



Delaware County  
Workforce Investment Board

**LOCAL STRATEGIC PLAN**  
PY 2009

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**Program Year (PY) 2009 WIA Local Plan Modification  
For Delaware County**

**I. PLAN DEVELOPMENT**

Describe the process for the development and modification of the local Plan, as well as how the American Recovery and Reinvestment Act of 2009 implementation strategy was incorporated into the process. Include

- A.** A description of the involvement of the Local Elected Official (LEO), the LWIB and stakeholders in the modification of the Plan;

The Workforce Investment Board (WIB) views the development and modification of the Plan as an ongoing process that involves a continuous strategic analysis of the public workforce system. The staff and the Board are engaged in an active planning process that is constantly evaluating the County's public workforce system and the appropriate allocation of resources.

The draft of the plan was prepared by WIB staff who used information, resources, and knowledge gathered over years of working in a continuous strategic planning framework to formulate the draft plan. The draft was then distributed to the local board members, the County Commissioners Office, and other key stakeholders for review and comment.

- B.** A description of the collaboration between the LWIB and representatives from economic development, education, the business community, other stakeholders and interested parties in the development;

The plan was developed through a collaborative effort across all relevant stakeholders, including economic development, education and business representatives. The Youth Council also provided input on the plan for the sections related to youth.

In addition, the PA CareerLink® Partners provided recommendations for those elements of the plan that related directly to them.

- C.** A description of the process used to make the Plan available to the public and the outcome resulting from review of public comments. Describe measures taken to provide increased transparency and measures to include or address all comments received within the review period. A copy of the published notice should be included as Appendix A. Any comments related to the Plan, and a brief

discussion regarding any changes made to the Plan in response to comments received, should be included as Appendix B.

The Delaware County WIB posted a draft of its Strategic Plan on its website on August 9 and a revised draft on August 26, 2009. It published newspaper ads (see Appendix A) to make the public aware of the Plan and provided opportunities for public comment via e-mail, phone and regular mail.

## **II. VISION, GOALS AND PRIORITIES**

### **A. Vision**

Describe how the LWIB will:

1. Utilize available resources to support local and regional workforce and economic development;
2. Maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the local area;
3. Engage business, industry, education, economic development, and community organizations to participate with the public workforce system to identify workforce challenges and develop strategies and solutions to address those challenges.
4. Ensure a continuum of education and training opportunities that support a skilled workforce, including the vision for economic recovery, touching on the Recovery Act principles and how the Recovery Act funds can be integrated into transformational efforts to achieve an invigorated, more innovative public workforce system capable of helping future economic growth and advancing shared prosperity for all Pennsylvanians.
5. Ensure that every youth has the opportunity for developing and achieving career goals through education and workforce training, including youth most in need of assistance: out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, youth with disabilities, and other youth at risk.
6. Increase training access and opportunities through:
  - a. the use of WIA Title I and Recovery Act funds as well as other leveraging resources;
  - b. contracts or agreements with institutions of higher education, especially community colleges, apprenticeship programs, and other training providers; and
  - c. expanding the relationships and curricula developed through industry partnerships.

The vision of the Delaware County Workforce Investment Board is:

*To develop a dynamic and high quality workforce by elevating the skill levels of all current and potential workers to keep pace with the rapidly changing demands of the workplace.*

The essence of this vision is to ensure there is a consistent pipeline of workers with the skills employers need to fill all levels of jobs within local industry.

In a strong economy, the challenge is to find enough people with the right skills for jobs that currently exist and that employers are developing for the future. However, we are currently in a recession that has not only caused the County to lose jobs, it is also potentially changing the numbers of jobs that will be available in the future, as well as the nature of those jobs.

Three years ago when we developed our last strategic plan, employer demand for workers was high and jobs were plentiful. As a workforce system, our challenges were about developing a quality workforce tailored to the needs of a wide range of jobs. While we must still focus on creating a pipeline of well-trained workers, especially in terms of improving the skills of our many low-skill residents, we must also adapt to the realities of shrinking or flat job growth in most of our local industries and a great deal of uncertainty about the future.

We must also do more to build our “middle-skill” workforce. Many of the jobs where we continue to see some kind of growth are in skilled trades and other careers that require some post-secondary education and training, but less than a 4-year degree. Making job seekers aware of and prepared for these kinds of careers, particularly those in STEM areas, is an important aspect of our vision.

