, Lehigh Valley WDA Profile

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The Lehigh Valley is becoming more ethnically diverse. While the African American/Black population has remained a constant the Hispanic population is growing, impacting the need to serve English Language Learners in school, in Adult Literacy programs and in the workplace.

Lehigh Valley’s Population by Educational Attainment

It is estimated that nearly 12 percent of Lehigh Valley’s population 18 and over do not have a high school diploma compared to 11 percent in PA and 13 percent in the U.S. An average of 26 percent of Lehigh Valley residents hold a Bachelor’s Degree or higher closely mirroring the 27 percent estimated for both PA and the U.S.

Table 2 Lehigh Valley Educational Attainment for the Population 18 Years and Over¹¹

Education Attainment	Lehigh Valley	PA	U.S.
Graduate or professional degree	9.4%	9.9%	9.9%
Bachelor's degree	16.2%	16.6%	17.3%
Associate's degree	8.3%	7.5%	7.7%
Some college, no degree	20.8%	19.2%	23.7%
High school graduate (GED)	33.7%	35.8%	28.0%
9th to 12th grade, no diploma	7.9%	7.7%	8.3%
Less than 9th grade	3.6%	3.3%	5.2%

Lehigh Valley’s Educational and Skill Levels of the Workforce

About 10.4 percent of Lehigh Valley’s current workforce does not have a high school diploma compared to 9.9 percent in PA and 13 percent in the U.S. An average of 23.4 percent of workers hold a Bachelor’s Degree or higher closely mirroring the 23.6 percent in PA and 22 percent in the U.S.

Table 3 Workforce by Educational Attainment¹²

Workforce Education Attainment	Lehigh Valley	PA	US
Less-than-High School	10.4%	9.9%	13%
High School/GED	25.7%	26.6%	24%
Some College or Associate Degree	27.8%	27.5%	27%
Bachelor’s Degree or Advance Degree	23.4%	23.6%	22%
Educational Attainment Not Available (workers aged 24 or younger)	12.8%	12.4%	13%

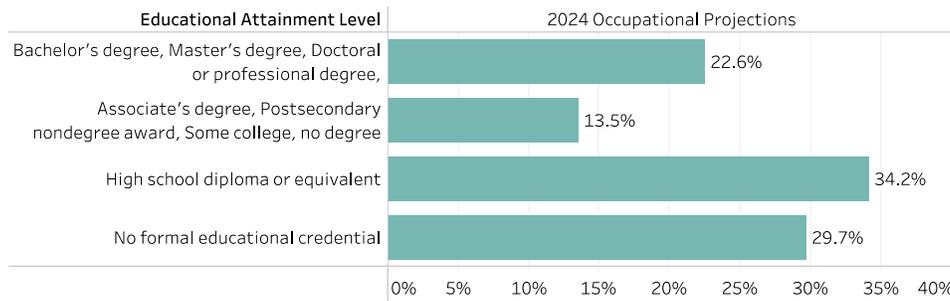
¹¹ Analysis of U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates Table B15001

¹² U.S. Census Bureau, Center for Economic Studies, LEHD

Educational Attainment for Occupations in 2024

Based on Long-Term Occupational Employment Projections (2014-2014), 34.2% or the largest segment of workers will need high school diplomas or their equivalent. This echoes the data associated with the Labor O*Net Zones.

Chart 5 Educational Attainment for Occupations in 2024 ¹³

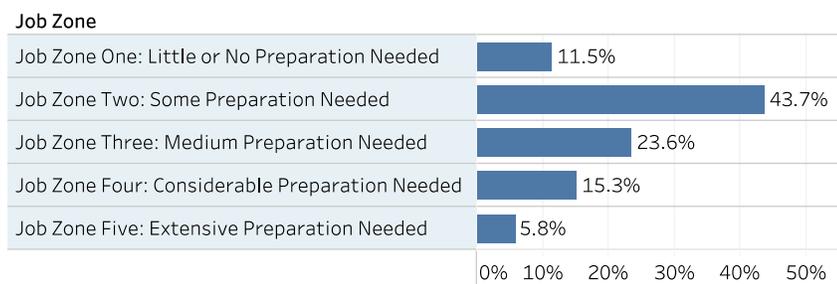


Source: Long-Term Occupational Employment Projections (2014-24)

Projected 2024 Occupations Mapped to O*NET Job Zones

A Labor O*NET Job Zone is a group of occupations that require similar education, related experience, and on-the-job training people need for their occupations. ¹⁴ The highest percentage of Lehigh Valley's projected occupations, 43.7 percent, are in Job Zone Two which are defined as occupations that usually require a high school diploma, previous work-related skills, knowledge, or experience, and up to one year of work experience. The second highest group, 23.6 percent, are in Job Zone Three which are occupations that require vocational skills training or an associate's degree and one or two years of related on-the-job experience.

Table 4 O*NET Job Zones ¹⁴



Source: National Center for O*NET Development. All Job Zones. O*NET OnLine.

¹³ Analysis of PA CWIA 2014-2024 Long-Term Occupational Projections

¹⁴ National Center for O*NET Development. O*NET OnLine Help: Job Zones. O*NET OnLine. Retrieved July 24, 2017, from <https://www.onetonline.org/help/online/zones>

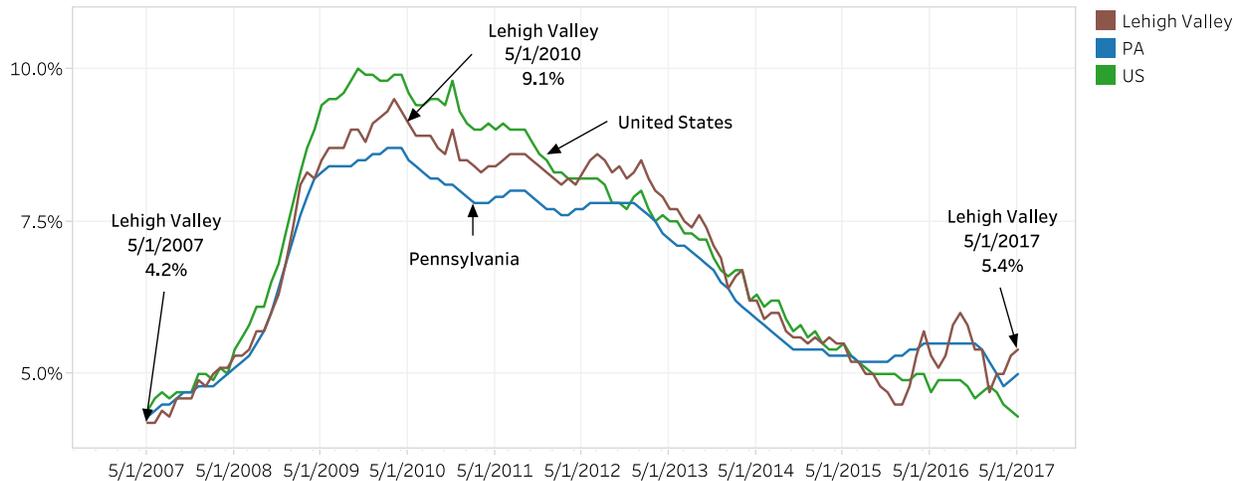
The Lehigh Valley's Labor Force

The Lehigh Valley had 4.9 percent more jobs by the end of 2016 than it did before the Great Recession began, which is significantly higher than the statewide average of 1.8 percent.¹⁵ The labor market in the Lehigh Valley continues to gradually improve. As of May 2017, employment in the region has grown about 0.1 percent, compared to 2016. The region's seasonally adjusted unemployment rate in May 2017 was 5.4 percent which is 0.1 percent higher than in May 2016¹⁶.

This compares to 0.4 percent higher than Pennsylvania's rate of 5.0 percent May 2017 and is nearly one percentage point higher than the U.S. at 4.3 percent May 2017. Looking at unemployment rates over the past 10 years, the 5.4 percent May 2017 unemployment rate is 1.2 percent higher than the lowest May unemployment rate of 4.2 in May 2007 and 3.7 percent lower than 9.1 percent May 2010.

Chart 6 Historical Unemployment Rate

Unemployment Rates (2007-2017)



Source: BLS & PA Center for Workforce Information & Analysis (CWIA)

Lehigh Valley's unemployment rate has dropped by 3.7 percent since 2010.

The seasonally adjusted labor force in May 2017 was 342,700, of which 324,200 were employed and 18,500 unemployed. Since 2007, the labor force has increased by 4.6 percent adding 14,960 workers. Increasing labor force and employment, combined with a decreasing unemployment rate, are indicative of an improving labor market. However, the labor force growth is showing signs of slowing as evidenced by the number of unemployed individuals available for work.

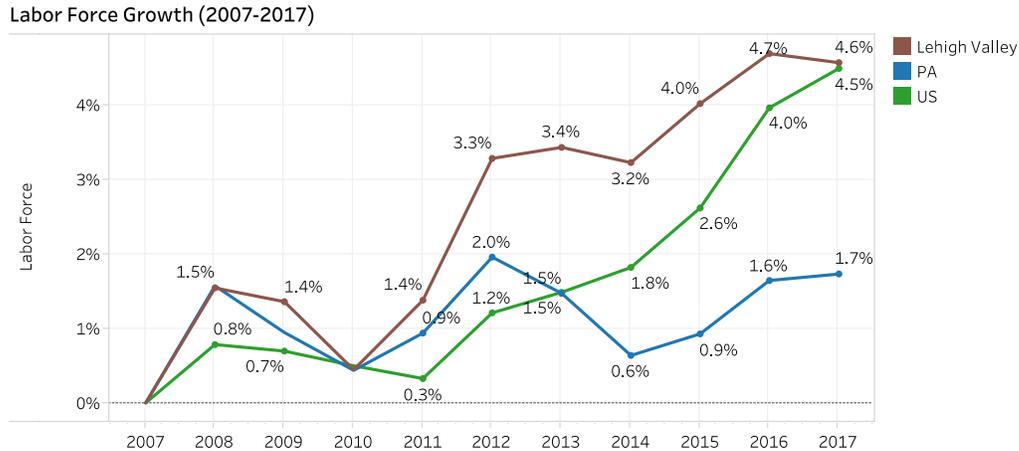
¹⁵ Lehigh Valley Economic Development Corporation (LVEDC) Research Department and U.S. Bureau of Labor Statistics' Current Employment Statistics

¹⁶ Analysis of PA CWIA, LAUS monthly release for May 2017

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Long-term projections estimate that the Lehigh Valley will add 17,080 jobs (5.6 percent) by the year 2024. This growth is in line with the Commonwealth 2014-2024 long-term projection forecasts of 5.7 percent growth.¹⁷

Chart 7 Historical Labor Force Growth



Source: BLS & PA CWIA

In the Lehigh Valley labor force, there are 18,500 individuals available for work. Assuring workers have the skills to fill the new jobs supports a continued emphasis on training.

Lehigh Valley Individuals with Barriers

WIOA requires that individuals with barriers be prioritized. As can be seen in the chart below, there is some overlap in more than one barrier being attached to one individual, the percentage of the population identified as having one of the WIOA barriers requires that program options be available to assist these individuals when they access workforce services.

¹⁷ PA Department of Labor & Industry Center for Workforce Information & Analysis Long-Term Projections

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Barrier Type	Estimated # in Lehigh Valley	Source
<p>English-Language Learners (ELL) Students who are unable to communicate fluently or learn effectively in English, who often come from non-English-speaking homes and backgrounds, and who typically require specialized or modified instruction in both the English language and in their academic courses¹⁸</p>	3,935 students within the 17 LV school districts	PA Department of Education LEP Data Set 2015-2016 - LEP Student Counts by LEA by School http://www.education.pa.gov/Data-and-Statistics/Pages/English-as-a-Second-Language.aspx#tab-1 2015-2016 - LEP Student Counts by LEA by School
<p>Limited English Proficient (LEP) any person age 5 and older who reported speaking English less than "very well" as classified by the U.S. Census Bureau</p>	42,113 (7%) of people age 5 and older	U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates Table B16001
<p>Single Parent with Child/Children family households with one or more child under 18 years of age</p>	22,857 (32%) of family households with one or more child under 18 years of age	U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates Table S1101
<p>All Persons below Poverty Level Total number of people in poverty all ages</p>	68,015 (11%) of people all ages	U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE): 2015 Highlights, U.S. Government Publishing Office
<p>Persons Under age 18 below Poverty Level Number of children under age 18 in poverty</p>	23,493 (17%) of children under age 18	U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE): 2015 Highlights, U.S. Government Publishing Office
<p>Public Assistance Income or Food Stamps/SNAP in the Past 12 Months Public assistance income includes general assistance and Temporary Assistance to Needy Families (TANF) Supplemental Nutrition Assistance Program (SNAP) offers nutrition assistance to millions of eligible, low-income individuals and families</p>	30,026 (12%) of households	U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates Table B19058

¹⁸ <http://edglossary.org/english-language-learner/>

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Disconnected Youth Young people between the ages of 16 and 24 who are not in school and not working	9,500 youths ages 16-24	Measure of America-Promising Gains, Persistent Gaps: Youth Disconnection in America March 2017
Disability Total civilian noninstitutionalized population with a(n): hearing difficulty vision difficulty cognitive difficulty ambulatory difficulty self-care difficulty independent living difficulty	86,997 (13%) of civilian non-institutional persons 16 years of age and older	U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates Table S1810
Low Levels of Literacy¹⁹ persons 16 years and older in households lacking basic literacy skills include those who scored Below Basic in English and those who could not be tested due to language barriers	65,765 (13%) of persons 16 years and older in households	U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, 2003 National Assessment of Adult Literacy
No High School Diploma/GED For people 18 years and over	59,005 (12%) of adults 18 years and over	U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates Table B15001
No High School Diploma/GED For people in the workforce 24 years and over	10.4% of workforce	U.S. Census Bureau, Center for Economic Studies, LEHD

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 region/local area?

The WBLV constantly reviews the needs of employers to identify skills gaps that exist in the workforce. The WBLV sees its role as a convener between business and talent as vital to the continued growth of the workforce area. To accurately identify skills gaps the WBLV does the following:

- Researches, collects, and analyzes data. Sources include, but are not limited to: (1) CWIA (2) U.S. Bureau of Labor Statistics (BLS), (3) the U.S. Census Bureau, (4) Federal Reserve Bank of Philadelphia, (5) Greater Lehigh Valley Chamber of Commerce (GLVCC), and (6) economists.
- Collects real-time data from job seekers. Through worker dislocations and rapid response efforts, data is collected through individuals filing for unemployment, individuals who have been dislocated from business, and people using the workforce system to find employment.

¹⁹ National Center for Education Statistics (NCES) <https://nces.ed.gov/naal/estimates/index.aspx>

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The WBLV identifies fading and obsolete skills no longer relevant in the workforce, as well as existing and new skills job seekers need to be competitive.

- Collects real-time data from plant right-sizing. Real-time data is collected through job openings, and employer recruitments at PA CareerLink® Lehigh Valley’s comprehensive site, and three PA CareerLink® Lehigh Valley satellites.
- Coordinates with the workforce area educational supply chain. This includes K-12, career and technical schools, and two- and four-year institutions. Information is exchanged regarding educational demands of employers, and educational courses in high demand. This coordination helps us understand the pipeline of labor supply and the relevant career pathways that lead to high priority occupations in targeted industry clusters.
- Uses the talent of the WBLV. The WBLV membership is comprised of representation from business, economic development, education, community-based organizations, unions and workforce development. Researchers tell us to bring representatives from these groups together to identify skills gaps and find solutions²⁰. Through its members WBLV is able to closely align economic development, education, and workforce development.
- Uses experts. The WBLV uses both anecdotal and statistical information to provide formal guidance to the local area, such as the *Bridging the Workforce Gap* study conducted by the WBLV and the LVEDC. The study established a baseline gap analysis of available education talent, including skills and knowledge, compared to occupational demand from employers.
- Follows up on recommendations made through various skills gap analyses. The WBLV and the LVEDC will further define skills gaps through a Talent Supply and Industry Sector Analysis and Strategic Action Plan, funded by a PA DLI Strategic Innovations Grant. The two-part study will further define trends and shortfalls in the workforce and talent supply and will provide a holistic analysis of education and workforce labor requirements for future WBLV actions. NEW!
- Works with neighboring regions. While the Lehigh Valley workforce area has a workforce of 342,700, the workforce within commuting distance of the Lehigh Valley International Airport numbers over 500,000. In recognition of lack of borders as workers search for jobs and employers seek workers with the talent they need, the workforce boards of the Lehigh Valley, Berks County, and Lancaster County joined together to commission the Crescent Regional Industry Sector Partnership (CRISP) Strategy Report, which identified clusters important to the CRISP region’s economic competitiveness and examined the high priority occupational talent supply compared to employer demand in this labor sharing region.

²⁰Bridging the Skills Gap, 2012 by the Association for Training & Development, formerly the American Society for Training & Development p.18

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- Engages employers. Work with employers to analyze and define the top 20 Knowledge skills areas and certifications workers have and require for the future.

Skills List: Skills List used in work activities associated with the demand occupations in the Lehigh Valley.

Top 20 Knowledge Skills Areas	Top 20 Work Activities
Forklift Operation	Order materials, supplies, or equipment
Freight Handling	Calculate costs of goods or services
Pediatrics	Sell products or services
Quality Assurance	Record operational or production data
Bilingual	Clean work areas
Preventive maintenance	Greet customers, patrons, or visitors
Human resources software	Monitor inventories of products or materials
Mathematics	Clean food preparation areas, facilities, or equipment
Geriatrics	Maintain records of sales or other business transactions
Pallet jacks	Serve food or beverages
Tractor-trailers	Cook foods
Critical care	Collect deposits, payments or fees
Material Handling	Administer basic health care or medical treatments
Food preparation	Answer customer questions about goods or services
Medical-Surgical Nursing	Explain technical product or service information to customers
Blueprints	Prepare docs. for contracts, transactions, or regulatory compliance
Quality control	Process customer bills or payments
Hazard analysis and critical control points	Reconcile records of sales or other financial transactions
Accounts Receivable	Process sales or other transactions
Behavioral health	Provide information to coworkers

Data from the Pennsylvania CWIA

Skills certifications and Tools & Technologies needed in the Lehigh Valley as published by the Pennsylvania CWIA.

Top 20 Certifications	Top 20 Tools & Technologies
Driver's License	Spreadsheet software
American Nurses Credentialing Center	Data base user interface and query software
Certified Registered Nurse	Personal computers
Commercial Driver's License	Word processing software

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Basic Life Support	Office suite software
Certification in Cardiopulmonary Resuscitation	Desktop computers
HAZMAT	Electronic mail software
Licensed Practical Nurse	Notebook computers
Real estate license	Internet browser software
Food safety programs	Presentation software
Continuing Education	Enterprise resource planning ERP software
Occupational Safety & Health Administration Certification	Accounting software
Advanced Cardiac Life Support Board Certified	Calendar and scheduling software
Accounting	Laser printers
Physical Therapist Certification	Project management software
Certified in Nursing Administration	Scanners
DOT Medical card	Personal digital assistant PDAs or organizers
Safety Inspections Technician	Medical software
Home Health Aide	Photocopiers
	Operating system software

A Skills Gap Symposium is scheduled during the Plan period to hear directly from employers in targeted sectors, focused on occupations most in demand.

Skills Needed.

The above skills charts highlight the skills required in specific demand sectors. The Lehigh Valley is projected to add 17,080 new jobs by 2024. Analyses project that overall economic activity is strengthening in the following key sectors: Healthcare and Social Assistance, Administrative and Support, Retail Trade, Transportation and Warehousing, and Accommodations and Food Services. WBLV has also identified:

- **Employability skills:** Both anecdotal and academic studies indicate that, across all jobs in the Lehigh Valley, employers cite the need for employability or soft skills. While these skills are not considered an occupational skill under WIOA, employers complain about the lack of employability skills in their workforce. The PA CareerLink® Lehigh Valley centers offer employability skills software and skills training from their case managers. Also, all youth providers are required to provide employability skills to youth in their programs.
- **Occupational skills in demand occupations** such as Commercial Driver Licensed workers and Maintenance Technicians both areas identified in *Bridging the Workforce Gap Study*.
- **Occupational skills in the Lehigh Valley’s most in-demand job sectors:** These include Healthcare and Social Assistance, Administrative and Support, Retail Trade, Transportation and Warehousing, and Accommodations and Food Services.

In addition, manufacturing has seen a resurgence in job and talent demand. Many of these job sectors are reflected in the above-stated Job Zones Two and Three which account for more than 67 percent of Lehigh Valley's projected occupations.

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?

Based upon the two workforce needs studies conducted, and information collected from local employers through the various methodologies described above, the WBLV has honed in on the biggest workforce challenges in addressing the skills gap as well as strategies for addressing these challenges.

The biggest challenges the Lehigh Valley faces in aligning existing labor force skills and education and training programs with the needs of employers are: (1) Employers understanding of their current and future skill requirements including soft and technical skills, (2) Outreach training options particularly in a growing economy where workers can get jobs even though long range they are not acquiring skills to solidify their competitiveness in the labor market, (3) the age of the Lehigh Valley's workforce and the difficulty in retooling older workers (aged 55-59) with certifications, credentials and training, (4) upskilling individuals with barriers to employment, (5) residents with skills commuting outside the region for work and higher wages, (6) understanding the value of a career and technical education and, (7) establishing and implementing training options through career pathways.

1. **Employers:** The biggest challenge the Lehigh Valley faces in aligning existing labor force skills with education and training programs that meets the needs of employers is the employer. Employee skills gaps studies by McKinsey & Company and Association for Talent Development found that employers need a clearer determination and understanding of the skill and educational requirements for the jobs in their companies.

Strategy: The WBLV has been surveying all the workforce area employers for the past two years, asking them to identify (1) the skill and education requirements for their jobs, (2) the workforce services including training that will help employers meet their current employee skills requirements, and (3) workforce skills needed to prepare their future workforce.

Strategy: Continue to plan sector based employer meetings in partnership with the GLVCC to hear directly from employers in key sectors about their workforce and training needs, and work with our eligible training providers to align labor force skill requirements with education and training options.

Strategy: Serve as an Intermediary to employers in key sectors to raise the WBLV profile with the Lehigh Valley's employer base. Use opportunities presented at various business and trade association meetings to increase skills attainment information. Portray the WBLV as subject matter experts on local labor market information, universal and individualized workforce and

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career services, training options, including work-based training, and workforce services available through the WIOA one-stop partners.

Strategy: Optimize opportunities to work with employers by offering services such as workforce skills analyses, recruitments, job fairs and other activities in coordination with our WIOA one-stop partners encouraging increased employer involvement between the PA CareerLink® Lehigh Valley's Business Services Team and Lehigh Valley's employer base.

- 2. Outreach training options:** The WBLV will focus on providing education and training providers information obtained from employers on current and future skills and training needs in high priority occupations.

Strategy: Optimize opportunities through collective outreach regarding training and skills attainment in high-priority occupations in targeted industry clusters.

Strategy: Outreach work-based training options to employers such as customized training, on-the-job training, and incumbent worker training where backfill is an offered option or the incumbent workers qualify as participants.

Strategy: Make employers aware of the availability of trained workers registered with the PA CareerLink® Lehigh Valley, including participants who have completed training.

- 3. The aging of Lehigh Valley's workforce and retooling the largest cohort of workers, those ages 55-59:** The Lehigh Valley's population is getting older. More than 105,000 people in the Lehigh Valley, 16 percent of the population, are age 65 or older. When comparing the 2015 American Community Survey results with the previous 2010 results, the 65 and older population increased by 11 percent (10,400) compared to the 2.8 percent (17,900) increase for the overall population.

The Lehigh Valley's largest cohort of workers are those between 55 and 59 years of age.

Almost 200 job seekers use the PA CareerLink® Lehigh Valley workforce system every day and the majority of these job seekers just want a job. They do not want training, they do not want to continue their education, and they self-proclaim they already have skills. Further, in an improved economy people can get jobs as opposed to during high unemployment when job seekers need additional skills to be competitive.

The challenge is in educating this cohort on expanding their employment options by increasing their technical and employability skills, credentials, and certifications.

This graying labor force will affect employers' strategies to recruit, engage and retain their workforce. This is reinforced by studies that have found that many older workers indicate that they plan to work past the traditional retirement age of 62.

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Strategy: Optimize available opportunities to this cohort including the development of career pathways that focus on upskilling their current skills, and highlighting the benefits to employers in working with this population.

Strategy: Work with our training providers to customize training options that take into account people with long work histories, existing employability skills and a need to reenter the workforce quickly.

