September 29, 2016

Ms. Patricia Hartwell, Chairperson
Lehigh Valley Workforce Development Board
824 Twelfth Avenue
Bethlehem, PA 18018-3524

Dear Ms. Hartwell,

The Pennsylvania Department of Labor & Industry (Department) has approved the Lehigh Valley Region Program Year (PY) 2016 Transitional Regional Plan. Per the Workforce Innovation and Opportunity Act (WIOA), this approval extends to the local plan associated with the local workforce development area that comprises the planning region. Such approval is effective through the end of PY 2016 (i.e., June 30, 2017).

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

Please note that each planning region, through collaboration with its local workforce development area boards and partners, must submit a “multi-year” (i.e., PY17-PY19) regional plan, to include multi-year local plans. Each plan must be complete; consistent with the Department’s forthcoming planning guidance and the Pennsylvania’s WIOA Combined State Plan; and compliant with applicable federal, state, and local statute, guidance, policy and procedure.

Please direct specific questions regarding the PY 2016 transitional plans and/or the upcoming multi-year plans and planning processes to Michael White at (717) 214-7173 or michwhite@pa.gov.

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
Lehigh Valley Workforce Development Board, Inc.

2016 Regional/Local Transitional Plan
July 1, 2016 – June 30, 2017

Released for Public Comment: April 25, 2016
30-day Public Comment Deadline: May 25, 2016
LVWDB Board Approved: June 2, 2016
PA Department of Labor and Industry Approved: September 29, 2016
Section 1: Workforce and Economic Analysis
Please provide a separate response for each of the elements listed below.

1.1 Provide an analysis of the economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations.
[WIOA Sec. 108(b)(1)(A)] and [proposed 20 CFR 679.560(a)]

Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

Analysis of Economic Conditions
The following local economic analysis is in alignment with the Bridging the Workforce Gap: Lehigh Valley Workforce and Economic Development Strategy report. These economic indicators demonstrate the positive results of workforce development working collaboratively with economic development to create a world-class competitive workforce.

Lehigh Valley’s History and People
The Lehigh Valley has transitioned from a concentrated heavy manufacturing economy to diverse economy of Manufacturing, Business, Professional, Health Care Services and Transportation and Warehousing. In 1970, 42% of jobs were in manufacturing, which accounts for 11% of today’s economy. A population of 30 million lives within 100 miles of the Lehigh Valley. Lehigh Valley’s population is 661,498 with 246,474 households.

Gross Domestic Product (GDP)
The Gross Domestic Product by metropolitan statistical area (MSA) is a measure of the overall health of the regional economy. Utilizing Bureau of Economic Analysis (BEA) latest figures, the Lehigh Valley’s Metro GDP in current dollars reached a record-high $35.4 billion in 2014 ranking 75th out of 381 MSAs in the United States. Lehigh Valley Current Metro GDP Distribution shown below depicts a balanced and diversified economy across the top four sectors accounting for over half of overall GDP output (56.6%) and is not dominated by any one industry.

Looking at economic output in real GDP (inflation–adjusted), the Lehigh Valley grew 3.1 percent from the previous year, more than double the rate of Pennsylvania which grew at a pace of 1.5 percent and outpacing the United States which grew at 2.2 percent.
The chart below highlights the percentage growth of the region's real GDP for the period 2004-2014. GDP year-over-year growth hovered around 1.1 percent yearly average prior to the Great Recession then dropped 3.5 percent in 2009 before rebounding 3.3 percent in 2010. The Lehigh Valley has recovered and is moving in a positive direction.
GDP since the Great Recession

For a more detailed view of the region’s economy, the chart below reveals Lehigh Valley’s GDP by targeted industry sectors for 2010-2014. Overall, the economy grew nearly $1 billion dollars in real terms over the 5-year period or 5.7 percent. Our recovery reveals that Transportation and Warehousing, Professional and Business Services and Finance, Insurance and Real Estate sector have demonstrated the highest percentage growth, while manufacturing has lagged behind although productivity within the sector has drastically increased attributed to technological advances.

![Lehigh Valley Real Metro GDP Percent Change Index (2010=0)]

Source: Bureau of Economic Analysis GDP by MSA Released Sep 2015

Description
- All Industry Total
- Transportation and Warehousing
- Professional & Business Services
- Finance, Insurance & Real Estate
- Health Care & Social Assistance
- Manufacturing

Existing and Emerging In-Demand Industry Sectors

Existing Industry Sectors

Second Quarter of 2015 Quarterly Census of Employment and Wages (QCEW) preliminary data establishes the following 20 industries as the fastest growing by employment gains from previous year (2014Q2).

Forty percent of these identified top industries belong to Manufacturing and Transportation & Warehousing sectors with another 20 percent belonging to Health Care and Professional, Scientific, and Technical Services industry sectors.
Of these top 20 industries, the Transportation and Warehousing sector accounted for a 44.6 percent (2,755) increase in employment, followed by Manufacturing with a 13.9 percent increase and Health Care with an 11.2 percent increase.

As this data is a snapshot of our current economy which is being utilized for the Regional/Local Transitional Plan, the goal is make the data germane for our five-year plan.

In-Demand Industry Sectors

Industry projections tabulated from the Long-Term Industry Employment Projections (2012-22) breaks down future job growth by overall gains or volume, as well as percent change respective of those industries consisting of a minimum employment of 750. The Health Care and Social Assistance sector accounts for 40 percent of the projected job growth by volume with Administrative and Support and Waste Management and Remediation Services sector accounting for 19 percent and Transportation and Warehousing with nearly 10 percent of projected job growth. From data provided by the PA Department of Labor and Industry, it is interesting to note that Manufacturing does not appear on projected job growth statistics. This

### Top Existing Industry Sectors (2015 Q2 Preliminary)

<table>
<thead>
<tr>
<th>NAICS2 (group)</th>
<th>NAICS Title</th>
<th>Avg Employment</th>
<th>% Difference Avg Employment</th>
<th>Employment Gain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>Beverage Manufacturing</td>
<td>2,136</td>
<td>15.09%</td>
<td>280</td>
</tr>
<tr>
<td></td>
<td>Converted Paper Product Manufacturing</td>
<td>1,208</td>
<td>22.76%</td>
<td>224</td>
</tr>
<tr>
<td></td>
<td>Animal Food Manufacturing</td>
<td>763</td>
<td>32.24%</td>
<td>186</td>
</tr>
<tr>
<td></td>
<td>Semiconductor and Electronic Compos.</td>
<td>914</td>
<td>22.52%</td>
<td>168</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>Warehousing and Storage</td>
<td>10,855</td>
<td>25.39%</td>
<td>2,198</td>
</tr>
<tr>
<td></td>
<td>General Freight Trucking</td>
<td>3,494</td>
<td>9.15%</td>
<td>293</td>
</tr>
<tr>
<td></td>
<td>Couriers</td>
<td>1,542</td>
<td>9.99%</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>School and Employee Bus Transporta.</td>
<td>1,304</td>
<td>10.51%</td>
<td>124</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>Individual and Family Services</td>
<td>3,815</td>
<td>17.49%</td>
<td>568</td>
</tr>
<tr>
<td></td>
<td>Outpatient Care Centers</td>
<td>1,805</td>
<td>7.44%</td>
<td>125</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>Accounting and Bookkeeping Services</td>
<td>1,509</td>
<td>28.75%</td>
<td>337</td>
</tr>
<tr>
<td></td>
<td>Scientific Research and Development.</td>
<td>1,150</td>
<td>7.88%</td>
<td>84</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management</td>
<td>Employment Services</td>
<td>9,105</td>
<td>4.46%</td>
<td>389</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>Restaurants and Other Eating Places</td>
<td>17,397</td>
<td>0.72%</td>
<td>125</td>
</tr>
<tr>
<td>Construction</td>
<td>Building Finishing Contractors</td>
<td>1,423</td>
<td>11.52%</td>
<td>147</td>
</tr>
<tr>
<td>Education Services</td>
<td>Colleges and Universities</td>
<td>5,524</td>
<td>2.58%</td>
<td>139</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>Department Stores</td>
<td>3,225</td>
<td>11.75%</td>
<td>339</td>
</tr>
<tr>
<td></td>
<td>Other General Merchandise Stores</td>
<td>2,196</td>
<td>5.32%</td>
<td>111</td>
</tr>
<tr>
<td></td>
<td>Automobile Dealers</td>
<td>3,369</td>
<td>3.34%</td>
<td>109</td>
</tr>
<tr>
<td>Other Services (except Public Adminis.)</td>
<td>Other Personal Services</td>
<td>440</td>
<td>25.71%</td>
<td>90</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>73,174</strong></td>
<td><strong>9.22%</strong></td>
<td><strong>6,176</strong></td>
</tr>
</tbody>
</table>

Source: BLS & PA Center for Workforce Information & Analysis (CWIA)
finding is in alignment with the *Bridging the Workforce Gap* study which states that the Manufacturing sector jobs are projected to decline overall; however, output and productivity in Manufacturing are on the rise, largely stemming from more advanced machinery and technology.

Analyzing employment projections data from a percent change perspective reveals that the Health Care and Social Assistance industry sector is a driving force of future employment, followed by the Construction sector and Professional, Scientific, and Technical Services sector highlighting demand for technical skills. This data point is aligned to *Bridging the Workforce Gap* study which states that Health Care and Social Assistance will add 10,100 new jobs over the next five years.
<table>
<thead>
<tr>
<th>SOC_2</th>
<th>SOC Title</th>
<th>2015 November</th>
</tr>
</thead>
<tbody>
<tr>
<td>53-Transportation and Material Moving Occupations</td>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>1,021</td>
</tr>
<tr>
<td></td>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>310</td>
</tr>
<tr>
<td></td>
<td>Light Truck or Delivery Services Drivers</td>
<td>155</td>
</tr>
<tr>
<td></td>
<td>First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators</td>
<td>127</td>
</tr>
<tr>
<td>43-Office and Administrative Support Occupations</td>
<td>Customer Service Representatives</td>
<td>283</td>
</tr>
<tr>
<td></td>
<td>First-Line Supervisors of Office and Administrative Support Workers</td>
<td>233</td>
</tr>
<tr>
<td></td>
<td>Stock Clerks- Stockroom, Warehouse, or Storage Yard</td>
<td>145</td>
</tr>
<tr>
<td></td>
<td>Home Health Aides</td>
<td>122</td>
</tr>
<tr>
<td>41-Sales and Related Occupations</td>
<td>Retail Salespersons</td>
<td>232</td>
</tr>
<tr>
<td></td>
<td>First-Line Supervisors of Retail Sales Workers</td>
<td>202</td>
</tr>
<tr>
<td></td>
<td>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific, etc.</td>
<td>160</td>
</tr>
<tr>
<td>15-Computer and Mathematical Occupations</td>
<td>Computer User Support Specialists</td>
<td>135</td>
</tr>
<tr>
<td></td>
<td>Network and Computer Systems Administrators</td>
<td>128</td>
</tr>
<tr>
<td>51-Production Occupations</td>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>218</td>
</tr>
<tr>
<td>49-Installation, Maintenance, and Repair Occupations</td>
<td>Maintenance and Repair Workers, General</td>
<td>206</td>
</tr>
<tr>
<td>35-Food Preparation and Serving Related Occupations</td>
<td>First-Line Supervisors of Food Preparation and Serving Workers</td>
<td>187</td>
</tr>
<tr>
<td>17-Architecture and Engineering Occupations</td>
<td>Industrial Engineers</td>
<td>160</td>
</tr>
<tr>
<td>11-Management Occupations</td>
<td>Medical and Health Services Managers</td>
<td>140</td>
</tr>
<tr>
<td>37-Building and Grounds Cleaning and Maintenance Occupations</td>
<td>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</td>
<td>136</td>
</tr>
</tbody>
</table>

# Fastest Growing Industries in Lehigh Valley WDA (2012-22)

<table>
<thead>
<tr>
<th>NAICS_2</th>
<th>Industry Title</th>
<th>Employment Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>62 Health Care and Social Assistance</td>
<td>Child Day Care Services</td>
<td>590</td>
<td>26.34%</td>
</tr>
<tr>
<td></td>
<td>Community Care Facility for the Elderly</td>
<td>730</td>
<td>21.16%</td>
</tr>
<tr>
<td></td>
<td>General Medical &amp; Surgical Hospitals</td>
<td>2,390</td>
<td>15.94%</td>
</tr>
<tr>
<td></td>
<td>Home Health Care Services</td>
<td>830</td>
<td>42.35%</td>
</tr>
<tr>
<td></td>
<td>Individual &amp; Family Services</td>
<td>620</td>
<td>23.05%</td>
</tr>
<tr>
<td></td>
<td>Nursing Care Facilities</td>
<td>730</td>
<td>20.17%</td>
</tr>
<tr>
<td></td>
<td>Offices of Other Health Practitioners</td>
<td>660</td>
<td>36.87%</td>
</tr>
<tr>
<td></td>
<td>Offices of Physicians</td>
<td>800</td>
<td>9.73%</td>
</tr>
<tr>
<td></td>
<td>Other Ambulatory Health Care Services</td>
<td>200</td>
<td>20.62%</td>
</tr>
<tr>
<td></td>
<td>Outpatient Care Centers</td>
<td>330</td>
<td>24.44%</td>
</tr>
<tr>
<td>54 Professional, Scientific, and Technical Services</td>
<td>Architectural &amp; Engineering Services</td>
<td>420</td>
<td>20.59%</td>
</tr>
<tr>
<td></td>
<td>Computer Systems Design &amp; Rel Servi..</td>
<td>420</td>
<td>27.81%</td>
</tr>
<tr>
<td></td>
<td>Other Professional &amp; Technical Services</td>
<td>350</td>
<td>29.91%</td>
</tr>
<tr>
<td>56 Administrative and Support and Waste Management and Remediation Services</td>
<td>Employment Services</td>
<td>3,110</td>
<td>39.22%</td>
</tr>
<tr>
<td></td>
<td>Services to Buildings &amp; Dwellings</td>
<td>360</td>
<td>8.33%</td>
</tr>
<tr>
<td>48-49 Transportation and Warehousing</td>
<td>General Freight Trucking</td>
<td>540</td>
<td>19.85%</td>
</tr>
<tr>
<td></td>
<td>Warehousing &amp; Storage</td>
<td>1,260</td>
<td>15.18%</td>
</tr>
<tr>
<td>23 Construction</td>
<td>Building Equipment Contractors</td>
<td>520</td>
<td>16.83%</td>
</tr>
<tr>
<td></td>
<td>Nonresidential Building Construction</td>
<td>180</td>
<td>20.22%</td>
</tr>
<tr>
<td></td>
<td>Other Specialty Trade Contractors</td>
<td>470</td>
<td>38.21%</td>
</tr>
<tr>
<td></td>
<td>Residential Building Construction</td>
<td>350</td>
<td>38.46%</td>
</tr>
<tr>
<td>72 Accommodation and Food Ser..</td>
<td>Restaurants &amp; Other Eating Places</td>
<td>2,270</td>
<td>14.00%</td>
</tr>
<tr>
<td>71 Arts, Entertainment, and Recr..</td>
<td>Other Amusement &amp; Recreation Industri..</td>
<td>430</td>
<td>18.45%</td>
</tr>
<tr>
<td>55 Management of Companies an..</td>
<td>Management of Companies &amp; Enterpris..</td>
<td>1,250</td>
<td>12.53%</td>
</tr>
<tr>
<td>44-45 Retail Trade</td>
<td>Other General Merchandise Stores</td>
<td>330</td>
<td>17.10%</td>
</tr>
<tr>
<td>42 Wholesale Trade</td>
<td>Machinery &amp; Supply Merchant Wholesa..</td>
<td>220</td>
<td>16.92%</td>
</tr>
<tr>
<td>31-33 Manufacturing</td>
<td>Cement &amp; Concrete Product Manufactu..</td>
<td>210</td>
<td>21.43%</td>
</tr>
</tbody>
</table>

Source: Long-Term Industry Employment Projections (2012-22)
Existing and Emerging In-Demand Occupations

Existing Occupational Sectors
Transportation and Material Moving Occupations (SOC-53) continue to lead the group with 1,613 on-line posted occupations mostly comprised of Heavy and Tractor-Trailer Truck Drivers. The *Bridging the Workforce Gap* study validates the importance of this occupational sector stating that the Transportation and Warehousing industry sector will add 3,700 new jobs over the next five years.