In order to focus on the most critical industries and jobs, the Board must first be continually aware of the needs of businesses. We do this on an ongoing basis, both through the strategic activities and partnerships of the WIB, as well as the business outreach efforts of our PA CareerLinks ®, who are a continual source of information about employer hiring activities, needs, etc. As a result of these activities, we’ve identified 6 target industries:

- Healthcare
- Advanced Manufacturing

- Hospitality, including Accommodations, Retail and Food Services
- Transportation and Warehousing
- Information Technology
- Biotech and Pharmaceuticals

The WIB has relied heavily on the development of local and regional partnerships to carry out its targeted industry efforts. Recognizing that economic development is an activity that crosses county lines and that requires larger collaborative to adequately address business issues, our WIB utilizes broad-based, regional partnerships with neighboring WIBs in Chester, Bucks, Montgomery and Philadelphia counties. Through these collaborations we are able to benefit from a larger knowledge base and to make more effective use of our combined funding. We are also able to better engage industry, education, economic development and community organizations because of the more extensive coordination and resources we can bring to the table.

We have also forged strong partnerships with County-based business and industry organizations, including the Delco Commerce Center and the Delaware County Chamber of Commerce.

The Delco Commerce Center has connections to economic development agencies in all of the surrounding counties and routinely works with them on workforce development issues. It has been effective in linking Delaware County with regional economic development initiatives. The Delco Commerce Center has had significant success in working with all local municipalities within our county and has been an effective facilitator and coordinator in pulling together the economic development efforts of all parts of the County. It serves as a primary convener and consistent participant in various industry-based forums designed to elicit information on trends and workforce needs. Because of its ongoing connections to business, including our many small businesses, the Commerce Center also provides us with valuable community credibility and clearly communicates to businesses our commitment and the ability of our PA CareerLinks<sup>®</sup> to meet their needs. Moreover, through this relationship, we minimize duplication, leverage limited resources and are able to share a clear, consistent message about economic and workforce development in our community.

The Delaware County Chamber of Commerce has also been a strong partner in local workforce development efforts, particularly those geared toward engaging

youth and connecting local businesses with our County's young people. The Chamber, for example, is a co-sponsor of and provides active planning and support for our Youth Leadership Academy. They have also been instrumental in helping to develop a database of employers willing to host student tours and job shadows and provide classroom presentations to middle and high school students.

In addition to focusing in the needs of local business and industry, our vision requires that we work with our job seekers to provide them with the array of services and supports necessary to prepare them to fill the pipelines of jobs. Through our PA CareerLink ® Sites and their comprehensive system of assessment, we are able to quickly and continually identify each job seeker's general readiness for employment as well as his/her readiness for specific jobs his/she is seeking. This allows us to effectively connect our job seekers to the services they need to enter or advance in their desired career, while at the same time ensuring that these workers are prepared to meet the current and future skill needs of local industry.

We have also developed strong connections with our K-12 educational community and our local colleges to provide business-based education and training to job seekers. In addition, we have developed vital partnerships with many community-based organizations to ensure that job seekers have the supports they need to successfully meet the needs of local business.

Because of limited funding and resources, it is critical that the WIB leverage opportunities wherever we can. The WIB leverages funds in a variety of ways, including seeking outside sources and leveraging local resources based on the funding that best meets the needs of the project. We apply the same approach to all areas we are focusing on.

In our use of American Recovery and Reinvestment Act funding, we are expanding our ability to serve all residents in need with the necessary services. In particular, we are focusing on providing longer-term, more intensive training services and supports to EARN customers (long-term public assistance recipients) and low-skill job seekers, where the focus has previously been on "quick hit" training that will put them into entry-level, dead-end jobs. These are populations that have traditionally been under-served and we see the Recovery Act funding providing an opportunity to do more with these individuals to truly prepare them for middle-skill jobs.

Expanding access to training and educational opportunities is a critical aspect of the County's vision for the future, particularly in light of the fact that learning must now be lifelong. We need to support a continuum of education and training opportunities that will address the needs of our priority industries while also providing our workforce with critical skills across a range of skill levels. We are doing so in several ways.

### **Sector-Based Partnerships to Support Career Pathways**

To ensure that workers are properly prepared for current and future jobs in the County, our education and training efforts are sector-based, designed to move workers into the demand industries and occupations in the county.