4. **Upskilling individuals with barriers to employment.**

As the unemployment rate continues to drop, the available labor pool is shrinking and many of the remaining unemployed have multiple barriers to employment as described in WIOA.

Strategy: Optimize opportunities for working with individuals with barriers.

Strategy: Re-evaluate service provider options available for those most in need by coordinating services for them with our one-stop partners.

Strategy: Evaluate and coordinate support service and transportation needs.

5. **Residents commuting out of the Region for work and higher wages.**

Latest LODES data available from the U.S. Census Bureau estimates that of the 282,137 workers that live in the Lehigh Valley 181,470 (64.3%) also work in the Lehigh Valley. The remaining 100,667 (35.7%) Lehigh Valley residents commute out of the region for work, normally toward Philadelphia or across the border into New Jersey. Of these commuters, 51,647 (51.3%) earn more than \$3,333 per month. Most of these workers are in professional and service industries and not in the goods producing or trade, transportation and utilities industry sectors.

One reason for the large number of the region's out-commuters stems from the differences in industry wages compared to nearby areas. For example, in a relatively short travel distance, workers in finance and insurance can increase their wage/salary by about 43 percent and workers in professional, technical and scientific services can increase their wage/salary by about 40 percent. Many of the top wage differences also align to the target sectors in Lehigh Valley.

Strategy: Provide salary and benefit comparison information for surrounding areas to Lehigh Valley employers.

Strategy: Analyze the real buying power of the wages of workers who travel out of the area for work in dollars and cents and quality of life and provide the information to local area employers, recruiters, economic development partners and all PA CareerLink® Lehigh Valley one-stop partners.

6. Students not seeing the value of a career and technical education.

In the Lehigh Valley, new technologies are creating new career fields and changing traditional ones. Unfortunately, young people and their families are not aware of what the jobs of the new economy are, or understand the education and skill requirements to get these jobs. To prepare our young people for the realities of the Lehigh Valley job market, and to ensure our employers have the pipeline of qualified workers they need to prosper and grow, we must ensure students have a strong academic foundation and understand the importance of technical education and training that can be provided by Lehigh Valley's three Career and Technical Centers (CTCs).

Many people hold on to an archaic vision of the old vo-tech and mistakenly think today's career and technical education is non-college-bound training meant for underperforming or disruptive students. In Lehigh Valley's job market, there are multiple pathways to a successful career, only one of which is a college degree. Students, parents and educators need to understand the benefits of a career and technical education and the technical and soft skills it can provide leading to family-sustaining wages in high priority occupations.

2015-2016 data indicates that CTE secondary student enrollment is 12% of the overall grade 9-12 enrollment for Pennsylvania.

In the Lehigh Valley, Lehigh Career & Technical Institute, Bethlehem Area Vocational Technical School and Career Institute of Technology report that 13 percent (4,704) of the Lehigh Valley 9-12 grade students were enrolled in career and technical education.

Strategy: Continue to promote career and technical education as a pathway to high priority occupations in Lehigh Valley's targeted industry clusters.

Strategy: Promote training for middle skills jobs.

Strategy: Work with our eligible training providers and employers to advertise wages and benefits for middle skills jobs.

7. Establishing and Promoting Career Pathways

In order to meet the requirements of WIOA, WBLV adopts the WIOA Section 3(7) definition of career pathways, and in partnership with employers, multi-employer workforce partnerships, and secondary and postsecondary education providers, will continue the development of career pathway programs for job seekers and employers, meeting the requirements of WIOA.

Strategy: WBLV will continue to create a comprehensive career pathway system that combines education, training, counseling, and support services across one-stop partner funding streams.

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Strategy: In alignment with the Commonwealth WIOA Combined State Plan, WBLV will encourage sequential/concurrent program participation with: a personalized referral process to guide participants from one one-stop partner program to another, programmatic integration of workforce preparation activities to develop soft-skills, shared information on occupational training options, co-enrollment into training where participants have the qualifications and skills to be successful in individual training account and coordinated supportive services.

Strategy: Lehigh and Northampton Counties collectively have the third largest percentage of non-English speaking population compared to the other 65 counties in the Commonwealth. WBLV will increase coordination with Adult Education and Literacy to address the needs of the non-English speaking population.

Strategy: Consult with employers to identify the career pathways for which quality entry-level jobs can serve as on ramps, and continue to develop career pathways within business and industry.

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

The analysis of the Lehigh Valley's workforce development activities, including education and training in the region, the strengths and weaknesses of services and the capacity to provide services, addressing the identified education and skills needs of the workforce, and the employment needs of employers in our region was completed in Phase One of the Lehigh Valley Workforce and Economic Development Strategic Plan conducted in 2015. This plan assessed the workforce training system in the region, including a gap analysis to support economic growth of target industries. The primary research focused on examining the regional talent pipeline, cataloging the region's workforce support service providers, identifying target sectors and future workforce needs, completing a gap analysis of education talent output compared to occupation demand, assessing resource efficiency, recommending implementation strategies and identifying best practices or innovative programs at the state or national level.

Key data findings, strategies, best practices and informed feedback from area businesses and stakeholders centered on driving regional prosperity through education, workforce development and economic development collaboration. We focused on five key sectors: Healthcare and Social Assistance; Manufacturing; Transportation, Warehousing, and Logistics; Finance and Insurance; and Professional, Scientific and Technical Services.

Lehigh Valley's current education and talent development system is generally well-aligned across the bulk of occupations and careers within the region. However, there are certain areas of semi-skilled and high-skilled occupations that show notable surpluses or gaps. The development and deployment of a locally produced strategy requires close integration of economic development, workforce development, education, industry partners and community leaders to mobilize

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resources, convene relevant parties, build awareness and/or implement strategies. Therefore, our strategic workforce development activities will be sector-based to maximize reach and address workforce issues.

WBLV uses strategic, industry sector-driven approaches for the provision of the workforce development activities to adults, dislocated workers and youth.

1. Workforce development activities for adults and dislocated workers include a one-stop delivery system of career services. To address the needs of the universal population, employment services are provided by the PA CareerLink® Lehigh Valley workforce system. Services include orientations, assessments, employability skills, information on training resources, job placement, career advice, JobGateway® on-line job matching, additional internet job matching sites, and 79 regional employment and staffing agencies.

The WBLV has worked cooperatively with the Bureau of Workforce Partnership and Operations, which provides Wagner-Peyser job search and job matching, Trade Act, Veterans, placement, recruitment and labor exchange services. When advantageous to the customer, funding streams are coupled or braided. Dislocated workers receive all WIOA career services in the comprehensive PA CareerLink® Lehigh Valley center. Trade-impacted workers are dual-enrolled in the WIOA program to ensure they receive the comprehensive range of assistance available to dislocated workers. Previously under the Workforce Investment Act (WIA) the WBLV employed a One-Stop administrator well respected and regarded by the Job Service and Title I provider. WBLV will continue to employ a PA CareerLink® Administrator under WIOA. WIOA clearly articulates a desire for Wagner-Peyser employment services and WIOA Title I services staff to jointly, under a single leader, integrate and deliver services jointly. The WBLV has competitively selected the GLVCC to also serve as the one-stop operator. The administrator and the one-stop operator will work together in coordinating service delivery among the partners.

2. Around the time of the passage of WIOA the Lehigh Valley relocated its comprehensive center several blocks away from its prior location. The new location has unlimited parking and is spacious and open. As a result the WBLV Title I provider has been able to better streamline adult and dislocated worker activities making them less bureaucratic. The one-stop center houses additional education, training and community-based partners that provide co-located services at PA CareerLink® Lehigh Valley. The space which was formerly occupied by a high-tech company offered updated wiring which supports upgraded technology and automated services.
3. The WBLV has implemented a close-to-customer strategy by providing workforce activities in PA CareerLink® Lehigh Valley satellite centers in the cities of Allentown, Bethlehem, and Easton.
4. Workforce development activities for training and education is aided by Lehigh Valley's training and education providers including 17 school districts providing K-12 education; three

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career and technical schools providing youth and adult technical education, credentials and certificates; two intermediate units providing professional development for educators; two community colleges offering training courses, credentials, degrees and literacy education for youth and adults; 11 colleges and universities offering higher-level education and training, degrees and certificates; and, 21 regional training providers on the State Approved Eligible Training Provider List offering education, training, certificates, credentials and degrees.

5. While the region's workforce and talent development system is well-aligned to meet the employment needs of employers, WBLV has identified the following strategies to address several unique challenges:
 - (a) Implement an ongoing process to update and track workforce talent supply and demand. Currently we do this on an intermittent basis, often as discretionary funds become available to launch a study. However the development of metrics which would allow us to better predict downturns and upticks sooner would result in better information for job seekers appropriate for training.
 - (b) Continue to build training opportunities with education providers. More options in "chunked" credentials, alternative scheduling, occupational skills offerings with integrated literacy skills remediation would help to serve all job seekers and more people with barriers.
 - (c) Establish linkages, articulation agreements and career pathways between public and private education programs and institutions. Participants wishing to change education providers have great difficulty moving credits between public and private education providers.
 - (d) Develop effective information sharing networks with our education providers. Currently federal privacy laws make it difficult to determine participant progress unless a participant needs another voucher or tells their case manager that they are struggling.
 - (e) Identify and analyze transportation issues impacting workforce development. As education and training providers are scattered across the workforce area, some customers' choices are limited because they do not have transportation options any distance from where they work or live.
6. Workforce development activities for Title II Adult Basic Literacy services are provided by the Lehigh Valley Title II Adult Basic Literacy Education (ABLE) Coalition comprised of Lehigh Carbon Community College, Northampton Community College, ProJeCt of Easton and The Literacy Center of Allentown. In alignment with the WBLV, Lehigh Valley's Title II ABLE Coalition partners have an integral role in providing basic literacy assistance and skills to help individuals, especially target populations of the most in need and hardest to serve, reach economic self-sufficiency. One of the unique challenges in the system is that the Literacy providers do not have adequate funding to provide the required case management and one-

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on-one tutoring to individuals seeking high school credentials. While many of the individuals seeking literacy skills would also be WIOA eligible, they either do not have the qualifications to co-enroll in WIOA postsecondary training, or the system is unable to predict a reasonable date for completion of high school credential instruction making it impractical to co-enroll participants with barriers.

7. Work-based activities are attractive to employers. The promotion of work-based activities to employers is affected by the proverbial red tape associated with the contract requirements and reimbursement request documentation.
8. Our Title I Operator Educational Data Systems, Inc. (EDSI), provides integrated intake and assessment, referral to training, job development, recruitment and job placement services under Title I of WIOA to unemployed and underemployed individuals including adults, dislocated workers, cash assistance recipients, youth and older workers. The Business Engagement Services Team (BEST) facilitates, develops and manages relationships with quality employers who offer employment opportunities for work-based training and advancement for local job seekers. During the planning period, coordination of employer services with all our one-stop partners allowed us to expand the reach of all the partners in providing employer services.

The Value Stream Map (**Attachment 1**) visually represents a job seeker's program engagement starting with outreach, intake, and assessment through referral to training and/or placement and retention services.

Workforce development activities include workforce intelligence and labor market data provided by CWIA which educates job seekers regarding high priority occupations within targeted industry sectors, and provides employers information on business and industry data, wages, trends and forecasts. WBLV has integrated its data sharing and research activities with LVEDC to provide common workforce and economic development labor market data for the Lehigh Valley. The Lehigh Valley has a deep appreciation for all the efforts of CWIA, and we are a better more sophisticated system because of their contribution to our workforce region.

The addition of a Data Scientist on WBLV staff, integration with LVEDC, and collaboration with CWIA provides an additional layer of analysis which is used to advise our Title I provider, partners and the WBLV. The challenge still is in being able to collect and analyze real time data in a timely fashion.

9. Historic declines in grade 12 enrollments suggest that over the next five years, the pool of Lehigh Valley youth applicants attending postsecondary institutions will shrink. This reflects the overall decline in the 15-19 year old cohort, and further implies that alternative strategies to recruit learners to ensure a robust postsecondary trained talent pipeline is a priority.

Therefore, with the pool of talent shrinking, WBLV is developing alternative career pathways and innovative strategies that meet the needs of at-risk youth, with a special emphasis on

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dropouts and reengaging them into education and employment.

Workforce services for in-school youth are reduced as a result of the emphasis in WIOA on out-of-school youth. To the extent possible EARN/TANF funds are utilized to support a small in-school cohort of youth and to support summer youth activities to the extent funds are available. The WBLV issued an RFP in 2016 seeking creative ways to offer youth access to the 14 WIOA elements. Of particular emphasis in the RFP was leveraging funds by working with providers already serving youth, eliminating the difficult recruitment trajectory which can delay program services. As a result, funded initiatives are targeting the most difficult to serve youth with small case manager-to-youth ratios and serving single parenting mothers, youth without high school credentials and non-English learners in innovative program designs. (See Question 4.8 for additional information on youth programming.)

10. The WBLV has developed collaborative relationships with the Office of Vocational Rehabilitation (OVR) and Adult Literacy. OVR assists individuals with disabilities in securing and maintaining employment and independence under Title IV of the Rehabilitation Act. OVR customers receive multiple services that include, but are not limited to: vocational counseling and guidance, assessment, physical restoration, training, education and pre-employment skills training services. Under WIOA, OVR is also responsible for focusing on eligible high school students with disabilities. The WBLV will work with OVR to coordinate services for disabled in-school youth thereby leveraging the funds available under WIOA. OVR also provides multiple services to the business community designed to assist them with onboarding qualified candidates with disabilities.

The ABLE Coalition of the Lehigh Valley provides adult education and literacy programming under Title II of WIOA. We anticipate that these relationships will be enhanced as our one-stop operator analyzes ways in which we can work more closely to serve common customers.

2. STRATEGIC PLANNING QUESTIONS: *Vision and Goals*

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

Lehigh Valley's growing economic development and workforce needs call for a strategy creating a clearer understanding of the region's talent supply, career pathways in high priority occupations within targeted industry clusters, and family-sustaining employment opportunities. This is achieved through aligning economic development with workforce development, and continuously expanding Lehigh Valley's workforce system services to identify current and projected career options, career pathways, training and educational opportunities, all resulting in preparing our workers to meet the growing and changing needs of employers. This will ensure we have a competitive workforce aligned with business and industry's labor demands.

In support of our Vision, the WBLV and LVEDC published a joint Lehigh Valley Workforce and Economic Development Strategic Plan titled, *Bridging the Workforce Gap*. It assessed the workforce training system in the region including a gap analysis to support economic growth of target industries. The primary objectives of the report were to:

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- Examine the regional talent pipeline;
- Catalogue the region's workforce support service providers;
- Identify target sectors and future workforce needs;
- Complete a gap analysis of education talent output compared to occupation demand;
- Assess resources efficiency;
- Recommend implementation strategies.

This study serves as a catalyst for the strategic alignment and integration of workforce development, education and economic development in the Lehigh Valley, and incorporates goals and strategies from each of the PREP partners.

The WBLV's vision and goals are aligned with the Governor's vision of Jobs that Pay, Schools that Teach, and Government that Works.

VISION

The Lehigh Valley has a world class workforce.

Focusing on the future workforce and recognizing that economic growth even in an expanding economy is cyclical, and that workforce is an elemental component of any economic development strategy, the WBLV envisions its role not only in concrete investments, but as inspirational and motivational catalysts aligning with the times and the needs of a regional community. The WBLV sees its role as a critical partner in supporting the balanced and continued growth of the Lehigh Valley's economy, and providing coordinated workforce services to jobseekers, employees, and employers.

MISSION

A private-sector led, integrated, regional workforce system of economic and workforce development, education and community partners working to ensure the Lehigh Valley has an educated and skilled workforce that meets business and industry's labor demands.

The WBLV's strategy is to continually prepare an educated and skilled workforce to support regional economic growth and economic self-sufficiency to ensure the Lehigh Valley has a world-class competitive workforce. This begins with the WIOA key provisions that create opportunities for economic and career success for workers, and opportunities to improve workforce development and adult education and training systems.

WIOA focuses on vulnerable populations including low income adults, dislocated workers, Veterans, youth with limited skills, and individuals with little or no current work experience and who face many personal and financial barriers. It requires the local board to expand education and training options, design and implement a holistic services approach within the workforce system, and allows workforce areas like the Lehigh Valley Region to reshape and expand our

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workforce system partners, policies, and workforce and training practices. The new strategies that emerge will lead to improving the education, training, and support services needed for career pathways that lead to employment. These pathways provide on and off ramps, credential attainment, work experiences, mentoring, apprenticeships and wrap-around support services to decrease the barriers to employment and increase the employability of all job seekers.

GOALS AND OBJECTIVES

The WBLV goals and objectives are as follows:

Goal 1:	Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition.
	<ul style="list-style-type: none"> • Align workforce priorities across partners, training providers, employers and community to ensure a Lehigh Valley skilled workforce.
	<ul style="list-style-type: none"> • Convene Lehigh Valley’s Education and Talent Supply Council to develop workforce supply and demand data, and execute regional strategies that help maintain a workforce and talent supply.
	<ul style="list-style-type: none"> • Establish Workforce Board Lehigh Valley (WBLV) as the regional clearinghouse for workforce analytics and workforce development initiatives.
	<ul style="list-style-type: none"> • Increase the focus on training in high priority occupations within Lehigh Valley’s targeted industry sectors across education and training providers.
	<ul style="list-style-type: none"> • Continue strategic alignment and integrated planning and approaches in aligning economic and workforce development, education and community partners to meet the training and employment needs of the private sector.
	<ul style="list-style-type: none"> • Develop data-driven, innovative and cost effective workforce initiatives to meet employer needs.
Goal 2:	Engage employers to develop and align strategic innovative workforce/economic development initiatives.
	<ul style="list-style-type: none"> • Engage employers in workforce policies, support processes, training, and technology advancements.
	<ul style="list-style-type: none"> • Engage employers to provide strategic policy input towards a government that works.
	<ul style="list-style-type: none"> • Engage employers to increase business and industry’s participation in schools that teach through school to work initiatives.
	<ul style="list-style-type: none"> • Engage employers in developing career pathways to jobs that pay in high priority occupations through Industry Partnerships Initiatives and strategic engagement in the workforce system.
	<ul style="list-style-type: none"> • Engage employers to develop data-driven workforce initiatives.
	<ul style="list-style-type: none"> • Engage employers to leverage and increase resources to retool Lehigh Valley’s workforce.
	<ul style="list-style-type: none"> • Engage employers through an Employer Engagement Center n PA CareerLink® Lehigh Valley.
Goal 3:	Transform Lehigh Valley’s workforce delivery system as required by WIOA.
	<ul style="list-style-type: none"> • Transition sequence of workforce services under WIOA.

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	<ul style="list-style-type: none"> • Increase the focus on serving individuals with barriers, and limited skills and work experience.
	<ul style="list-style-type: none"> • Increase the number of workers trained in high demand occupations within targeted industry clusters as determined by the private sector.
	<ul style="list-style-type: none"> • Expand and design new integrated education and training options required in the workplace to decrease the gap between projected demand and supply.
	<ul style="list-style-type: none"> • Brand PA CareerLink® Lehigh Valley as a proud partner of the American Job Center Network.
	<ul style="list-style-type: none"> • Develop and implement earn-while-you-learn models.
	<ul style="list-style-type: none"> • Track workforce talent supply and demand.
	<ul style="list-style-type: none"> • Ensure accountability across the workforce system partners.
	<ul style="list-style-type: none"> • Develop and implement strategies to upskill incumbent workers.
Goal 4:	Promote Career Services/Pathways as the Lehigh Valley’s model for mapping career options to Jobs that Pay.
	<ul style="list-style-type: none"> • Develop specialized career awareness labor market workforce intelligence in partnership with economic development, education and the community.
	<ul style="list-style-type: none"> • Operationalize career pathways including development of a Lehigh Valley Common Career Pathway Model that includes credentials and career pathways including Adult Education and Literacy through postsecondary education.
	<ul style="list-style-type: none"> • Design a Career Services Pathway in PA CareerLink® Lehigh Valley.
	<ul style="list-style-type: none"> • Design a Lehigh Valley Workplace Readiness Certificate to be incorporated in all public and private education curriculums.
	<ul style="list-style-type: none"> • Develop a Lehigh Valley Career Awareness Campaign.
Goal 5:	Meet or exceed all state-negotiated performance accountability measures.
	<ul style="list-style-type: none"> • Support the Governor’s Vision and Goals for PA’s Workforce Development System.
	<ul style="list-style-type: none"> • Negotiate performance accountability measures with the state.
	<ul style="list-style-type: none"> • Integrate WIOA standards with Core partners to measure success and return on investment of the shared workforce and economic development system.

WBLV goals align and support the Governor’s five broad goals for Pennsylvania’s workforce development system as outlined in the WIOA Combined State Plan. Some of the Governor’s goals are addressed in components of more than one WBLV goal.

WBLV’s goals align and support the Governor’s Workforce Goals as outlined in the WIOA Combined State Plan as follows:

Governor’s Workforce Goals	WBLV Goals/Objectives
<ul style="list-style-type: none"> • Establish Career Pathways 	<ul style="list-style-type: none"> • Assure assessments include identification of a Career Pathway as the Lehigh Valley’s Model for Mapping Career Options for participants

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<ul style="list-style-type: none"> Invest in Talent and Skills for Targeted Industries in Strategic Partnership with Employers and Education Institutions 	<ul style="list-style-type: none"> Establish PREP Partners as a Regional Workforce Development Coalition Engage employers to develop strategic innovative workforce initiatives Assure sufficient Eligible Training Providers to give customers choices Seek out youth providers who will provide training in key demand sectors Provide opportunities for work-based training options Focus expenditures on training sufficient to meet the Governor’s goals to provide training for the most in need with barriers Assure the accessibility of training options
<ul style="list-style-type: none"> Increase Work-Based Learning Opportunities for Youth 	<ul style="list-style-type: none"> Promote work experience opportunities to employers Require all youth providers to offer a work- based opportunity to youth in their programs Encourage the sequential or co-delivery of occupational skills training with work-based training Assure that host work sites and OJT opportunities are accessible
<ul style="list-style-type: none"> Strengthen the Connection Between Employers, Education, Training and the Economy by Increasing Investments in Critical Skills that are directly aligned to Jobs that Pay 	<ul style="list-style-type: none"> Use the information obtained through Skills Gap studies, employer forums and our economic development partners to showcase the services that are available by working with the PA CareerLink® System Act as a convener for education and business by hosting employer forums. Hear the voice of the employer while providing information about available workforce services Assure courses of training offering critical skills are included on the Eligible Training Provider List Monitor the courses on the Eligible Training Provider List to ensure graduates have the skills employers need in the critical skills areas

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	<ul style="list-style-type: none"> • Create opportunities for apprenticeship training
<ul style="list-style-type: none"> • Strengthen Data Sharing and More Effective Use of Data 	<ul style="list-style-type: none"> • Establish PREP Partners as a Regional Workforce Development Coalition • Require Family Educational Rights and Privacy Act (FERPA) releases so that education and workforce can more easily share information • Include information sharing in the MOUs between the one-stop partners • Have staffing meetings in the PA CareerLink® that includes representatives of the partners discussing shared clients • Share data challenges with DLI to support improvements to the data systems

The Lehigh Valley’s workforce system is built on a foundation of alignment, innovation, employer engagement, accountability and data. The WBLV looks beyond WIOA in setting broad goals for our workforce system by looking for new partnerships that expand the comprehensive network of workforce services to job seekers and employers. We will work toward closing the skills gaps, aligning skills requirements to employer needs, and progressing in our quest for a customer-centric workforce system.

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?*

Wagner-Peyser, Office of Vocational Rehabilitation, and Adult Education and Family Literacy are all core partners and co-located or provide access to their programs through the Comprehensive PA CareerLink® Lehigh Valley workforce system. As WBLV members the core partners have the opportunity to contribute to the strategies and resource decisions of the workforce board. By serving on the WBLV the core partners have the ability to weigh in on service alignment, and track all participants through the services they receive to assure successful outcomes.

The WBLV will assure coordination and alignment are documented through Memoranda of Understanding (MOU), interagency initiatives, and regular meetings. The WBLV will also work with the core partners which share the same measures to leverage funds, dual enroll participants as appropriate, share information as allowable, and work together to assure the success of all mutual participants.

In accordance with WIOA and DLI Guidance the WBLV has negotiated its infrastructure and operational costs with its core partners and has included the negotiation results in the MOU.