The second highest ranked group is Health-associated occupations which account for 778 occupations highlighted by Registered Nurses with a demand of 656.

In-Demand Occupational Sectors
Long-Term Occupational Employment Projections (2012-22) data was used to identify the fastest growing future occupations in Lehigh Valley Workforce Development Area. This future occupational forecast reinforces current demand trends highlighted by Health Care and Transportation/Warehousing-related occupations, a projection also highlighted in the *Bridging the Workforce Gap* report.
<table>
<thead>
<tr>
<th>SOC_2</th>
<th>Occupational Title</th>
<th>Percent Change</th>
<th>Employee Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>47-Construction and Extraction Occupations</td>
<td>Construction Laborers</td>
<td>21.6%</td>
<td>380</td>
</tr>
<tr>
<td></td>
<td>Carpenters</td>
<td>17.0%</td>
<td>350</td>
</tr>
<tr>
<td></td>
<td>Supervisors - Construction Trades &amp; Extr..</td>
<td>15.9%</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Plumbers, Pipefitters &amp; Steamfitters</td>
<td>15.8%</td>
<td>120</td>
</tr>
<tr>
<td>53-Transportation and Material Moving Occupations</td>
<td>Laborers &amp; Freight, Stock &amp; Material Mo..</td>
<td>12.9%</td>
<td>770</td>
</tr>
<tr>
<td></td>
<td>Heavy &amp; Tractor-Trailer Truck Drivers</td>
<td>13.9%</td>
<td>680</td>
</tr>
<tr>
<td></td>
<td>Packers &amp; Packagers, Hand</td>
<td>13.2%</td>
<td>330</td>
</tr>
<tr>
<td>43-Office and Administrative Support Occupations</td>
<td>Customer Service Representatives</td>
<td>9.8%</td>
<td>610</td>
</tr>
<tr>
<td></td>
<td>Secretaries</td>
<td>6.8%</td>
<td>350</td>
</tr>
<tr>
<td></td>
<td>Medical Secretaries</td>
<td>25.8%</td>
<td>250</td>
</tr>
<tr>
<td>29-Healthcare Practitioners and Technical Occupations</td>
<td>Registered Nurses</td>
<td>19.1%</td>
<td>1,290</td>
</tr>
<tr>
<td></td>
<td>Licensed Practical &amp; Licensed Vocational..</td>
<td>18.4%</td>
<td>340</td>
</tr>
<tr>
<td></td>
<td>Emergency Medical Technicians &amp; Para..</td>
<td>16.1%</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Pharmacy Technicians</td>
<td>15.6%</td>
<td>120</td>
</tr>
<tr>
<td>35-Food Preparation and Serving Related Occupations</td>
<td>Combined Food Preparation &amp; Serving ..</td>
<td>15.9%</td>
<td>960</td>
</tr>
<tr>
<td></td>
<td>Waiters &amp; Waitresses</td>
<td>8.7%</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>Cooks, Restaurant</td>
<td>18.7%</td>
<td>320</td>
</tr>
<tr>
<td>39-Personal Care and Service Occupations</td>
<td>Personal Care Aides</td>
<td>32.0%</td>
<td>540</td>
</tr>
<tr>
<td></td>
<td>Childcare Workers</td>
<td>14.3%</td>
<td>510</td>
</tr>
<tr>
<td>37-Building and Grounds Cleaning and Maintenance Occupations</td>
<td>Maids &amp; Housekeeping Cleaners</td>
<td>11.4%</td>
<td>390</td>
</tr>
<tr>
<td></td>
<td>Janitors &amp; Cleaners</td>
<td>6.3%</td>
<td>300</td>
</tr>
<tr>
<td>31-Healthcare Support Occupations</td>
<td>Home Health Aides</td>
<td>27.7%</td>
<td>660</td>
</tr>
<tr>
<td></td>
<td>Nursing Assistants</td>
<td>10.6%</td>
<td>520</td>
</tr>
<tr>
<td>51-Production Occupations</td>
<td>Machinists</td>
<td>17.1%</td>
<td>250</td>
</tr>
<tr>
<td>25-Education, Training, and Library Occupations</td>
<td>Elementary School Teachers</td>
<td>9.2%</td>
<td>380</td>
</tr>
<tr>
<td></td>
<td>Middle School Teachers</td>
<td>22.1%</td>
<td>190</td>
</tr>
<tr>
<td>49-Installation, Maintenance, and Repair Occupations</td>
<td>Industrial Machinery Mechanics</td>
<td>30.4%</td>
<td>340</td>
</tr>
<tr>
<td>15-Computer and Mathematical Occupations</td>
<td>Computer Systems Analysts</td>
<td>23.2%</td>
<td>190</td>
</tr>
<tr>
<td></td>
<td>Software Developers, Applications</td>
<td>17.6%</td>
<td>190</td>
</tr>
<tr>
<td>11-Management Occupations</td>
<td>Medical &amp; Health Services Managers</td>
<td>16.9%</td>
<td>130</td>
</tr>
</tbody>
</table>

Source: Long-Term Industry Employment Projections (2012-22)
Analysis of Knowledge and Skills
The skills required to meet the employment needs of the employers was recently addressed by a joint Bridging the Workforce Gap study conducted by the Lehigh Valley Workforce Development Board, Inc. (LVWDB) and the Lehigh Valley Economic Development Corporation, finalized November 2015. The study established a baseline gap analysis of education talent, including skills and knowledge, output compared to occupational demand from employers.

The analysis projected that the overall economic activity appears to be strengthening in several key sectors including: health care and social assistance, transportation and warehousing, business services, finance and insurance, and accommodation and food services. Furthermore, the region is projected to add 22,150 new jobs over the next 5 years.

Notable growth in sectors that require more skilled labor include: health care and social assistance (10,100 new jobs), transportation and warehousing (3,700 new jobs), finance and insurance (3,150 new jobs), and professional, technical and scientific services (2,450 new jobs).

This baseline study established a series of initial findings depicting that skill sets of learners in the Lehigh valley were fairly well-aligned with the occupational demand for the skills, but noted that this study was a snapshot in time and the continuing process for tracking workforce supply and demand and their associated knowledge and skills would have to be an ongoing process.

Post-secondary vocational certificate (PSV) education levels and lower were less well-matched in the target occupations: Heavy and tractor-trailer truck drivers exhibited the largest gap. The second largest gap was for industrial truck and tractor operators.

The study revealed that most occupational sectors required the following set of foundational skills necessary to effectively perform job duties as presented by the U.S. Department of Labor. Basic Skills: Read, write, perform arithmetic and mathematical operations, listens and speak. Thinking Skills: Think creatively, make decisions, solve problems, visualize, know how to learn, and reason. Personal Qualities: Display responsibility, self-esteem, sociability, self-management, integrity, and honesty.

Employment Growth Rate by Educational & Training
Long-Term Occupational Employment Projections (2012-22) reported 107,780 jobs were in occupations that typically require at least some postsecondary education for entry—education beyond a high school diploma or equivalent—compared with 176,740 jobs that require various length and levels of training programs primarily driven by short-term training with 123,380 jobs. Although the occupations requiring postsecondary education were a smaller portion of the overall economy in 2012, they are projected to grow 10.5 percent by 2022. Occupations requiring pure training are projected to grow 7.2 percent.
Employment Growth Rates by Educational Attainment Level

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced degree</td>
<td>11,270</td>
<td>1,160</td>
<td>12,430</td>
<td>10.3%</td>
</tr>
<tr>
<td>Associate degree</td>
<td>12,910</td>
<td>2,270</td>
<td>15,180</td>
<td>17.6%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>42,390</td>
<td>4,310</td>
<td>46,700</td>
<td>10.2%</td>
</tr>
<tr>
<td>PS education or experience</td>
<td>41,210</td>
<td>3,630</td>
<td>44,840</td>
<td>8.8%</td>
</tr>
<tr>
<td>Long-term training</td>
<td>18,550</td>
<td>1,950</td>
<td>20,500</td>
<td>10.5%</td>
</tr>
<tr>
<td>On-the-job training</td>
<td>158,190</td>
<td>10,740</td>
<td>168,930</td>
<td>6.8%</td>
</tr>
</tbody>
</table>

Source: Long-Term Occupational Employment Projections (2012-22)

Employer Identified Needs Across Multiple Industry Sectors and Occupations

Employment requirements for the Lehigh Valley are expressed by the following list of in-demand Knowledge Areas and a separate list of desired Work Activities which are employer identified needs across multiple industries. This analysis uses data assembled by the PA Center for Workforce Information and Analysis.

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Work Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Language</td>
<td>Communicating with Supervisors, Peers, or Subordinates</td>
</tr>
<tr>
<td>Customer and Personal Service</td>
<td>Interacting with Computers</td>
</tr>
<tr>
<td>Administration and Management</td>
<td>Performing for or Working Directly with the Public</td>
</tr>
<tr>
<td>Mathematics</td>
<td>Making Decisions and Solving Problems</td>
</tr>
<tr>
<td>Public Safety and Security</td>
<td>Documenting/Recording Information</td>
</tr>
<tr>
<td>Education and Training</td>
<td>Identifying Objects, Actions, and Events</td>
</tr>
<tr>
<td>Computers and Electronics</td>
<td>Organizing, Planning, and Prioritizing Work</td>
</tr>
<tr>
<td>Clerical</td>
<td>Updating and Using Relevant Knowledge</td>
</tr>
<tr>
<td>Psychology</td>
<td>Establishing and Maintaining Interpersonal Relationships Work Activity</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td></td>
</tr>
<tr>
<td>Production and Processing</td>
<td>Assisting and Caring for Others</td>
</tr>
<tr>
<td>Law and Government</td>
<td></td>
</tr>
<tr>
<td>Personnel and Human Resources</td>
<td>Evaluating Information to Determine Compliance with Standards</td>
</tr>
<tr>
<td>Communications and Media</td>
<td>Processing Information</td>
</tr>
<tr>
<td>Mechanical</td>
<td></td>
</tr>
<tr>
<td>Therapy and Counseling</td>
<td>Performing General Physical Activities</td>
</tr>
<tr>
<td>Sociology and Anthropology</td>
<td>Monitor Processes, Materials, or Surroundings</td>
</tr>
<tr>
<td>Medicine and Dentistry</td>
<td>Communicating with Persons Outside Organization</td>
</tr>
<tr>
<td>Transportation</td>
<td>Inspecting Equipment, Structures, or Material</td>
</tr>
<tr>
<td>Economics and Accounting</td>
<td>Analyzing Data or Information</td>
</tr>
<tr>
<td></td>
<td>Thinking Creatively</td>
</tr>
<tr>
<td></td>
<td>Handling and Moving Objects</td>
</tr>
<tr>
<td></td>
<td>Getting Information</td>
</tr>
</tbody>
</table>
To comprehensively determine the knowledge and skills required to meet the employment needs of Lehigh Valley’s employers, including employment requirements for in-demand industry sectors and occupations, the LVWDB will be using data from the PA Center for Workforce Information and Analysis as a starting point, which will be validated by employer requirements and skills needs identified in high priority occupations and targeted industry sectors.

LVWDB is currently in the strategic planning stages, therefore primary and secondary data sets will be explored, surveyed and vetted during this transition year by working with the 15,120 employers in the Lehigh Valley, PREP partners including Lehigh Valley Economic Development Corporation, Manufacturers Resource Center and Lehigh University Small Business Development Center, Greater Lehigh Valley Chamber of Commerce, and Society for Human Resource Management/Lehigh Valley Chapter.
1.3 Provide an analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

**Workforce Characteristics**

*Bridging the Workforce Gap: Lehigh Valley Workforce and Economic Development Strategy* report examined the age distribution of the Lehigh Valley working-age demographic, and found a historic and projected convergence indicating that there will be a more even population distribution across cohorts. Interestingly, a rise in younger ages (20-39 years old) is largely offset by a decline in middle-aged workers (40-54 years old), while the mature population shows significant growth.

As economic and job growth occurs in Lehigh Valley, the age diversity of area residents may help to ease transition between retiring Baby Boomers and those who can fill vacant job roles. Of particular interest on the below chart is the rapid aging of Lehigh Valley workforce over the next 5 years, particularly noting the rapid rise in workers between the ages 60 and 70. During that same period, workers aged 55-59 will become the single largest cohort in the Valley.

**Lehigh Valley Working-Age Population by Cohort**

![Graph showing working-age population distribution by cohort from 2009 to 2019.](image-url)
The Bridging the Workforce Gap report used information compiled from U.S. Census Longitudinal Employment and Housing Dynamics showing that 65 percent of Lehigh Valley residents commute to jobs within Lehigh Valley. Of the remaining 35 percent of residents who commute to jobs outside of the region, about half earn in excess of $3,333 per month. Most of these workers are in professional and service industries and not manufacturing.

The report proposes that a potential reason for the large level of higher paid out-commuters stems from the differences in industry wages compared to nearby areas. Top wage differences were compared to the Philadelphia area and Central New Jersey in five sectors. For example, in a relatively short travel distance, workers in finance and insurance increase their salaries by about 35 percent and workers in professional, technical and scientific services can increase their salaries by about 42 percent. Many of the top wage differences also align to Lehigh Valley’s targeted sectors.

**Analysis of Local Workforce Within 10-Year Timeframe**

The seasonally adjusted unemployment rate in February 2016 for the Lehigh Valley was 4.8 percent which is down 0.6 percent from 5.4 percent reported in February 2015. Evaluating the 4.8 percent unemployment rate over the past ten years, the Lehigh Valley rate compares favorably to the pre-Great Recession values, the lowest being 4.1 percent in March 2007 and is well below the 9.5 percent high reported in March 2010.

![Lehigh Valley Unemployment Rate (Feb 2016)](chart)

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

The charts below show that the seasonally adjusted labor force in February 2016 was 343,700 of which 327,300 were employed and 16,400 were unemployed. The labor force was up 7,900 from this time last year (335,800) and reflects an increase of 28,700 from the low reported in January 2005. Employment was unchanged from the previous month (327,300), but was up 9,600 year-over-year and up 29,000 from a ten-year low in January 2010. An increasing labor force and employment volume, combined with a decreasing unemployment rate, are indicative of an improving labor market. Recent adjustments to labor force numbers are reflected below.
In 2015, the yearly average total nonfarm jobs in Allentown-Bethlehem-Easton MSA was 359,000. The region is adding roughly an average of 4,000 jobs a year since 2009 resulting in an increase of 23,767.
**Labor Force Participation**

The next chart illustrates the labor force by age group with 65.6 percent of Lehigh County and 63.7 percent of Northampton County adults 16 years and over participating in the labor force. This is slightly above the 62.9 percent of the same aged adults in Pennsylvania. Labor force participation varies by age, being the highest for prime working age adults ages 25 to 44, followed by ages 45 to 54.