Partnerships are a key focus of our efforts. We have been partnering with the counties in our region (Philadelphia, Chester, Bucks and Montgomery) on a variety of projects through our Industry Partnerships and have career pathway efforts underway in areas such as advanced manufacturing, healthcare and IT. Recently we submitted an application to the State for a tri-county (Delaware, Montgomery and Philadelphia) partnership to support on-the-job training in rotorcraft, healthcare and computer forensics.

### **Individualized Assessment and Career Planning to Support Good Job Matches**

Delaware County has long had a model career assessment and counseling process. We begin helping job seekers assess their interests, values, skills and potential barriers to employment in Core Services to aid them in finding the work and training opportunities where they will be most successful. This process continues with our Master's level Career Counselors who use the CDM and other best practice tools to assist job seekers in developing an effective career plan.

Recently, Delaware County added some important tools to the assessment process--the WorkKeys Work Readiness Credential and the KeyTrain/Career Ready 101 assessment and remediation program. These tools, discussed in greater detail later in this plan, allow us to provide job seekers with concrete information about their skills levels in *Applied Mathematics, Locating Information and Reading for Information*. Individuals who score at certain levels on the assessments (3 or above) receive a Career Readiness Certificate through the WorkKeys system, with either a Bronze, Silver or Gold designation.

KeyTrain is online remediation software designed to help individuals prepare for and improve their scores in the three WorkKeys assessments being administered through the PA CareerLinks ®. The KeyTrain system includes targeted, self-paced instruction, pre- and post-assessments, a complete learning management system

and an occupational job profiles database. These components can be used to help individuals learn, practice and demonstrate the skills they need to succeed in the jobs and careers they desire.

WorkKeys and KeyTrain/Career Ready 101 provide Delaware County with powerful tools to assess job seeker skill levels and provide targeted remediation so that job seekers can be successful in work and in education and training programs. They also provide us with an effective strategy for working with employers so we can refer to them those job candidates most qualified for their jobs.

We are in the process of developing a policy requiring customers to attain the WorkKeys credential. This will ensure that we are providing our job seekers with the foundational skills they need to be successful in a training program, prior to referring them to a specific provider. It will also allow us to facilitate better job and training matches, improving outcomes for both job seekers and employers.

### **Linking Foundational and Occupational Skills Training to Guide Low-Skill Residents on A Path to Middle Skill Jobs and Career Pathways**

Too often, our most disadvantaged residents--those who lack a high school diploma or GED, have minimal work experience and face multiple barriers to employment--are placed in short-term training programs that prepare them only for entry-level, dead-end employment. Our goal is to address this issue, providing low-skill job seekers with longer-term, foundational skills development opportunities that will provide them with the basics necessary for them to be successful in middle-skill job training programs, such as those for technical positions in healthcare and advanced manufacturing.

### **Expanded Access to Training Opportunities**

To meet the increased need for education and training, Delaware County is using a combination of ITAs, classroom-based cohort training and on-the-job training opportunities, including our summer youth employment program, described later in this plan.

Through our PA CareerLink® staff and our use of the WorkKeys and KeyTrain tools, we are continually evaluating the skill needs of our job seekers. Based on this feedback, we are developing a number of options to expand our training capacity.

We anticipate that as we continue to monitor emerging skill needs and issues, we will be developing additional education and training programs to meet these needs. This includes working with our local educational partners, particularly Delaware County Community College, our 4-year institutions and our community-based

organizations to develop new curricula and strategies as appropriate to fill skill gaps and other needs.

### **Network of Supportive Services**

For Delaware County residents to access the full range of education and training opportunities they will need to prepare for the next generation of jobs, they will also need to access an infrastructure of supports. This includes ensuring that individuals have transportation and child-care while they are in training. Extended unemployment benefits and needs-based payments may also be provided to allow workers to support themselves while they pursue additional education.

In accordance with State and federal policies, the County will address both the fiscal and policy issues necessary to provide individuals enrolled in training with the supports necessary to complete their education as part of the our commitment to building a skilled workforce.