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Wagner-Peyser

Co-location of Wagner-Peyser and WIOA staff will continue under WIOA as it did under the Workforce Investment Act (WIA). The WBLV will coordinate services with Wagner-Peyser, and by association with Trade Act, Rapid Response and Veterans staff, all WIOA participants will also be enrolled in Wagner- Peyser.

During recruitments and job fairs, PA CareerLink® Lehigh Valley and core partners ask employers to sign agreements that they will provide the names of the individuals they hired as a result of the recruitment or job fair, so that all partners can record and share the outcomes. All WIOA funded staff work closely with Wagner-Peyser to identify long-term unemployed and dislocated workers to cross refer participants as needed.

Office of Vocational Rehabilitation (OVR)

WIOA funded PA CareerLink® Lehigh Valley staff will explore dual enrollment of in-school youth with OVR when advantageous to and with consent from each participating youth. OVR must spend 15 percent of their funds on in-school youth, all of whom fit within the WIOA barriers. WIOA focuses on out-of-school youth eliminating or severely reducing in-school programs which existed under WIA. By dual enrolling the youth served by OVR in WIOA, both programs can benefit from the outcomes. OVR can provide the program design elements and WIOA can provide low cost assistance through employability skills.

By working together to dual enroll youth, the WBLV can maintain an in-school program, OVR can take advantage of the education and job placement tools of the PA CareerLink® Lehigh Valley and both agencies will realize improved performance.

Similarly, with adults, cross referral and dual enrollment will benefit the customers and enhance performance for both entities. The WBLV will work with OVR to include them in job and recruitment fairs to broaden the options for employers and jobseekers for both entities.

Adult Education and Family Literacy Act Programs (AEFLA)

The WBLV coordinates with AEFLA programs in several ways. All four literacy providers, Lehigh Carbon Community College, Northampton Community College, the Literacy Center and the ProJeCt of Easton have representatives co-located full or part-time in the comprehensive PA CareerLink® Lehigh Valley center. Individuals with low basic skills who would like to upgrade their basic skills to attend postsecondary training are referred to AEFLA programs to hone their English, Math and Literacy skills. This includes English Language Learners. Because WIOA Title I services are restricted to individuals who have an I-9 (Ready and Able to Work Form), WIOA also refers refugees and individuals who cannot produce the documentation needed for WIOA services to AEFLA providers. WIOA defines youth in GED programs as dropouts/out-of-school.

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Youth staff refer high school dropouts to AEFLA programs to avoid duplication of services and to assist youth in obtaining their high school credential. As placement is a required performance measure for AEFLA programs, the AEFLA providers will be included in recruitments and job fairs.

In addition to the above the WBLV will:

- Share the Eligible Training Provider List with all the WIOA core partners including the performance achieved by participants in their individual courses of study.
- Analyze PA CareerLink® Lehigh Valley centers on an ongoing basis for accessibility.
- Share information with the partners in each PA CareerLink® Lehigh Valley center so all the partners are aware of activities and initiatives in each center.
- Work together to facilitate the development of career pathways and co-enrollment, as appropriate, in core programs. Improve access to activities leading to a recognized postsecondary credential including industry-recognized certificates or certification, as well as portable and stackable certificates.
- Educate the partners on the services and tools available in the CareerLink® so that the partners can assure their clients are aware of the services.

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 any the goals and strategies articulated in the regional plan?

Commonwealth Goal

Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.

WBLV Alignment

The WBLV contract for the Title I provider of Adult and Dislocated Worker Services and all providers of youth services are required to consider career pathways in the development of a career plan and individual service strategy for all WIOA participants as appropriate.

In establishing and addressing skills gaps, the attainment of the skills will be incorporated into a career pathway as a critical component.

Career pathways are coordinated among partners as participants are sequentially or co-enrolled.

Commonwealth Goal

Expand public-private investment in the state's pipeline of workers and incumbent workers for

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targeted industry sectors from entry-level skills to middle skills through Industry/Next Generation Partnerships, WEDnetPA, and other innovative strategies.

WBLV Alignment

All training, including work-based options, must be in the targeted demand occupations.

Incumbent worker initiatives will be encouraged with employers willing to open entry-level opportunities to one-stop customers.

Encourage work-based options which provide for both public and private investments in trainees. This includes customized, on-the-job training and incumbent worker training.

Commonwealth Goal

Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.

WBLV Alignment

The WBLV contracts for a comprehensive summer employment program offering work experience coupled with employability skills and will continue as funds are available.

Youth providers are encouraged to explore apprenticeship opportunities for youth and are required to provide an internship opportunity to youth. While some youth come into the program with part-time jobs, for those with no work experience and internship, job shadowing or a work experience is mandatory.

As appropriate, youth providers may sequence services to include occupational skills training, work experience and a short-term OJT.

Commonwealth Goal

Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.

WBLV Alignment

The WBLV has established partnerships with the GLVCC and all the economic development entities in the workforce area. The Chamber serves as a competitively procured intermediary to its 5,000 local business members. The WBLV works with economic development partnering in the application for innovative strategies grants to work on skills gap studies, identification of new and emerging industry studies as well as a dual exchange of representation on the WBLV and in the membership of WBLV members and staff in the economic development organizations.

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Local workforce economic development efforts include WBLV staff participating in meetings with new and expanding employers to provide information on local workforce services and including the WBLV as a part of the welcome committee.

The WBLV also coordinates with its governmental partners, the Cities of Allentown, Bethlehem and Easton and Lehigh and Northampton Counties to accomplish the state and local vision and goals.

A PA CareerLink® Lehigh Valley Business Services Engagement Team coordinates with employers to inform them about available workforce services.

Work-based training options and apprenticeship training opportunities provide another door through which the WBLV has an opportunity to create meaningful relationships with employers in the area.

Commonwealth Goal

Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.

WBLV Alignment

The WBLV hopes to address information sharing through the MOU process as well as through releases obtained from participants during the enrollment process.

For additional information on how the local board’s goals align with the Governor’s goals, please see question 2.1.

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?*

Negotiating performance levels establishes an alignment between the Commonwealth and the WBLV in meeting performance, and alignment with all workforce development boards across Pennsylvania against which local areas are judged. They also provide benchmarks used to ensure we achieve our Vision of a world-class workforce.

The WBLV’s local levels of performance for the required federal measures have not been negotiated for the second year as we transition from WIA performance measures to WIOA. The DLI instructed local boards to use the baseline for performance measures as proposed in the State Plan until further negotiations are conducted with our workforce are:

WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter	Negotiated Goals	Attained Performance

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after Exit)		
Adult	59.0%	Data not available
Dislocated Worker	67.0%	Data not available
Youth	58.0%	Data not available
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	58.0%	Data not available
Dislocated Worker	63.0%	Data not available
Youth	57.0%	Data not available
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	Data not available
Dislocated Worker	\$6,300	Data not available
Youth	\$2,100	Data not available
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	68.0%	Data not available
Dislocated Worker	71.0%	Data not available
Youth	60.0%	Data not available
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	48.0%	Data not available
Dislocated Worker	48.0%	Data not available
Youth	48.0%	Data not available
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	25.0%	Data not available
Dislocated Worker	25.0%	Data not available
Youth	25.0%	Data not available

The measures attainments for Program Year (PY) 17-18 were determined when PY 16-17 closed on June 30, 2017. The WBLV employs numerous strategies in meeting performance and believes that these strategies result in meeting and exceeding performance expectations.

A concern with the current baseline measures is with the adult and dislocated worker credential attainment and measurable skills gain measures which were not a component of the previous common measures. During economic downturns individuals accessing workforce services demand training and skills upgrade to make them competitive for the limited jobs available. As can be seen from the Labor Market Analysis conducted for the Regional Plan and for Section 1.2 the unemployment rate is falling, while more jobs are available in the Valley. As a result, individuals who need and can benefit from training often choose to go directly to work or interrupt training to accept jobs. WBLV will work with its education partners to add distance learning courses to the training choices available so that working learners can access training at times convenient to them.

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Another area of concern is the measure of performance in the second quarter after exit as opposed to the first quarter after exit which is how the measures were calculated under the WIA. WIOA does not allow for post exit support for adults or dislocated workers. Support services assisted in maintaining contact with participants post exit and providing assistance with replacement or support issues interfering with continued employment. One strategy WBLV will employ will be to coordinate with Community Services Block Grant programs to provide the support no longer possible through WIOA.

Other strategies the WBLV will use to assure attainment of the measures include but are not limited to:

1. Assessment – a comprehensive assessment measures individual skills, interests and qualifications resulting in effective individual service strategies.
2. Informed decisions – with information case managers can help guide participants into making correct choices on career pathways and training options.
3. Counseling, case management and support – caring staff and reasonable caseloads allow case managers to stay in contact with participants.
4. Data – collecting and analyzing data allows for service strategy corrections.
5. An understanding of CWDS – staff educated in understanding the codes needed to record outcomes means that credit will be given for the successes achieved.
6. Staff training – staff development is generally very important. As the measures are different from those under WIA and there are more measures, WBLV will provide guidance and training opportunities to PA CareerLink® Lehigh Valley staff in understanding the measures and the formulas for determining whether the measures have been met.

3. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce System and Investment Strategies

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

Local governance begins with the Chief Elected Officials (CEOs) who in the Lehigh Valley are the Lehigh and Northampton County Executives. They have entered into a consortium of governments agreement to provide oversight and policy guidance to the local workforce area, and to address those areas requiring their sole decision-making authority or the exercise of their decision-making authority in concert with the WBLV, the majority private sector board they have appointed in accordance with WIOA requirements and Commonwealth guidance. By legislation, they are financially liable for the workforce funds allocated to the Lehigh Valley. The CEOs are also responsible for appointing local workforce development board members, approving the WBLV budget, and serving as the local grant recipient.

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The CEOs have designated the Lehigh Valley Workforce Investment Board, Inc. DBA Workforce Board Lehigh Valley (WBLV) as the fiscal agent, as well as their subgrant recipient, responsible for procurement, accounting, contracting, oversight, policy implementation and funds management.

The WBLV is responsible for the vision, strategy, policy, budgeting, oversight of programs and funds, and for developing a comprehensive workforce system.

The WBLV, appointed by the CEOs and certified by the Commonwealth to meet WIOA, is an incorporated non-profit entity, which governs and makes decisions through a committee structure.

The WBLV is supported by a relatively small staff whose responsibilities include:

- Overseeing implementation of WBLV policy decisions
- Conducting and reporting oversight activities
- Preparing the region's budget for elected officials and board approval
- Preparing board and committee agendas and proper back-up so that the WBLV can make informed decisions
- Organizing studies and planning activities
- Conducting procurements as necessary to support grant activities

The WBLV conducts its business through the committees listed below. Policy decisions are first assigned for review and recommendation to the appropriate committee and then are considered by the WBLV Executive Committee before coming to the board for a final vote. Board members can serve on any committee. All board members are encouraged to serve on at least one committee. Through the use of a committee structure, concerns can be addressed at a more molecular level so that by the time items are presented to the full board there is significant support for the approval of most recommendations. This results in cohesive decision making.

The current WBLV committee structure which includes some non-board members required by WIOA is as follows:

EXECUTIVE GOVERNANCE

Includes the Workforce Board Lehigh Valley Officers and Committee Chairs.

The Executive Governance Committee recommends priorities, goals, objectives, projects and strategies to address the long-term workforce development needs of the community and

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delegate actions approved by the WBLV to standing and special committees. This Committee negotiates with the Commonwealth on local performance measures, monitors performance outcomes, and ensures accountability and transparency of the workforce system.

FINANCE

The Finance Committee maintains oversight of the WBLV spending plan and reviews program budgets, conducts fiscal and financial oversight of programmatic and administrative entities, analyzes strategic plans to determine fiscal impact, develops and recommends fiscal policies, procedures and processes, and reviews audit reports and financial aspects of program monitoring reports, making recommendations as needed.

PUBLIC POLICY

The Public Policy Committee assists the WBLV in identifying and evaluating workforce trends and issues on public policies that impact the workforce delivery system. They ensure alignment with workforce development, economic development, education and the community within the region. The Committee also educates and informs community stakeholders on legislative workforce issues and makes recommendations to the Board concerning workforce policy.

YOUTH CAREERFORCE

The Youth CareerFORCE Committee develops and implements a comprehensive youth plan targeting at-risk youth that coordinates services, training and work-based learning while monitoring and measuring effectiveness. The Committee recommends policy to the Board for a comprehensive youth workforce program that ensures a full range of services and job opportunities, leverage resources, coordinate community services among schools, public programs, and community-based organizations, recommend and reviews eligible youth service providers, provides on-going leadership and support for continuous quality improvement, and develop innovative ideas focused on pipeline development.

WORKFORCE SOLUTIONS, ACCOUNTABILITY AND COMPLIANCE

The Workforce Solutions, Accountability and Compliance Committee assists with operational and other issues and solutions relating to the workforce delivery system including provision of services to individuals within targeted populations and individuals with disabilities. The Committee provides leadership in: reviewing career services offered, education and skills training, delivery system policies, customer service satisfaction, labor market data and workforce trends. The Committee also monitors performance accountability and certification of the one-stop delivery system.

BUSINESS AND ECONOMIC DEVELOPMENT

The Business and Economic Development Committee engages the private sector, in alignment with economic development, education and community stakeholders, to provide input on strategic issues focused on workforce intelligence, labor market data, targeted industry sectors, high priority training, skills shortages, recruitment strategies, career pathways, regional talent output compared to occupation demand, future workforce needs, resource efficiency, and external threats that impact the workforce. The Committee recommends implementation of

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strategies that build a strong collaborative environment based on private sector labor market demands.

The WBLV Chair also has the authority to create ad-hoc committees, as required.

The following EEO liaison is responsible for ensuring equal employment opportunities and civil rights protection in the Lehigh Valley's workforce delivery system and any complaints are directed to the following individual. If complaints are escalated, they are directed to the Equal Opportunity Officer. Please see section 4.4.

David (Mike) Dopkin
PA CareerLink® Lehigh Valley Site Administrator
EEO Liaison
Bureau of Workforce Programs and Operations
PA Department of Labor and Industry
555 Union Blvd, Allentown, PA 18109
Phone: 610-841-1022 Fax: 610-434-3122
Email: ddopkin@pa.gov

Carol Morgan
Human Resources Consultant
EEO Officer
Workforce Board Lehigh Valley
555 Union Blvd., Allentown, PA 18109
Phone: 610-841-8338 Fax: 610-437-3527
Email: cmorgan@workforcelv.org

Many of the key stakeholders are represented on the WBLV. In addition to the stakeholders represented on the WBLV, others include:

- The one-stop partners in addition to the core partners which are represented on the board: Our partners are critical to coordination and integration efforts requested by WIOA. They are named in other parts of this plan along with our related activities so they are not individually identified in this section of the plan.
- Our public education providers at the secondary school and postsecondary level including our literacy providers: It is the Governor's goal to serve basic skills deficient adults and to expend significant resources on participant training. To do this we must be able to build skills so participants can effectively complete postsecondary studies and we must be able to offer education that presents options for attainable goals.
- The GLVCC, LVEDC, counties and cities economic developers: The Chamber and economic development entities are the WBLV intermediaries to the business community. Our excellent partnerships continue to open opportunities for our participants. We also count on them for feedback regarding workforce services so that we are aware of opportunities for improvement.
- Community Based Organizations (CBO): Often participants engage with grass roots organizations before accessing workforce services. Our CBO community partners provide services at acute times in participant lives and serve as a bridge between community wide social services and the workforce services offered through the PA CareerLink® Lehigh Valley.

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- Our Municipalities: The Lehigh Valley governments have recognized that workforce services are a key economic driver. As a result our municipalities are as heavily invested in our success as our County government stakeholders who bear the liability for program funds.

Our plan aligns our workforce system with WIOA regulations. WIOA regulations require partners to collaborate to support a seamless customer-focused service delivery network within the one-stop workforce system.

Improving the quality of the workforce, reducing welfare dependency, increasing economic self-sufficiency, meeting skills requirements of employers, and enhancing the productivity and competitiveness of the Lehigh Valley requires the involvement of key stakeholders and entities associated with administrative and programmatic and service delivery functions as depicted on the Lehigh Valley Workforce Development Area Organizational Chart (**See Attachment 2**).

The Governor of Pennsylvania has designated Lehigh and Northampton Counties as a workforce region and has aligned workforce regions across Pennsylvania with the PREP partners. The WBLV will continue to develop the workforce system with our PREP partners including Lehigh Valley Economic Development Corporation, Lehigh University Small Business Development Center, Manufacturers Resource Center, Ben Franklin Technology Center, and industrial development authorities.

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?*

Customers throughout Pennsylvania may access CareerLink® services from any computer, but often come into the physical locations to get more personalized assistance. There is one comprehensive center and three satellite centers now also branded American Job Centers (AJC) in the Lehigh Valley workforce area.

DLI coordinated the co-location of the Wagner-Peyser Act funded Employment Service staff in the PA CareerLink® Lehigh Valley/AJC one-stops, under the Workforce Investment Act of 1998 (WIA) which preceded WIOA. The Wagner-Peyser funded staff provide Labor Exchange Services, Trade Act Services, and Veterans Employment and Training Services in the workforce area.

Their services include:

- Local and regional workforce and labor market information including:
 - Job vacancy listings
 - The skills necessary to obtain an available job
 - Information on local occupations in demand, earnings, skill requirements, and opportunities for advancement
 - Job search and placement assistance

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- Limited career counseling, including information on in-demand industry sectors and occupations
 - Information on nontraditional employment
 - Employer recruitment
 - Information and referrals to specialized business services
- Together with WIOA funded staff, the Employment Service staff conducts:
 - Outreach
 - Initial Assessment and Orientation to information and services available through the PA CareerLink® Lehigh Valley
 - Worker profiling including referral to WIOA dislocated worker programs
 - Intake

Individuals enter a PA CareerLink® Lehigh Valley center and can access workforce services needing little or no staff assistance. However, for customers who are unable to meet their employment needs through self-help, initial assessments are used to determine the need for specific assessment in areas such as literacy skills, numeracy, and English language proficiency, aptitudes, abilities, skills gaps, or for other support services for identified needs. Where it appears customers can be better assisted by a one-stop partner, staff are knowledgeable and able to make referrals to and coordinate with our one-stop partner programs. To assure one-stop services are available to everyone, information about our PA CareerLink® Lehigh Valley services, referral and support services are in usable and understandable formats and languages.

For a list of one-stop program partners, see **Attachment 3** “PA CareerLink® Workforce Service Delivery System Program Partner/Provider List.”

In Pennsylvania, individuals wishing to file for unemployment benefits can do so on-line, 24 hours/day. They can also file by phone or come into a PA CareerLink® Lehigh Valley Center. WIOA requires that the one-stop centers provide assistance to individuals filing unemployment compensation (UC) claims via on-site staff trained in UC claims filing or that the centers provide phone or technology staff assistance within a reasonable time. The WBLV will work with DLI to assure that WIOA Title I provider staff take advantage of training when it is provided by the state to assure the PA CareerLink® Lehigh Valley staff can assist with UC claims.

In Pennsylvania, Temporary Assistance for Needy Families (TANF) which we refer to as the EARN program is already a one-stop partner. The WBLV Title I provider is also the EARN workforce services provider for TANF recipients meeting the WIOA intent that TANF agencies identify TANF employment and support services that qualify as career services and provide access to those services through the one-stop system.

In addition to self-service or minimal assistance services, a wide range of individualized services are available to job seekers. Based upon need, if basic career services are not sufficient to

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connect individuals with employment, they can receive one or more of the following services through WIOA or one of the WIOA one-stop partners:

- Diagnostic testing and other assessments
 - In-depth interviewing and evaluation to identify employment barriers and goals
 - Identification of career pathways and career planning
 - Development of individual employment plans
 - Counseling
-
- Short-term pre-vocational services also referred to as soft skills or employability skills:
 - Development of learning skills
 - Communication skills
 - Interviewing skills
 - Punctuality
 - Resume development
 - Personal maintenance skills
 - Professional conduct
 - Internships and work experiences that are linked to careers
 - Workforce preparation activities
 - Financial literacy services
 - English language acquisition and integrated education and training
 - Assistance with non-WIOA financial aid for postsecondary education including referral to postsecondary financial aid officers at the various eligible training provider locations.
 - Follow-up Wagner-Peyser staff conducts follow up for individuals placed in unsubsidized jobs through their efforts and WIOA staff conduct follow-ups of their participants once they exit the program and are placed in unsubsidized jobs. Follow-up occurs for 12 months after exit from the programs.

Individualized services are provided following eligibility determination and enrollment into the WIOA Adult, Dislocated Worker or Youth programs.

The WBLV makes all the basic career services available in its PA CareerLink® Lehigh Valley center and satellite offices. Most people are able to find employment with little or no assistance. Many services are made available through software solutions such as resume assistance, employability skills, digital education, and assistance with qualifying for high school credentials.

For those individuals needing training in order to obtain or retain employment, the WBLV works with DLI to provide education through Individual Training Accounts (ITAs).

The WBLV will work through its one-stop operator to further collaborative relationships with each of the required partners to promote alignment of workforce services. Our One-Stop Operator was selected following a competitive procurement. WBLV members reviewed the

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proposals and decided to select the Greater Lehigh Valley Chamber of Commerce. Some of the advantages of this selection is that the operator does not deliver participant services or training and is well regarded by the employer community. Recommendations made by the one-stop operator can be done in a neutral environment acceptable to all the partners. The operator will work to ensure alignment and integration of partner programs and services into the Lehigh Valley's workforce delivery system by working to:

- Encourage the co-location of representatives of all the partners at the one-stop center to provide expanded services to job seekers
- Ensure a cohesive service strategy that avoids duplication and inefficiencies, and shifts the focus of Lehigh Valley's workforce delivery system from individual partner program to a workforce system of partners
- Align and integrate partner programs into the workforce delivery system to support the strategy of both our local plan and the State combined plan
- Identify mutual areas for partner staff development ensuring a well-trained staff that is cross-trained in each partner's programs
- Establish common forms, policies, and processes among the partners
- Develop an MOU that outlines the services, programs, and individualized career services that will be provided through the one-stop
- Establish the one-stop as a clearinghouse for workforce, education, training, community and employer services
- Educate the partners regarding workforce intelligence and utilization of labor market data to align supply and demand
- Serve on Advisory Committees of our workforce partners
- Align strategic initiatives among economic development, workforce development, education and the community organizations to streamline services and reduce redundancy
- Frequently assess the PA CareerLink® Lehigh Valley to assure constant progress in its transformation into a customer-centric system for career services, referral to education and training options, employment opportunities, and employer engagement
- Encourage the adoption of a targeted sector strategy approach to engage employers
- Engage employers to strengthen the workforce system

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- Encourage and develop joint customer-centered service delivery design

3.3 How will the local board work with the 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 WBLV validates eligibility of individuals through inspection and retention of required documents outlined in TEGL 19-16 including but not limited to original birth certificates, social security cards, selective service verification, public assistance and unemployment compensation records. In cases where the lack of hard copy verification would preclude delivery of services, telephone and/or self-certification is used as prescribed by program statues. Barriers to employment are determined and validated through assessments, inspection of documents and partner collaboration.

Title I, Title II, the WBLV and Lehigh Valley employers collaborate regularly to develop education and training opportunities aligned with local high priority occupations that include multiple career path entry and exit points. Curriculum is structured to allow for portable and stackable certificates, post-secondary credentials including industry-recognized certificates and certifications.

Wagner-Peyser, Title I, Title II and Title IV core partners engage in combined initiatives, staff cross training, integrated customer information sessions, and joint community outreach to expand awareness of program services. Core partner staff facilitate cross referrals and dual enrollments to benefit customer access to the most appropriate services to support program participant outcomes and enhance performance across all programs.

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor.