**Unemployment Rates by Educational Level**

The following chart shows unemployment rates by educational level and chart. It proves that education does matter with the level of education determining whether an individual is employed or not. The highest unemployment rates are in the less than high school graduate category showing 17 percent unemployment in Lehigh County and 14.6 percent unemployment in Northampton County. The lowest unemployment rates are in the Bachelor’s degree or higher category showing 5.2 percent unemployment rate in Lehigh County and 4 percent in Northampton County.

*Source: 2010-2014 American Community Survey 5-Year Estimates*
Barriers to Employment

As the unemployment rate continues to drop close to full employment, the available labor pool is shrinking and many of the remaining unemployed have multiple barriers to employment, as described in the Workforce Innovation and Opportunity Act (WIOA). WIOA defines barriers to employment to include displaced homemakers, low income individuals, individuals with disabilities, older individuals, ex-offenders, homeless individuals, youth who have aged out of foster care, individuals who are English language learners or have low levels of literacy or who face substantial cultural barriers, migrant farmworkers, individuals exhausting lifetime Temporary Assistance for Needy Families (TANF) benefits, single parents and the long-term unemployed.

Other barriers to employment include low-skilled individuals with deficiencies in basic and occupational skills, lack of high school diploma or GED, as well as limited access to transportation, quality child care, housing, and clothing and work supplies. Furthermore, the low unemployment rate becomes an actual barrier to employment since those with barriers and low skills are experiencing greater difficulties finding family-sustaining employment.

A preliminary analysis of barriers to employment has been derived from data from the PA Center for Workforce Information and Analysis (CWIA), Bridging the Workforce Gap, 2015-2016 State of the Lehigh Valley, PA Partnerships for Children Kids Count Data Center, LVWDB Fast Facts, and PA CareerLink® Lehigh Valley participant data. This data validates the LVWDB’s plans to focus additional efforts and/or resources toward the targeted populations of English language learners, individuals with disabilities, ex-offenders, out-of-school youth, individuals who are basic skills deficient, and the long-term unemployed, as described in Section 3.11.
1.4 Provide an analysis and description of workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the education and skill needs of the workforce and the employment needs of employers in the region. [WIOA Sec. 108(b)(1)(D)] and [proposed 20 CFR 679.560(a)]

Phase One of Bridging the Workforce Gap, a Lehigh Valley Workforce and Economic Development Strategy report completed by Oxford Economics for the Lehigh Valley Workforce Development Board, Inc. (LVWDB) and the Lehigh Valley Economic Development Corporation (LVEDC), which also included input from our Regional PREP partners, the Manufacturers Resource Center (MRC) and the Lehigh University Small Business Development Center (SBDC) and others, reported 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.”

The analysis of the workforce development activities including education and training in the region, the strengths and weaknesses of services and the capacity to provide services, address the identified education and skills needs of the workforce and the employment needs of employers in our Region. This was completed in Phase One of the Lehigh Valley Workforce and Economic Development Strategic Plan which 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: Health Care and Social Assistance, Manufacturing, Transportation, Warehousing, and Logistics, Finance and Insurance, and Professional, Scientific and Technical Services. We identified 54 target occupations that met specific criteria of education level, compensation and demand, or growth.

Lehigh Valley’s current education and talent development system appears well-aligned across the bulk of occupations and careers within the region. 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 resources, convene relevant parties, build awareness and/or implement strategies. Therefore, our strategic focus will largely be sector-based in order to maximize reach and address workforce issues.
The Following analysis and descriptions focus on.

LVWDB uses strategic, industry sector-driven approaches to the provision of the following workforce development activities for adults, and dislocated workers, training and education, one-stop partners, workforce intelligence and labor market data, and youth.

1. **Workforce development activities for adults and dislocated workers** include a one-stop delivery system of core, intensive, training and employment services which under WIOA are known as career services. To address the identified education and skills needs of the workforce, employment services for a universal population are provided by the PA CareerLink® Lehigh Valley workforce system including orientations, assessments, employability skills, training resources, job placement, career advisement, JobGateway® on-line job matching system and 14 additional job matching sites, and access to 73 regional employment and staffing agencies.

The analysis of workforce development activities for adults and dislocated workers is that programming and services have become more streamlined within Lehigh Valley’s workforce system with less bureaucratic processes and additional education, training and community-based partners are providing co-located services at PA CareerLink® Lehigh Valley, along with an increased use of technology and automated services. LVWDB has implemented a close-to-customer strategy by providing workforce activities in PA CareerLink® Lehigh Valley satellites in the cities of Allentown and Bethlehem, with an Easton location in the planning stages.

Further improvements to Lehigh Valley’s workforce system are underway through a new systems re-design called **ServiceTown**, a customer-centered clearinghouse for workforce, education, training and community services, using the U.S. Department of Labor’s is Customer-Centered Design Model.

2. **Workforce development activities for training and education** is aided by Lehigh Valley’s plethora of training and education providers including 17 school districts providing K-12 education; three 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; 13 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.

The analysis of workforce development activities for training and education is that although the region’s workforce and talent development system is well-aligned to meet the employment needs of employers, LVWDB is examining the following improvements to these activities, as recommended by the *Bridging the Workforce Gap* study to: (a) develop an ongoing process to update and track workforce and talent supply and demand, (b) continue to build training opportunities with education providers, (c) establish linkages, articulation agreements and career pathways between education programs and institutions, (d) build capacity for adult
education and literacy programs, and (e) identify and analyze transportation issues impacting workforce development.

Workforce development activities for Title II Adult Basic Literacy services are provided by the Lehigh Valley Title II ABLE Coalition comprised of Lehigh Carbon Community College, Northampton Community College, ProJeCt of Easton and The Literacy Center of Allentown. In alignment with the LVWDB, 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, secure economic self-sufficiency. WIOA adds three new Title II Adult Education and Literacy activities including integrated English literacy and civics education, workforce preparation activities, and integrated education and training. To that end, during the one-year Plan period, an integrated education and training service strategy for adult education and literacy activities, provided concurrently and contextually with workforce preparation activities and workforce training will be explored through a strategic partnership with the Title II ABLE Coalition, in accordance with State negotiated performance standards.

3. Workforce activities provided by Lehigh Valley’s Operator Consortium consisting of EDSI, Bureau of Workforce Partnership and Operations, and Office of Vocational Rehabilitation are co-located and integrated within PA CareerLink® Lehigh Valley.

EDSI provides training and certification services under Title I of WIOA to unemployed and underemployed individuals including adults, dislocated workers, youth, and older workers.

The Bureau of Workforce Partnership and Operations provides Wagner-Peyser job search and job matching, Trade Act, Veterans, placement, recruitment and labor exchange services. Wagner-Peyser career services resources are coupled with Title I and Trade Act resources to provide greater choice. Dislocated workers receive all WIOA career services in the comprehensive PA CareerLink® Lehigh Valley center. Trade-impacted workers are co-enrolled in the WIOA program to ensure they receive the comprehensive range of assistance available to dislocated workers.

The Office of Vocational Rehabilitation (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 not be limited to: vocational counseling and guidance, assessment, physical restoration, training, education and pre-employment training services for eligible and high school students with disabilities. OVR also provides multiple services to the business community designed to assist them with onboarding qualified candidates with disabilities. The Adult Basic Literacy Education Coalition of the Lehigh Valley, including The Literacy Center, ProJeCt of Easton, Lehigh Carbon Community College and Northampton Community College, provides adult education and literacy programming under Title II of WIOA.

The analysis of workforce development activities is that the Lehigh Valley workforce system has an integrated and coordinated workforce system for one-stop partner programs and activities.
4. Workforce development activities include workforce intelligence and labor market data provided by the PA Center for Workforce Information and Analysis 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. LVWDB has integrated its data sharing and research activities with LVEDC to provide a common workforce and economic development labor market data for the Lehigh Valley.

The analysis of workforce development activities related to workforce intelligence and labor market data is that LVWDB has created an integrated system of data sharing with economic development by sharing research staff, holding joint employer summits and roundtables, and conducting the *Bridging the Workforce Gap: Lehigh Valley Workforce and Economic Development Strategy* report. This report serves as a catalyst and case study for the continued strategic alignment and integration of workforce development, education, and economic development in the Lehigh Valley.

Through integration with LVEDC and collaboration with the PA Center for Workforce Information and Analysis, continuous improvements to data products are underway to meet the data needs of job seekers, employers, youth, workforce system partners and the community.

5. Workforce development activities for in-school and out-of-school youth include programming focused on WIOA’s 14 required elements including academic remediation, drop-out prevention and re-engagement, occupational skills training, on-the-job training, leadership development, supportive services, adult mentoring, follow-up services, comprehensive guidance, financial literacy education, entrepreneurial skills training, labor market and employment information, and activities that help youth prepare for and transition to post-secondary education and training.

The analysis of workforce development activities for in-school and out-of-school youth is that LVWDB subcontracts with a diverse array of youth program providers with a capacity to meet Lehigh Valley’s diverse geographic and demographic needs. These providers assist LVWDB in developing and implementing integrated education and training models that provide accelerated learning opportunities for youth lacking a high school credential and/or who are basic skills deficient.

According to the *Bridging the Workforce Gap* study, historic declines in grade 12 enrollment suggest that over the next five years, the pool of Lehigh Valley youth applicants attending post-secondary institutions in our region will shrink. This reflects the overall decline in the 16-19 year old cohort through 2019, and further implies that alternative strategies to recruit learners to ensure a robust post-secondary trained talent pipeline is a priority. Therefore, with the pool of talent shrinking, LVWDB is developing alternative career pathways and innovative strategies that meet the needs of at-risk youth, with a special emphasis on targeting drop-outs and re-engaging them into education and employment.
1.8 Outline regional transportation issues related to workforce development and ways the region will address needs identified.

   Include a description and/or map of the regional community patterns.

See section 4.1.B for transportation issues and strategies to address them.

Sixty-six (66) percent of Lehigh Valley residents commute to jobs within the Lehigh Valley. Of the remaining 34 percent of residents who commute to jobs outside of the Lehigh Valley, about half earn in excess of $3,333 per month. Most of these workers are in professional and service industries and not manufacturing.

One potential reason for the large level of higher paid outcommuters stems from the differences in industry wages compared to nearby areas. For example, in the Philadelphia and Central New Jersey areas, a relatively short travel distance from the Lehigh Valley, workers in finance and insurance can increase their wage/salary by about 35 percent and workers in professional, technical and scientific services can increase their wage/salary by about 42 percent.
### Counties as Home Destination Area

<table>
<thead>
<tr>
<th>Counties as Home Destination Area</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
</tr>
<tr>
<td>All Counties</td>
<td>273,277</td>
</tr>
<tr>
<td>Lehigh County, PA</td>
<td>102,239</td>
</tr>
<tr>
<td>Northampton County, PA</td>
<td>79,231</td>
</tr>
<tr>
<td>Berks County, PA</td>
<td>11,793</td>
</tr>
<tr>
<td>Bucks County, PA</td>
<td>10,189</td>
</tr>
<tr>
<td>Montgomery County, PA</td>
<td>7,846</td>
</tr>
<tr>
<td>Monroe County, PA</td>
<td>7,364</td>
</tr>
<tr>
<td>Carbon County, PA</td>
<td>7,289</td>
</tr>
<tr>
<td>Philadelphia County, PA</td>
<td>4,292</td>
</tr>
<tr>
<td>Luzerne County, PA</td>
<td>4,060</td>
</tr>
<tr>
<td>Schuylkill County, PA</td>
<td>3,659</td>
</tr>
<tr>
<td>All Other Locations</td>
<td>35,315</td>
</tr>
</tbody>
</table>

Thirty-three (33) percent of Lehigh Valley’s workforce commutes into our area from neighboring counties. The highest number comes from Berks County with 11,793 workers community into the Lehigh Valley, followed in ranked order by Bucks, Montgomery, Monroe, Carbon and Philadelphia.
Section 2: Strategic Vision and Goals

Section 2 responses will require input from members of the local workforce development board and other local stakeholders. Please provide a separate response for each of the elements listed below.

2.1 Describe local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

Vision

The Lehigh Valley has a world-class competitive workforce.

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.

The LVWDB’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 Workforce Innovation and Opportunity Act’s (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.

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. 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.
**Vision** - The Lehigh Valley has a world-class competitive workforce.

**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.

<table>
<thead>
<tr>
<th>Goal 1:</th>
<th>Meet or exceed all state-negotiated performance accountability measures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Support the Governor’s Vision and Goals for Pennsylvania’s Workforce Development System.</td>
</tr>
<tr>
<td></td>
<td>• Negotiate performance accountability measures with the state.</td>
</tr>
<tr>
<td></td>
<td>• Integrate WIOA standards with Core partners to measure success and return on investment of the workforce system.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2:</th>
<th>Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Align workforce priorities across partners, training providers, employers and others to ensure a Lehigh Valley skilled workforce.</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td>• Establish a clearinghouse for work-based learning experiences by developing a regional on-line database of work-based learning opportunities including job shadowing, mentoring, internships, externships, co-ops, apprenticeships, and on-the-job training that provide career pathways to employment.</td>
</tr>
<tr>
<td></td>
<td>• Increase the focus on training in high priority occupations within Lehigh Valley’s targeted industry sectors across education and training providers.</td>
</tr>
<tr>
<td></td>
<td>• 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.</td>
</tr>
<tr>
<td></td>
<td>• Develop data-driven innovative and cost effective workforce initiatives to meet employer needs.</td>
</tr>
<tr>
<td>Goal 3: Engage Employers to Develop Strategic Innovative Workforce Initiatives</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>• Engage employers in workforce policies, support processes, training, and technology advancements.</td>
<td></td>
</tr>
<tr>
<td>• Engage employers to provide strategic policy input towards a <strong>government that works</strong>.</td>
<td></td>
</tr>
<tr>
<td>• Engage employers to increase business and industry’s participation in <strong>schools that teach</strong> through school to work initiatives.</td>
<td></td>
</tr>
<tr>
<td>• Engage employers in developing career pathways to <strong>jobs that pay</strong> in high priority occupations through Industry Partnerships Initiatives and strategic engagement in the workforce system.</td>
<td></td>
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<tr>
<td>• Engage employers to develop data-driven workforce initiatives.</td>
<td></td>
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<tr>
<td>• Engage employers to leverage and increase resources to retool Lehigh Valley’s workforce.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 4: Transform Lehigh Valley’s workforce system as required by WIOA</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Transition sequence of workforce services under WIOA.</td>
</tr>
<tr>
<td>• Increase the focus on serving individuals with barriers, limited skills and work experience.</td>
</tr>
<tr>
<td>• Increase the number of workers trained in high demand occupations within targeted industry clusters as determined by the private sector.</td>
</tr>
<tr>
<td>• Expand and design new integrated education and training options required in the workplace to decrease the gap between projected demand and supply.</td>
</tr>
<tr>
<td>• Develop and implement earn-while-you-learn models.</td>
</tr>
<tr>
<td>• Track workforce talent supply and demand.</td>
</tr>
<tr>
<td>• Align planning and accountability policies across the workforce system.</td>
</tr>
<tr>
<td>• Develop and implement strategies to upskill incumbent workers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 5: Market Career Pathways as the Lehigh Valley’s model for mapping career options</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop specialized career awareness labor market workforce intelligence in partnership with CWIA.</td>
</tr>
<tr>
<td>• 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 post-secondary education.</td>
</tr>
<tr>
<td>• Design Career Goal Templates.</td>
</tr>
<tr>
<td>• Design a Lehigh Valley Workplace Readiness Certificate to be incorporated in all public and private education curriculums.</td>
</tr>
<tr>
<td>• Conduct annual Employer/Educator Leadership Summit on Career Pathways.</td>
</tr>
<tr>
<td>• Develop a Lehigh Valley Career Awareness Campaign.</td>
</tr>
</tbody>
</table>
2.2 Describe how the local board’s vision and goals align with and/or supports the governor’s vision

The Governor’s Vision of **jobs that pay, schools that teach**, and **government that works** is the catalyst for achieving the Lehigh Valley Workforce Development Board’s Vision for a Lehigh Valley world-class workforce. Our Mission is 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 education and skilled workforce.