A crucial aspect of our vision is ensuring that the County's young people are able to develop and achieve their career goals. This vision operates from several broad principles, including:

- Providing youth with **access to meaningful assessment tools** that allow them to explore their interests, work values, and skills. Delaware County has recently adopted the WorkKeys Work Readiness Credential and KeyTrain's Career Ready 101 as key tools to assist in this process. These help young people assess their work skills as they relate to occupational competencies in 15,000 career areas and then provides them with remediation opportunities to develop their skills. This allows young people to address "problem" areas and ultimately prepares them to earn an employer-recognized, portable credential.
- Helping youth develop **career and lifelong learning plans** that are based on their interests, values and skills and that connect them to appropriate education, training and experiences. Assessment and career counseling and planning are important service components in our PA CareerLinks® and our WIA youth programs. The Career Ready 101 product allows young people to do extensive career exploration to develop a plan. We are also using our Regional Career Education Partnership (RCEP) to provide youth, parents and educators with career planning resources and information.
- **Facilitating opportunities for youth to explore career options by providing them with information about local high priority industries and careers and employer expectations and connecting them to activities such as job shadows and internships.** Our Regional Career Education

Partnership (RCEP) activities have included Parent/Student Forums on STEM Careers, Educator Forums on Applied Engineering and Healthcare, and a Youth Leadership Academy for high school sophomores that allowed local youth to learn leadership skills from key community leaders in business, government, nonprofits and the media. In addition, our Youth Council sponsors a wide variety of activities for Health Careers month in November, including bringing employers to local middle and high classrooms, a Healthcare career fair and an Educators' Breakfast. .

- **Providing “hands-on” learning experiences that expose young people to the expectations and activities of the workplace.** Through our WIA-funded programs we are connecting youth to hands-on learning, such as that provided through our weatherization-training program and through YouthBuild. We have also been building a web-based resource on STEM careers that provides teachers with access to hands-on lesson plans and resources. Our Educators Forums provide additional opportunities for teachers to develop these skills and information.
- **Developing career pathways and connections between secondary and post-secondary opportunities.** We have 2+2+2 and dual enrollment programs operating in Applied Engineering and in healthcare careers. We are also working with local educators to connect them with employers so that they learn about occupational expectations and can integrate this knowledge into their classrooms.
- **Creating a continuum of services and programs that addresses the barriers faced by many Delaware County youth.** Recognizing that many young people face significant barriers to pursuing education and employment that are based on outside factors, we believe it's important to have a network of services that can address these issues. Transportation, childcare, financial aid, etc. are critical components.
- **Creating programs to address the specialized needs of different youth populations.** We know that in many cases, young people need more specialized attention. Therefore we use our funding to develop programs and services that will work for various youth populations, including ESL and youth with disabilities.

## **B. Priorities and Goals**

1. Identify key workforce investment goals and priorities for the local workforce system.

- a. Describe how each supports the local workforce development vision. Include strategies to align with Pennsylvania's current objectives, the Governor's *Job Ready Pennsylvania* priorities, and support the creation and sustainability of small, new, and emerging industries.

### ***Sector Initiatives to Support Key Industries and Occupations***

In alignment with the State's Strategic Plan, the Delaware County WIB has identified several high growth/high demand occupations and industries based on constant monitoring of the local and regional economy over the past several years. Further we have formed strong strategic partnerships to provide the resources to support workforce development in these sectors. These partnerships are both local and regional, maximizing and leveraging our available resources to most effectively meet the needs of our business and job seeker customers.

Our target industries were identified based upon many factors including employment opportunities, percentage of the local and regional economy, ability to pay self-sufficient wages and the gap in supply and demand for workers within the industry. They include the following:

- Healthcare
- Advanced Manufacturing
- Hospitality, including Accommodations, Retail and Food Services
- Transportation and Warehousing
- Information Technology
- Biotech and Pharmaceuticals

Approximately one-third of the region's high priority occupations are directly within the Board's targeted industries. Therefore, the efforts to support the WIB's industry cluster initiatives also support the development of the priority occupations.

As the WIB moves forward, it will continue to monitor local and regional industries, and may identify additional industries around which to develop partnerships to address their workforce needs. Specific strategies for each sector will be defined as we move forward, based on the needs of that particular sector.

Regardless of the sector, however, leveraging funds and local resources is an important part of our strategic approach. Therefore, the WIB works extensively with various local and regional entities, including WIBs in Montgomery, Chester, Philadelphia and Bucks counties to coordinate services and funding in support of these industries.

***Strong Support for Small Business through our PA CareerLinks®***

Small business, independent of industry, makes up more than 80% of Delaware County's local business community. With few resources and time to train new workers, it is critical that the PA CareerLink® system be knowledgeable about the current and future skill needs of these businesses and capable of connecting them to workers who possess the specific skills these businesses need. This is accomplished through the PA CareerLink's® Business Services Team, led by the Commerce Center. Through this linkage, we are able to maintain an ongoing understanding of the needs of our small business customers and to develop appropriate programs and services.