The WBLV works to expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment by:

- Serving as a convener of workforce partners and a leader in innovative thinking to work toward achieving the alignment and integration envisioned under WIOA
- Investing resources allocated and awarded to the WBLV to achieve alignment and to assist our Title I provider and core partners to attain the performance measures negotiated for the local area
- Allocating resources for work-based training options

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- Providing the program oversight needed to:
 - Support the one-stop operator in the initiatives established in the MOU between the one-stop partners
 - Assure performance measures are met
 - Assure the WIOA priority of services for adults
 - Reduce the EARN caseload through participation in work activities and training options leading to self-sufficiency
 - Assure eligible training providers and courses of training are effective and meet the demands of employers while providing needed credentials to job seekers and employed workers
- Serving as ambassadors and intermediaries to employers for the one-stop system by using the one-stop system
- Speaking at meetings of other boards on which WBLV members serve about the benefits of the one-stop system to our local community Advisory Committees of strategic workforce partners
- Adopting targeted sector strategies to engage employers
- Serving on the Board's committees

The WBLV will work to facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education) by:

- Monitoring compliance with MOU agreements for integration and cross referral
- Bringing successes and challenges in these areas to Board committees and the full board to find community-wide solutions and replicate strategy designs that work
- Seeking grant funds and leveraging partner funds to allocate the responsibility for developing career pathways and shared intake and enrollment processes so that no partner is required to undertake the full cost of development
- Entering into agreements with Adult Literacy providers to work together to move youth in secondary school credential training to completion of the credential and postsecondary training
- Entering into agreements with Adult Literacy providers to identify adults who will soon earn secondary school credentials for enrollment into WIOA training or employment with the assistance of the Job Service

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- Reviewing Adult Literacy Provider applications and reporting to the PA Department of Education on suggested improvements to achieve desired outcomes

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.***

The WBLV facilitates the strategic engagement of employers in workforce development programs starting with its mission that emphasizes a private sector-led workforce system. Our strategy is and has always been that our primary customer is the employer and our aligning strategy is that we have a continuous improvement plan to ensure the employer remains our first customer. Without employers, there are no jobs; therefore, one of the WBLV's top priorities is to strategically engage employers to develop innovative workforce development programs and initiatives.

Our employer engagement strategy is founded with our employer-led Board which is comprised of Lehigh Valley's business leaders in small to large companies and targeted, in-demand industry sectors and high-priority occupations in healthcare, manufacturing, transportation and warehousing, finance and insurance, and professional, scientific and technical services who set the strategic direction of the Board and are engaged in Board committees and initiatives. The Lehigh Valley has 15,331 employer establishments with an average of 21 employees per establishment. The WBLV's overarching strategy for employer engagement is to continuously improve our transparent and seamless one-stop workforce system for employers in high-priority occupations and targeted industry sectors. WBLV coordinates a regional workforce and economic development strategy by using workforce intermediaries and collaborating with employer-led organizations such as PREP partners, as well as the GLVCC and Society of Human Resource Management/Lehigh Valley Chapter. The result of this coordinated strategy is improved business outreach and engagement to meet the labor market demands and employment and training needs of employers through Lehigh Valley's workforce system.

Employers ranging from small, medium and large-sized companies are strategically engaged in Lehigh Valley's Industry Partnerships comprised of targeted, in-demand industries and high priority occupations within Diversified Manufacturing, and Transportation, Warehousing and Logistics. Industry Partnerships bring businesses together with workforce, economic development, education and the community to collectively address workforce needs, identify consortium-based incumbent worker training, share best practices, develop innovative workforce pipeline programs, gain access to workforce intelligence and labor market data, connect with the

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PA CareerLink® Lehigh Valley workforce system, and participate in youth programming. The Workforce Board Lehigh Valley (WBLV) is transitioning into Next Generation Sector Partnerships with an agenda defined and driven by business leaders, versus public partners addressing answers to industry's needs by promoting their services. WBLV's Next Generation Sector Partnership is a business engagement model that brings together business leaders from targeted industry clusters who champion industry priorities and design and develop business-led solutions. Public partners including workforce development, economic development, Chamber, education and community based organizations then collectively respond to industry-led solutions.

This model is a three-tiered listening system. Tier One: Business leaders in the same industry sector convene to strategize and define priorities. The role of public partners is to listen to the business leaders' issues. Tier Two: Action teams, championed by business leaders, are created to address business strategies, priorities and solutions. Public partners support the identification of priorities, solutions and action items. Tier Three: Implementation of industry strategies is initiated.

WBLV's strong relationship with our 5,000-member Greater Lehigh Valley Chamber of Commerce, and our integrated service delivery with the Partnerships for Regional Economic Performance (PREP) partners, ensure that the WBLV's Next Generation Sector Partnership model will be executed by our strategic plan timeline of January 2018.

An example of a best practice of employers influencing the workforce system is the Rotational Internship Network which was created by business leaders in the Diversified Manufacturing Industry Partnership to increase the pipeline of workers with technical skills in Electromechanical, Machining, Electronics and Materials Handling. Career and technical students gain real-world work experience at Lehigh Valley manufacturers through paid rotational internships during which they learn the skills required by manufacturers, career pathways, company culture, and how their academic studies related to industry needs.

To improve business and employer engagement, WBLV continues to strategically collaborate with the GLVCC, the seventh largest chamber in the U.S., as a workforce intermediary to engage the Chamber's 5,000-employer membership base into Lehigh Valley's workforce system by connecting employers to workforce services.

The WBLV coordinates a unified business engagement strategy with PREP partners including the SBDC to connect small employers to the workforce system through business outreach, messaging and special initiatives. The LVEDC along with county, city and municipal economic development departments engage Lehigh Valley employers in WBLV workforce development initiatives and PA CareerLink® Lehigh Valley employer services, whether the businesses are already located in the region or are considering relocating to the Lehigh Valley. The MRC, another PREP partner, also works to connect employers to the WBLV workforce system.

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WBLV continues to measure employer outcome results through data compiled for the WBLV quarterly Fast Facts report. Current data shows that 4,541 Lehigh Valley employers, or approximately 30 % of Lehigh Valley establishments, are registered in the Commonwealth Workforce Development System. The role of PA CareerLink® Lehigh Valley's Business Engagement Services Team (BEST) is to work with the WBLV to measurably increase this engagement rate by targeting in-demand industry sector employers by posting their positions on JobGateway®; providing assessment, recruiting and screening services; referring program-connected job seekers through work-based training opportunities such as On-the-Job Training; participating in company-specific or targeted industry sector job fairs and workshops; and connecting employers to a diverse community network.

The WBLV's connection with the Society for Human Resource Management/Lehigh Valley Chapter is an employer engagement strategy which engages their 900 members in innovative workforce programs including the Linking to Employment Activities Pre-Release (LEAP) Northampton County Jail grant, CareerLinking Academies for youth, and resume critiquing and interviewing skills workshops provided during Jump Start Your Job Search events to prepare job seekers for job fairs.

The PA CareerLink® Lehigh Valley workforce system BEST staff work with the WBLV to enhance and facilitate employer engagement by creating new business partnerships and enhancing existing employer relationships. BEST's specific strategies for employer engagement include the following:

1. **Employer Visits:** While maintaining existing business relationships, the BEST meets one-on-one with businesses to connect new employers with PA CareerLink® Lehigh Valley services.
2. **JobGateway®/CWDS:** The BEST offers website training to companies to create business folders, upload job postings, search for potential employees, review candidates, and provide ongoing technical assistance.
3. **Work-Based Training:** Employers are engaged in the workforce system through work-based training opportunities such as OJTs for newly-hired job seekers in exchange for a wage reimbursement.
4. **Job Fairs:** Employers are strategically engaged in the workforce system by holding job fairs at PA CareerLink® Lehigh Valley.
5. **Industry Partnerships Transitioning to Next Generation Sector Partnerships:** BEST Team members are active members of the Next Generation Sector Partnerships who listen to business priorities, rather than promoting their own services, and respond to industry's needs with a coordinated business services and outreach approach. The BEST Team supports industry identification of priorities, solutions and action items.

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6. **Recruiting:** The BEST recruiters work face-to-face with job seekers and are assigned an industry focus area, which includes manufacturing, healthcare, hospitality and service, Commercial Driver's License (CDL), trade-distribution-logistics, and professional. Job seekers use the Lehigh Valley Career Pathways Template as included in Section 4.11 to assist with their job search efforts.
7. **Apprenticeships:** The BEST strategically engages employers in innovative, new apprenticeship models such as the EMT/Paramedic and Electromechanical registered apprenticeship programs.
8. **Community-Based Organizations:** The BEST maintains relationships with CBOs through meetings to exchange job postings, labor market trends and employer needs, PA CareerLink® Lehigh Valley services and programs, and job fairs.
9. **Veterans:** Integral to the BEST is a Local Veterans Employment Representative (LVER) whose primary mission is employer outreach on behalf of military veterans. Working in tandem with the Disabled Veterans Outreach Program (DVOP) Representative, the LVER connects employers with qualified Veterans, especially those who face barriers.
10. **Monthly BEST Meeting:** BEST meetings are held with all workforce system partners to review local hiring and business trends, upcoming job fairs, services and events with the purpose of maintaining optimal business and employer engagement throughout all workforce system partner organizations.
11. **Incumbent Worker Training:** The WBLV may reserve the right to use no more than twenty percent of funds allocated to pay for the cost of providing training through a training program for incumbent workers. Incumbent workers are defined by WIOA Section 134(d)(4).

The Business Engagement Services Team (BEST) is directed by the Business Services Manager (BSM), along with a core staff of two Business Services Representatives (BSRs), a Local Veterans Employment Representative (LVER), and six recruiters. Individual recruiters are assigned an industry strand to include Healthcare, Manufacturing, Transportation & Logistics, Professional and Business Services, Hospitality, and the Service industry. The recruiters, while working with their cohort of job seekers, can assist the BSM/BSRs in developing new employer relationships, based on the needs of the job seekers. In addition, the LVER is tasked with making 120 employer visits each quarter, and 20 percent of those contacts are required to be new to the one-stop.

In addition to the core staff, the BEST functional team includes a Long Term Unemployed Career Navigator, CareerFORCE Job Developer, and the OVR Business Services Representatives.

New business partnerships are facilitated in a variety of ways, to include personal calls, face-to-face meetings, networking, and attendance at the numerous business and economic conferences that occur throughout the year. In addition, communication is facilitated with local industry partners, CBOs, local business and economic development organizations, regional Chambers of

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Commerce, and the WBLV Business Relations office in maintaining and connecting new employers to the one-stop.

On all new employer engagement, especially with an on-site visit, the BSM and BSRs utilize technology to easily demonstrate all the resources and services available to employers when utilizing the one stop system. This can include creating a business folder on JobGateway[®], posting jobs, and searching for candidates, all while making a site visit.

Regularly throughout the year, the BSM and BSRs attend events, to include job fairs, workforce, business, and economic symposiums, town hall meetings, workforce and economic development conferences, industry partnership meetings and other networking events where the opportunity exists to meet with new employers and businesses and connect them with one stop services.

The functional BEST unit, inclusive of BWPO and EDSI staff, coordinates all recruiting efforts including job fairs, customized recruitment and sector driven events. This includes scheduling with advance notice in order to fully promote, and publicize the event, and to create outreach flyers with links to the JobGateway[®] job posting number. An electronic flyer is published onto the PA CareerLink[®] Lehigh Valley website, so that job seekers are provided the date and time of the event, as well as have an opportunity to apply for any available position(s).

The electronic flyers are distributed via email to all PA CareerLink[®] Lehigh Valley staff and subsequently shared with job seekers. Hard copy flyers are available throughout the agency in classroom, public areas and staff work stations.

In addition to individualized job fairs, larger, multi-targeted sector events are conducted monthly at PA CareerLink[®] Lehigh Valley. The BEST functional unit is proactive in employer engagement recruiting for these events which receive the same or higher level of promotion as the individual job fairs. In addition, the team utilizes a variety of social media to promote these events to include community calendars, LinkedIn, Twitter, Facebook, Google+, and PA CareerLink[®] Lehigh Valley website.

Job fair sign-in sheets track attendees' contact information and program attachment to seamlessly facilitate event hires. Follow up occurs with both attendees and employers to determine event hires.

Historically efforts have been successful between contracted EDSI and PA DLI staff in delivering quality job fair and recruitment events to PA CareerLink[®] Lehigh Valley employers and job seekers. These include Rapid Response efforts for large dislocations such as Walgreens, Mack Trucks, Kraft, and Quad Graphics. Other examples of tight collaboration between department staff was evidenced by successful veterans' job fairs, new opportunity job fairs for ex-offenders, and OVR hiring events held at PA CareerLink[®] Lehigh Valley. Projects such as these continue to foster and strengthen relationships between EDSI and DLI staff that can only produce better opportunities for our job seekers.

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In coordination with PA DLI's Rapid Response Unit, PA CareerLink® Lehigh Valley has a Rapid Response team that offers outreach and a full range of information, networking, and employment and training assistance to workers being dislocated, and offers assistance to companies which are undergoing downsizing of their staff. This team is networked in the community and includes organizations that are funded to assist dislocated workers, along with community, government, educational, and private sector partners. Members of the local team include representatives from: PA DLI's Rapid Response Unit, PA CareerLink® Lehigh Valley staff including BEST members, Unemployment Compensation Service Center, United Way of the Greater Lehigh Valley, Social Security Administration, PA Health Access Network Affordable Care Act, and Employee Benefits Security Administration.

The BEST manager is part of the initial Rapid Response fact finding meetings. The information gathered from these meetings, e.g. wage information, skill sets, gives the BEST manager information for future placements of the dislocated workers.

The BEST manager and Rapid Response Coordinator work with local businesses to host job fairs for the displaced employees that will be, or have been impacted by the facility closing.

The BEST cultivates, develops and manages employer relationships throughout the Lehigh Valley to target businesses that offer quality training and advancement opportunities. Connections are made with employers at business and industry partnership meetings, Society for Human Resource Management (SHRM) and Chamber events, job fairs, and site visits. EDSI staff maintain an active job bank to develop work-based training opportunities that align with the Lehigh Valley's targeted industry sectors. Staying current with these high demand positions that represent the needs of employers allows us to provide the best training and employment opportunities for program job seekers.

Staff personally engage new business contacts and promote business services including the Work Opportunity Tax Credit, federal bonding, reentry programs, customized recruitment assistance, labor market information, JobGateway®, PA CareerLink® Lehigh Valley website technical assistance, training, and veterans programs. Training subsidy options are highlighted to incentivize employers to participate in work-based training programs. During the initial contact, an informational packet is distributed to promote work-based training options OJT, apprenticeship programs, and subsidized or transitional work opportunities. Staff provides an overview of training and eligibility criteria to each employer to establish mutually beneficial work-based partnerships.

Linkages between the PA CareerLink® Lehigh Valley workforce system and Unemployment Insurance (UI) programs have been strengthened by the following efforts. All first time claimants into the PA CareerLink® Lehigh Valley go through our Welcome Center Orientation, which provides information on the full array of services provided by PA CareerLink® Lehigh Valley. The orientation consists of a PowerPoint presentation, an assessment of goals and potential barriers to employment, and a one-on-one interview with a staff member. During this orientation, instructions on registering on JobGateway® are provided. In the event that the claimant needs

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further assistance with JobGateway® to meet the Unemployment requirements, we have several staff members that will assist the claimant ensuring that the JobGateway® enrollment requirement is met. At the conclusion of the Welcome Center orientation, the claimant leaves knowing their next best step for reemployment.

The approximate average wait time for the Unemployment Compensation (UC) courtesy phone at PA CareerLink® Lehigh Valley is 45 minutes. During their wait, the staff encourages the claimants to check their JobGateway® registration, visit the Welcome Center, or visit the employer hiring event. The PA CareerLink® Lehigh Valley averages four employer hiring events per week, most of which overlap with the UC courtesy phone times.

The BEST will set up an Unemployment Compensation seminar series designed to educate local employers on their rights and responsibilities pertaining to unemployment compensation. The BEST will also use these meeting to provide information to the businesses on the services the PA CareerLink® Lehigh Valley offers.

Lehigh Valley schedules five Reemployment Services and Eligibility Assessment (RESEA) sessions per week with twelve available seats per session. In addition to the required information for the RESEA program, information is provided on workshops specific to PA CareerLink® Lehigh Valley including, but not limited to: Resume Writing, Computer Basics, and Barriers to Employment. Upcoming hiring events are also discussed. During the post orientation interview, the claimant and staff member review the claimant's JobGateway® registration, resume and preferences. A job search may also be conducted if the claimant is unsure of that process. An assessment of the claimant's goals and potential barriers to employment is conducted as well. Based on the one-on-one interview and information in JobGateway®, the claimant will be instructed to attend a workshop, or any number of other events that will assist in their reemployment.

Staff are knowledgeable on the UC requirements for JobGateway® registration. If a claimant is missing any or all of the components needed to fulfill the requirements, staff will assist the claimant to complete the missing steps. The staff is also familiar with the UC claimant's work search responsibilities and can provide guidance and strategies to the claimant on keeping track of their work search efforts. The PA CareerLink® Lehigh Valley maintains several copies of the UC-304 for the claimants.

During the RESEA one-on-one interview, the staff member will annotate any questionable statements made by the claimant, such as the claimant stating they were on vacation, or injured, etc. The information will be provided to the UC office for investigation as instructed in the RESEA manual.

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?

As the Lehigh Valley Workforce Development Area is a single area region, the WBLV has

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established strong and lasting relationships with its economic development partners as described throughout the plan. Because regional boundaries need to be flexible to meet employer needs the WBLV maintains a close relationship with its sister workforce areas bordering the WBLV. County, workforce, even state borders are invisible to both employers and job seekers. To meet employer needs the WBLV reaches out to its neighboring workforce areas to partner in serving employer initiatives, to address employer needs which cross workforce boundaries, and to jointly plan as needed when a business is expanding or relocating and is seeking employees from adjoining areas.

Coordination includes planning, assessment of employer needs, assessment of available employees and employee skills, assessment of skill gaps and then setting forth a plan to meet the employer needs which includes the input of the one-stop partners.

WBLV collaborates with the SBDC to provide information, technical assistance and services for job seekers and customers considering entrepreneurial career pathways. PA CareerLink® Lehigh Valley staff refer job seekers to the SBDC, which serves as our region’s subject matter experts for small business start-ups. As a Partnership for Regional Economic Performance (PREP) partner, SBDC staff provides business workshops for job seekers and employers within our Employer and Educator Engagement Center at PA CareerLink® Lehigh Valley.

The Community Action Council of the Lehigh Valley (CACLV) and its Community Action Development Corporation (CADC) receives referrals from PA CareerLink® Lehigh Valley for job seekers that are interested in CADC’s entrepreneurial skills Start Your Business program, a 19-week training course designed to guide individuals through the process of starting and operating a successful small business including business planning, tax preparation, outreach and the opportunity to apply for a micro-loan from the Rising Tide Community Loan Fund.

4. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

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

The local area workforce delivery system is comprised of a comprehensive one-stop center and three affiliate centers. The centers are located as follows:

CENTER	LOCATION
Comprehensive Center Workforce Board Lehigh Valley/PA CareerLink® Lehigh Valley	555 Union Boulevard Allentown, PA 18109
Satellite Centers PA CareerLink® Lehigh Valley Allentown Employment and Training Center Lehigh Carbon Community College Donley Center	718 Hamilton Street Allentown, PA 18101

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PA CareerLink® Lehigh Valley Bethlehem Employment and Training Center	520 E. 4 th Street Bethlehem, PA 18015
PA CareerLink® Lehigh Valley Easton Employment and Training Center	27 S. 3 rd Street Easton, PA 18042

The WBLV competitively procures its Title I adult and dislocated worker provider and separately procures youth providers. The WBLV Title I adult and dislocated worker services provider also provides some, not all, of the local youth WIOA program services.

As it is throughout the Commonwealth, Wagner-Peyser, Trade Act, Veterans Services, and EARN services are co-located.

The WBLV employs an Administrator who serves as a bridge between partner programs in PA CareerLink® Lehigh Valley. The WBLV provides employer intermediary services; however, all employer services which match a participant to employment are provided through the Title I provider, Wagner-Peyser staff in particular the Veteran Employment and Training staff, and OVR.

Monitoring is conducted by WBLV staff. However the WBLV is looking at procuring external monitoring which will encompass expertise in fiscal oversight. Board staff is co-located in the workforce offices and board meetings take place in the one-stop, so that staff and board members can see their resources at work.

The WBLV does not have any contracted training for adults or dislocated workers. All training is provided through Eligible Training Providers (ETPs) through the award of an Individual Training Account (ITAs). ITAs are awarded up to the amount of \$10,000.

The WBLV monitors the performance of its ETPs and refers or halts referrals as occupational sectors expand or contract or based upon the performance of the provider.

The current WBLV committee structure is outlined in question 3.1.

Equal Employment Opportunities and Civil Rights Protections

The following EEO Liaison is responsible for ensuring equal employment opportunities and civil rights protection in the Lehigh Valley's workforce delivery system and any complaints are directed to the following individual. If complaints are escalated, they are directed to the Equal Opportunity Officer. Please see section 4.4.

David (Mike) Dopkin
PA CareerLink® Lehigh Valley Site Administrator
EEO Liaison
Bureau of Workforce Programs and Operations
PA Department of Labor and Industry
555 Union Blvd, Allentown, PA 18109
Phone: 610-841-1022 Fax: 610-434-3122
Email: ddopkin@pa.gov

Carol Morgan
Human Resources Consultant
EEO Officer
Workforce Board Lehigh Valley
555 Union Blvd., Allentown, PA 18109
Phone: 610-841-8338 Fax: 610-437-3527
Email: cmorgan@workforcelv.org

PA CAREERLINK® LEHIGH VALLEY ONE-STOP OPERATOR

In accordance with WIOA, the WBLV issued a Request for Quotes (RFQ) to competitively procure a one-stop operator for PA CareerLink® Lehigh Valley and its three satellite sites. The process to competitively procure the one-stop operator was as follows:

- The RFQ was posted on the WBLV and PA CareerLink® Lehigh Valley websites.
- Ads were placed in the two area daily newspapers – The Allentown Morning Call and the Easton Express-Times.
- Email announcing the RFQ was distributed to WBLV members and the Greater Lehigh Valley Chamber of Commerce.
- A Bidders’ Conference was conducted to give interested vendors an opportunity to ask questions regarding the RFQ.
- A One-Stop Operator Evaluation Committee of WBLV members was created to rate both of the two proposals we received from the RFQ and to make a recommendation to the WBLV.
- The WBLV accepted the recommendation of the Evaluation Committee and approved the selection of the One-Stop Operator.

The GLVCC was the successful vendor and serves as the One-Stop Operator.

The roles and responsibility of the One-Stop Operator which are articulated in the Agreement with the one-stop operator are as follows:

- Serve as an intermediary to the public one-stop partners.
- Coordinate among all the WBLV one-stop locations.
- Familiarize themselves with the one-stop partners so that the one-stop operator knows and understands the program services and performance requirements of the one-stop partners.
- Work with the one-stop partners on the continuous improvement of the one-stop system.
- Familiarize themselves with the Commonwealth of Pennsylvania’s one-stop certification criteria so as to assure the WBLV’s compliance in the areas identified below under deliverables.
- Work with the WBLV on technology and website issues.

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- Together with the WBLV, facilitate the development of the required one-stop MOU as described in WIOA section 121.
- Work closely with the WBLV to address the one-stop's effectiveness, including customer satisfaction to assure the WBLV one-stop exceeds the performance levels set by the state with respect to: integration and coordination of services for participants and businesses, and by identifying new ways to coordinate between the one-stop, education and employers that involve all the one-stop partners.
- Assist and participate in the WBLV's Workforce Solutions, Accountability and Compliance Committee.
- Prepare reports on a monthly basis to include actions taken with respect to each of the deliverables highlighting accomplishments, improvements, challenges and recommendations.

TITLE I PROVIDER

In accordance with WIOA, the WBLV issued an RFP on May 2, 2017 to competitively procure the delivery of WIOA Title I Career Services for Adults, Dislocated Workers and EARN. The competitive procurement process included the following steps:

- The RFP was posted on the WBLV website.
- Large display ads were placed in the two area daily newspapers – The Allentown Morning Call and the Easton Express-Times.
- Email announcing the RFP was distributed to WBLV members and to the Greater Lehigh Valley Chamber of Commerce.
- A Bidders' Conference was conducted where the RFP expectations were outlined.
- A Title I Evaluation Committee composed of WBLV members was appointed to rate the proposals received and to make a recommendation to the full WBLV.

The WBLV accepted the recommendation of the Evaluation Committee and unanimously voted to approve EDSI as the successful vendor for a one-year period followed by three one-year renewable periods at the option of the WBLV.

WIOA Brings Together, in Strategic Coordination, the Following Five Titles and Six Core Programs.

Workforce Innovation and Opportunity Act Five Titles of WIOA

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Title I – Workforce Investment Systems. This section authorizes programs that provide training and certification services to unemployed and underemployed individuals. Title I programs are administered primarily through the Employment and Training Administration within the U.S. Department of Labor. Title I authorizes that one-stop delivery system of employment activities must be coordinated.

Title II – Adult Education and Literacy. This section authorizes education services to assist adults in improving skills, literacy, secondary education, and developing English language proficiency.