The Board’s workforce development efforts support the Governor’s Vision of **jobs that pay** by providing our Chief Elected Officials, our economic and workforce partners, our community partners, and our new and existing employer base with labor market data including PA Center for Workforce Information and Analysis wage information on the salaries of jobs that pay. These supportive efforts will be continued and expanded.

The Board’s workforce development efforts support the Governor’s Vision of **schools that teach** by collaborating with K-16 education in the areas of strategic planning and development of career pathways, professional development for educators and Guidance Counselors, Workforce Coordinators in middle and high schools, Superintendent roundtables and summits, employers in the classroom, employers serving on occupational advisory councils, teacher externships, internships, mentorships, job shadowing and apprenticeships. These supportive efforts will be continued and expanded.

The Board’s workforce development efforts support the Governor’s Vision of **government that works** by strategically recruiting board members that support collaboration, partnerships, integration of Lehigh Valley’s workforce system partners, and provide input into state and federal workforce policies. To support the Board's policy work, the Board will continue to educate, inform and discuss workforce development issues through one-on-one legislative office visits, annual legislative orientations, roundtables and summits. Furthermore, WIOA is focusing on the customer rather than regulatory mandates through innovative opportunity system changes. The Lehigh Valley is in the design phases of system transformation by adopting components of the United States Department of Labor’s National Customer-Centered Design Model. This design will serve as a catalyst for greater integration of Federal, State and local workforce and human services providers. These supportive efforts will be continued and expanded.

The Lehigh Valley Workforce Development Board’s goals also align and support the Governor’s workforce development goals, as outlined in the State Plan as follows:
<table>
<thead>
<tr>
<th>Governor's Workforce Goals</th>
<th>LVWDB Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Career Pathways</td>
<td>Market Career Pathways as the Lehigh Valley's Model for Mapping Career Options</td>
</tr>
<tr>
<td>Invest in Talent and Skills for Targeted Industries in Strategic Partnership with Employers and Education Institutions</td>
<td>Transform Lehigh Valley’s workforce system as required by WIOA</td>
</tr>
<tr>
<td></td>
<td>Establish the Partnerships for Regional Economic Performance (PREP) Partners as a Regional Workforce Development Coalition</td>
</tr>
<tr>
<td></td>
<td>Engage Employers to Develop Strategic Innovative Workforce Initiatives</td>
</tr>
<tr>
<td></td>
<td>Market Career Pathways as the Lehigh Valley’s Model for Mapping Career Options</td>
</tr>
<tr>
<td>Increase Work-Based Learning Opportunities for Youth</td>
<td>Establish the Partnerships for Regional Economic Performance (PREP) Partners as a Regional Workforce Development Coalition</td>
</tr>
<tr>
<td></td>
<td>Market Career Pathways as the Lehigh Valley’s Model for Mapping Career Options</td>
</tr>
<tr>
<td>Strengthen the Connection Between Employers, Education, Training and the Economy by Increasing Investments in Critical Skills that are directly aligned to Jobs that Pay</td>
<td>Engage Employers to Develop Strategic Innovative Workforce Initiatives</td>
</tr>
<tr>
<td></td>
<td>Transform Lehigh Valley’s Workforce System as Required by WIOA</td>
</tr>
<tr>
<td>Strengthen Data Sharing and More Effective Use of Data</td>
<td>Establish the Partnerships for Regional Economic Performance (PREP) Partners as a Regional Workforce Development Coalition</td>
</tr>
<tr>
<td></td>
<td>Engage Employers to Develop Strategic Innovative Workforce Initiatives</td>
</tr>
</tbody>
</table>

*Note: Some of the Governor’s goals are addressed in components of more than one LVWDB goal.*

During the Regional/Local Transitional Plan period, in partnership with our Chief Elected Officials, our goals will be publically discussed and refined through the LVWDB and our workforce and community partners. We will also refine our overarching strategies, define partners and partnerships roles, and develop benchmarks to track our processes and progress on accomplishing our goals.
2.4 Describe how the local board’s goals relate to the achievement of federal performance accountability measures.

All five goals specifically relate to the following performance accountability measures that support regional economic growth and economic self-sufficiency.

<table>
<thead>
<tr>
<th>Performance Accountability Measures</th>
<th>LVWDB Goals</th>
</tr>
</thead>
</table>
| A. The percentage of program participants in unsubsidized employment | • Meet or exceed all state-negotiated performance accountability measures  
• Engage Employers to Develop Strategic Innovative Workforce Initiatives  
• Transform Lehigh Valley’s workforce system as required by WIOA |
| B. The median earnings of program participants in unsubsidized employment | • Meet or exceed all state-negotiated performance accountability measures  
• Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition  
• Transform Lehigh Valley’s workforce system as required by WIOA |
| C. Percentage of program participants who earn secondary or postsecondary credentials | • Meet or exceed all state-negotiated performance accountability measures  
• Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition  
• Engage Employers to Develop Strategic Innovative Workforce Initiatives  
• Transform Lehigh Valley’s workforce system as required by WIOA |
| D. The percentage of program participants in an education or training program | • Meet or exceed all state-negotiated performance accountability measures  
• Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition  
• Transform Lehigh Valley’s workforce system as required by WIOA |
E. The level of employer engagement

- Meet or exceed all state-negotiated performance accountability measures
- Establish the Partnerships for Regional Economic Performance (PREP) Partners as a regional Workforce Development Coalition
- Engage Employers to Develop Strategic Innovative Workforce Initiatives
- Transform Lehigh Valley’s workforce system as required by WIOA
- Market Career Pathways as the Lehigh Valley’s model for mapping career options

Over the past 14 years, the Lehigh Valley Workforce Development Area has demonstrated a 98.7 percent success rate for meeting or exceeding the Commonwealth’s common performance measures.

Section 3: Local Area Partnerships and Investment Strategies

Many of the responses in this section, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. Please provide a separate response for each of the elements listed below.

3.1 Taking into account the analysis described in Appendix B - Section 1, describe 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 described in element 2.1. This analysis should include:

A. A descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing Adult/Dislocated Worker/Youth program elements. Describe respective roles and functional relationships to one another;

B. A list of all local area PA CareerLink® centers; include address, phone numbers, and hours of operation; and

C. An attached organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. [WIOA Sec. 108(b)(1)(F)]
3.1 A: The Lehigh Valley workforce development system is built on a foundation of alignment, innovation, employer engagement and accountability structures. It operates as a clearinghouse for workforce, education, training, community and employer services.

Our Vision for the Lehigh Valley economy is prosperity through strong regional public/private partnerships to create and implement a community agenda that drives growth and shapes the evolution of the economy now and into the future.

Our Vision for the workforce is the Lehigh Valley has a world-class competitive workforce to support economic growth.

Our Mission is 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 education and skilled workforce. This requires connectivity strategies that build relationships that align economic development, workforce development, K-16 educational systems, public and private training organizations, and the community partners.

**Our One-Year Regional/Local Transitional Plan**

Our plan includes a re-design of our workforce system to align with WIOA regulations. These new regulations require partners to collaborate to support a seamless customer-focused service delivery network within the one-stop workforce system. We are transitioning into a Human-Centered Design Thinking Model of focused strategies based on the needs of customers. This Model is defined by United States Department of Labor (USDOL) as a practical, repeatable approach to arrive at innovative solutions to improve the customer experience and outcomes for shared one-stop customers, to put employers in the center of sector strategies and career pathway work, and to re-design services and programs for out-of-school youth.

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 Section 3.1C).

The Governor of Pennsylvania has designated Lehigh and Northampton Counties as a workforce Region and has aligned workforce Regions across Pennsylvania with the Partnerships for Regional Economic Performance (PREP) partners. The LVWDB will continue to develop the workforce system with our PREP partners including Lehigh Valley Economic Development Corporation, Lehigh University Small Business Development Center, and the Manufacturers Resource Center.

Local governance begins with the Chief Elected Officials (CEOs) who in the Lehigh Valley are the Lehigh and Northampton County Executives. 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 LVWDB budget, and serving as the local grant recipient.
To assist in the administration of funds, the CEOs have designated the LVWDB as the fiscal agent, as well as their subgrant recipient, responsible for procurement, accounting, contracting, oversight, policy implementation and funds management. The LVWDB is responsible for the vision, strategy, policy, budgeting, oversight of programs and funds, and responsible for developing a comprehensive workforce system.

The LVWDB, appointed by the Chief Elected Officials (CEOs) and certified by the Commonwealth to meet WIOA, governs and makes decisions through a committee structure which will be reviewed during this transitional year for alignment with WIOA.

The current LVWDB committee structure is as follows:

**EXECUTIVE GOVERNANCE**
Includes the Lehigh Valley Workforce Development Board, Inc. Officers and Committee Chairs.

Recommend priorities, goals, objectives, projects and strategies to address the long-term workforce development needs of the community and delegate actions approved by the LVWDB to standing and special committees. Negotiate with the Commonwealth on local performance measures, monitor performance outcomes, and ensure accountability and transparency of the workforce system.

**FINANCE**
Maintains oversight of the LVWDB 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.

**OUTREACH**
Outreach Committee provides expertise, development and execution of Lehigh Valley’s integrated workforce system’s communication and outreach plan. Establish connectivity strategies that align economic development, workforce development, education, and the private sector to maximize service delivery for employers and job seekers.

- Identify opportunities that maximize awareness of the Lehigh Valley workforce system.
- Serve as the clearinghouse for labor market information, worker training, employer services, youth programming, community-based organizations, workforce legislation, and communication of requirements outlined in the Workforce Innovation and Opportunity Act.
- Develop a strategic outreach plan for consistent communications to effectively raise the awareness of the workforce system to employers, job seekers, partners, media and the public.
- Develop an Annual Report.
STRATEGIC PLANNING
The Strategic Planning Committee assists the LVWDB 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. Educate and inform community stakeholders on legislative workforce issues and make recommendations to the Board concerning workforce policy issues.

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.

- Recommend 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 review eligible youth service providers, and provide on-going leadership and support for continuous quality improvement, and develop innovative ideas focused on pipeline development.

WORKFORCE SERVICES AND ACCOUNTABILITY
Assist 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. Provide leadership in reviewing career services offered, education and skills training, delivery system policies, customer service satisfaction, labor market data and workforce trends. Monitor performance accountability and certification of the one-stop delivery system.

BUSINESS AND ECONOMIC DEVELOPMENT
Engage 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. Recommend implementation strategies that build a strong collaborative environment based on private sector labor market demands.

The LVWDB Chair also has the authority to create ad hoc committees, as required.
WIOA Brings Together, in Strategic Coordination, the Following Five Titles and Six Core Programs.

**Workforce Innovation and Opportunity Act**

**Five Titles of WIOA**

**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.

**Six Core Programs**

1. Adult formula programs administered by U.S. Department of Labor (DOL).
2. Dislocated Worker programs administered by U.S. Department of Labor (DOL).
3. Youth programs administered by U.S. Department of Labor (DOL).
5. Wagner-Peyser Employment Service program administered by DOL.
6. Programs under Title I of Rehabilitation Act providing services to individuals with disabilities administered by DOE.

**The Following is Lehigh Valley’s Operator Consortium.**

The LVWDB, with agreement from the CEOs, has been authorized by the Commonwealth in accordance with requirements set forth in WIOA to designate or certify the Operator Consortium of a single one-stop delivery system to coordinate employment and training services established within the jurisdiction of Lehigh and Northampton Counties, collectively recognized as the PA CareerLink® Lehigh Valley Operator Consortium, and signatories for their respective organizations with additional responsibilities as follows:

- **Bureau of Workforce Development Partnership and Operations** through the Wagner-Peyser Act provides universal access to the labor exchange for job seekers and employers. Responsibilities also include Veterans’ Employment and Training Service, Profile
ReEmployment Program, Trade Adjustment Assistance (TAA), and foreign labor certification job postings and rapid response.

- **Office of Vocational Rehabilitation** provides technical assistance on disability issues to employers and PA CareerLink® Lehigh Valley staff, and provides services to job seekers with disabilities eligible under the Rehabilitation Act, Title IV of WIOA, and works with employers in hiring individuals with disabilities.
- **Educational Data Systems, Inc.** provides services for programs authorized under Title I of WIOA to eligible adults and dislocated workers, Title V and EARN.

The roles and responsibilities of the Operator Consortium are outlined in the current Operator’s Consortium Agreement on file and maintained by the LVWDB available by request by federal or state agencies.

No later than June 30, 2016 the LVWDB must demonstrate it is taking steps to prepare for the competitive procurement of its PA CareerLink® Operator(s). These efforts will include market research, requests for information, and a cost and price analysis. No later than June 30, 2017, competitively procured PA CareerLink® Operator(s) must be in place.

The LVWDB is considering a competitive procurement for the one-stop operator that would also deliver Title I services.

**The Following are Lehigh Valley’s Youth Contractors.**

Youth Contractors are key stakeholders in the workforce system and all contractors are selected through a competitive Request for Proposal process. The LVWDB’s youth workforce activities, including activities for youth with disabilities, are branded as Youth CareerFORCE. Under the direction of the LVWDB and its Youth CareerFORCE Committee, youth workforce activities focus on at-risk populations with barriers to employment through outreach, recruitment and re-engaging youth into the workforce. Programs are designed to overcome barriers to employment with a goal of economic self-sufficiency. Lehigh Valley’s five Youth CareerFORCE contractors include: Eckerd Kids, Inc., Educational Data Systems, Inc., The Children’s Home of Easton, The Pennsylvania State University, and St. Luke’s University Health Network described in detail in Section 4.4. It is the intention of the LVWDB to issue an out-of-school youth Request for Proposal this spring and summer in order to move our system to the expenditure levels required for out-of-school youth.

Since 2012, the LVWDB has been increasing its focus on workforce activities targeted to out-of-school youth and in 2014/2015 directed 69 percent of its youth funding to serve out-of-school youth. As required by WIOA, LVWDB will direct 75 percent of youth program funding to serve out-of-school youth, 20 percent of youth funding to work experience. The LVWDB will reserve the 5 percent flexibility for enrolling youth who are not low income, as needed.

Youth workforce activities including successful models and best practices relevant to the Lehigh Valley are described in Section 4.4.
The following are the Lehigh Valley’s Required Program Partners.

The chart 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.