The partnership between the Commerce Center and the WIB also serves as a means of supporting the creation and development of small business and emerging industries. The Commerce Center works closely with many local and regional agencies to bring together a continuum of services for small business, include workforce services through the PA CareerLink

Over the past few years, the Business Services Team has worked to implement a Business Services Operational Plan. With this foundation in place, the team is focusing on increasing our ability to measure the quality and effectiveness of our services to support continued improvement as well as continuing to develop connections to and provide support for local small business.

***Convene Key Stakeholders***

We are clearly committed to meeting both the needs of our industry/occupational clusters as well as the needs of our small businesses. While the WIB has forged strong ongoing relationships with a number of key players, including the Delaware County Commerce Center and the Delaware County Chamber of Commerce, we also see a need to continue to convene critical stakeholders to further develop our information-gathering and planning processes. This will allow us to provide better services to our

industry clusters and small businesses. It will also provide us with opportunities to expand and develop our services to youth.

***Improved Services to Job Seekers***

Preparing job seekers for our targeted industries is critical to creating the pipeline of qualified workers necessary to serve our business customers. Therefore, we have also set as a priority developing and improving the job seeker services that our PA CareerLink® Centers provide.

As discussed elsewhere in this plan, we have developed a comprehensive system of assessment that allows us to more effectively identify customers' readiness for employment and the services they need to prepare them for work and job search. This includes integrating the WorkKeys Work Readiness Credential, an employer-developed and validated system of assessment, into our assessment process.

We have also created a number of partnerships with local employers and Delaware County Community College to provide career path training opportunities that prepare job seekers for local demand occupations. In addition, we use our various sector initiatives to inform the programming and services provided by our PA CareerLink® Centers, thus ensuring that they maintain an employer focus throughout all of their job seeker services.

With a solid assessment and career planning foundation, we will focus on increasing our ability to measure the quality and effectiveness of PA CareerLink® services to support continued improvement. We will also continue to develop connections to services that support pursuing career ladders in critical industries and occupations.

***Outreach to Educational Community to advance its knowledge and understanding of business needs and to support the transition of our local youth into post-secondary education and the workforce***

Services to youth are an important component of our strategic plan. In order to ensure the pipeline of workers needed in our critical industries is filled in the long-term, we must focus significant efforts on reaching out to youth. Therefore, we have set conducting outreach to the educational community as one of our critical goals. Through our Health Careers Week and Regional Career Education Partnership (RCEP) activities we are creating mechanisms for connecting to the educational community and for providing better

services to youth. Health Careers week is also a valuable initiative for informing educational providers about the needs of the Health Care industry (our largest growth sector) and the preparation that is necessary to access careers in Health Care.

We will continue to develop activities that allow us to provide schools and youth-oriented community-based organizations with labor market information and connections to employers so that they are able to better educate the young people they serve about career opportunities in the county and preparation for those careers.

***Relationship to State the Strategic Plan and the Governor's Priorities***

The WIB's focus on these goals and priorities supports the State's Strategic Plan and the Governor's Job Ready Pennsylvania Priorities. Our work with both business and job seekers is highly focused on identifying and targeting resources and efforts toward specific, high-growth/ high demand occupations. We concentrate on ensuring business has access to a pipeline of skilled workers who can help them to remain competitive and grow. At the same time, we make sure that job seekers have the skills they need to fill these pipelines and as a result, compete in a global economy. In addition, the WIB is placing significant emphasis on supporting small business. Further, our focus on youth career education not only focuses on key industries, it also boosts the skills of high school graduates and increases options for receiving post-secondary education.

The WIB carries out almost all of its strategies through collaborative and strategic partnerships both with the private sector as well as community based organizations. This supports the leveraging of funds to create real impact within our local area and the region.

2. Discuss how goals and priorities are adjusted to respond to the economic downturn and the subsequent infusion of Recovery Act funds, including:
  - a. How workforce investment system resources (WIA formula funds, Recovery Act, etc.) can be deployed to serve increased numbers of businesses and job seekers;

In the past year, the economic downturn has caused a 78% drop in new employers in the system and an 84% drop in job orders. We've had a concurrent rise in PA CareerLink® job seeker traffic, which is up by 40%.