Title III – Workforce Investment Related Activities. Title III makes amendments to the Wagner-Peyser Act of 1933, which authorizes the public employment of services and the employment statistics system. It works to provide job search and job matching assistance to unemployed individuals through the one-stop system.

Title IV – Rehabilitation Act Amendments of 1998. This title amends the Rehabilitation Act of 1973, which provides employment-related services to individuals with disabilities.

Title V – General Provisions. This title captures a variety of issues and includes the Senior Community Services Employment Program.

The following are the Lehigh Valley’s Required Program Partners.

The list below outlines PA CareerLink® Lehigh Valley One-Stop Required Partners and their Program Titles under WIOA which outlines their respective services available through Lehigh Valley’s comprehensive workforce system.

ONE-STOP REQUIRED PROGRAM PARTNERS

WIOA Title I – Programs authorized under WIOA Title I, Subtitle B – Workforce Investment Activities and Providers

Authorizes programs that provide training and certification services to unemployed and underemployed individuals.

- WBLV

WIOA Title I – Migrant and Seasonal Farmworker Program

Program to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agricultural labor.

- PathStone Corporation, Inc.

WIOA Title II -- Adult Education and Literacy

Authorizes education services to assist adults in improving skills, literacy, secondary education, and developing English language proficiency.

- Lehigh Carbon Community College
- Northampton Community College

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- ProJeCt of Easton
- The Literacy Center

WIOA Title III -- Wagner-Peyser

Authorizes the public employment of services and the employment statistics system. It works to provide job search and job matching assistance to unemployed individuals through the one-stop system.

- Bureau of Workforce Programs and Operations

WIOA Title IV – Programs authorized under Title I of the Rehabilitation Act of 1973

Provides employment-related services to individuals with disabilities.

- Office of Vocational Rehabilitation

Lehigh Valley's Private Sector Stakeholders

The Lehigh Valley has strong working relationships with the private sector that support the WBLV and our workforce system. It is because of the investment and engagement of the WBLV, LVEDC, MRC, SBDC, GLVCC, SHRM/Lehigh Valley and every employer who is enrolled in JobGateway® that we are successful in providing employer-driven employability skills, training in high priority occupations, and employment opportunities. We are proud of our employer market penetration and will work to continue to engage the private sector in every aspect of Lehigh Valley's workforce system transformation.

The following are Lehigh Valley stakeholders partners within PA CareerLink® Lehigh Valley:



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).

WIOA Title I – Programs authorized under WIOA Title I, Subtitle B – Workforce Investment Activities and Providers

Authorizes programs that provide training and certification services to unemployed and underemployed individuals.

- WBLV

WIOA Title I – Migrant and Seasonal Farmworker Program

Program to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agricultural labor.

- PathStone Corporation, Inc.

WIOA Title II -- Adult Education and Literacy

Authorizes education services to assist adults in improving skills, literacy, secondary education, and developing English language proficiency.

- Lehigh Carbon Community College
- Northampton Community College
- ProJeCt of Easton
- The Literacy Center of Allentown

WIOA Title III -- Wagner-Peyser

Authorizes the public employment of services and the employment statistics system. It works to provide job search and job matching assistance to unemployed individuals through the one-stop system.

- Bureau of Workforce Programs and Operations

WIOA Title IV – Programs authorized under Title I of the Rehabilitation Act of 1973

Provides employment-related services to individuals with disabilities.

- Office of Vocational Rehabilitation

WIOA Title V -- Older Americans Act

Captures a variety of issues and includes the Senior Community Services Employment Program.

- Lehigh and Northampton County Area Agencies on Aging
- AARP

Carl D. Perkins Career and Technical Education Act

Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act

- Lehigh Carbon Community College
- Northampton Community College

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Title II Trade Act of 1974

Programs focused on getting participants reemployed and ensuring those individuals maintain employment.

- Bureau of Workforce Programs and Operations

Chapter 41 of Title 38 USC/Veterans

Provides special individualized services to disabled veterans.

- Bureau of Workforce Programs and Operations

Community Services Block Grant Act

Provides a full range of services and activities having a measurable impact on the causes of poverty in a community of those areas of a community where poverty is a particularly acute problem.

- PA Department of Community and Economic Development

Department of Housing and Urban Development

Lehigh Valley Housing Authorities do not have resources to carry out employment and training activities

State Unemployment Compensation

Provides meaningful assistance to individuals seeking help in filing an unemployment claim in PA CareerLink® sites.

- PA Department of Labor and Industry

Second Chance Act of 2007

Reintegration of ex-offenders authorized under section 212 of the Second Chance Act of 2007.

- U.S. Department of Labor WBLV Linking to Employment Activities Pre-Release (LEAP) Project

Title IV -- Social Security Act

Temporary Assistance for Needy Families (TANF) programs authorized under part A of title IV of the Social Security Act

- Lehigh and Northampton County Departments of Human Services

Job Corps

The Lehigh Valley does not have a Job Corps program in the region.

YouthBuild

The Lehigh Valley does not have a YouthBuild program in the region.

Please see **Attachment 3** – PA CareerLink® Workforce Service Delivery System Program Partner/Provider List.

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

The following strategies are used to support the WBLV's integrated workforce development system under the core programs of WIOA including Adults, Dislocated Workers, Youth, Adult Education and Literacy, Wagner-Peyser Programs, and Vocational Rehabilitation to meet the needs of business.

Access to partner services is delivered in a number of ways:

1. Through agreements reached in the one-stop MOU process which requires that the methods for providing access to programs be described. Additional access methods can be found in question 3.2.
2. Through inclusion of access via electronic means to PA CareerLink® Lehigh Valley web site and by cross populating partner web sites with links to other partner websites.
3. Through board representation by core partner representatives as well as representatives from education.
4. Through co-location of key partners to include Wagner-Peyser and DHS programs, other partners have decided to co-locate.
5. Lehigh County Department of Human Services full operations are co-located within the same facility as the WBLV and PA CareerLink® Lehigh Valley. Monthly information sharing meetings are conducted with full representation. Local DHS representatives from both Lehigh and Northampton Counties have scheduled CareerLink hours to provide DHS information and client support.
6. EARN program participants are fully integrated within CareerLink program activities and service delivery through workshops, employability skills curriculum, directed job search, career advisement, recruiter services, and training and work experience opportunities. Participants are mainstreamed throughout program activities and benefit from enhanced access, leveraged staff expertise, dual enrolled value added services, efficient referrals to partner and community services. Intensive job development, job placement, retention, and reemployment services for the EARN and all program participants are supported by the BEST staff.
7. PA CareerLink® Lehigh Valley has two UC courtesy phones and one UC computer available for claimant use. Staff is available to guide claimants on initial claims. Coordination will occur with the UC Office to secure on-site UC representation and support as available.
8. Through information sharing instruments such as information release forms and FERPA releases.

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9. Through staffing meetings to address the progress of joint participants.
10. Understanding of each partner's performance measure requirements.
11. Sharing data on performance attainments.
12. Sharing eligible training provider performance.
13. Including partners in targeted recruitments and job fairs to assist all partners with performance attainment.
14. Assuring accessibility of the comprehensive and satellite PA CareerLink® Lehigh Valley centers and the eligible training providers.
15. By directing individuals to appropriate partners through the Welcome Center.

4.4. How will entities within the one-stop service 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 PA CareerLink® Lehigh Valley including the operator and one-stop partners strive to comply with WIOA section 188, and the applicable provisions of the Americans with Disabilities Act. To this end:

1. PA CareerLink® Lehigh Valley staff are trained in the WIOA Sec. 188 requirements.
2. PA CareerLink® Lehigh Valley staff are trained in the Americans With Disabilities Act definitions.
3. Staff receives annual sexual harassment training.
4. The WBLV annually reviews the accessibility of its facilities.
5. Whenever a new ETPL applies to be put on the ETPL in the Lehigh Valley, an accessibility site visit is conducted or the EEOC Accessibility Questionnaire is required to be completed by the ETPL.
6. The WBLV requires all relevant posters to be displayed in the PA CareerLink® Lehigh Valley Centers.
7. All service provider contracts, OJT Contracts, Work Experience Contracts, Customized Training and Incumbent Worker Training Contracts include EEO compliance provisions as well as accessibility requirements.

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8. On a regular basis accessibility software options are compared to what is already available in the PA CareerLink® Lehigh Valley.
9. The WBLV assures state registered American Sign Language interpreters are available upon request. The Welcome Center includes an automated audio-visual overview of services which is also available in Spanish. Bilingual staff conduct assessment interviews to determine and recommend basic career services. Individualized career and support services for non-English speaking customers are available. Propio Language Services are available to assist for all language needs that cannot be satisfied by staff personally. Twenty-two percent of local staff are bilingual and extended language resources are available and accessed via EDSI sister sites.
10. The Office of Equal Opportunity (OEO), Pennsylvania Department of Labor and Industry, conducts an on-site Equal Opportunity (EO)/ Americans with Disabilities (ADA) Accessibility Compliance Review of PA CareerLinks®. The Lehigh Valley visit was in 2014 and 2017. Currently the PA CareerLink® Lehigh Valley is in compliance.
11. The WBLV Quality Assurance Coordinator monitors ADA/EO compliance on an ongoing basis using the EEOC/ Office of Contract Compliance tools.
12. The WBLV has appointed an Equal Opportunity Officer, Carol Morgan, Human Resources, WBLV.
13. PA CareerLink® Lehigh Valley has adopted an Auxiliary Aids and Services (Universal Access) Policy and Procedures to aid staff in effective communications with people with disabilities as required under Title II of the ADA.
14. PA CareerLink® Lehigh Valley receptionists follow the Reception Desk Accessibility Procedures and consult with individuals to determine the auxiliary aids and/or services needed.
15. PA CareerLink® Lehigh Valley updates their Limited English Proficiency (LEP) Plan as needed and submits it to the OEO annually for compliance review. The purpose of the LEP Plan is to demonstrate that customers of PA CareerLink® Lehigh Valley are being provided meaningful access to program information, benefits, and services, even though the customers may be limited in their English language proficiency.
16. The Equal Opportunity Law/Civil Rights Statement, including the process to file a complaint if the individual believes they have experienced discrimination, is provided to each individual.
17. All one-stop partner staff receive training to familiarize them with all of the programs and services provided through the one-stop delivery system. Staff also receives annual training on the Auxiliary Aides and Services (Universal Access) Policy and Procedures, LEP Plan and Disability Etiquette. On a regular basis, we also provide training on the application of Section 188.

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.

Annually the WBLV holds an occupational forecasting meeting. The meeting is publicly noticed and asks for input from board members, employers, education, economic development and the general public on additions to the in demand occupation list provided by the Commonwealth. Attendees are invited to provide evidence-based recommendations to add occupations to the demand list in accordance with a process approved by the Commonwealth. Appropriate recommendations are passed on to DLI and are approved for inclusion on the targeted occupations in demand list which is the list used for the purpose of approving training to assure training is in demand occupations.

The WBLV participates in a number of activities to project the needs of employers exemplified but not limited to those listed below:

1. The WBLV or its staff cross-populate employer associations throughout the local area and communicate employer needs to the full WBLV.
2. The WBLV procures intermediary assistance which is currently the GLVCC which numbers 5,000 employer members.
3. WBLV representatives present information on PA CareerLink® Lehigh Valley services throughout the year at Chamber, economic development and employer association meetings and bring back information relayed by employers.
4. The WBLV partners with the LVEDC on skills gap strategic planning and studies to identify workforce pipeline needs.
5. The WBLV coordinates with education to identify new courses of study offered to meet employer and jobseeker demand.
6. The WBLV staff meets with its local governmental partners which identify constituent needs which include employer needs.
7. The WBLV has a business services unit whose task is to identify current in-demand and emerging in-demand jobs as well as the skills needs of those jobs, and identifies job seeker skills and helps connect them to the appropriate jobs/employers.

WBLV reaches out to employers through its intermediaries, memberships in business associations, and partnerships with economic development. The WBLV reaches out to education by including them on the local board and on their committees. The WBLV outreach activities are geared to hearing the voice of the customer, whether it is a participant, employer or provider. This occurs through meetings, participant activities such as job fairs and recruitments and through surveys.

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Once information is obtained, workforce intelligence is then incorporated into recommendations leading up to the board's decision-making processes.

The WBLV advertises once a year to ensure local eligible training providers are aware that they may apply to be on the ETPL list. The WBLV holds quarterly eligible training provider meetings to talk about changes in the job and labor market, performance and employer needs.

By advertising and communicating to its network of providers the WBLV ensures that schools providing training in demand occupations apply to be included on the EPTL.

In accordance with the Uniform Guidance and WIOA, sub-recipient contracts are renewable for three, one-year periods following award and based upon sub-recipient performance. The One-Stop Operator contract is for three one-year renewable periods in accordance with WIOA, which requires a new procurement every three years.

All contracts include required performance objectives. All sub-recipient contract renewals are subject to performance to assure continuous improvement is a component of contract deliverables.

Each new procurement cycle requires a review of the Request for Proposal (RFP) specifications. Policy areas, such as but not limited to, cost per participant, number of enrollments into training, training progress, training completion, employment and for youth enrollment into postsecondary education, are brought to the appropriate board committees for input prior to release of the RFP.

By constantly reviewing past performance, required future performance, incorporating board input and ascertaining fiscal integrity the WBLV employs continuous improvement into the procurement process cycle.

The oversight roles assigned to the board and how they are implemented throughout the workforce service delivery system to support continuous improvement are as follows:

1. The WBLV conducts both financial and program monitoring. Program monitoring also includes performance monitoring. Monitoring is conducted on WBLV activities as well as those of its service providers by Quality Assurance staff.
2. In addition to the above, all sub-recipient contracts require the sub-recipients to develop a self-monitoring protocol and to submit the protocol to the WBLV for approval and to share the results of any monitoring report.
3. All monitoring results in a report and if any corrective action is required, the corrective action must occur within a specified period and documented in writing. Material findings if they were to occur must be reported to the WBLV.

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4. To be a high performing board the WBLV also reviews its actions once a year when it meets specifically to review its goals and objectives.
5. Annually DLI monitors the WBLV and the DLI monitoring results are provided to the WBLV.
6. Annually an organization-wide audit is conducted and the results of the audit are reported to the WBLV.
7. The WBLV requires its sub-recipients contractually to provide the WBLV with copies of their annual audits.

Sub-recipients are monitored in a number of ways:

1. WBLV reserves the right to conduct a pre-award risk assessment in accordance with the Uniform Guidance in its Request for Proposals process.
2. Quality Assurance staff monitor contractual requirements and use a tool based upon the DLI monitoring tool.
3. Sub-recipients are required to conduct self-monitoring which process is reviewed and approved by their program manager.
4. All monitoring results in reports and Corrective Action Plans (CAP). If a CAP is warranted by a finding, the service provider has thirty days to submit a CAP that will identify actions needed to correct the finding and a date by when the action will be completed. Within thirty days of the CAP receipt, the WBLV Quality Assurance Coordinator will review the CAP and make a recommendation to the Executive Director regarding acceptance of the CAP.
5. Program/contract managers monitor all sub-recipients against the requirements of their contractual scope of work and required performance on a regular basis.
6. Progress Reports are provided to the WBLV Board and to its committees.
7. Contracts require providers' invoices include substantiating documentation for reimbursement requests and maintains those documents. All documents are reviewed by the Finance Department prior to payment assuring another level of fiscal monitoring.
8. At least once a year there is a 100 percent file review.
9. Service providers submit a report on a quarterly basis for training provider performance data. The training provider performance report reflects the outcomes of the training providers' programs for the quarter. It captures how many completed the program successfully, how many withdrew from the programs, how many found employment in a related field, and how many did not find employment in a related field. The results are shared with the WBLV

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Executive Director and, if there are any findings, the WBLV Quality Assurance Coordinator will work with the service provider and training provider to rectify the problem.

10. Service providers also submit weekly and monthly performance reports that reflect whether or not performance measures are being met. Briefings regarding oversight activities, reports, and findings are provided to the WBLV and to the appropriate standing committee of the Board at regularly scheduled meetings.

Customer satisfaction surveys are completed by the one-stop center customers on monthly basis through an electronic survey system. The survey answers are tabulated by the WBLV Workforce Technology Coordinator and provided to the WBLV Quality Assurance Coordinator for review. Once reviewed, the results are condensed into a one page report that is shared with the WBLV Executive Director and the service provider's Operations Director. Each survey provides detailed customer responses that are used to analyze what areas need improvement to achieve good customer services. If there are any findings or discrepancies that arise from the customer satisfaction surveys, the WBLV Executive Director and service provider will be notified. Once notified, the WBLV Quality Assurance Coordinator will work with the service provider to devise a solution to the finding.

The WBLV conducts business with training providers in and outside the local area. WBLV requires that eligible training providers sign a Non-Financial Master Training Vendor Agreement. The agreement includes payment and performance requirements.

The WBLV Quality Assurance Coordinator confirms that an eligible training provider is either licensed by the State Board of Private Licensed Schools or has met one of the exemptions as outlined in the Workforce Investment Information Notice (WIIN) 1-07, Change 1 and requests copies of their ADA Policy, Non-Discrimination Policy, and Financial statements prior to approval.

WBLV will not enter into an Agreement with a training provider unless they are in compliance with all federal, state, or local statues, regulations, policies, or procedures.

The WBLV follows the process and criteria provided in the Department's Eligible Training Provider policy to develop, maintain, and distribute the Local Training Provider List (LTPL). The eligibility of the LTPL provider and/or program is determined by the WBLV solely on the measurable factors identified in the policy. WBLV has not established any additional criteria. To continue developing and maintain the LTPL, the Lehigh Valley Regional High Priority Occupation (HPO) List is provided to training providers to reference when requesting approval for the Eligible Training Providers/Programs List. WBLV will only approve provider programs that lead to an occupation on the Lehigh Valley Regional HPO List. If an occupation is not included on the Lehigh Valley Regional HPO List, WBLV can petition the DLI to consider adding an occupation. If a training provider is not listed on the ETPL and LTPL, the one-stop system staff can notify the WBLV Quality Assurance Coordinator and they will reach out to the provider in regards to their eligibility and if they are eligible than a Non-Financial Training Vendor Agreement will be created and they may submit their applications for the programs through CWDS.

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Both the ETPL and LTPL are available to the one-stop system staff in helping eligible participants find the training provider/program that is appropriate them. The LTPL can be accessed by the one-stop system customers at any time through JobGateway®. In addition, the one-stop system staff provides a brief orientation to eligible customers about using the ETPL and LTPL in order to find an appropriate training provider/program and provide them guidance throughout their research.

WBLV Quality Assurance Coordinator individually assesses each training provider's performance at least once a quarter. If it is noted that performance has decreased, the WBLV Quality Assurance Coordinator will reach out to the training provider to address the matter at which time a meeting will be requested to discuss their performance. If a training provider does not meet compliance or performance, the WBLV Quality Assurance Coordinator can recommend to the WBLV Executive Director that funding should be provided to a provider/program on a trial basis or that funding to a provider/program should be discontinued completely.

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.

Adults

To support the Adult job seeker population, the WBLV's strategy is to solicit input from employers on current and projected demands for high priority occupations within targeted industry sectors. Employers will provide input to Lehigh Valley's workforce development system on high-demand career pathways, upskilling needs of their current workforce, and employability and occupational skills requirements.

Dislocated Workers

To re-engage, retool and upskill Dislocated Workers, the WBLV's strategy is to engage employers to better understand current and projected employability and occupational skills requirements of business along career pathways leading to gold collar jobs.

PA CareerLink® Lehigh Valley is located in the eastern portion of Allentown near the Lehigh and Northampton County border making it central to Lehigh Valley residents. The comprehensive one-stop is located minutes from the main artery (Route 22) that traverses east/west through the Lehigh Valley, along Lehigh Valley's public transportation system's bus routes providing easy access for customers.

Employment and training activities in the Lehigh Valley are made available through PA CareerLink® Lehigh Valley and its satellite locations in center city Allentown, the south side of Bethlehem and downtown Easton. Basic career services are offered at all locations and consists of initial assessments and determination of needs, employability skills assistance, staff assisted job search, referral to individualized career and training services, and referral to supportive services or employment.

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Individualized career and training services are introduced through the initial assessment and determination of needs conducted in the Welcome Center at the comprehensive local area CareerLink® or at satellite locations. All individuals who receive Rapid Response services, as well as those Unemployment Claimants identified through the Reemployment Services and Eligibility Assessment (RESEA), are informed of the basic and individualized career and training services and how to access them. RESEA participants also receive an initial assessment and determination of needs in a one-on-one session with staff, guiding them to the services most appropriate to their career path. Job seekers interested in individualized career and training services are invited to an information session to learn more about the benefits, eligibility requirements and the expectations for successful outcomes for these programs.

All job seekers are screened for cross program eligibility and are initially referred to core program services. Once co-enrolled, re-employment plans are cooperatively developed, implemented and tracked across appropriate programs. Regularly scheduled communication between programs and the participant ensures optimal coordination of services eliminating duplication.

The federal priority of service policy is followed by giving highest priority to veterans or eligible spouses who meet the statutory definition of low income, basic skills deficient or are public assistance recipients. Non-veterans who meet the same criteria fall into the second level of priority. All other veterans or eligible spouses who meet the local adult eligibility are given the next priority level, and finally all remaining non-vets or eligible spouses meeting local adult program eligibility are prioritized.

The WBLV will give priority of career services and training services as follows:

Veterans and eligible spouses who meet the statutory priority (public assistance recipient, other low-income individuals including the underemployed, or basic skills deficient) and Adult program eligibility will receive the **highest level** of priority for services;

Other individuals (not veterans or eligible spouses) who meet the statutory priority and Adult program eligibility then receive the **second level** of priority for services;

All other veterans and eligible spouses who meet Adult program eligibility receive the **third level** of priority for services;

Other individuals (not veterans or eligible spouses) who do not meet the statutory priority but do meet Adult program eligibility receive the **fourth level** of priority for services.

The WBLV has established a local priority of services as allowed by the USDOL. Individuals with a family income at 258% of the federal poverty level are also considered in determining applicants' priority for WIOA services.

Individualized career and training services may consist of case management, development of an Individual Employment Plan, skill assessment and remediation through KeyTrain® and

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WorkKeys®, individualized career exploration, advisement, and pathways counseling, job search and job readiness preparation assistance, individualized job search, job development and placement assistance, work experience, apprenticeships, on-the-job training, and other occupational skill training through Individual Training Accounts. Our efforts also include a variety of program services to address transportation issues, such as drivers' education as part of an occupational skills career pathway.

Available training opportunities are all in High Priority Occupations and can be found on the statewide Eligible Training Providers List and also identified as occupations within Lehigh Valley industry sectors targeted for growth: Healthcare and Social Assistance; Manufacturing; Finance and Insurance; Professional, Scientific and Technical Services; and Transportation and Warehousing. For individuals seeking training services, other sources of financial aid will be explored to coordinate funding and maximize the funding available to participate in the training program. Case management services will continue through the completion of training, job search, placement and follow-up.

To increase the availability of work-based training, our BEST works to establish relationships with employers that open more training opportunities for work experience, transitional jobs, apprenticeship or on-the-job training. Engagement with employers through Industry/Next Generation Sector Partnerships, and organizations such as the GLVCC, SHRM, LVEDC, MRC and Greater Lehigh Valley Building and Trades Council provides opportunities to learn about the needs of employers who propose workforce solutions.

PA CareerLink® Lehigh Valley maintains a close relationship with 85 CBOs by providing them with email updates of activities and events, monthly networking meetings and a CBO newsletter to keep the community service providers aware of employment and training activities available for their program participants.

The WBLV has determined that we have sufficient training providers and their courses on the statewide Eligible Training Provider List.

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.

The WBLV provides occupational skills training through ITAs and work-based trainings. Prior to awarding training services, participants are assessed to determine whether they have the qualifications and skills to be successful in training.

If the assessment determines the individual is likely to secure and retain employment that leads to economic self-sufficiency or wages comparable to or at higher wages, engagement in direct placement services is recommended prior to training consideration. If needed in order to qualify for training, participants are offered remediation through KeyTrain® and WorkKeys®. Case managers determine participant support needs and whether they can financially support

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themselves through the completion of training, whether their career choice is in a career pathway that will lead to self-sufficiency and whether the participant intends to work following completion of training.

All ITAs for training opportunities are in High Priority Occupations which can be found on the statewide Eligible Training Providers List and also identified as occupations within Lehigh Valley industry sectors targeted for growth: Healthcare and Social Assistance; Manufacturing; Finance and Insurance; Professional, Scientific and Technical Services; and Transportation and Warehousing.