<table>
<thead>
<tr>
<th>ONE-STOP REQUIRED PROGRAM PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA TITLE I</td>
</tr>
<tr>
<td>LVWDB</td>
</tr>
<tr>
<td>WIOA TITLE II ADULT EDUCATION AND LITERACY</td>
</tr>
<tr>
<td>Lehigh Carbon Community College</td>
</tr>
<tr>
<td>Northampton Community College</td>
</tr>
<tr>
<td>ProJeCt of Easton</td>
</tr>
<tr>
<td>The Literacy Center of Allentown</td>
</tr>
<tr>
<td>WIOA TITLE III/WAGNER-PEYSER</td>
</tr>
<tr>
<td>Bureau of Workforce Development Partnership and Operations</td>
</tr>
<tr>
<td>WIOA TITLE IV</td>
</tr>
<tr>
<td>Office of Vocational Rehabilitation</td>
</tr>
<tr>
<td>WIOA TITLE V/OLDER AMERICANS ACT</td>
</tr>
<tr>
<td>Lehigh and Northampton County Area Agencies on Aging</td>
</tr>
<tr>
<td>TITLE I REHABILITATION ACT OF 1973</td>
</tr>
<tr>
<td>Office of Vocational Rehabilitation</td>
</tr>
<tr>
<td>CARL D. PERKINS CAREER AND TECHNICAL EDUCATION ACT</td>
</tr>
<tr>
<td>Lehigh Carbon Community College</td>
</tr>
<tr>
<td>Northampton Community College</td>
</tr>
<tr>
<td>TITLE II TRADE ACT OF 1974</td>
</tr>
<tr>
<td>Bureau of Workforce Development Partnership and Operations</td>
</tr>
<tr>
<td>CHAPTER 41 OF TITLE 38 USC/VETERANS</td>
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<tr>
<td>Bureau of Workforce Development Partnership and Operations</td>
</tr>
<tr>
<td>COMMUNITY SERVICES BLOCK GRANT ACT</td>
</tr>
<tr>
<td>PA Department of Community and Economic Development</td>
</tr>
<tr>
<td>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</td>
</tr>
<tr>
<td>Lehigh Valley Housing Authorities do not have resources to carry out employment and training activities</td>
</tr>
<tr>
<td>STATE UNEMPLOYMENT COMPENSATION</td>
</tr>
<tr>
<td>PA Department of Labor and Industry</td>
</tr>
<tr>
<td>SECOND CHANCE ACT OF 2007</td>
</tr>
<tr>
<td>U.S. Department of Labor LVWDB Linking to Employment Activities Pre-Release (LEAP) Project</td>
</tr>
<tr>
<td>TITLE IV SOCIAL SECURITY ACT</td>
</tr>
<tr>
<td>Lehigh and Northampton County Department of Human Services</td>
</tr>
</tbody>
</table>
The following are Lehigh Valley’s Private Sector Stakeholders.

The Lehigh Valley has strong working relationships with the private sector who support the LVWDB and our workforce system. It is because of the investment and engagement of the LVWDB, Lehigh Valley Economic Development Corporation, Manufacturers Resource Center, Lehigh University Small Business Development Center, Greater Lehigh Valley Chamber of Commerce, Society for Human Resource Management/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 during the transition year to continue to engage the private sector in every aspect of Lehigh Valley’s workforce system re-design.

The following are required and additional workforce partners within PA CareerLink® Lehigh Valley.
3.1 B: A list of all local area PA CareerLink® centers; include address, phone numbers, and hours of operation

**PA CareerLink® Lehigh Valley**
555 Union Boulevard
Allentown, PA 18109
610-437-5627
610-437-0741 (TTY)

**Hours of Operation**
Monday, Tuesday, Thursday & Friday - 8:00 AM to 4:30 PM
Wednesday - 8:00 AM to 7:00 PM

**Resource Center Hours**
Monday, Tuesday, Thursday & Friday - 8:30 AM to 4:30 PM
Wednesday - 10:30 AM to 7:00 PM

______________________________

**Allentown Employment and Training Center – Satellite Office**
Lehigh Carbon Community College Donley Center
718 West Hamilton Street
Allentown, PA 18101
610-799-1205

**Hours of Operation**
Monday through Thursday - 9:00 AM to 5:00 PM
Friday - 9:00 AM to 4:30 PM

______________________________

**Bethlehem Employment and Training Center**
Hispanic Center of Lehigh Valley
520 E. 4th Street
Bethlehem, PA 18015
610-868-7800

**Hours of Operation**
Monday through Friday – 8:30 AM to 4:00 PM

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**Easton Employment and Training Center (finalizing details with City of Easton)**
35 S. 3rd Street
Easton, PA 18042
3.1 C: An attached organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. [WIOA Sec. 108(b)(1)(F)]
3.2 Describe the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State plan under section 102(b)(1)(E). [WIOA Sec. 108(b)(2)]

Note: The six (6) core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs, and Vocational Rehabilitation.

The Governor of Pennsylvania has designated the Lehigh Valley as a workforce Region, under the leadership of the LVWDB. Section 3.1.A outlines the workforce system’s framework, roles and responsibilities, committee structure, fiscal agent, youth contractors, WIOA system contractors including core and other workforce development programs, and community partners.

The LVWDB works with entities carrying out core and other workforce programs and services that support alignment by:

- serving as a clearinghouse for workforce, education, training, community and employer services,
- providing workforce intelligence and labor market data to align supply and demand,
- directing resources to invest in talent and skills for targeted industries in high priority occupations,
- educating partners on knowledge, skills and abilities required in the workforce,
- serving on Advisory Committees of strategic workforce partners,
- aligning economic development, workforce development, education and the community organizations to streamline services and reduce redundancy,
- re-designing PA CareerLink® Lehigh Valley into a customer-centric system for career services, education and training options, employment opportunities, and employer engagement,
- adopting a targeted sector strategy approach to engage employers,
- engaging employers to strengthen the workforce system,
- operationalizing career pathways in education, training programs, community organizations, and business and industry,
- designing a Lehigh Valley Work-based Learning Initiative, by conducting quarterly meetings with entities carrying out core programs,
- participating in Customer-Centered Design and have buy-in from our core and one-stop partners to continue integration to better serve our customers.

The LVWDB provides the leadership and strategy to ensure that all workforce development programs are aligned and integrated into the Lehigh Valley workforce system. Our core and educational partners are also represented at the Board level. During the one-year Regional/Local Transitional Plan period, additional alignment strategies will be developed.

Also refer to 3.1.A.
3.3 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The LVWDB has adopted the Pennsylvania Department of Labor and Industry’s Workforce System Policy (WSP) No. 05-2015, December 25, 2015 which provides guidance to local workforce development boards for the implementation of priority of service for WIOA Title I Adult program customers. Furthermore, the LVWDB’s Priority of Service Policy is to apply priority to individuals in targeted groups (public assistance recipients, other low-income individuals, individuals who are basic skills deficient, and underemployed who are also low-income) over other individuals for receipt of individualized career services and training services funded by the WIOA Title I Adult program and to provide veterans within these groups priority over non-veterans.

The Core Program Operators serving Adult, Dislocated Workers and Youth programs, Adult, Education and literacy programs, Wagner-Peyser Employment Services programs, and programs under Title I of the Rehabilitation Act providing services to individuals with disabilities, all serve on the LVWDB and three of the Core programs are PA CareerLink® Lehigh Valley’s Operator Consortium. USDOL Core Program Operators, through strategic direction from the LVWDB, will assist in developing a plan to improve access, initiate career pathways throughout core partners, and ensure our services menu leads job seekers to credentialed training in high priority occupations.

Expanded services under consideration by LANTA include increasing bus routes, on-line services, and driver education training. The Lehigh Valley Workforce Development Board is also exploring new outreach locations in public libraries and community based organizations, additional training opportunities at PA CareerLink® Lehigh Valley, increased hours of operations, increased use of technology, additional PA CareerLink® Lehigh Valley locations, and increased ESL services through the ABLE Coalition.

3.4 Identify and describe (for each category below) the strategies that are and/or will be used to:

A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;

B. Support a local workforce development system described in element 3.2 that meets the needs of businesses;

C. Better coordinate workforce development programs with economic development partners and programs; and

This must include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or utilization of effective business intermediaries and other business services and strategies that support the local board’s strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].
3.4 A Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies.

The LVWDB facilitates the strategic engagement of employers in workforce development programs starting with its mission that emphasizes a private sector-led workforce system. Our first customer is the employer. Without employers, there are no jobs; therefore, one of the LVWDB’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 15,281 employers of which 11,000 (or 72 percent) have nine workers or less. The LVWDB’s overarching strategy for employer engagement is to create a transparent and seamless one-stop workforce system for employers in high-priority occupations and targeted industry sectors with an emphasis on the Lehigh Valley economy’s vast majority of small employers. The LVWDB uses workforce intermediaries and collaborates with employer-led organizations, including PREP partners, as well as the Greater Lehigh Valley Chamber of Commerce and Society of Human Resource Management/Lehigh Valley Chapter, into workforce development programs.

Employers ranging from small, medium and large-sized companies are strategically engaged in Lehigh Valley’s Industry Partnerships comprised of: targeted, in-demand industry sectors and high priority occupations within Healthcare, and 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 such as the Rotational Internship Network, gain access to workforce intelligence and labor market data, connect with the PA CareerLink® Lehigh Valley workforce system, and participate in youth programming.

As a best practice, the LVWDB has strategically integrated the Greater Lehigh Valley Chamber of Commerce, the seventh largest chamber in the U.S., as its workforce intermediary to engage the Chamber’s 5,000-employer membership base into Lehigh Valley’s workforce system by connecting employers to services.

The LVWDB works with PREP partners including the Small Business Development Center at Lehigh University to engage small employers into the workforce system through business outreach efforts and special initiatives. The Lehigh Valley Economic Development Corporation along with county, city and municipal economic development departments engage Lehigh Valley employers in LVWDB 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 Manufacturers
Resource Center, another PREP partner, also works to connect employers to the LVWDB workforce system.

Current data shows that nearly 4,800 Lehigh Valley employers, or 31 percent, 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 LVWDB 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 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 LVWDB’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 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.

3.4 B: Support a local workforce development system that meets the needs of businesses.

The PA CareerLink® Lehigh Valley workforce system and its Business Engagement Services Team (BEST) staff work with the LVWDB 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 team meets one-on-one with employers to connect new employers to PA CareerLink® Lehigh Valley services.

2. **JobGateway®/CWDS:** The BEST team offers website training to companies to create business folders, upload job postings, search for potential employees, review candidates, and are provided technical assistance.

3. **OJT Program:** Employers are engaged in the workforce system through On-the-Job Training (OJT) 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 almost each day at PA CareerLink® Lehigh Valley.

5. **Industry Partnerships:** BEST team members review and promote employer services during each industry partnership meeting.

6. **Recruiting:** The BEST team recruiters work face-to-face with job seekers, and are assigned an industry sector, which includes manufacturing, healthcare, hospitality and service, CDL, trade-distribution-logistics, and professional.

7. **Apprenticeships:** The BEST team strategically engages employers in innovative, new apprenticeship models such as the newly-established EMT/Paramedic registered apprenticeship program.
8. **Community-Based Organizations:** The BEST team maintains relationships with Community-Based Organizations (CBOs), through monthly 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 team 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:** Monthly 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 LVWDB 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 as defined by WIOA Section 134(d)(4).

3.4 C: Better coordinate workforce development programs with economic development partners and programs.

The Lehigh Valley region’s workforce development system and programs are extensively coordinated with the Lehigh Valley Partnerships for Regional Economic Performance (PREP) organizations. The LVWDB will establish the PREP partners as a regional Workforce Development Coalition to ensure the Lehigh Valley has an internationally-recognized economic development strategy that positions our region as a place to attract, grow and retain diverse businesses.

As a best practice of coordination and integration of workforce development with economic development, LVWDB and LVEDC, in collaboration with all PREP partners, jointly produced a regional study in 2015 called *Bridging the Workforce Gap: Lehigh Valley Workforce and Economic Development Strategy*, funded by the PA Department of Labor and Industry under the JOBS1st Lehigh Valley grant. *Bridging the Workforce Gap* assessed Lehigh Valley’s workforce training system, examined the regional talent pipeline, cataloged workforce support service providers, identified target sectors and future workforce needs, completed a gap analysis of education talent output compared to occupational demand, assessed resource efficiency, and recommended implementation strategies to support economic growth of target industries.

This study outlined data-driven findings and strategies that better align, coordinate and integrate workforce development, economic development and educational activities to support industry’s talent needs in five key Lehigh Valley sectors. Within these sectors, 55 key occupational classifications were identified that represent the primary workforce focus within target sectors. **The study found that overall the region’s workforce and talent development system is well-aligned to meet the needs of employers,** reflecting a well-established and integrated workforce and education system.
The analysis stated that development of a locally-produced strategy required close integration of economic development, workforce development, education, industry partners and community leaders to mobilize resources, convene relevant parties, build awareness and implement strategies. The LVWDB’s strategic focus is sector-based to maximize reach and address workforce issues that are widespread throughout the Lehigh Valley.

The LVWDB is examining and implementing strategic recommendations from the study including: (a) sharing a research staff person between LVWDB and LVEDC to facilitate labor market information exchange and development of workforce intelligence reports; (b) jointly participating in Business Outreach Program visits to companies to assess their workforce, resource and other business needs, and (c) jointly convening employer roundtables, summits and activities including the Talent and Education Supply Council with the goal of increasing workforce and economic development linkages with education and business.

The LVWDB will continue to strategically align and integrate planning and approaches in aligning economic and workforce development, education and community partners to meet the training and employment needs of the private sector.

3.6 Describe the workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

The following strategies are used to support the LVWDB’s integrated workforce development system under the six 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.

**Adults**
To support the Adult job seeker population, the LVWDB’s strategy is to solicit input from businesses on current and projected demands for high priority occupations within targeted industry sectors. Businesses 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 LVWDB’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.

**Youth**
To support Youth programming, the LVWDB’s strategy is to work with business and education to operationalize career pathways in Lehigh Valley’s 17 school districts, conduct career pathways summits, and promote career pathways through a regional awareness campaign. To meet the business needs for a pipeline of future workers, the LVWDB collaborates with business to provide a strategic and comprehensive menu of programming including professional development for educators.
and guidance counselors, workforce coordinators in middle and high schools, superintendent roundtables and summits, employers in the classroom, business leaders serving on occupational advisory councils, educator externships, work experiences, internships, mentorships, job shadows and apprenticeships.

According to the *Bridging the Workforce Gap* study, the Lehigh Valley will experience historic declines in grade 12 enrollments over the next five years which will shrink the pool of youth applicants to post-secondary institutions. The LVWDB is implementing alternative and evidenced-based programming to recruit learners, prevent drop-outs, and re-engage out-of-school youth to education, training and employment to ensure a locally-produced talent pipeline.

An emphasis will be to provide programming focused on youth with disabilities. As a core partner and sole provider of programs under Title I of the Rehabilitation Act of 1973, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth 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 Workforce Development Board and Title I providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth 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 in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths.

Other services that may be provided by OVR to in-school youth with disabilities include:

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
- Independent Living Skills training will allow 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; 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 post-secondary education, employment, and coordinating social services.
- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curriculums 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. Please also refer to section 4.4.
**Adult Education and Literacy**

The LVWDB’s strategy is to ensure that the workforce development system along with employers, education, economic development and the community have the most current data on Adult Education and Literacy enrollment levels, program needs and capacity. The LVWDB will engage businesses to understand their required levels of literacy, numeracy, education, training and employability skills along career pathways in the workplace. As noted in the *Bridging the Workforce Gap* study, data shows that 4.1% of Northampton County residents and 8.6% of Lehigh County residents over the age of five speak English “less than well.” This language barrier prevents working-aged individuals from entering into certain high-demand occupations. Therefore, the LVWDB will examine strategies to: work with business and adult education and literacy providers to build capacity for adult education, literacy and English language acquisition programming along career pathways; integrate GED and English language acquisition programs for adults into Lehigh Valley’s workforce system.

The LVWDB will support Adult Education and Literacy programming by engaging businesses in integrated education and training.

WIOA adds three new Title II Adult Education and Literacy activities including integrated English literacy and civics education, workforce preparation activities, and integrated education and training. Therefore, during this one-year Transitional Plan period, an integrated education and training service strategy for adult education and literacy activities, provided concurrently and contextually, with workforce preparation activities and workforce training will be explored through a strategic partnership with the Title II ABLE Coalition, in accordance with State negotiated performance standards.