While meeting the needs of employers continues to be a priority of the County, providing job seekers with the longer term remediation, occupational skills training and supports that will help them prepare for an economic recovery has become an even greater priority. Many of our job seekers, both Adult and Dislocated Workers, lack the basic literacy and technology skills to be attractive to local employers. Further, there is a need to re-skill many workers to enter into middle skill jobs, such as applied engineering and healthcare. Therefore, one of our key priorities is to leverage WIA, Recovery Act and other funding opportunities increase services to job seekers in these areas. We are also focusing on making more strategic use of technology to serve greater numbers of higher-skill dislocated workers.

- b. Increasing access to education and training opportunities for adults and dislocated workers who need to upgrade or acquire new skills and developing career pathways that meet the transformed workforce of the future;

As noted previously, many of our job seekers need longer-term education and training supports to first address literacy and technology skill gaps and then enter into occupational skills training programs. Through WIA and Recovery Act funding, as well as other resources, we are looking for opportunities to develop classroom-based options, distance learning, and other strategies that will expand the range of education and training available to meet these needs. We are doing this in close coordination with local employers to ensure that the programs that are developed meet their skill requirements. Our recent activities to develop OJT training in rotorcraft, healthcare and computer forensics is an example of this approach. To provide these education and training opportunities to our job seeker customers, we have contracted with a number of providers in the County, including Delaware County Community College, PathwaysPA and several others.

- c. Preparing youth for the workforce of tomorrow; and

Supporting the career aspirations of Delaware County youth has always been a key priority for the DCWIB. These activities will continue. With the infusion of Recovery Act funds, however, the County is specifically focusing on one of our most in-need youth populations—out-of-school youth, ages 18-24. These young people typically face the highest levels of unemployment. Many of them have dropped out of school and lack the work experience and occupational skills necessary to access any kind of meaningful career path employment. Re-engaging these youth and attaching

them to literacy skill development, occupational skills training and subsidized work experiences to build their work readiness skills is a major priority for the County under the Recovery Act.

- d. Developing partnerships with community colleges and other institutions of higher education, business, labor organizations, registered apprenticeship programs, and community and faith-based organizations to align workforce development strategies in the local area or region.

Delaware County has a long history of working closely with Delaware County Community College, our 4-year institutions and local community-based providers of services. We are continuing to leverage these partnerships as we develop strategies to respond to the needs of our businesses and job seekers. We have recently put out a Request for Qualifications for services providers and are actively partnering with local institutions to develop career path training opportunities and activities.

### **III. GOVERNANCE STRUCTURE**

#### **A. Organization, Administration and Oversight**

1. Describe the role of the LEO in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, indicate the decision making process between the local elected officials. Multi-county LWIAs should describe the process to select the CEO.

The local area consists only of Delaware County. The Local Elected Officials appoint members to the Board pursuant to WIA law and regulations and fully entrust these members to carry out the Board's role. The LEO receives quarterly updates on the activities, successes and the direction of the Board's efforts. In addition, the LEO reviews and approves all long range plans established by the Board.

2. Identify the WIA Title I Contractor. Describe the process for selection and the relationship of the PA CareerLink® Consortium to the LWIB.

The Delaware County PA CareerLink® Operator's Consortium has been chosen by the Board and accepted by more than three PA CareerLink® Partners to be the local One-Stop Operator. The Consortium includes a representative from each of the following investing Partners:

- Delaware County Office of Employment and Training (DCOET)
- Bureau of Workforce Development Programs (BWDP)
- Delaware County Community College (DCCC)

- Goodwill Industries, Inc.
- Office of Vocational Rehabilitation
- Delaware County Commerce Center
- County Assistance Office
- City of Chester/Office of the Mayor
- The Council of Three Rivers

DCOET has been elected by the Consortium Members as the Chair of the Consortium and is the WIA Title I Contractor. As the Title I Contractor, DCOET calls and plans Consortium member meetings, represents the Consortium to the State and the Board and handles day-to-day issues as they arise on behalf of the Consortium. DCOET was selected by the Local Elected Official (LEO) and is identified as the Title I Contractor through the LEO Agreement.

The Consortium reports to the Board and in particular to the PA CareerLink® Oversight Committee. Consortium partners provide quarterly reports on their performance and the services they provide.

3. Identify the PA CareerLink® Consortium. Describe the role of the Consortium in the One-Stop System and the relationship to the LWIB.