For individuals seeking training services, all sources of financial aid are explored to coordinate funding and maximize the funding available to participate in the training program. In accordance with WIOA where participants are PELL eligible and the course of training is certified for PELL grant awards ITA packages will first apply PELL toward the published tuition.

The WBLV has adopted the following ITA allowance schedule for participants:

For adult participants, there is a tiered ITA cap aligned with the WBLV's Priority of Service Policy:

Level 1 – Veterans and eligible spouses who meet the statutory priority (public assistance recipient, other low-income individuals including the underemployed, or basic skills deficient) and Adult program eligibility are capped at **\$10,000**.

Level 2 – Other individuals (not veterans or eligible spouses) who meet the statutory priority and Adult program eligibility are capped at **\$8,000**.

Level 3 – All other veterans and eligible spouses who meet Adult program eligibility are also capped at **\$8,000**.

Level 4 – Other individuals (not veterans or eligible spouses) who do not meet the statutory priority but do meet Adult program eligibility are capped at **\$6,000**.

The **methodology** used by WBLV to determine these caps began with an analysis of education and training costs within the region, historical ITA expenditures, labor market data to determine customer volume and potential demand for training, and recommendations from the Board's Title I Provider resulting in final Board approval of the Priority of Service Policy based on outcomes of the analysis.

At this time the WBLV has chosen to provide occupational skills training through the Eligible Training Providers List and will not contract for class sized training for adults or dislocated workers due to a dense concentration of colleges, universities and local training providers with program offerings leading to employment in high demand occupations.

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In addition, skills upgrading is accomplished through the use of on-the-job training contracts, transitional subsidized employment, paid work experiences and apprenticeship opportunities. Work based training contracts are aligned with high priority occupations or targeted growth industries within the Lehigh Valley area. The WBLV promotes the apprenticeship model as a means of creating a trained employee pipeline and continues to assist employers with information and the state registration processes.

The WBLV understands the importance of informed customer choice in the career counseling and advisement of the participant's selection of training courses. Career exploration and training research is required to ensure the training choice is aligned with each participant's career goal, career pathway, and suitability for training and delivery methods.

The WBLV partners with all approved training providers to ensure training programs are directly linked to employment opportunities in the local area that lead to economic self-sufficiency. Local training program outcomes are monitored, reviewed, and referenced throughout career advisement and the training selection process.

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

Under the direction of the WBLV and the Youth CareerFORCE committee, key community partners are committed to establishing priorities that ensure a comprehensive community workforce development system for as many eligible youth as possible. Branded as CareerFORCE, WBLV's Youth Program design priorities focus on providing high quality services for at-risk populations with barriers to employment and includes Out-of-School Youth (OSY), In-School Youth (ISY), individuals with a disability and those young people who are most at-risk of not acquiring the necessary skills and abilities to attain meaningful employment. By leveraging WIOA, TANF, and securing public and private grant funding, WBLV's youth workforce activities coordinate partner resources. Beginning with career exploration and guidance and opportunities for skills training, youth workforce activities are aligned to meet employer needs, assist youth in overcoming barriers to employment, exceed performance and culminate with employment and/or enrollment in postsecondary education.

The Youth CareerFORCE committee composition includes a private sector chairperson, who serves as a member of WBLV and its Executive Committee, and members of the community.

The Youth CareerFORCE Committee recommends policy to the Board to design a comprehensive youth workforce program that ensures a full range of services and job opportunities; leverages resources; coordinates community services among schools, public programs, and community based organizations; recommends and reviews eligible youth service providers; provides ongoing leadership and support for continuous quality improvement; and develops innovative ideas focused on pipeline development.

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WBLV leverages funding streams to provide more comprehensive services to participants while maximizing partner resources. With OSY as one of WIOA's primary focus, WIOA funding is used to design programs that serve OSY aged 17-24 and TANF funding is used for ISY programming. While WIOA defines OSY as 16-24, PA Commonwealth Law 22 Code Section 11.13 requires 16 year old drop outs to have parental consent and be employed. In addition, WBLV data show an insignificant amount of 16 year olds requesting programming. Therefore, WBLV will align to WIOA's focus of serving older OSY and will serve ages 17-24. WBLV has been successful in securing public and private grant funding that increase opportunities to align career pathways with high priority occupations in targeted industry clusters, develop partnerships that align key stakeholders and allow co-enrollment in multiple programs to ensure youth have the opportunity to pursue the skills, training and education they need to obtain employment leading to financial stability for themselves and their families.

All youth program services are competitively procured. The WBLV workforce activities focus on at-risk populations with barriers to employment. Activities include:

- Recruitment and Outreach - The WBLV's strategy is to locate CareerFORCE Centers in low-income communities and neighborhoods. Being close to customer and developing strategies tailored to target 17-24 year olds will increase the number of youth connected to workforce activities and ultimately to the workplace.
- Engagement and Re-engagement - Expanding and developing new strategies for communication, social media, technology, goal setting, career pathways, support services, programming, and reengagement that meet the needs of 17-24 year old OSY will increase the number of youth engaging in workforce activities and ensure meeting negotiated performance standards.
- Research to meet the education and employment needs - Establishing the WBLV as experts in youth workforce development activities and utilizing local labor market data surveys, provides information to develop innovative activities, programming and best practices to serve youth, particularly youth with disabilities.
- Alternate and evidenced-based programs - WIOA's focus on OSY changes our service strategies. Providing alternate program choices that encourage re-engagement to education, or engagement in training or apprenticeships is a strategy that can lead youth into unsubsidized employment and financial stability. The WBLV offers a cohort model program of activities, an open enrollment model to accommodate youth barriers, and a re-engagement model that encourages high school dropouts to obtain a high school diploma while participating in work-based learning that provides youth with direct employer connections to unsubsidized employment.
- Career Pathways - WBLV continues to be a leader in developing career pathways by working with employers and educators to define pathways with multiple entrance and exit points; assessing interests, skills and abilities; and developing career pathways plans outlining the need for additional training, and education.

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- Coordination of Resources - Through coordination and braiding of funds with WIOA core programs, TANF and federal, state and local grants and private funding, more young people with barriers to employment gain skills necessary for a lifetime of employability.
- Outreach - By branding all youth activities under the CareerFORCE name, a consistent message is delivered and youth understand the place to learn about careers, job and labor market information and employment options.

The WIOA Youth Program design framework focuses on OSY with barriers to employment through outreach. Youth evidenced-based programs aligned to employer needs assist youth in overcoming barriers by providing assessments, developing Individual Service Strategies and career plans, support services, referrals to community services, mentoring, and incorporate the 14 elements as defined in WIOA as follows:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized secondary credential
ISY programs support youth with academic remediation, and encourage youth to remain in school and obtain a diploma. OSY are assessed and provided remediation services as necessary.
2. Alternative secondary school services or dropout recovery services
Coordinate with Title II providers and reengagement centers at public schools to encourage youth to return to school or obtain a GED.
3. Paid and unpaid work experiences
Contractors link employability skills training to workplace opportunities to ensure direct placements.
4. Occupational Skills Training
By partnering with local training providers youth ages 17-24 obtain marketable skills through ITAs, OJTs and apprenticeships resulting in youth advancing to higher paying jobs with industry recognized credentials.
5. Education offered concurrently with Workforce Preparative Activities
Provide concurrent workforce preparation activities, academic remediation and occupational skills training, connect youth to training in high priority occupations and career pathways to transition into the workplace.
6. Leadership Development Opportunities
Introduce youth to community service and postsecondary education through monthly field trips, giving youth the opportunity to develop skills necessary in the workplace.

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7. Supportive Services

Support services include transportation, background checks, employment physicals and screenings, safety attire and uniforms, and are documented in the Individual Service Strategy and Career Pathways Plan.

8. Adult Mentoring

Engage community organizations to provide positive role models and mentors for youth.

9. Follow-Up Services

Maintain ongoing communication and provide services such as leadership development, employability, problem solving skills, and enrollment into postsecondary education or employment.

10. Comprehensive Guidance

By leveraging the support of workforce system partner agencies, youth are provided a continuum of support services leading to workplace success.

11. Financial Literacy Education

Services include a financial literacy or hands-on banking course.

12. Entrepreneurial Skills Training

Youth learn entrepreneurial skills including identifying business opportunities, developing budgets, and communicating effectively.

13. Services that provide labor market and employment information

CareerFORCE programs incorporate CWIA labor market data into workshops that educate youth on high priority occupations in targeted industry clusters.

14. Activities Helping Youth prepare for and transition to postsecondary education and training

CareerFORCE youth program participants take interest and skills assessments and are encouraged to receive education and training from providers on the approved statewide Eligible Training Provider List.

Youth programs are competitively procured and contracted to determine program eligibility prior to providing services. Contractors begin by determining ISY or OSY status, defining a barrier to employment, ensuring eligibility to work in the United States and residency in Lehigh or Northampton Counties. WBLV programs considers youth with barriers to employment as individuals who have dropped out of secondary school are offenders, homeless, aging out of foster care, pregnant or parenting, individuals who have a high school diploma or equivalency and are basic skills deficient, or an English Language learner. In addition, there are youth who need additional assistance to enter or complete an education program or to secure or hold employment. WBLV defines this barrier as youth without a significant work history, limited employment stability and youth with parents who are offenders. A five percent cap is placed on ISY programs utilizing this barrier.

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Once eligibility is determined and documentation has been collected, youth are assessed to determine academic and skills level and to determine the service needs of each participant. Youth determined as qualified and likely to be able to successfully complete program activities are enrolled in provider programs and begin to receive services. Youth not enrolled in programs are referred to PA CareerLink® Lehigh Valley.

Next Steps

By developing workshops geared to family members, our clients will have additional supports and provide additional ways to overcome barriers and ensure lifelong employability.

By developing relationships with additional community-based organizations, educational providers, private and public organizations, CareerFORCE will increase the number of vendors working with us. We will introduce organizations to an option that provides an additional case manager to their already existing case load and will provide the case management needed to ensure the 14 WIOA elements including tuition for an ITA, work experiences, tutoring, financial literacy and support services. This will allow us to expand our services and provide additional vendors for services.

Further alignment with OVR and youth with disabilities will design opportunities, activities and programming designed to coordinate funding allowing additional participants to receive services.

As a core partner, OVR has the ability to collaborate with the WBLV to provide ISY with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the WBLV and Title I providers, OVR may provide both OVR eligible and potentially eligible ISY with disabilities services to enter competitive integrated employment. These meaningful opportunities allow ISY with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work-based learning is an important experience for ISY with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to OVR ISY with disabilities include:

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand OVR services.
- Independent Living Skills training for students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence. Independent Living Skills can include the following: household budgeting and financial management, utilizing public transportation, and navigating through the social services system.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness, advocating during an IEP process, understanding transition processes, and advocating for themselves in postsecondary education, employment, and coordinating social services.

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- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curricula can include soft skills training, interview skills, job readiness, job-seeking skills, HR practices, and other skills needed to become workplace ready.
- Job Shadowing will provide students with disabilities a one to five-day job shadowing experience, for a maximum of 25 hours per school year, in an occupation of interest within a community integrated setting. Students will be provided an opportunity to shadow employees and obtain an overview of the knowledge, tasks, and abilities needed to work in this field.

Job Corps

Although there is not a Job Corps residential facility located within WBLV, Job Corps representatives are provided space within PA CareerLink® Lehigh Valley bi-weekly to promote Job Corp programs.

Juvenile Justice

Building on the success of the Linking Employment Activities Pre-Release (LEAP) grant, WBLV will begin programming that targets the children of the inmates involved in the justice system.

Youth Build

By providing leadership to a YouthBuild USA site-related program, WBLV will further enhance this program to lend expertise in order to secure US DOL funding.

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 WBLV coordinates local workforce development activities with statewide Rapid Response activities using a process that begins with an initial fact finding meeting to evaluate the needs of the dislocating employer's workforce together with statewide and Lehigh Valley Workforce Development Area Rapid Response team members. Re-employment services offered through PA CareerLink® Lehigh Valley and an explanation of the specialized dislocated worker services available through WIOA Title I program are provided, and meetings may occur at business and industry, PA CareerLink® Lehigh Valley, and other community locations such as libraries.

An official Rapid Response session is scheduled by the Rapid Response Regional Representative and is offered to all employees prior to their dislocation. The session is customized to the workforce but at a minimum, provides the workers with information on PA CareerLink® Lehigh Valley services, Unemployment Compensation, healthcare options and support services available in the local area. Title I Dislocated Worker services are promoted with special registration events scheduled to assist the workers with easy access to individualized career services and training opportunities.

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The WBLV coordinates workforce investment activities through the PA CareerLink® Lehigh Valley Administrator and One-Stop Operator. A state Rapid Response staff member, a full one-stop partner housed at PA CareerLink® Lehigh Valley, coordinates activities with training, educational, and all community services providers.

The Rapid Response Regional Representative gathers data from surveys distributed to affected workers at Rapid Response sessions. These surveys are used as a planning tool for services, and to request additional rapid response funds from the state. All plant closings and major layoffs are included in the Lehigh Valley Job & Labor Market snapshot of the local labor market. The document highlights unemployment rate trends, monthly/yearly job change, plant closings, and major layoffs. Companies looking to expand or explore the possibility of relocating to the Lehigh Valley use the plant closing and layoff listing of companies to assess the skills of the available workforce.

The WBLV, PA CareerLink® Lehigh Valley's BEST staff and the Rapid Response Regional Representative review layoff aversion strategies and resources required and request funds if needed.

The WBLV references the Rapid Response/Trade Guidance of 2017 as a guide when providing rapid response services.

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 service(s).

Education, training and pipeline development is one of the Lehigh Valley's most critical strategic workforce strategies. The WBLV not only coordinates educational and workforce activities with relevant secondary and postsecondary education providers, we align education, economic and workforce development, and community organizations to ensure we have a coordinated strategy. The strategy focuses on our collective workforce services and resources that promote pathways to postsecondary education in high priority occupations in targeted industry clusters.

The Lehigh Valley is a hub for education in the commonwealth and home to 11 postsecondary institutions. Public and private training providers are also a part of the fabric of Lehigh Valley's educational and training system and home to 21 state approved training providers who offer 228 training programs for job seekers and incumbent workers.

We work with our partners to ensure we are not duplicating services and are cost-effective. To ensure coordination, relevancy, and a pathway of enhanced services, instead of duplicative services, the WBLV has a workforce and education strategy built on the collective input of all our education and training providers, PA CareerLink® Lehigh Valley workforce system partners and the Lehigh Valley Business Education Partnership.

To coordinate and enhance workforce services in regard to secondary and postsecondary education and to avoid duplication of services, key components of our strategy include:

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- Identifying industry credentials leading to high priority occupations
- Opening an Employer and Education Engagement Center housed at PA CareerLink® Lehigh Valley
- Providing industry-driven training and skill requirements to ensure employers have a trained and skilled workforce
- Communicating private sector jobs and employability skill requirements
- Coordinating the creation of career pathways identified by employers in targeted industry clusters in high priority occupations with a focus on individuals with barriers to employment
- Distributing workforce data and information for common career exploration tools used by educational institutions
- Working with career and technical education programs to align industry credentials to high priority occupations
- Providing professional development for educators
- Promoting accelerated learning pathways to a college degree
- Partnering with Northampton Community College, through a Workforce Innovation Fund grant, to develop microcredentials that demonstrate measurable skill gains and are part of a clearly defined career pathway for individuals with barriers to employment
- Operationalizing digital badges recognized by employers as an assessment of technical skill levels
- Developing customized training needed to re-tool dislocated workers in high priority occupations
- Identifying successful transition models for secondary students into postsecondary education
- Adult education and literacy programs for remedial work
- Financial aid including PELL and PHEAA grant information
- Creating veteran friendly learning environments

Our strategy with regard to training providers includes:

- Meeting with eligible training providers on a quarterly basis
- Conducting monthly training information fairs for PA CareerLink® Lehigh Valley staff
- Scheduling tours for PA CareerLink® Lehigh Valley staff
- Encouraging participants to tour the schools with the courses in which they are seeking training
- Scheduling education site visits for PA CareerLink® Lehigh Valley staff to monitor student progress and performance
- Requesting that participants complete FERPA releases
- Collaborating on transitional placement services upon course completion
- Coordinating with partners on outreach and specialized recruitment events
- Prioritizing reciprocal referrals and process for access to partner programs and services

The WBLV also partners with the GLVCC to make a 5,000-member employer base available to work with secondary and postsecondary educators on curriculum development, employability and skills requirements, and to provide work-based learning opportunities for students and educators.

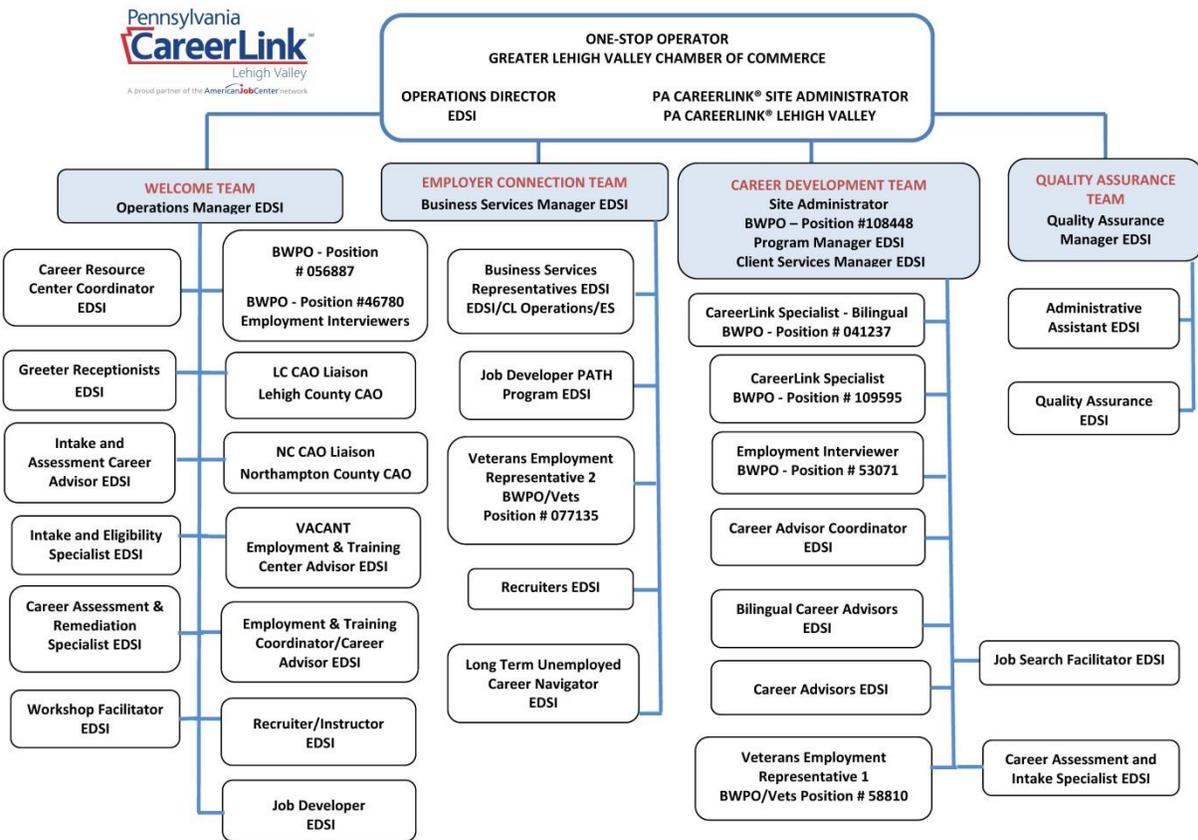
4.11. Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop service delivery system.

As stated in the comments to the WIOA regulations, employment service staff may provide many of the same services authorized under WIOA Title I other than the provision of training services. Wagner-Peyser acts as the front door to services available in the PA CareerLink® Lehigh Valley. Since WIOA Title I shares all the same employer performance measures with Wagner-Peyser other than the education measures, WIOA Title I must rely on Wagner-Peyser to achieve the employer measures currently being piloted by the Commonwealth.

By integrating Wagner-Peyser and WIOA Title I services we are able to provide optimum results for job seekers and avoid duplication of services because we can expand access to services. PA CareerLink® Lehigh Valley has adopted a functional teams approach, comprised of mandated system partners. Members are assigned to specific teams based on similar job duties and functions, and shared work spaces are in place to support easy customer access and daily communication among team members. WIOA operational manager check-ins are conducted weekly, and monthly meetings bring all partners together to monitor processes, address concerns and strategically plan service enhancements.

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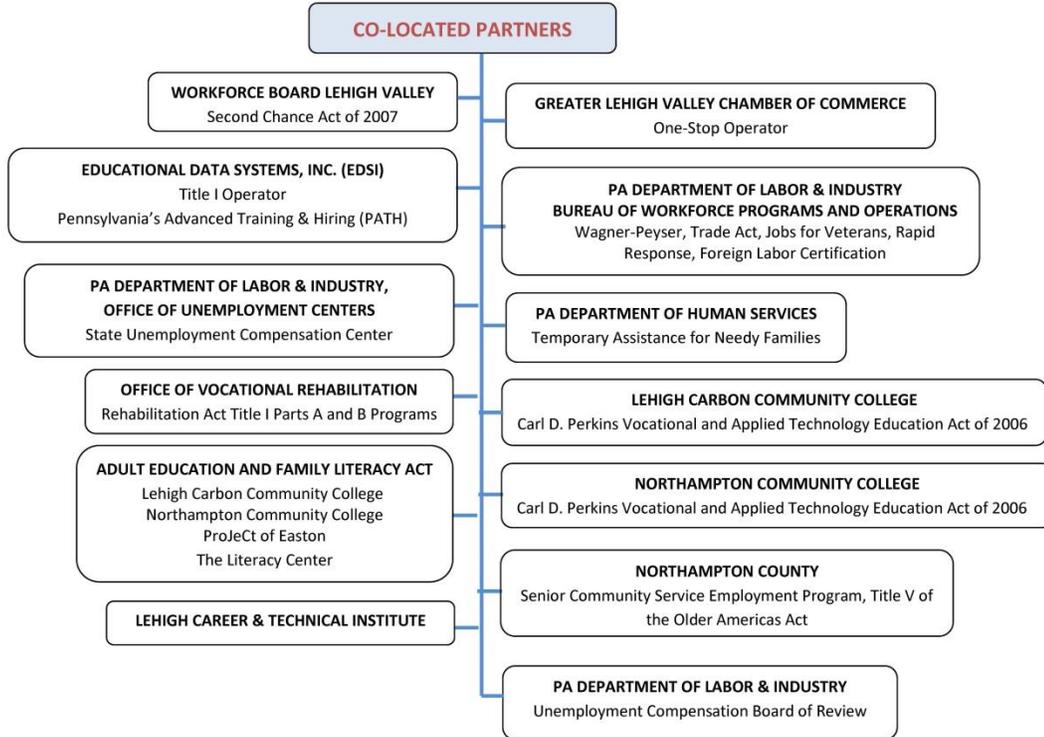
PA CAREERLINK® LEHIGH VALLEY FUNCTIONAL TEAMS ORGANIZATIONAL CHART



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PA CAREERLINK® LEHIGH VALLEY FUNCTIONAL ORGANIZATIONAL CHART



Integrated staff utilizes an on-line assessment tool to collect job seeker data that is housed in a universal database and is used for future documentation of programmatic services. Staff, in real time, review the assessment information during a triage interview to determine and recommend basic, individualized, and support services. Determination of program eligibility and referrals to community partners is completed.

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Employer recruitment events are coordinated by the BEST and functional staff are informed in order to make appropriate referrals from the universal career services pool of job seekers.

All required partners are involved in the offering of basic career services and administer assessments to job seekers as applicable, and collaborate to develop Individual Employment Plans and Career Pathway Plans as appropriate with WIOA services providers.

The WBLV has determined that the main function of the one-stop operator in the local workforce development system shall be that of a coordinator. The role of the one-stop operator in the Lehigh Valley shall encompass the following duties in coordination with PA CareerLink® Lehigh Valley's Site Administrator:

- Serve as an intermediary to the public one-stop partners.
- Coordinate among all the WBLV one-stop locations.
- Familiarize themselves with the one-stop partners so that the one-stop operator knows and understands the program services and performance requirements of the one-stop partners.
- Work with the one-stop partners on the continuous improvement of the one-stop system.
- Familiarize themselves with the Commonwealth of Pennsylvania's one-stop certification criteria so as to assure the WBLV's compliance in the areas identified below under deliverables.
- Work with the WBLV on technology and website issues.
- Together with the WBLV, facilitate the development of the required one-stop MOU as described in WIOA section 121.
- Work closely with the WBLV to address the one-stop's effectiveness, including customer satisfaction, to assure the WBLV one-stop exceeds the performance levels set by the state with respect to: integration and coordination of services for participants and businesses, and by identifying new ways to coordinate between the one-stop, education and employers that involve all the one-stop partners.
- Assist and participate in the WBLV's Workforce Solutions, Accountability and Compliance Committee.
- Prepare reports on a monthly basis to include actions taken with respect to each of the deliverables highlighting accomplishments, improvements, challenges and recommendations.