**Wagner-Peyser Programs**

To meet the needs of business, reduce redundancies and minimize bureaucracy, the LVWDB’s strategy is to create a seamless, integrated one-stop workforce system called PA CareerLink® Lehigh Valley including service providers of Wagner-Peyser, Bureau of Workforce Partnership and Operations, Title I contractor EDSI, Veterans, Title II Adult Education and Literacy providers, Title IV Vocational Rehabilitation, and Title V Older Workers. LVWDB will continue to work with PA CareerLink® Lehigh Valley Business Services team to increase employer engagement and participation in the Wagner-Peyser public labor exchange services system, increase job postings on JobGateway®, and maximize employer’s use of CareerLink’s recruiting, screening and matching job seekers to employment.

**Vocational Rehabilitation**

The LVWDB’s strategy for Vocational Rehabilitation will be to ensure that employers understand services provided by the Office of Vocational Rehabilitation (OVR) including technical assistance for hiring individuals with disabilities, availability of adaptive equipment, disability sensitivity training, holding job fairs targeted to hiring employees with disabilities, Section 503 workshops, business resources, ADA compliance assistance, and tax credits.

**Incumbent Worker Training**

The LVWDB 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 as defined by WIOA Section 134(d)(4).
3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

We work with our partners to ensure we are not duplicating services and are cost-effective.

Education, training and pipeline development is one of the Lehigh Valley’s most critical strategic workforce issues. Therefore, the LVWDB not only coordinates educational and workforce activities with relevant secondary and post-secondary education providers, we align education, economic and workforce development, and community organizations to ensure we have a coordinated strategy focused on our collective workforce investments and resources.

The Lehigh Valley is a hub for education in the commonwealth and home to 13 post-secondary 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 226 training programs for job seekers and incumbent workers.

To ensure coordination, relevancy, and a pathway of enhanced services, instead of duplicative services, the LVWDB has a workforce and education strategy built on the collective input of all our education and training providers.

The LVWDB serves as a clearinghouse for education by:
- Identifying industry credentials leading to high priority occupations
- Providing industry-driven training and skill requirements to ensure employers have a training and skilled workforce
- Placing Workforce Coordinators in secondary schools
- 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
- Providing professional development for educators
- Marketing accelerated learning pathways to a college degree
- 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

The LVWDB also coordinates activities and avoids duplication of services by having education stakeholders represented on the LVWDB, including higher education, post-secondary education,
secondary education and training providers. The LVWDB also partners with the Greater Lehigh Valley Chamber of Commerce to make a 5,000-member employer base available to work with secondary and post-secondary educators on curriculum development, employability and skills requirements, and to provide work-based learning opportunities for students and educators.

The LVWDB is developing and implementing a customer-centric workforce delivery system designed to ensure all education, training, and community service providers work collectively in developing Lehigh Valley’s workforce.

Next steps include finalizing the vision and goals of newly-formed Lehigh Valley Education and Talent Supply Council in partnership with Lehigh Valley Economic Development Corporation which will serve as a connector, and provide relevant information leading to an understanding of the issues underlying the supply and demand for labor in the Lehigh Valley.

3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

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 support for individuals using basic career services through consortium and 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, educational assistance, and numerous workshops.

The LVWDB 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.

3.9 Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by the Department’s merit staff, and the local board’s contracted service providers in order to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

Partner staff and resources are strategically integrated to deliver basic career services to adults and dislocated workers in the PA CareerLink® Lehigh Valley workforce delivery system through innovative systems design, systems and staff integration, increasing access points, use of technology, collaborative planning with system partners, cross-training, professional staff development, and functional sharing of PA CareerLink® Lehigh Valley personnel using a team approach.
3.10 Describe how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232). [WIOA Sec. 108(b)(13)]

The Lehigh Valley Workforce Development Board, Inc. (LVWDB) will review Workforce Innovation and Opportunity Act (WIOA) Title II Adult Education and Literacy local applications for alignment with the LVWDB local plan.

A Review Committee consisting of members of the LVWDB Workforce Services and Accountability Committee and LVWDB staff are responsible to carry out the review of WIOA Title II Adult Education and Literacy local applications.

The Review Committee will consider the extent to which the Title II local application(s) demonstrates alignment between Title II proposed activities and services and the strategy and goals of the LVWIB local plan, as well as the activities and services of the Lehigh Valley one-stop partners. The committee will also provide recommendations regarding the Title II local applications if applicable.

3.11 Based on the analysis described in Appendix B - Section 1, identify the targeted populations that the local board plans to focus additional effort and resources towards. In terms of the targeted populations, briefly describe the local board’s objectives, goals, and strategies.

WIOA defines targeted populations that have barriers to employment as displaced homemakers, low income individuals, individuals with disabilities, older individuals, ex-offenders, homeless individuals, youth who have aged out of foster care, Native Americans/Hawaiians/Alaskan Natives, individuals who are English language learners or have low levels of literacy or who face substantial cultural barriers, migrant farmworkers, individuals exhausting lifetime benefits, single parents, and long-term unemployed individuals.

Based on the analysis described in Section 1.3, the LVWDB will focus additional efforts and resources toward targeted populations including:

- Veterans
- English language learners
- Individuals with disabilities
- Ex-offenders
- Out-of-school youth
- Individuals who are basic skills deficient
- Long-term unemployed

During the one-year Regional/Local Transitional Plan period, the LVWDB will perform a data audit on these targeted populations, compiling data from the PA Center for Workforce Information and Analysis (CWIA), other data sources, reports, and participant surveys. The data audit will result in comprehensive analysis of targeted populations which will assist the LVWDB in identifying the next
steps in employment and training options for targeted populations.

As appropriate, those who meet WIOA qualifications may be referred to an ITA with the ultimate goal of employment.

A discussion of the targeted populations including the LVWDB strategies and aligned goals from Section 2.1 are described below.

**Veterans**

PA CareerLink® Lehigh Valley served 638 Veterans during a 12-month period, or 6 percent of job seekers using Lehigh Valley’s workforce system. An estimated 23 percent of Veterans using PA CareerLink® Lehigh Valley have disabilities, adding to barriers to employment.

**Strategy:**
- The LVWDB has a priority of service for Veterans and their eligible spouses.
- The LVWDB and the PA CareerLink® Lehigh Valley workforce system will enhance its focus on serving Veterans by increasing employer outreach to hire veterans through targeted recruitments, events, roundtables and special campaigns with local Veterans’ organizations.

**Goal 3:** Engage employers to develop strategic innovative workforce initiatives.
**Goal 4:** Transform Lehigh Valley’s workforce system as required by WIOA.

**English language learners**

The *Bridging the Workforce Gap* analysis reports that 4.1% of Northampton County and 8.6% of Lehigh County residents over the age of five speak English less than well. A 2014 Brookings Institution report regarding the limited English proficient (LEP) workforce states that the Allentown-Bethlehem-Easton MSA had an 83 percent increase in the LEP workforce from 2000 to 2012, ranking us as the sixth largest percent change of LEP workforce in the U.S. It was also shown that the LEP workforce earns an average annual salary of $30,000, which is well below the average annual wage for all populations of $44,470 as noted by PA Center for Workforce Information and Analysis (CWIA) data.

**Strategy:**
- The LVWDB works with ABLE Coalition partners to build capacity for adult education, literacy and English language acquisition.
- The LVWDB works with training providers to offer contextual, work-based learning with skills training in high priority occupations.

**Goal 4:** Transform Lehigh Valley’s workforce system as required by WIOA.

**Individuals with disabilities**

The 2015-2016 *State of the Lehigh Valley* reports an 8.1 percent increase in the number of persons with a disability from 2008 to 2014, compared to a 3.6 percent increase in Lehigh Valley’s population.
The study also states that the largest percentage of individuals with disabilities is in the category of those who have not worked in the past year with 29 percent in Northampton County and 38 percent in Lehigh County.

Strategy:

- The LVWDB works with the Office of Vocational Rehabilitation as a co-located partner within the PA CareerLink® Lehigh Valley workforce system to connect individuals with disabilities to a full menu of career services including assessments, career advisement, training options, and job placement.

Goal 4: Transform Lehigh Valley’s workforce system as required by WIOA.

Ex-Offenders

Data from LVWDB Fast Facts states that the PA CareerLink® Lehigh Valley workforce system served 1,277 ex-offenders during a 12-month period, or 12.5 percent of total job seekers. This population has significant barriers to employment with many private sector jobs in targeted industry clusters requiring clean criminal records for their workforce.

Strategy:

- The LVWDB works with the private sector, correctional system, education and training providers, and community-based organizations to develop initiatives to provide ex-offenders with career guidance along career pathways, labor market data, employability and occupational skills training, and job placement.

Goal 4: Transform Lehigh Valley’s workforce system as required by WIOA, and Goal 5: Market Career Pathways as the Lehigh Valley’s model for mapping career options.

Out-of-School Youth

According to PA Partnerships for Children, the percent of population with less than a high school education, which includes out-of-school youth ages 18-24, is 10.1 percent in Northampton County and 12.2 percent for Lehigh County, compared to 12 percent for Pennsylvania. The unemployment rate for the youth without a high school diploma is 25 percent, more than five times higher than the Lehigh Valley unemployment rate. A tightening labor market, coupled with declining high school enrollment in the Lehigh Valley through 2019 as noted by the Bridging the Workforce Gap analysis, implies that new strategies need to be developed to re-engage out-of-school youth to ensure a post-secondary trained talent pipeline is locally produced.

Goal 4: Transform Lehigh Valley’s workforce system as required by WIOA.
Goal 5: Market Career Pathways as the Lehigh Valley’s model for mapping career options.

Strategy:
• The LVWDB has a priority of service for out-of-school youth and directs at least 75 percent of WIOA Youth funding.

• The LVWDB works with education and training providers to focus additional effort and resources to drop-out prevention, re-engagement activities, remediation, career pathways, work experiences, and work-based learning through traditional and non-traditional methods.

• The LVWDB engages employers in work-based learning and work experiences for out-of-school youth.

**Individuals who are Basic Skills Deficient**

During the 12-month period July 1, 2014-June 30, 2015 data compiled from PA CareerLink® Lehigh Valley states that 13 percent of participants are basic skills deficient. This is trending higher for the most recent six-month period, with 16 percent of participants exhibiting basic skills deficiencies.

**Strategy:**

- The LVWDB has a priority of service for individuals who are basic skills deficient, as required under WIOA.
- The LVWDB works with education and training providers in the development of integrated education and training models that provide accelerated learning opportunities along career pathways for individuals who are basic skills deficient.

**Goal 4:** Transform Lehigh Valley’s workforce system as required by WIOA.

**Goal 5:** Market Career Pathways as the Lehigh Valley’s model for mapping career options.

**Long-Term Unemployed**

The LVWDB will work with the PA Center for Workforce Information and Analysis during the one-year Regional/Local Transitional Plan period to obtain comprehensive data on long-term unemployed individuals. In the meanwhile, an indicator of the amount of Long-Term Unemployed individuals in the Lehigh Valley can be implied from numbers of people in the Profile Reemployment Program (PREP), who are identified by the state as likely to exhaust their Unemployment Compensation benefits. For the 12-month period July 2014-June 2015, an average of 745 individuals per month were identified as PREP participants. PREP participants are trending upward with a monthly average of 786 for the eight-month period July 2015-February 2016.

**Strategy:**

- The LVWDB works with workforce system partners to identify and target current and potential long-term unemployed individuals through the Profile Reemployment Program (PREP) and connect them to PA CareerLink® Lehigh Valley career services, labor market data, JobGateway®, assessments, training and job placement.

**Goal 4:** Transform Lehigh Valley’s workforce system as required by WIOA.

**Goal 5:** Market Career Pathways as the Lehigh Valley’s model for mapping career options.
3.14 Briefly describe any additional funding outside of WIOA title I and state general funds, and how such funding will be leveraged in support of the local workforce system.

The LVWDB maintains a balanced, diversified portfolio of funding which allows us to leverage WIOA Title I funds with other federal, state, local and private funding, as shown by the chart below, that supports our workforce system. These non-Title I funds provide resources that are integrated with workforce system funds to address the needs of employers, job seekers and youth.

Currently, 62 percent of funding for the Lehigh Valley workforce system is Title I funding, 36 percent of the funding comes from the federal government and 2 percent from state, local and private sources.

Of these non-Title I federal funds the Lehigh Valley receives:

- 64 percent from the US Department of Health and Human Services as EARN, EARN Performance and Temporary Assistance for Needy Families (TANF) Youth funds,
- 30 percent from the US Department of Labor (DOL), integrated to support our work through Wagner-Peyser, Linking to Employment Activities Pre-Release (LEAP), Workforce Innovation Fund (WIF) grant on micro-credentials, Unemployment Compensation, Veterans, Title V, Trade and Foreign Labor Certification funding,
- Four percent from the US Department of Defense to support defense transition programs,
- Nearly two percent from the US Department of Education which provides funding for OVR service, and the Corporation for National and Community Service Social Innovation Fund federal grant received by the Lehigh Valley workforce system.
These federal grant funds integrate with the Lehigh Valley’s Title I funds to support the needs of job seekers, youth and employers. Some examples include the EARN funds from the Department of Health and Human Services which provide resources targeted to low-income individuals. TANF Youth funds target young people with barriers to employment.

The Wagner-Peyser funds leverage the PA CareerLink® Lehigh Valley Title I funds to provide workforce services. The LEAP funds from DOL integrate with workforce funds and help us target services for individuals with criminal backgrounds. The WIF grant helps the Lehigh Valley work with a community college partner to create meaningful micro-credentials that employers need and outlines a career pathway for job seekers to continue to get training and build their skills and obtain additional credentials. In addition, these federal funds support the work of the workforce system in providing benefits to Veterans, individuals with disabilities, and older adults.
The state, local and private sources of funding received include:

- 55 percent from local sources – Allentown Neighborhood Improvement Zone Authority (ANIZDA), Northampton County Industrial Development Authority (NCIDA), and the Community Investment Partnership Program (CIPP)
- 25 percent from rent payments from workforce partners who are housed in the PA CareerLink® Lehigh Valley facility
- 12 percent from private sources which include Foundation and unrestricted donations
- 8 percent public/state funds provided in support of the Resource Sharing Agreement (RSA)

The local sources of funding outlined above include the ANIZDA which helps us leverage our workforce system dollars and gets us closer to the customer. The ANIZDA project includes a PA CareerLink® Lehigh Valley satellite site located within the Allentown Neighborhood Improvement Zone in downtown Allentown. The NCIDA partnered with the LVWDB to engage manufacturing and industrial companies located in the new Route 33 Interchange in Palmer Township to determine the anticipated impact of the new development on their businesses and workforce. The CIPP funds integrated with the workforce development system similarly to the ANIZDA funds by covering the costs of staffing a PA CareerLink® Lehigh Valley satellite site located in the Hispanic Center in the south side of Bethlehem.

The Lehigh Valley has been fortunate in successfully securing federal, state and local grant funding to integrate with and support the work of the Lehigh Valley workforce system. In the Regional/Local Plan period, we will continue to explore opportunities to diversify our funding sources to more effectively serve the workforce needs of our communities.
Section 4: Program Design and Evaluation

Many of the responses below should be based on strategic discussions between the local board and one-stop partners. Please provide a separate response for each of the elements listed below.

4.1 Describe the one-stop delivery system in the local area including:

A. The local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list, and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

(See Appendix C: Transitional Planning References and Resources)

4.1.A The local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list, and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

The Pennsylvania Department of Labor and Industry’s Workforce System Policy and Workforce System Guidance directives provide the impetus to set the required framework for the workforce system in Pennsylvania. From these directives, the LVWDB develops local policies, procedures and monitoring tools which are overseen by the LVWDB Executive Director, Executive Committee, and Workforce Services and Accountability Solutions Committee. Labor market information from the PA Center for Workforce Information and Analysis, as well as workforce and economic development data from Lehigh Valley Industry Partnership employers, Greater Lehigh Valley Chamber of Commerce, Society for Human Resource Management/Lehigh Valley, in partnership with Lehigh Valley’s Regional PREP partners provide input on training and skills requirements.