As indicated previously, the PA CareerLink® Consortium consists of the following member agencies:

- Delaware County Office of Employment and Training (DCOET)
- Bureau of Workforce Development Programs (BWDP)
- Delaware County Community College (DCCC)
- Goodwill Industries, Inc.
- Office of Vocational Rehabilitation
- Delaware County Commerce Center
- County Assistance Office
- City of Chester/Office of the Mayor
- The Council of Three Rivers

Each of these partners provides programs and services through the PA CareerLink® centers, works with the LWIB and other Consortium members to identify and respond to workforce-related issues, and manages the day-to-day operations of the PA CareerLink® as they relate to the programs offered by each agency. Consortium members also collect and analyze performance data and provide quarterly reports on progress and activities to the WIB's Operations and Systems Performance Committees.

4. Identify the Fiscal Agent, as determined by the Chief Elected Official (CEO). Provide all contact information for this entity (*WIA Section 118(b)(8)*).

Delaware County Office of Employment and Training (DCOET) was identified by the CEO as the fiscal agent. Contact information is as follows:

Francis J. Carey  
9 S. 69th Street, 3rd Floor  
Upper Darby, PA 19082  
610-713-2200  
CareyF@co.delaware.pa.us

5. Provide an organizational chart (Appendix C) that delineates the relationship between the agencies involved in the workforce development system, including: the CEO, the required and optional PA CareerLink® partner programs, and line of authority. The chart should reflect the distinct separation between governance and service delivery structure consistent with the State's LWIB Staffing Policy.

See the attached organizational chart in Appendix C.

## **B. Local Workforce Investment Board**

1. Describe any functions the LWIB has assumed other than those required by statute.

The Board carries out all of the functions identified by statute. In addition, the Youth Council is extremely active, moving well beyond administering WIA funding and selecting youth service providers. As described later in this plan, it also spearheads both an annual Excellence in Youth Awards program and an annual Health Careers Week. The youth awards program recognizes top-achieving youth as well as excellence in youth programming. Our Health Careers Week brings together local guidance counselors, teachers and industry

experts to discuss health occupations and the educational supports necessary to prepare students for careers in the health field.

The Youth Council also oversees the activities of the Regional Career Education Partnership (RCEP) , which includes student, parent and education career exploration activities and a highly successful Youth Leadership Academy.

As described earlier, the Delaware County WIB has also extended the function of connecting, brokering, coaching and development of employer linkages beyond the borders of our county. We recognize that economic development and company growth is not dependent on political boundaries and that for us to be effective, we must continue to develop more regional approaches to leverage funds and meet the needs of industries that span multiple counties. Therefore we conduct many of our activities at a regional level, working with our neighboring counties to gather and analyze labor market information, and develop effective large-scale responses that better serve our business and job seeker customers.

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

The WIB relies upon a partnership approach to implement its initiatives. It has formed and maintains partnerships with local businesses, education providers, PA CareerLink® Partners and other local WIBs to develop the programs and services necessary to effectively serve its business and job seeker customers.

All PA CareerLink® Sites operate with a full complement of required Partners as well as appropriate community-based organizations. The Board made a deliberate decision to co-locate these staff and to ensure that they work together collaboratively to provide services. This is accomplished both through the common policies and procedures that were developed for operation of the PA CareerLink® Sites, as well as through the ongoing PA CareerLink® Consortium meetings that bring together the management staff of each of the major partners to discuss operational issues on a regular basis. In addition, we have site managers for both sites who are responsible for coordinating the work of all PA CareerLink® Partner staff to ensure seamless delivery of services to customers.

Our focus on collaboration has led to the adoption of a variety of measures to ensure that services and programs are effectively coordinated.

- Communication is critical in maintaining an effective collaborative environment. Therefore, communication goals have been established in all of the strategic plans guiding the WIB and its industry cluster initiatives. Through these goals, we are able to ensure that effective communication structures and plans are built into each of our initiatives.
- Having a common approach to working with customers is another way in which we improve our collaborative efforts. For example, the Board's Business Services team, led by the Delco Commerce Center, has created common procedures for all aspects of working with business. These common approaches ensure that we interact with our business customers in a consistent way that improves operational performance. The PA CareerLink® sites also share common policies and procedures, developed with the full cooperation and coordination of the Consortium members.
- Strategic, coordinated use of our resources also improves our collaborations. Because we use the various strategic alliances, we have formed as the venue for making decisions about where and how to focus our financial resources, we ensure that these resources are utilized in a coordinated fashion that aligns with our goals and vision. Further, this allows our industry and other partners to work more effectively with us in seeking outside funding from other sources such as USDOL, PA DL&I, H1B grants, etc. in a manner that coordinates and leverages our available funding.