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The GLVCC has been named as the One-Stop Operator but will not assist in the development, preparation and submission of Local Plans. They will not manage or assist in future competitive processes for selecting operators, or select or terminate one-stop operators, career services providers, or Youth providers. The operator cannot negotiate local performance accountability measures or develop and submit budgets for activities of the WBLV. The WBLV is responsible for the negotiated performance measures, strategic planning, budgets, and one-stop operator oversight (including monitoring).

Site Administrator

The Site Administrator will serve as the Functional Leader of the PA CareerLink® Lehigh Valley responsible for the day-to-day operation of the site focusing on customer service. The Site Administrator has the authority to organize partner staff in order to streamline service delivery efforts. Formal leadership, supervision and performance responsibilities will remain with the employee's employer of record.

The Site Administrator is a Wagner-Peyser staff person and will work closely with the One-Stop Operator on topics relating to, but not limited to, community outreach and systems structure.

- Manage daily operations, including but not limited to:
 - Managing hours of operation, including the once weekly extended hours of operation,
 - Coordinating daily work schedules and work flow based upon operational needs.
- Assist the WBLV in establishing and maintaining the PA CareerLink® Lehigh Valley system structure. This includes but is not limited to:
 - Ensuring that WBLV policies are implemented and adhered to,
 - Ensuring staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.
- Integrate systems and coordinate services for the center and its partners, placing priority on customer service.
- Integrated Workforce Service Delivery, as defined by WIOA, means organizing and implementing services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.
- Functional alignment includes having one-stop center staff who perform similar tasks serve on relevant functional teams, e.g. Skills Development Team or Business Services Team.
- Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.

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- The services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another and there is a smooth customer flow to access the array of services available in the workforce center.
- Providing and/or contributing to reports of center activities, as requested by the WBLV.
- Identifying and facilitating the timely resolution of complaints, problems, and other issues.

4.12. How will the local board coordinate WIOA title I workforce investment activities with adult education literacy activities under WIOA title II?

The MOU has been negotiated to ensure the alignment of service delivery among Title I and Title II providers and to coordinate educational and community resources for participants engaged in Career Services to maximize the number of co-enrolled participants receiving shared services.

1. Title I participants, upon referral to Title II, will receive service priority with the Lehigh Valley Title II providers, to include Lehigh Carbon Community College, The Literacy Center, Northampton Community College, and ProJeCt of Easton.
2. Title II participants, who meet intensive career services eligibility requirements, will receive training priority through PA CareerLink® Lehigh Valley.
3. The WBLV and Title II providers will collaborate to determine eligibility requirements for the purpose of co-enrolling Title II job ready participants into Title I intensive placement and follow up career services.
4. Establish a system of cross referral for Title II participants and PA CareerLink® Lehigh Valley's youth programs, adult, and dislocated worker training and employment opportunities including concurrent programming, if applicable.
5. Jointly establish career pathways in High Priority Occupations in Targeted Industry Clusters for Title II participants and employers.
6. Develop and maintain a Definitions Map to ensure consistency of services across WIOA programs.
7. Title II providers will collaboratively provide a monthly workshop at PA CareerLink® Lehigh Valley on Adult Basic Literacy Education options.
8. Title II providers will provide technical assistance and staff development in effectively serving participants with basic skill deficiencies.

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9. Title II providers will meet the partner requirements in 463.305 of the WIOA final regulations, *What is a Comprehensive One-Stop Center and What Must Be Provided?*
 - a) Staff members present at the one-stop
 - b) Cross-trained staff on Title II programs at one-stop
 - c) A direct linkage to program staff through technology
10. Title I and Title II providers will share approved assessment results of all co-enrolled participants. Pending the creation of a shared data system, Title I and Title II agree to share all relevant data related to core outcomes.
11. PA CareerLink® Lehigh Valley will administer WorkKeys® assessments to WIOA enrolled customers who are transitioning from Title II to Title I workforce training opportunities.
12. PA CareerLink® Lehigh Valley will provide community job and labor market information, career awareness, career cruising, and access to JobGateway®, job fairs, and other employer recruitments.
13. PA CareerLink® Lehigh Valley will provide outreach services, information sessions, staff development and JobGateway® staff training.

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?

Methodical Intake Process:

Orientation is conducted on demand at the one-stop, beginning in the Welcome Center. An overview of PA CareerLink® Lehigh Valley services via an automated audio-visual presentation, in both English and Spanish, describes in detail the programs, partnerships, service levels, and resources available through the workforce system. An online assessment tool, also available in Spanish, initiates collection of job seeker data including potential barriers to employment. Additionally, bilingual staff conduct triage interviews to determine and recommend basic, individualized, and support services.

Staff, in real time, review the assessment information during a triage interview to determine and recommend universal, individualized career, and support services. Determination of program eligibility and referrals to community partners is completed. A Career Pathway Plan, outlining customized next steps in the workforce system, is developed and documented in the online system that all staff can access as a job seeker moves through the various levels of service. This intake information is housed in a universal database and is sourced for future use to coordinate services to mitigate those barriers preventing a smooth transition into the workforce.

Job seekers work with Welcome Center and/or Career Resource Center (CRC) staff to ensure they have completed JobGateway® enrollments to include JobGateway® resumes and job preferences.

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Services offered through the Welcome Center, CRC, workshops, career exploration, and assessments are provided as an integrated collaborative effort with Wagner-Peyser.

Methodical Outreach Efforts:

Target our recruitment of individuals with barriers identified in WIOA through enhanced outreach with community partners, direct referrals from agencies and programs tasked with serving individuals with barriers, and through collaborative efforts of staff serving as members of boards and CBO committees. Additionally, experienced frontline staff are well-versed in identifying and referring individuals with barriers to employment to appropriate services. Information sessions are held regularly at partner and community agencies and events. Title II providers, secondary and postsecondary institutions and community colleges, re-entry programs, and various human service agencies, child care providers, drug and alcohol rehabilitation, mental health, county assistance offices are all part of PA CareerLink® Lehigh Valley network of service providers. Outreach staff regularly attend public job fairs to promote the benefits of our collective workforce services.

Barriers/Individuals with Disabilities:

Recruitment, Career Advisement, Job Search Facilitation CareerLink Specialist, Employment Interviewer, Disabled Veteran Outreach Program, and staff receive Re-entry Employment Specialist (RES) training to address the special re-employment needs of returning citizens. Coordination with State Parole and Probation and North Penn Legal Services serves as a referral source for those in need of intensive counseling.

Pre-release orientations by the Intake Career Advisor and Recruitment staff to participants engaged with the WBLV's LEAP grant raises the comfort level of returning citizens to engage in PA CareerLink® Lehigh Valley services post-release. Yearly re-entry recruitment events increase access to returning citizen-friendly employers. Program participants are referred to employers who are receptive and support reentering citizens, and program attached referrals from our ex-offender population.

OVR, a required WIOA partner, is co-located at the PA CareerLink® Lehigh Valley office and refers clients through the Welcome Center into WIOA services. Participant services are coordinated between OVR and WIOA. The Intake and Assessment Career Advisor conducts numerous off-site and in-house trainings for counselors from various mental health, supported employment and drug and alcohol rehabilitation agencies.

Mature worker recruitment focuses on meeting the needs of this targeted group through specialized workshops, recruitment events and referral to the Senior Community Service Employment Program (SCSEP) for eligible job seekers.

A Career Navigator specializing in the long-term unemployed focuses on dislocated workers who have been unable to secure employment have exhausted their unemployment compensation benefits, and face increased re-employment challenges.

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Provide Services and Resources Equally:

Service delivery strategies are driven by participant need. While economically disadvantaged participants may face increased challenges, an economic analysis and barrier mitigation is conducted with individuals across all programs. Numerous workshops and alternative curriculum adaptations are offered to the general population.

Tiered instruction and job search assistance are available for all participants ranging from welfare recipients with no work history to dislocated professionals. Basic, intermediate, and advanced levels of instruction are offered to accommodate specific job seeker needs based on their educational background, work history and employment goals. Individualized and small group instruction accommodates job seeker preparedness from the Employability Skills classroom to Transitional Job Search and finally the Directed Job Search.

Below is our environmental scan of identified barriers to employment.

ENVIRONMENTAL ANALYSIS											
Data Recorded Period: 7/1/2016 – 6/30/2017											
	PY 2016 Served	PY2016 Served with Barriers	Transportation	Housing	Criminal History/ Ex-Offender	Child Care/Single Parent	Limited English	Physical Health/Disability	Displaced Homemaker	No HS Diploma/ GED Basic Skills	Clothing
EARN	257	229	113	58	23	129	8	33	N/A	37	161
YOUTH	238	228	134	44	38	32	4	27	N/A	220	68
WIOA	1202	624	48	13	71	163	43	73	0	116	13
Basic Services	6378	5666	723	229	621	231	559	371	60	358	116
Data Recorded Period: 7/1/2016 – 6/30/2017											
	PY2015 Served	PY2015 Served with Barriers	Transportation	Housing	Criminal History/ Ex-Offender	Child Care/Single Parent	Limited English	Physical Health/Disability	Displaced Homemaker	No HS Diploma/ GED Basic Skills	Clothing
EARN	357	310	198	116	59	159	28	42	N/A	55	286
YOUTH	203	202	N?A	11	27	46	N/A	N/A	N/A	82	N/A
WIOA	1145	506	12	8	47	208	17	39	2	60	N/A
Data Recorded Period: 7/1/2016 – 6/30/2017											
	PY2014 Served	PY2014 Served with Barriers	Transportation	Housing	Criminal History/ Ex-Offender	Child Care/Single Parent	Limited English	Physical Health/Disability	Displaced Homemaker	No HS Diploma/ GED Basic Skills	Clothing
EARN	308	258	159	219	24	140	27	30	N/A	61	105
YOUTH	113	98	72	3	10	26	0	7	0	84	35
WIOA	1145	289	N/A	5	96	165	15	38	1	6	N/A

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

The PA CareerLink® Lehigh Valley workforce system and its BEST staff work with the WBLV's Next Generation Partnerships to assess and prioritize employer needs which lead to customized strategies that enhance employer-led engagement strategies with the local workforce development system. The BEST functional tract is managed by the Title I Business Services Manager and is comprised of Title I, BWPO, Veterans, and OVR Business Services Team.

OVR business services staff can identify resources to assist any employer to diversify their workforce to include individuals with barriers to employment. Specifically, for individuals with disabilities, OVR provides multiple services to the business community designed to assist

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businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (On-the-Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability.

BEST's specific strategies for employer engagement include the following:

1. **Rapid Response:** The BEST is an integral piece of the Rapid Response fact finding process to determine, design, and implement appropriate Business Services customized to the workforce being dislocated. Services include but are not limited to industry targeted job fairs, job matching and staff assisted employment referrals to current employer job postings and opportunities, development of work based training opportunities customized to skill sets, tailored job development and recruiter services for program eligible workers.
2. **Unemployment Compensation seminars:** BEST coordinates with the Office of UC Service Centers Customer Services Section to conduct seminars on UC topics for employers. Topics include assisting employers in reducing UC costs, employer rights and responsibilities, and CareerLink employer services information.
3. **Employer Visits:** While maintaining existing business relationships, the BEST conducts outreach to new employers to assess their needs and develop and promote a unique menu of PA CareerLink® Lehigh Valley employer services.
4. **JobGateway®/CWDS:** The BEST offers website training to companies to create business folders, upload job postings, search for potential employees, review candidates, and provide technical assistance.
5. **OJT Program:** Employers are engaged in the workforce system through OJT for newly-hired job seekers in exchange for a wage reimbursement.
6. **Job Fairs:** Employers are strategically engaged in the workforce system by holding job fairs almost each day at PA CareerLink® Lehigh Valley. Designated sector events, attended by multiple employers specific to targeted business and industry, are held monthly to attract and provide cohorts of job seekers the greatest opportunity for employment.
7. **Industry Partnerships Transitioning to Next Generation Sector Partnerships:** As mentioned in Section L3.4., BEST members serve as active members of the Next Generation Sector Partnership public partner team who actively listen to business priorities and respond to industry's needs with a coordinated business services and outreach approach. This coordinated approach involves representatives of workforce development, economic development, education, workforce system partners and other stakeholders, as necessary, who collectively coordinate their outreach visits to minimize employer fatigue. WBLV's

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strategy of initiating joint workshops with workforce development, economic development, education, community and workforce system partners will be implemented to cross-train each other in understanding new and changing employer-driven services, programming, and resources.

8. **Networking and Outreach:** BEST staff attend workforce, business, and economic development symposiums, town hall meetings, chamber of commerce events, workforce conferences and other networking events to assess local workforce needs. Facilitation of employer relationships and connection of employers to one-stop services is fostered through these venues to provide ongoing employer-centric service delivery driven by customer needs.
9. **Recruiting:** The BEST recruiters work face-to-face with job seekers, and are assigned an industry focused sector, which includes manufacturing, healthcare, hospitality and service, CDL, trade-distribution-logistics, and professional.
10. **Apprenticeships:** The BEST strategically engages employers in innovative, new apprenticeship models such as the newly-established EMT/Paramedic registered apprenticeship program.
11. **Community-Based Organizations:** The BEST maintains relationships with CBOs, through monthly meetings to exchange job postings, labor market trends and employer needs, PA CareerLink® Lehigh Valley services and programs, and job fairs.
12. **Veterans:** Integral to the BEST is a Local Veterans Employment Representative (LVER) whose primary mission is employer outreach on behalf of military veterans. Working in partnership with the Disabled Veterans Outreach Program (DVOP) Representative and other PA CareerLink® Lehigh Valley staff, the LVER connects employers with qualified Veterans, especially those with barriers.
13. **Monthly BEST Meeting:** Monthly BEST meetings are held with all workforce system partners to review local hiring and business trends, upcoming job fairs, and services and events with the purpose of providing optimal business services.
14. **Incumbent Worker Training:** The WBLV may reserve the right to use no more than twenty percent of funds allocated to pay for the cost of providing training through a training program for incumbent workers. Incumbent workers are defined by WIOA Section 134(d)(4).
15. **Partners not actively participating in regularly scheduled BEST meetings:** Employer information is disseminated via regular communication at board and committee meetings, such as the DHS Local Management Committee, where expanded participation occurs. Regular employer activities and connections are also disseminated via targeted distribution lists, social media, PA CareerLink® Lehigh Valley website, committee meetings and through job openings on JobGateway®.

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16. **Tracking:** Business related services are tracked through CWDS and an integrated internal database. Detailed CWDS reports and ad hoc reports, such as the Service Reporting Tool (SRT), tracks extensive Business Services functions and are utilized to monitor employer engagement activity, measure the effectiveness of the business services deliverables, and survey customer satisfaction.

A UC seminar series will be designed to educate local businesses on their rights and responsibilities pertaining to unemployment compensation. The BEST will also use these meetings to provide information to the businesses on the services the PA CareerLink® Lehigh Valley offers.

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?

Upon workforce system engagement, the need for supportive services is determined through an initial assessment conducted by the PA CareerLink® Lehigh Valley front line operations staff. Strategies are developed to access essential supports for individuals using basic career services through One-Stop system partners, community and faith-based organizations, adult literacy providers, academic institutions, and healthcare agencies. Coordination of support services includes direct agency referrals, on-site human resource services, childcare, housing, healthcare, financial literacy, workplace attire, educational assistance, and numerous workshops.

Supportive services needs are also identified through the initial and ongoing case management sessions, and service gaps are monitored throughout program participation. Needs are documented and tracked through resolution. Strong collaborative community relationships enable system partners to mitigate participants' barriers.

The WBLV may provide enhanced supportive services to eligible individuals participating in career and training services. Determination of an extended service plan is established during the development of the Individual Employment Plan and career advisors coordinate with system partners and outside agencies to first-source needed services.

Supportive services available to career and training participants include, but are not limited to: bus passes, gas cards, parking costs, required materials/supplies, safety equipment, clothing, criminal background checks, motor vehicle reports, permits, physicals, drug and alcohol screenings, and industry-recognized certification exams.

For additional information, please see Regional Plan Question 1.7

5. COMPLIANCE

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.

Our most critical cooperative agreements include our consortium agreement, board/local

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elected officials agreement and our one-stop MOU. The implementation of integration strategies described in our MOUs will be the key to continued integration of services and “no wrong door” access to workforce services. To support all participants regardless of funding stream, the WBLV supports the following activities in its PA CareerLink® Lehigh Valley which are the result of cooperative and mutually beneficial relationships with private and public community partners.

1. Mentorship Program facilitated by Lehigh Valley’s CareerFORCE Program uses varied business, industry, and healthcare professionals to serve as mentors for job seekers.
2. Penn State Entrepreneurial Project, Velocity, connects regularly to promote business start-ups.
3. Training Providers provide one-on-one advisement and career pathways workshops.
4. TD Bank and Wells Fargo Bank cooperatively provide financial literacy sessions.
5. Lehigh and Northampton County Assistance Offices office hours established throughout the week.
6. Childcare Information Services office hours on site, along with childcare information workshop sessions.
7. Crime Victims Council of Lehigh Valley facilitate individual and group information sessions.
8. PA WorkWear Provider, Perfect Fit, provides employability skills workshop series.
9. North Penn Legal Services facilitates monthly workshops surrounding criminal record mitigation and provides one-on-one counseling/appointment scheduling.
10. Parole and Probation conducts re-entry pre-employment workshops.
11. Educational Opportunity Centers (EOC) provides information and financial aid assistance individually and through workshop series.
12. Center for Humanistic Change (CHC) – Workplace Foundation Skills weekly series.
13. LANta – transportation access, planning, commuting information sessions.
14. PPL presents sessions on energy usage, conservation, and assistance.
15. Penn State Extension provides nutrition classes for job seekers.

16. SHRM provides individualized resume review assistance and mock interview services.

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 WBLV sub-recipients are liable to WBLV for any disallowed or questioned costs that they or the WBLV incurs as a result of sub-recipients expending funds in violation of their agreement with the WBLV, or in violation of the appropriate federal, state, or local statutes, regulations, rules, policies or procedures.

Disallowed or questioned costs may be identified through local, Commonwealth or Federal monitoring activities, or through audits. All contracts with sub-recipients contain the following clauses:

1. In the event of a termination, the Contractor shall be paid for services rendered up to the date of termination however, from the amount due there shall be deducted (a) any claim which WBLV may have against the Contractor in connection with this contract or any other prior Agreement; and (b) any outstanding questioned or disallowed costs attributable to the Contractor arising out of an investigation, monitoring report or audit of this Agreement or any other Agreement Contractor had with the WBLV.
2. Disallowed and Questioned Costs – (a) Contractor shall be liable to the WBLV for any disallowed or questioned costs that Contractor or WBLV incurs as a result of Contractor expending funds in violation of this Agreement or in violation of the applicable federal, Commonwealth or local statutes, regulations, rules, policies, or procedures. (b) Disallowed or questioned costs may be identified through a monitoring report, investigation, review, or audit. Disallowed or questioned costs shall be refunded and promptly repaid to WBLV by Contractor within thirty (30) days of the issuance of the report.
3. Audit Resolution Procedures - Contractor agrees to be subject to the monitoring, review and audit resolution procedures established by WBLV, the Commonwealth of Pennsylvania or the applicable federal agency and to cooperate with WBLV in the event that resolution cannot be achieved at WBLV's level.
4. Deduction from Monies Due Contractor - If this or any other Agreement is in effect at the time of the identification of a questioned or disallowed cost, or a credit that is due the WBLV, the WBLV may deduct the amount disallowed/questioned from any reimbursements or payments due Contractor.
5. Failure to Discover - WBLV's failure to promptly discover or demand payment for questioned or disallowed costs will not relieve Contractor from their obligation to repay the disallowance or questioned cost at the time of identification or demand.

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6. Stand In Costs - Contractor may, with the written approval of WBLV and the Commonwealth of Pennsylvania, substitute allowable uncharged costs or in kind contributions, made from non-federal sources to support the program funded by this Agreement, to stand in for a disallowed or questioned cost. Such contributions or in kind payments must have been documented in Contractor's fiscal books of account as required by the federal rules. The expenditure must be supported by the Contractor's Independent Audit Report. The uncharged costs must have been incurred in the same title, cost category, and program year as the costs, which they are proposed to replace.
7. Expiration of the Contract - The expiration of the contract shall not affect the WBLV's, the Commonwealth's, or any federal agency's right to audit, disallow, or question a cost, or Contractor's obligation to repay the cost.
8. Audit Requirements Upon Dissolution of Contractor's Organization or Termination of Agreement in the event of the voluntary or involuntary dissolution of Contractor's organization Contractor shall inform the WBLV, within 24 hours of Contractor's knowledge of its intent to dissolve or of the involuntary dissolution of their organization, and prior to actual dissolution, agrees to allow WBLV to arrange for an immediate audit of Contractor's organization. The WBLV may also request or make provisions for the preservation of all records pertaining to the program(s) funded by this Agreement so that an immediate audit may be performed.

In addition, sub-recipient contracts require adherence to the Uniform Guidance at 2 CFR 200 et al and also require that sub-recipients maintain insurance which names the WBLV as an additional insured which would generally cover most losses resulting in disallowed costs including theft and fraud. The WBLV also maintains appropriate insurance coverage. The WBLV would immediately provide notice to the sub-recipient's insurer and its own for any matter that should be covered by insurance.

A sub-recipient has 30 days to remit payment to the WBLV following receipt of notice of the disallowance. Unless an appeal is filed pursuant to the appeal rights under the WIOA regulations applicable to audits and reviews, the WBLV may choose to issue a second payment request or if it is determined that a second request will not result in repayment, the matter will be reported to the WBLV and Consortium of Elected Officials with a request for approval to hire an attorney and notice their Director's and Officer's Carrier which may provide legal assistance as well depending on the policy to pursue the collection through the court system as a breach of contract matter. Notice will also be sent to DLI so they may be apprised of actions being taken at the local level and may provide such guidance as they deem appropriate.

It should be noted that other than fraud (which is covered by insurance) the USDOL has worked with local boards and sub-recipients to resolve disallowed costs in a number of ways which do not always include cash repayment. Depending on the basis for the disallowance the WBLV may work with DLI to review determinations of disallowed costs to seek non-cash repayment methods.

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

The WBLV Executive Committee is reviewing the Guidance pertaining to the actions a local board must take for high performance status currently under development by the DLI

The following factors are being considered by the Department of Labor and Industry:

- Attainment of the Governor’s goals as described in the PA Combined Plan;
- Successfully performed by meeting the local area negotiated federal performance goals;
- Sustained fiscal integrity throughout the local area and all interactions on a regional level (include employment of appropriate fiscal practices such as the adoption of internal controls and more robust procurement policies);
- Attainment of successful monitoring reports and other evaluations by federal and Commonwealth oversight staff;
- Creation and employment of workforce governance and/or service delivery best practices that can be modeled;
- Adoption and use of new and/or improved methods to reach and serve individuals with barriers to employment;
- Adoption and use of new career and training services provided for the WIOA Title I programs;
- Attainment of the Commonwealth’s training expenditure targets;
- Successful regional coordinated employer engagement practices between local Business Service Team(s) and local board(s) direct activities; and
- Sector initiatives measured through the employment of qualitative and quantitative measurements.