The LVWDB directs training funds to high priority occupations within targeted industry sectors, thereby ensuring the needs of employers and jobseekers are met and our region is positioned to meet future emerging economic growth.

To ensure compliance and continuous improvement of Lehigh Valley’s workforce delivery system, a detailed PA CareerLink® Lehigh Valley Monitoring Tool is used to determine compliant elements within the workforce system. The LVWDB’s full-time Quality Assurance Coordinator uses Monitoring Tools
planning guides for desk reviews, site visits and random file sampling to ensure that workforce system service providers are adhering to program elements, contract provisions, performance, compliance, contract budgets, invoicing, and to identify areas where technical assistance is needed.

The LVWDB focuses on a culture of continuous improvement, evidenced by its data-driven oversight and monitoring process that assists the Board in ensuring service providers understand the skills and training requirements of employers, and employment needs of jobseekers. LVWDB’s continuous improvement process, recognized by the state as a Best Practice, includes detailed Monitoring Tools which are used to comprehensively gather performance data on an ongoing basis from contracted providers of Adult, Dislocated Workers, Youth and special grant service providers. This process is developed in collaboration with the PA Department of Labor and Industry, Bureau of Workforce Development Partnership and Operations and their Workforce Development Analyst who serves as the oversight services monitor for the Lehigh Valley region.

To be outlined during the one-year Regional/Local Transitional Plan period, the LVWDB will develop new monitoring and continuous improvement tools as develops new employment and training options under the Workforce Innovation and Opportunity Act.

4.1.B How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

The LVWDB’s strategy to get close to the customer includes providing access to services provided through the one-stop delivery system throughout the Lehigh Valley workforce development area, including remote areas of our region. Although the PA CareerLink® Lehigh Valley facility is centrally located in the Lehigh Valley, it can take substantial time to access PA CareerLink® Lehigh Valley from parts of the workforce area. In addition, parts of the workforce development area are not served by public transportation which is an additional barrier for some customers.

To reach customers in the downtowns of our three cities, the LVWDB operates PA CareerLink® Lehigh Valley centers in downtown Allentown and Bethlehem, and the Board plans to open a center in Easton.

To facilitate additional access to services provided through the one-stop delivery system throughout the Lehigh Valley, including remote areas, the LVWDB will partner with organizations to solicit opportunities for PA CareerLink® Lehigh Valley staff to provide information and services to customers.

The LVWDB currently:

- Partners with more than 80 community-based organizations strategically located throughout the Lehigh Valley to help reach customers.
- Partners with the educational community in the Lehigh Valley, including the 11 colleges and universities, 17 school districts, and three career and technical schools.
- Partners with our region’s public libraries and for-profit book stores.
- Partners with 59 municipalities comprised of boroughs and townships throughout the Lehigh Valley’s urban, suburban and rural areas.
- Partners with our Lehigh Valley PREP partners and city economic development organizations.
• Partners with the Greater Lehigh Valley Chamber of Commerce’s 17 area Chambers and 13 diversity-based councils located throughout urban, suburban and rural areas.
• Partners with Northampton County to have an access point in Northampton County Jail.
• Partners with federal and state legislative offices throughout the Lehigh Valley.

The LVWDB will facilitate meetings during the one-year Regional/Local Transitional Plan period with the above-mentioned partners, and others, to assess technological access, capabilities, professional development, technological capabilities, funding options and demographics of our customer base to ensure we are achieving our strategy to be closer to the customers.

During this Regional/Local Transitional Plan year, the LVWDB will conduct a technology audit to determine the return-on-investment of using technology, mobile applications, marketing and branding, and workforce services for job seekers and employers.

4.1.C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]
(See Appendix C: Transitional Planning References and Resources)

PA CareerLink® Lehigh Valley including the operators and one-stop partners are in compliance with WIOA section 188, and the applicable provisions of the Americans with Disabilities Act.

The Office of Equal Opportunity (OEO), Pennsylvania Department of Labor and Industry, conducted an on-site Equal Opportunity (EO)/Americans with Disabilities (ADA) Accessibility Compliance Review of PA CareerLink® Lehigh Valley in 2014. The purpose of the review was to ensure compliance of the ADA guidelines in providing services to applicants, participants, and registrants in accordance with the Equal Opportunity and nondiscrimination requirements. Expiration of our current compliance is January 31, 2017 at which time the OEO will again review Lehigh Valley’s one-stop to ensure continued compliance.

The LVWDB Quality Assurance Coordinator monitors ADA/EO compliance on an ongoing basis using locally developed tools. These tools cover equal opportunity, physical and programmatic accessibility of facilities, programs and services and technology and materials for individuals with disabilities. ADA/EO monitoring is completed for each service provider and PA CareerLink® sites to ensure services and programs are not discriminating on the grounds of race, color, religion, sex, national origin, age, disability or political affiliation or belief, and that services are readily accessible to qualified individuals with disabilities.

The LVWDB has identified an Equal Opportunity Officer, David (Mike) Dopkin, PA CareerLink® Lehigh Valley Program Supervisor, Bureau of Workforce Partnership and Operations, Commonwealth of Pennsylvania.
PA CareerLink® Lehigh Valley developed 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. PA CareerLink® Lehigh Valley receptionists follow the Reception Desk Accessibility Procedures and consult with individuals to determine the auxiliary aids and/or services needed.

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.

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.

All one-stop partner staffs receive training to familiarize them with all of the programs and services provided through the one-stop delivery system. Staffs also receive annual training on the Auxiliary Aides and Services (Universal Access) Policy and Procedures, LEP Plan and Disability Etiquette. On a regular basis, we will also provide training on the application of Section 188.

### 4.2 Describe the local board’s assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7)]

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 Easton (in the planning stage). 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.

Individualized career and training services are introduced through the initial assessment and determination of needs conducted in the Welcome Center at the comprehensive site or at satellite locations. All individuals who receive Rapid Response services, as well as those Unemployment Claimants identified through the Profile Re-Employment Program (PREP), are informed of the basic and individualized career and training services and how to access them. PREP 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.

Individualized career and training services may consist of case management, development of an Individual Employment Plan, skill assessment and remediation through KeyTrain® and WorkKeys®,...
individualized career advisement, job search and job readiness preparation assistance, individualized job search and job development 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 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 & Social Assistance, Manufacturing, Finance & Insurance, Professional, Scientific & Technical Services, and Transportation & 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 Business Engagement Services Team (BEST) works to establish relationships with employers that open more training opportunities for work experience, apprenticeship or on-the-job training. Engagement with employers through Industry Partnerships, and organizations such as the Greater Lehigh Valley Chamber of Commerce, Society of Human Resource Management, Lehigh Valley Economic Development Corporation, Manufacturers Resource Center 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 its 85 community-based organizations (CBO) 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.

During the Regional/Local Transitional Plan period, LVWDB will be soliciting feedback from job seekers, employers, and the community regarding the type and availability of adult and dislocated worker employment and training services currently provided at PA CareerLink® Lehigh Valley through a community audit of services culminating in a Community Summit on next steps services for Lehigh Valley Workforce System.

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

4.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]

The LVWDB 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. Reemployment services offered through PA CareerLink® Lehigh Valley and an explanation of the specialized dislocated worker services available through WIOA Title I program are provided.
An official Rapid Response session is scheduled by the Rapid Response Coordinator 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® 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.

The LVWDB coordinates workforce investment activities through PA CareerLink® Lehigh Valley Operators. A State Rapid Response staff member, housed at PA CareerLink® Lehigh Valley, coordinates activities with training, educational, and community services providers.

The Rapid Response Coordinator gathers data from surveys distributed to affected workers at Rapid Response sessions which 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 published in the LVWDB’s monthly Outlook publication of labor market information. Outlook is used by education, economic development, and community and business partners as a snapshot of local economic conditions, job opportunities, wage and salary information and the skills of the workforce. 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 LVWDB, PA CareerLink® Lehigh Valley’s BEST staff and the Rapid Response Coordinator review layoff aversion strategies and resources required and request funds if needed.

4.4 Provide an analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

**Note:** This section must include a description of the program design elements as well as how the local area will implement the 14 program elements.

The Lehigh Valley Workforce Development Board, Inc. is committed to providing high-quality services for all eligible youth between the ages of 18-24. Career exploration support for educational attainment, opportunities for skills training in high demand occupations, pre-apprenticeships, internships and work-experience all lead to employment along a career pathway, post-secondary education, apprenticeship, and employment.

Under WIOA, at least 75 percent of youth formula funding must be spent on eligible out-of-school youth (OSY), 20 percent on work experiences, and five percent for enrolling youth who are not low income. Since 2012, the LVWDB has been increasing its focus on workforce activities targeted to OSY, and in 2014/2015 directed 69 percent of youth funding to serve OSY. Therefore, a tested strategy is in place to serve at least 75 percent of youth funding on OSY.

Youth contractors are key stakeholders in the workforce system and are selected through a Request for Proposal process. The LVWDB’s youth workforce activities, including activities for youth with disabilities, are branded as CareerFORCE.
Under the direction of the LVWDB and the Youth CareerFORCE Committee, the workforce activities focus on at-risk populations with barriers to employment. Activities include, but are not limited to:

- **Recruitment and Outreach** - The LVWDB’s strategy to have CareerFORCE Centers in low-income communities and neighborhoods, removing administrative hurdles, utilizing technology, and developing strategies tailored to target 18-22 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 increases the success to engage youth into workforce activities aligned to meet negotiated performance standards.

- **Research to meet the education and employment needs** - Establishing the LVWDB as experts in youth workforce development activities, data from the Center for Workforce Information and Analysis, Jobs for the Future, CLASP, Job Corps, and locally-driven reports like Bridging Workforce Gap, State of the Lehigh Valley, Community Trends at a Glance, and local labor market 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. Our strategy to offer 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, provides youth with direct employer connections to unsubsidized employment.

- **Career pathways** - LVWDB continues to be a leader in developing career pathways. By working with employers and educators to define pathways with multiple entrance and exit points, by assessing interests, skills and abilities, youth develop career pathways plans outlining the need for additional training and education.

- **Coordination of Resources** - Through coordination and braiding of funds with WIOA Core Programs, federal, state and local grants, and private funding, workforce activities will be increased.

- **Marketing** - 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 is through CareerFORCE.

The Youth Program design framework focuses on at-risk populations with barriers to employment through outreach, recruitment, and competitively procuring youth contractors with program designs that re-engage youth in education, training, apprenticeships, work experiences, and ultimately employment. Youth evidenced-based programs aligned to employer needs and 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 it recognized equivalent or for a recognized secondary credential**

   In-School youth programs support youth with academic remediation, and encourage youth to remain in school and obtain a diploma. Out-of-School youth are assessed and provided remediation services as necessary.

2. **Alternative secondary school services or dropout recovery services**
   Work to provide 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 18-24 obtain marketable skills through Individual Training Accounts (ITAs), On-the-job training, (OJT) 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 post-secondary education through monthly field trips, giving youth the opportunity to develop skills necessary in the workplace.

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 for youth.

9. **Follow Up Services**
   Maintain ongoing communication and provide services such as leadership development, employability, problem solving skills, and enrollment into post-secondary 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 PA Center for Workforce Information and Analysis (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 post-secondary 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.

**Successful Models and Best Practices of CareerFORCE Youth Activities**

The following are considered successful models and best practices, are recognized at the regional, state and/or federal level, and will be described in detail in the five-year Local Plan.

- B. Braun Medical Inc./Catasaquau High School Partnership (business partnering with high school)
- Institutionalizing Career Pathways in 17 School Districts
- CareerLinking Academy
- What’s So Cool about Manufacturing Video Contest
- Dream it Do It Program
- Workforce Forecasts with Public Television
- Rotational Internship Network
- Allentown Reengagement Center
- Lehigh Valley Business/Education Partnerships
- Co-location of Office of Vocational Rehabilitation (OVR) and OVR Job Fair
- Bachelor of Applied Science in Technical Leadership Degree
- Workforce Coordinators in High Schools
- PA Workforce Development Association Youth Technical Workgroup
- Professional Development Series for Educators
- Superintendent Summits and Roundtables
- Educator Externships
**Next Steps**

Assisting youth in overcoming barriers to employment by providing services closer to customers will expand recruitment of youth in the region. Partnering with the Hispanic Center of the Lehigh Valley, LVWDB will open a youth center in Bethlehem, PA and by partnering with the Greater Lehigh Valley Chamber of Commerce, Northampton County and the Easton Mayor; LVWDB will open a youth center in Easton, PA.

Further alignment with OVR will be developed to provide youth with disabilities opportunities, workforce activities, and programming through coordinated funding.

4.8 Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 108(b)(22)] and [WIOA Sec. 134(c)(3)(G)(iii)]

The LVWDB follows the PA Statewide Eligible Training Provider List (ETPL) process to ensure training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. The LVWDB’s Quality Assurance Coordinator is the Point of Contact for the ETPL, and reviews all training applications to ensure training programs link to High Priority Occupations (HPO).

LVWDB training decisions are partially based on data provided by the Pennsylvania Center for Workforce Information and Analysis (CWIA). CWIA provides the Lehigh Valley with data on demand industries, high priority occupations for the Lehigh Valley and Pennsylvania and provides immediate response to local requests for specialized labor market data.

CWIA prepares the Statewide and Lehigh Valley Regional HPO Lists. In order to ensure the Lehigh Valley Regional HPO List has input from regional businesses, a petition process is in place to add occupations outside the statewide analysis and projections. The petition process is outlined in the PA Department of Labor & Industry High Priority Occupations Policy. Therefore, LVWDB follows this petition process to add HPOs to the Lehigh Valley Regional HPO List.

LVWDB staff coordinates the HPO petition process to ensure occupations are in-demand, have higher skill needs, are likely to pay family-sustaining wages, and to identify career pathways. Supporting employer documentation including the total number of job openings and wages paid specific to the occupation petitioned are included with the Regional High Priority Petition Form. Petition forms are submitted to CWIA with relevant employer information data for approval. If approved, the occupation is added to the Regional High Priority Organization list.

The LVWDB’s Training Policy states training must prepare customers for employment in HPOs within Lehigh Valley Targeted Industry Clusters. The LVWDB’s Critical Occupations Training Policy, states training resource levels outlined in the LVWDB Training Policy may be increased for critical HPOs within targeted industry clusters. Determination of critical HPOs are based on an annual review of the Lehigh Valley HPO list and analysis of skills gaps, labor market data, and employer input.
A Bridging the Workforce Gap study identified targeted industry sectors for growth in the Lehigh Valley: Healthcare & Social Assistance, Manufacturing, Finance & Insurance, Professional, Scientific & Technical Services, and Transportation & Warehousing. These sectors include high priority occupations that offer wages that are equal to, or higher than, the living wage for the region and require some post-secondary education, credentials, certificates or degrees.

4.9 Describe the process and criteria the local board will use to include a wide range of providers and opportunities through the Local Training Provider List (LTPL). [Workforce System Policy 04-2015, Eligible Training Providers]

Note: Such criteria must include the factors listed in the WSP 04-2014 in addition to any criteria established by the local board. Eligibility of a provider and/or program must be based solely on measurable factors.

The LVWDB follows the process and criteria provided by the Commonwealth’s Eligible Training Providers Workforce System Policy to develop, maintain and disseminate the Local Training Provider List (LTPL). The eligibility of the LTPL provider and/or program is determined by the LVWDB solely on measurable factors identified in the policy. LVWDB has not established any additional criteria.

The LVWDB will host an annual meeting with local/regional training providers to familiarize them with our process, help review their roles, and assist them in addressing WIOA requirements.