The following is WBLV’s historical comparison of percentage of Negotiated Performance Level attained by WBLV and Performance Measure:

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Historical Comparison of Percent of Negotiated Performance Level Attained by Local Workforce Investment Area and Performance Measures								
WIA	Measure Name	PY 09-10 % of Negotiated Level	PY 10-11 % of Negotiated Level	PY 11-12 % of Negotiated Level	PY 12-13 % of Negotiated Level	PY 13-14 % of Negotiated Level	PY 14-15 % of Negotiated Level	PY 15-16 % of Negotiated Level
Lehigh Valley	Adults - Entered Employment Rate	106.02%	96.86%	96.39%	99.41%	106.26%	110.13%	109.03%
	Adults - Retention Rate	84.29%	89.85%	103.55%	103.82%	101.19%	111.34%	107.22%
	Adults - Six Months Average Earnings	84.48%	103.80%	114.05%	90.04%	91.99%	91.49%	101.31%
	DW - Entered Employment Rate	100.43%	99.05%	99.24%	96.82%	102.99%	106.09%	105.28%
	DW - Retention Rate	96.95%	95.71%	100.14%	99.17%	99.78%	99.27%	105.47%
	DW - Six Months Average Earnings	89.22%	107.46%	116.83%	110.22%	113.65%	112.18%	103.87%
	Youth - Placement in Employment or Education	88.95%	100.81%	111.66%	129.56%	120.31%	115.28%	113.21%
	Youth - Attainment of Degree or Certificate	114.75%	113.32%	74.26%	116.94%	110.69%	113.64%	113.62%
	Youth - Literacy or Numeracy Gains	113.21%	137.88%	59.83%	96.89%	88.57%	132.17%	111.83%

Our workforce system is built upon performance within the law and its regulations, procurement of services and contracting. Furthermore, WBLV aligns its plans with the PA WIOA Combined State Plan, Commonwealth policy, grant requirements and follow the guidance provided by the DLI.

WBLV's fiduciary and administrative responsibilities are professional and the Board understands their responsibility to be accountable to Lehigh Valley stakeholders.

WBLV will work with the DLI in implementing steps established for remaining a high performance board.

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?

Each of the above partners are represented on the local board. To assure the input of the above groups the WBLV conduct the following activities:

1. Brought all policy issues which must be included in the plan to the WBLV and its committees throughout the year. After the plan is approved, changes to those policy decisions are also brought to the Board and its committees, advertised and then sent to DLI for modification approval.
2. The Draft Plan was provided to each of the board members and the consortium of chief elected officials prior to its being posted for public comment on the WBLV website so that the governing boards would have an opportunity to suggest changes, additions or deletions prior to the Plan release to the public.
3. The availability of the Plan was advertised in local newspapers and posted on websites with the ability for the public to email comments.
4. Notice of hearings to receive comments from the public was also advertised in newspapers of general circulation and posted on the website. Hearings were conducted in each of the

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counties in our workforce area and were scheduled for day and early evening hours. Board members and elected officials were informed of the schedule of hearings in case they want to attend.

5. Individuals attending the hearings were asked to sign in and afforded 3 – 5 minutes to make any comments.
6. An officer or Executive Committee member of the WBLV was invited to attend and chair each hearing.
7. Announcements were made of the availability of the Plan on websites and were provided to the one-stop partners who do not serve on the Board and at community, economic development and business meetings in the local area.
8. In addition to all of the above actions the WBLV Executive Director made presentations regarding the Plan to the Lehigh Valley Planning Commission, Bethlehem Area Vocational Technical School Summit, Lehigh Valley Library Meeting, and Lehigh and Northampton County Chief Elected Officials.
9. Comments received are included in the Plan along with a response if appropriate so commentators know their comments were addressed.

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

Please see 5.4 above for the process. The following outlines public comments received during the 30-day public comment period, along with WBLV responses.

Comment	WBLV Response
Pg. 10 -- Manufacturing represents the largest share of regional GDP. It should be a major focus of the plan.	Manufacturing is a key focus and is highlighted throughout both the Regional and Local Plans.
Pg. 16+ -- Projections of increased warehouse and trucking may not be a positive for the region. Note: warehouse development in the region has been one of the largest contributors of taxes to school districts. Parkland SD has done very well with the warehouse tax revenue. A point rarely cited.	Transportation, Warehousing and Logistics is an important and growing targeted industry sector for the Lehigh Valley.
Pg. 22 -- Wow – mission statement. “The WBLV envisions its role not only in concrete investments but as inspirational and	Our vision is indeed a lofty one: The Lehigh Valley has a world-class workforce.

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<p>motivational catalysts aligning with the times and the needs of regional community”. lofty goal.</p>	
<p>Pg. 25 -- How does the agency balance the needs of employers with the “WIOA has a focus on vulnerable populations including low income adults, dislocated workers, Veterans and youth with limited skills, with little or no current work experience and facing many personal and financial barriers?”</p>	<p>The Workforce Innovation and Opportunity Act (WIOA) requires a focus on serving individuals with barriers to employment. We provide a holistic approach to serving this population through education and training. Individuals with barriers to employment also include dislocated workers and Veterans who have been in the labor market and need to be upskilled and retooled to meet increasing employer demands.</p>
<p>Goal 1 -- PREP is considered a failure by most in the economic development field. It became more of a “money grab” than any semblance of cooperation</p> <p>Here’s the big concern: with so many partners – the alphabet soup of organizations, it truly seems like most of the resources go to the employees of the organizations and hopefully some people get trained and benefit.</p> <p>Why not streamline the training so it is more directly applied to the employer and the people on the job that need specific training – on the job?</p> <p>Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition.</p>	<p>Governor Wolf aligned Pennsylvania’s Workforce Development Areas to the existing ten Partnerships for Regional Economic Performance (PREP) regions, a statewide network of partners designed to work together to deliver business assistance services. The Lehigh Valley Workforce Development Area is a Single Local Area Region which is directly aligned with the Lehigh Valley PREP region. Local PREP partners include the Lehigh Valley Economic Development Corporation, Small Business Development Center at Lehigh University, Workforce Board Lehigh Valley, Manufacturers Resource Center, Industrial Development Organizations and Ben Franklin Technology Center. All partners work together to help businesses grow and remain competitive including access to business services and workforce training resources.</p>
<p>Goal 2 -- Engage Employers to Develop and Align Strategic Innovative Workforce/ Economic Development Initiatives – this needs some significant improvement over the past few years.</p> <p>Communication to employers is weak. Those that engage are rewarded, by WIB could improve messaging to most employers.</p> <p>Here’s a novel idea – “Engage employers to</p>	<p>For information on our employer engagement strategies, please see Section 3.4 of the Local Plan.</p> <p>The education budget, along with state pensions and administrative fees, are not local workforce system issues for this Plan.</p> <p>As determined by the PA Department of Labor and Industry Workforce System Policy No. 06-PY2015, dated April 7, 2015, the training</p>

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<p>provide strategic policy input towards a government that works.” Government that works for those needing training and employment with less resources going to those in government.</p> <p>The budget for education and training in the LV is enormous – plenty to get the job done, but outcomes are, well less than desirable, and so much going to paying pensions and admin fees.</p> <p>What share of education and training tax dollars goes to those being educated or trained.</p>	<p>benchmark will be calculated at 30 percent of Title I funding; in Program Year (PY) 2017, the training benchmark will be calculated at 40 percent of Title I funding; and in PY 2018 and thereafter, the training benchmark will be calculated at 50 percent of Title I funding. Additionally, in PY 2016, at least 50 percent of funds utilized to meet the training benchmark must be spent on low income individuals and individuals with other barriers to employment, with the percentage rising to 60 percent in PY 2017 and 70 percent in PY 2018 and thereafter.</p>
<p>Goal 3 -- Jargon - does anyone know what this means? “Market Career Services/Pathways as the Lehigh Valley’s model for mapping career options to Jobs that Pay.”</p> <p>Big support for the following goal: “Ensure accountability across the workforce system partners.” How will this be done?</p>	<p>The Governor has established a statewide Workforce Goal to Establish Career Pathways. The WBLV has adopted the Career Pathways Model as a mechanism to outline careers and career progressions including the required education, training, experience and skills to obtain these careers.</p> <p>The WBLV has always worked under performance standards negotiated with the Pennsylvania Department of Labor and Industry. Under WIOA, all workforce partners have and must track performance measures to ensure accountability.</p>
<p>I’m just lost in the jargon.</p>	<p>To assist readers of the Plan, the WBLV provided an Acronym guide.</p>
<p>Pg. 30 -- Rotational Internship Network: increase this program & measure results.</p>	<p>Businesses have supported this initiative through private sector funding. Results are measured and evaluated annually. The challenge to expanding the program is that the pipeline of students enrolled in the technical programs of study do not meet employer demand for the Rotational Internship Network.</p>
<p>Pg. 33 -- For years, many jobs were being developed in the western Lehigh County area, Forks & Palmer and other suburban regions. Bus service to Western Lehigh has been very</p>	<p>See Section 1.7 of the Regional Plan for information about the partnership between the WBLV and LANta; however, bus routes are determined by LANta based on their criteria.</p>

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<p>poor, empty buses run continually in Allentown, but people from Allentown can't get to jobs in Upper Mac. Same for other regions.</p>	
<p>Pg. 1 of Local Plan -- Confusing what this 2nd section is all about – most covered in the 1st 36 pages.</p>	<p>The Pennsylvania Department of Labor and Industry required Workforce Development Areas to submit both a Regional Plan and Local Plan. Since the WBLV has been designated both a regional and local area, some of the same questions in the Regional Plan are in the Local Plan; therefore, there will be duplication in the Plans.</p>
<p>Pg. 14 -- Why is the following statement so true? With all the millions spent – why?</p> <p>The biggest challenges the Lehigh Valley faces in aligning existing labor force skills and education and training programs with the needs of employers are?</p>	<p>Section 1.3 of the Local Plan details the challenges in aligning labor force skills and education and training programs with the needs of employers. One key reason for these challenges is the current dynamic business environment in a tightening labor market and constantly changing business needs.</p>
<p>Pg. 16 -- It is truly amazing that educators cannot or do not address these issues. College grads are suffering under the burden of student loan debt – a national crises waiting to happen, and good paying jobs and lives are available via the technical career path.</p> <p>My experience, educators just want more money to deliver the career and tech message. That is just crazy.</p> <p>Students are not getting the message on the value of a career and technical education.</p>	<p>These are state and federal education policy issues and not local workforce system issues for this Plan.</p> <p>Regarding the comment on educators addressing issues on page 16, the WBLV has been working with education, economic development and employers on workforce development initiatives such as the Education and Talent Supply Council and PATH community college grant to address workforce pipeline and employer demand issues. See Sections 1.4 and 1.6 of the Regional Plan and Section 2.1 for more information.</p> <p>The WBLV continues to promote the value of career and technical education. See Section 1.5 of the Regional Plan and Section 4.10 of the Local Plan for more information.</p>

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ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the 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 area plans.

X Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.

X Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.

X Agreement between the local area elected official(s) and the local workforce development board.

X 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.

X 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.

X Local area procurement policy – Must describe formal procurement procedures.

X 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.

X Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.

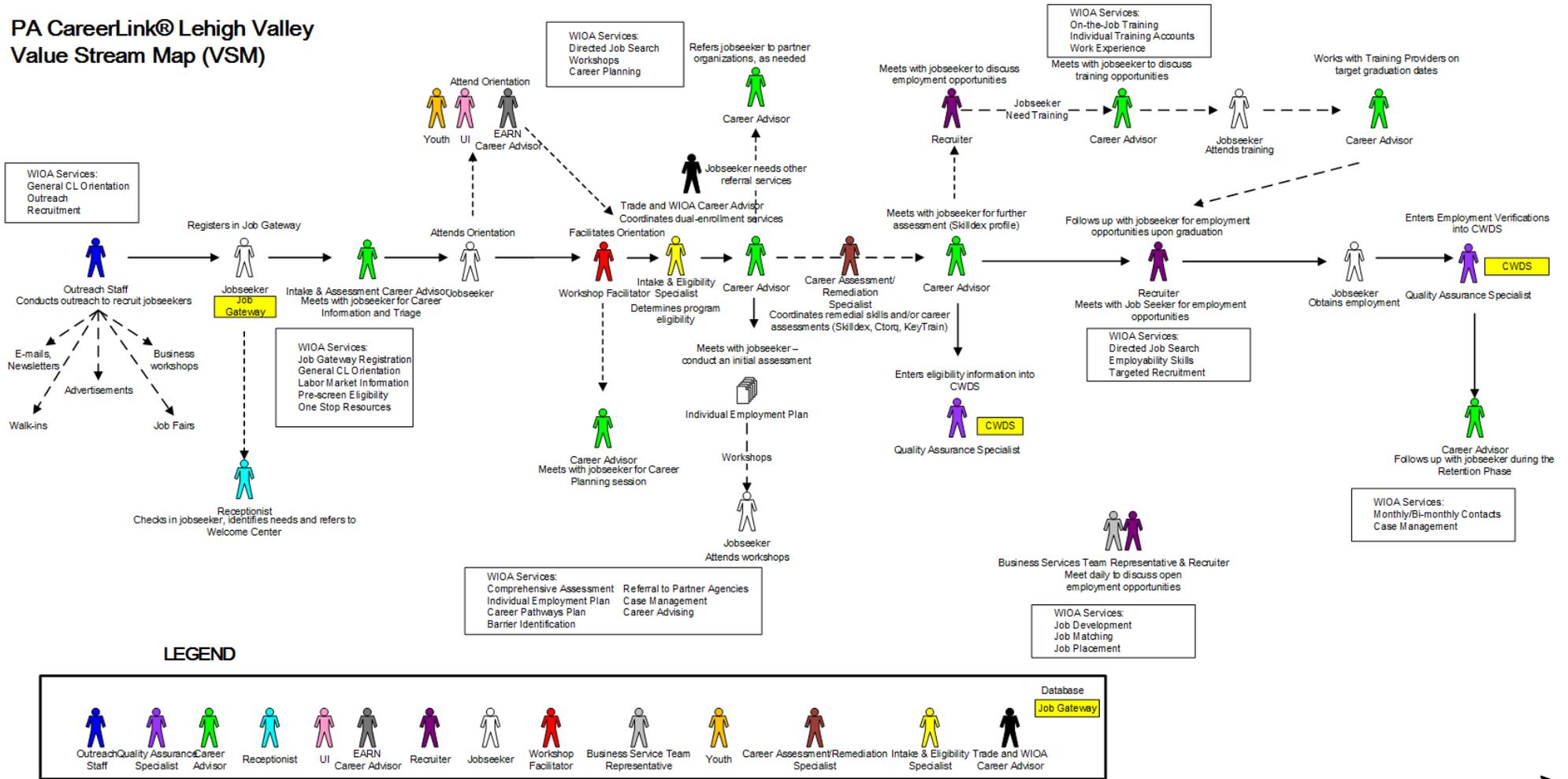
X Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination.

X Professional services contract(s) for administrative services such as staffing and payroll, if applicable.

Pennsylvania CareerLinkSM

Lehigh Valley

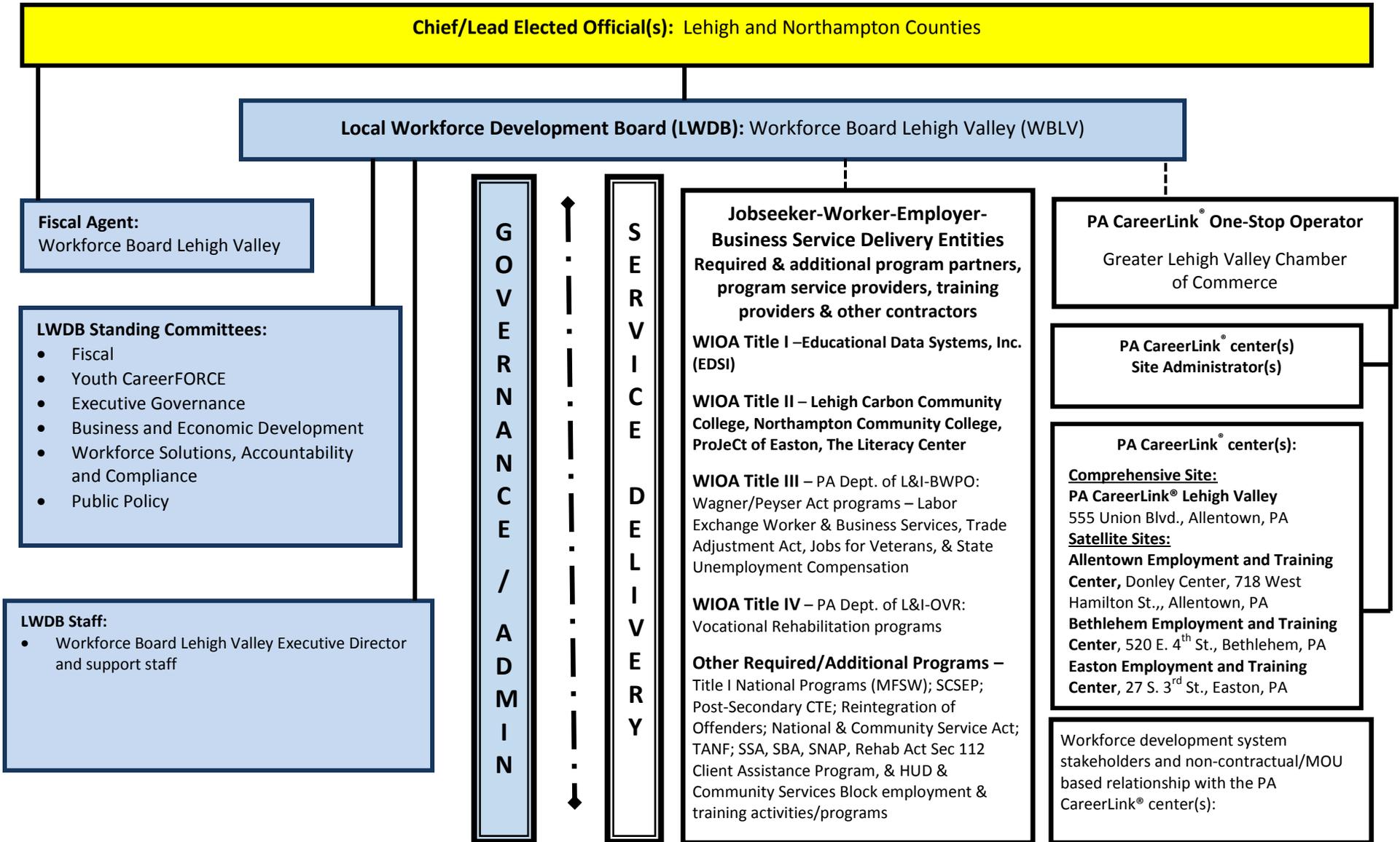
PA CareerLink® Lehigh Valley Value Stream Map (VSM)



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Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Lehigh Valley Workforce Development Area

Effective Date: July 1, 2017



Local Workforce Development Boards (LWDB) are requested to publically post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.

PA CareerLink® Workforce Service Delivery System Program Partner/Provider List (fillable)

Local Workforce Development Area name: Lehigh Valley Workforce Development Area

Effective Date: July 1, 2017

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Youth, Adult, Dislocated Worker Employment and Training Activities	WIOA Title I, Subtitle B	Workforce Board Lehigh Valley
555 Union Blvd, Allentown, PA 18109	610-841-1122	lvwib.org/ndischinat@workforcelv.org
Migrant and Seasonal Farmworker Program	WIOA Title I	PathStone Corporation, Inc.
1625 North Front Street Harrisburg, PA 17102	717-234-6616	pathstone.org/ndagostino@pathstone.org
Adult Education and Literacy	WIOA Title II	Lehigh Carbon Community College
4525 Education Park Dr. Schnecksville, PA 18078	610-799-1928	lccc.edu/bkahler1@lccc.edu
Adult Education and Literacy	WIOA Title II	Northampton Community College
3835 Green Pond Rd, Bethlehem, PA 18020	610-861-5458	northampton.edu/MPappalardo@northampton.edu
Adult Education and Literacy	WIOA Title II	Project of Easton, Inc.
320 Ferry St, Easton, PA 18042	610-258-1100 x15	projecteaston.org/acavaliere@projecteaston.org
Adult Education and Literacy	WIOA Title II	The Literacy Center
1132 Hamilton St, Ste 300, Allentown, PA 18101	610-435-0680 x112	theliteracycenter-lv.org/rflores@theliteracycenter-lv.org
Wagner-Peyser Act	WIOA Title III	PA Dept. of Labor & Industry Field Operations
1920 Kutztown Rd, Reading, PA 19604	610-988-1378	pa.gov/jnichols@pa.gov
Vocational Rehabilitation	WIOA Title IV	PA Dept. of Labor & Industry OVR
45 N. 4th St., Allentown, PA 18102-3413	610-821-6441	pa.gov/sustorm@pa.gov
Senior Community Service Employment Program	Title V of the Older Americans Act of 1965	Northampton County
669 Washington St, Easton, PA 18042	610-559-3000	northamptoncounty.org/jbrown@northamptoncounty.org

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PA CareerLink® Workforce Service Delivery System Program Partner/Provider List (fillable)

Local Workforce Development Area name: Lehigh Valley Workforce Development Area

Effective Date: July 1, 2017

Senior Community Service Employment Program	Title V of the Older Americans Act of 1965	AARP Foundation WorkSearch
10 E. Church St, Room 501, Bethlehem, PA 18018	610-865-3002	aarp.org/Mmoore-Glass@aarp.org
Postsecondary CTE	Carl D. Perkins Career and Technical Education Act of 2006	Lehigh Carbon Community College
4525 Education Park Dr, Schnecksville, PA 18078	610-799-1128	lccc.edu/bkahler@lccc.edu
Postsecondary CTE	Carl D. Perkins Career and Technical Education Act of 2006	Northampton Community College
3835 Green Pond Rd, Bethlehem, PA 18020	610-861-5300	northampton.edu/merickson@northampton.edu
Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Dept. of Labor & Industry Field Operations
1920 Kutztown Rd, Reading, PA 19604	610-988-1378	pa.gov/jnichols@pa.gov
Jobs for Veterans State Grant	Chapter 41 of title 38, United States Code	PA Dept. of Labor & Industry Field Operations
1920 Kutztown Rd, Reading, PA 19604	610-988-1378	pa.gov/jnichols@pa.gov
Community Service Block Grant	Community Services Block Grant Act (42 U.S.C. 9001)	Community Action Comm of the Lehigh Valley, Inc.
1337 E. 5 th St., Bethlehem, PA 18016	610-691-5620	caclv.org/ajennings@caclv.org
Unemployment Compensation Programs	State unemployment compensation laws	PA Dept. of Labor & Industry
651 Boas St, Room 625 Harrisburg, PA 17121	717-787-4127	bmourer@pa.gov
Reintegration of Offenders Program	Session 212 of the Second Chance Act of 2007	Workforce Board Lehigh Valley
555 Union Blvd., Allentown, PA 18109	610-841-1122	lvwib.org/ndischinat@workforcelv.org
TANF Programs	Part A of title IV of the Social Security Act	PA Dept. of Human Services
329 Church St Danville, Danville, PA 17821	570-275-7030	pa.gov/kmordan@pa.gov

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PA CareerLink® Workforce Service Delivery System Program Partner/Provider List (*fillable*)

Local Workforce Development Area name: Lehigh Valley Workforce Development Area

Effective Date: July 1, 2017

Advanced Training and Hiring (PATH) Grant		EDSI
15300 Commerce Dr. N, Ste 200, Dearborn, MI 48120	313-271-4095 x 106	edsolutions.com/kschnieders@edsolutions.com
EARN Program	Part A of title IV of the Social Security Act	Workforce Board Lehigh Valley
555 Union Blvd., Allentown, PA 18109	610-841-1122	lvwib.org/ndischinat@workforcelv.org
Rapid Response Services	WIOA Title I	PA Dept. of Labor & Industry Field Operations
1920 Kutztown Rd, Reading, PA 19604	610-988-1378	pa.gov/jnichols@pa.gov
Foreign Labor Certification (FLC)	Immigration and Nationality Act of 1952	Workforce Board Lehigh Valley
555 Union Blvd., Allentown, PA 18109	610-841-1122	lvwib.org/ndischinat@workforcelv.org

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Performance Accountability Template (*fillable*)

Local Workforce Development Area name: Lehigh Valley Workforce Development Area

Effective Date: July 1, 2017

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	59.0%	Data not available
Dislocated Worker	67.0%	Data not available
Youth	58.0%	Data not available
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	58.0%	Data not available
Dislocated Worker	63.0%	Data not available
Youth	57.0%	Data not available
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	Data not available
Dislocated Worker	\$6,300	Data not available
Youth	\$2,100	Data not available
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	68.0%	Data not available
Dislocated Worker	71.0%	Data not available
Youth	60.0%	Data not available
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	48.0%	Data not available
Dislocated Worker	48.0%	Data not available
Youth	48.0%	Data not available
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	25.0%	Data not available
Dislocated Worker	25.0%	Data not available
Youth	25.0%	Data not available

Local workforce development boards (LWDB) are required to include their WIOA core programs negotiated goals and attained performance as part of their four-year local plans, as well as any modifications to such plans.