The LVWDB’s Quality Assurance Coordinator is the Point of Contact for the LTPL. The Point of Contact works with employers and training providers to expand Employer Centric/Work Based and System Centric training opportunities through informational sessions and materials.

The Lehigh Valley Business Engagement Services Team is the link between the employer community and the workforce system, and provides employer outreach for work-based training. The Business Engagement Services Team has extensive experience working with On-the-Job Training and work experience employers and is responsible for expanding work-based training activities.
Section 5: Compliance

Responses are focused on the local area’s compliance with federal or state requirements. Please provide a separate response for each of the elements listed below.

| 5.1 | Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Labor & Industry’s Office of Vocational Rehabilitation (OVR) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)] |

The Department of Labor & Industry Office of Vocational Rehabilitation (OVR) is an integrated, co-located partner in Lehigh Valley’s workforce system and has entered into the following cooperative agreements with the Lehigh Valley Workforce Development Board, Inc. (LVWDB) with the purpose of enhancing services to individuals with disabilities and connecting businesses to job seekers.

**PA CareerLink® Lehigh Valley Partner Agreement**

LVWDB has a PA CareerLink® Lehigh Valley Partner Agreement with OVR which creates a collaborative, seamless system of workforce services to improve employment outcomes for job seekers with disabilities. To enhance the provision of services to individuals with disabilities and directly assist job seekers and employers with vocational rehabilitation consultation services, OVR: (1) has one full-time staff person located onsite at PA CareerLink® Lehigh Valley with appointments or walk-in assistance available Monday through Thursday and every other Friday, (2) delivers and administers programs under Title I of the Rehabilitation Act of 1973 as amended, (3) participates in the coordination of workforce development services in the Lehigh Valley, (4) provides technical assistance on disability issues to employers and cross trains PA CareerLink® Lehigh Valley staff, (5) provides services to job seekers with disabilities under the Rehabilitation Act and Title IV of the Workforce Innovation and Opportunity Act (WIOA), and (6) participates in delivery of career and training services within Lehigh Valley’s one stop workforce system relating to OVR eligible customers.

OVR holds Job Fairs at PA CareerLink® Lehigh Valley, and workshops targeted to employers providing information on Section 503, collaborates on job postings, emerging business needs, industry trends, and is a partner at PA CareerLink® Lehigh Valley Business Services meetings, and Industry Partnerships.

To connect youth with disabilities to career awareness activities and programs, an OVR supervisor is a member of the LVWDB Youth CareerFORCE Committee and assists in developing a comprehensive plan targeting at-risk youth that coordinates youth services, training and work-based learning while monitoring outcomes to measure effectiveness.

**Operator Consortium of Lehigh Valley Workforce Development Area One-Stop Centers**

OVR is a member of the Lehigh Valley Operator Consortium for Lehigh and Northampton Counties, along with the Bureau of Workforce Development Partnership and Operations and Educational Data Systems, Inc. LVWDB, with agreement of the Chief Elected Officials, is authorized by the Commonwealth of Pennsylvania in accordance with requirements set forth in current WIOA legislation to designate or certify the Consortium of Contractors of a single one-stop delivery system to
coordinate employment and training services established within Lehigh and Northampton Counties. Roles and responsibilities of the Operator Consortium guide the development of the one-stop delivery system and members work together to accomplish the objectives outlined in the agreement. The Operator Consortium provides job seekers with the knowledge, skills, support services and assistance necessary to become self-sufficient citizens of the community and to provide employers with a skilled workforce. All organizations in the Consortium work collectively to address the needs of job seekers and the business community to develop a skilled workforce.

OVR works with the LVWDB regarding:
- increasing participation of youth with disabilities
- exploring new ways of outreach, researching data used in strategic planning
- conducting reciprocal training between OVR and PA CareerLink® Lehigh Valley staff
- participating on Lehigh Valley’s Rapid Response Team
- gathering best practices across the U.S.
- establishing joint marketing tools
- increasing OVR’s social media presence
- showcasing OVR services and resources
- increasing school-to-work transition efforts and embedding credentials, and career pathways into career plans.

Resource Sharing Agreement (RSA) and RSA Budget (RSAB)
According to the PA Department of Labor and Industry Workforce System Policy No. 03-2015, December 22, 2015, the LVWDB with the agreement of the Chief Elected Officials must enter into a Resource Sharing Agreement (RSA) with each entity that carries out a program or activity within the PA CareerLink® system. The LVWDB entered this cooperative agreement with workforce system partners including OVR, Bureau of Workforce Development Partnership and Operations (BWDPO) and Educational Data Systems Inc. (EDSI). The RSA supports and documents the process used by the entities to define, allocate and share operating costs and resources of PA CareerLink® Lehigh Valley and is a fiscal document that provides the details necessary to allocate the shared costs and track resources. The Resource Sharing Agreement Budget (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.

5.3 Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes, but is not limited to, the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]

The LVWDB competitively procures all goods and services. The extent of competition will be consistent with the dollar amount, but in general, procurements will be conducted in an open manner, available to the public for response and all procurement decisions will be documented.
The LVWDB is in the process of revising the Board’s procurement policy to align with state and federal guidance. The Board will accomplish its purchasing in a manner appropriate to the dollar amount, nature of the purchase, and availability of offerors/bidders, as follows:

**Micro Purchases** -- the procurement of goods and services, for which the aggregate cost does not exceed $3,000. Micro Purchases may be awarded without soliciting competitive quotations if the LVWDB considers the price to be reasonable. To the extent practicable, the Micro Purchases will be distributed equitably among qualified suppliers.

**Small Business Purchases** – purchases that exceed $3,000 but less than $150,000 shall require price or rate quotations from at least two qualified sources. The written quotes of the item shall be documented and attached to the Purchase Requisition of the procurement file for that item, as appropriate. If the lowest priced item is not purchased, there is a written justification included in the procurement file. Prior approval of the PA Department of Labor and Industry Inventory (PDLI) must be obtained for purchase of property with a unit cost of $5,000 or more. When applicable, if items are available through Costar or State Contract pricing, that system may be utilized.

**Bids and Formal Requests for Proposals** – Purchases of $150,000 and above shall be publicly advertised and a formal request for bids, proposals and/or quotations shall be issued. Multiple small transactions which are individual under the sealed bid or price quote thresholds, but aggregate to an amount above these levels will be considered a single procurement subject to bidding or quotation.

**Sole-Source Purchases** -- The LVWDB may use the non-competitive negotiation method under the following circumstances when use of the competitive sealed bid (formal advertising), or competitive negotiation method is not feasible.

- If a public state of urgency or emergency exists; or
- If the item(s) is available from only a single source; or
- If after soliciting a number of sources competition is deemed inadequate; or
- If the funding source approves a specific supplier or deliverer of service.

The LVWDB shall document and justify the circumstances for all sole-source procurements.

5.4 Describe the local area’s negotiated local levels of performance for the federal measures and their implications upon the local workforce system; attach the completed Performance Targets Template. [WIOA Sec. 108(b)(17)]

*Note:* See Appendix C: Transitional Planning References and Resources “Performance Targets Template”.

Negotiating performance levels establish an alignment between the Commonwealth and the LVWDB in meeting performance and alignment with all WDB’s 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 LVWDB’s local levels of performance for the required federal measures have not been negotiated to date. The federal guidance provided to the states instructed states to indicate a “baseline” for performance measures. A “baseline” indicator is one for which states will not propose an expected level of performance, and will come to agreement with local workforce areas on adjusted levels of performance at a future date. Therefore, as of the writing of this Regional/Local Transitional Plan, the Lehigh Valley will use the following “baseline” performance levels as proposed in the State Plan until further negotiations are conducted with our workforce area.

The LVWDB, with partners representing all programs under WIOA, will continue to work with our economic, workforce, education and community partners as a system of workforce development to ensure the public has access to cross-program alignment of education, training, community and employment services as required under WIOA.

**Desired Outcomes**

### WIOA Performance Goals for Core Programs

<table>
<thead>
<tr>
<th>WIOA Performance Measures</th>
<th>Local Area PY15 Performance Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>Negotiated Goals</td>
</tr>
<tr>
<td>Adult</td>
<td>59.0%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>67.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>58.0%</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>Negotiated Goals</td>
</tr>
<tr>
<td>Adult</td>
<td>58.0%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>63.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>57.0%</td>
</tr>
<tr>
<td>Median Earnings (Second Quarter after Exit)</td>
<td>Negotiated Goals</td>
</tr>
<tr>
<td>Adult</td>
<td>$5,000</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>$6,300</td>
</tr>
<tr>
<td>Youth</td>
<td>$2,100</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>Negotiated Goals</td>
</tr>
<tr>
<td>Adult</td>
<td>68.0%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>71.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>60.0%</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>Negotiated Goals</td>
</tr>
<tr>
<td>Adult</td>
<td>48.0%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>48.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>48.0%</td>
</tr>
<tr>
<td>Effectiveness in Serving Employers</td>
<td>Negotiated Goals</td>
</tr>
<tr>
<td>Adult</td>
<td>25.0%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>25.0%</td>
</tr>
<tr>
<td>Youth</td>
<td>25.0%</td>
</tr>
</tbody>
</table>
5.6 Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with WIOA section 108(d). Describe the process to provide an opportunity for public comment prior to submission of the local plan. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. [WIOA Sec. 108 (b)(20)]

As required under WIOA, workforce development boards and chief elected officials such as County Executives, Mayors, State and Federal Legislators, engaged in an integrated regional workforce planning process to develop a Regional/Local Transitional Plan which begins the development of a Lehigh Valley five-year Plan. The development of the Regional/Local Transitional Plan is focused on input from economic development, workforce development, educational, training, community and business and industry stakeholders including labor organizations and the general public.

Economic development, education and workforce development, including our labor partners, are closely aligned in the Lehigh Valley Region. The LVWDB, LVEDC, LVBEP, PREP partners, Greater Lehigh Valley Chamber of Commerce, Society for Human Resource Management/Lehigh Valley Chapter, Internationally Union of Operating Engineers Local 542, International Brotherhood of Electrical Workers Local 375, Lehigh Valley Carpenters Local 600, Lehigh Valley Labor Council AFL-CIO and the cities of Allentown, Bethlehem, and Easton, with support from Lehigh and Northampton County Executives, collaborate on workforce issues with the private sector, community and faith based organizations, and federal, state, and local elected officials. These community partners provide strategic direction, data, alignment of initiatives, consolidation ideas, workforce services feedback, supportive services requirements, and community initiatives to ensure that business and industry retention, expansion, and new growth are aligned with the workforce system. Input is also used to strategically work with education and training providers to ensure the skills training offered mirrors the needs required for economic growth.

The process for receipt and consideration of input into the Regional/Local Transitional Plan were publicly-noticed and are facilitated by our partners through email messaging, personal meetings, LVWDB board meetings, public meetings on workforce issues, industry partnership meetings, Business and Education Partnership meetings, Greater Lehigh Valley Chamber of Commerce Board of Governors and Council meetings, Society for Human Resource Committees, community based organization meetings, Superintendent’s meetings, Guidance Counselor meetings, PA CareerLink® Lehigh Valley Orientations, and through personal conversations with job seekers using the workforce services in the region.

The process also includes collecting information from the LVWDB Workforce Solutions and Accountability Committee which reviews the performance of our workforce system, and reviews the customer satisfaction levels of both job seekers and employers. These reviews were used in the development of this Regional/Local Transitional Plan.

The Pennsylvania Department of Community and Economic Development (DCED) has identified the Lehigh Valley as one of ten Partnerships for Regional Economic Performance (PREP) regions in the commonwealth, and the Pennsylvania Department of Labor and Industry has designated the LVWDB as a PREP partner to encourage regional coordination in economic and workforce development efforts to
ensure best-in-class customer services to the business community and the workforce through a comprehensive regional delivery strategy. Therefore, the LVWDB works closely with our core PREP partners including LVEDC, the Small Business Development Center at Lehigh University (SBDC), and the Manufacturers Resource Center (MRC) in the development of the Regional/Local Transitional Plan.

In May, 2014 the Lehigh Valley Workforce Development Board, Inc. and the Lehigh Valley PREP partners submitted a JOBS 1st Lehigh Valley Collaborative Proposal to the Pennsylvania Department of Community and Economic Development and received grant funding from JOBS 1st PA which included goals to accelerate workforce and economic development collaboration. To achieve the goals, further alignment of data and workforce intelligence in tandem with the Pennsylvania Center for Workforce Information and Analysis was required.

Therefore, the LVWDB and LVEDC conducted Bridging the Workforce Gap, a Lehigh Valley Workforce and Economic Development Strategic Plan to assess the workforce training system in the region including a gap analysis to support economic growth of target industries. The primary objectives of research in this report focuses on:

- examining 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, and
- recommending implementation strategies.

This study serves as a catalyst for the continued 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 that are part of the Regional/Local Transitional Plan. This study continues to be on public display for review and comment.

5.7 Prior to the date on which the local board submits a proposed local plan (i.e., no later than Thursday, June 2, 2016), the proposed local plan must be made available to members of the public through electronic and other means.

A. Describe how the local board made the proposed local plan available for public comment. [WIOA Sec. 108(d)(1)];

B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [WIOA Sec. 108(d)(2)]; and

C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan’s attachments. [WIOA Sec. 108(d)(3)]

A. A notice informing the public that the Proposed Regional/Local Transitional Plan was available for review was advertised in the local newspapers on April 26, 2016 for 30-day public comment period ending May 25, 2016. In addition, a copy of the proposed Local Plan was put on display in the reception area of the PA CareerLink® Lehigh Valley Center, 555 Union Boulevard, Allentown, PA 18109, and was posted on the LVWDB website at www.lvwib.org. An alert was
also placed on the PA CareerLink® Lehigh Valley website at www.careerlinklehighvalley.org and on the websites of the PREP partners. In addition, LVWDB and its committees, PREP partners, LVBEP, community-based organizations, local legislators, Greater Lehigh Valley Chamber of Commerce, Lehigh Valley Economic Development Corporation, Society for Human Resource Management/Lehigh Valley Chapter and educational institutions, economic development and workforce developments partners were notified of the Proposed Local Plan for review and comment.

Input to the plan was culminated with a public meeting on May 11, 2016 where the public was invited to provide comments to the Plan.

B. The LVWDB collected and considered public comments for inclusion in the proposed Regional/Local Transitional Plan by tabulating public comments received and addressed daily on a data sheet to be submitted on June 2, 2016 with the Local Plan.

C. Comments received that represent disagreement with the proposed Local Plan are attached as Public Comments - Attachment A.

5.8 List the name, organization, and contact information of the designated equal opportunity officer for each PA CareerLink® center within the local area.

Equal Opportunity Officer
David (Mike) Dopkin
Lehigh Valley Program Supervisor, Bureau of Workforce Partnership and Operations
PA Department of Labor & Industry
555 Union Boulevard
Allentown, PA 18109
Phone: 610-841-1022
Fax: 610-434-4122
Email: ddopkin@pa.gov
5.9 By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are in place and effective prior to July 1, 2016.

Copies of the listed compliance components/documents are not required at this time, but may be requested during monitoring and/or auditing.

- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated
- Agreement between the local elected official(s) and the local workforce development board
- One-Stop Partner Agreement(s)
- Resource Sharing Agreement(s)
- Resource Sharing Agreement Budget(s)
- Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest
- Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs
- Local procurement policy
- Program management policy and process including equal opportunity for customers; supportive services; needs related payments; file management; eligibility; self-sufficiency criteria; individual training accounts; layoff assistance; priority of services; grievance for eligible training providers list; transitional jobs; stipends; and training verification/refunds
- Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan
- Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination

N/A Professional services contract(s) for administrative services such as staffing and payroll, if applicable