Because we conduct most of our business through these collaborative partnerships, we are able to quickly and easily identify barriers to collaboration during the course of our work together. Our partners work with us to identify those areas in which we may be experiencing problems and together, we identify appropriate solutions.

3. Describe how the Board ensures that meetings and information regarding Board activities are accessible to the public (including persons with disabilities.)

The Board communicates to the local community via Board meetings, and extended advertising for special Board sponsored events, such as Health Careers Week.

In accordance with Sunshine laws, all meetings are advertised and open to the community. They are held in buildings that are handicapped accessible.

The Board also maintains a website, [www.delcoworks.org](http://www.delcoworks.org), where it posts updated news, events, meetings, etc. The WIB is currently in the process of redesigning this website with the intention of incorporating social media tools and other online activities that will make the site more interactive, improving transparency and providing additional means for us to share information with the public and receive their feedback.

4. Describe how the LWIB ensures timely, open and effective sharing of information between state and federal agencies, other LWIBs and the local workforce investment system, including the PA CareerLink.

Through the various industry partnerships we've formed (described throughout this plan), we are able to maintain ongoing, effective communications with our business customers and with the organizations that are involved in those efforts, including state and federal agencies, other boards and PA CareerLink® Partners.

Because our Business Services team is led by the Delco Commerce Center, this provides an excellent ongoing venue for effective, timely and open sharing of information through their bi-weekly meetings. In addition, our PA CareerLink® partners are consistently informed of all actions of the Board through Board meetings and the Board books provided at these meetings. Both the agency managers as well as key senior staff of the PA CareerLink® Partners attend the Board meetings.

The Board is also represented at the regularly held five-county regional meetings. This regional Board, which includes Bucks, Chester, Montgomery, Philadelphia and Delaware Counties, meets to discuss issues and strategies related to regional needs and conditions. It serves as an effective communication mechanism between these local WIBs.

In addition, there is significant participation in PA Partners activities. There is at least one staff member from the local area on each of the PA Partners Committees. In addition, the PA CareerLink® Operator Consortium Chair is the representative for the southeastern region on the PA Partners Executive Committee. Participation in these activities facilitates communication with state agencies as well as communication between local areas.

5. Describe the LWIB committee (other than the Youth Council) structure, membership and functions.

As indicated in the Organizational Chart in Appendix C, the Delaware County Workforce Investment Board has the following committees (in addition to the Youth Council, which fulfill the following functions:

- Executive Committee, which includes the Chair, Vice Chair and the Committee Chairs. The Executive Committee works closely with the Executive Director to make decisions between the full WIB meetings and to develop the overall direction and approach for work with the WIB.
- The PA CareerLink® Oversight Committee is responsible for developing and overseeing the implementation of the PA CareerLink® Business Plan, overseeing PA CareerLink® operations and providing planning for coordination between TANF, WIA and other Partner programs.
- The Business Partnership committees oversee the industry cluster subcommittees and are responsible for gathering industry information and overseeing industry cluster activities.

Committee members represent all stakeholders within the workforce system, including business, education, economic development, workforce and community-based organizations.

6. Describe Youth Council membership and how its composition supports programs that prepare youth for employment in demand occupations.

Members of the Youth Council include representatives from our demand industries, including healthcare and other STEM-related careers, education, youth-oriented community-based organizations, the United Way and Job Corps.

Our business members provide information about and connections to the demand occupations in the County and are valuable partners in linking us to individuals to serve on various panels for students, parents and educators and providing other resources for career exploration. They are particularly active in helping us to plan for and execute Health Careers Week activities and our STEM forums.

Through the members of the Council who come from education, we are able to develop more effective school-based activities and services, as well as create better linkages between education and business. Our community-based members help us plan for the full range of issues faced by many of our most disadvantaged youth, particularly those related to literacy and other barriers to education and employment.

7. Describe the relationship of the Youth Council to the LWIB and to the WIA Title I Contractor.

The Youth Council is a subcommittee of the WIB, providing oversight and making recommendations about the allocation of resources to serve youth in our community. It is also responsible for preparing our Youth Plan and for selecting youth providers. In addition, the Youth Council sets appropriate standards and criteria for services to youth that the WIA Title I Contractor must observe. The WIA Title I Contractor is responsible for implementing WIA and other grant-funded youth programs.

8. Describe the process used to identify and select LWIB members.

The Board continually reviews its membership, seeking to fill vacancies or positions facing reappointment with private sector members who are representative of the local and regional economy. The LEO is continually apprised of vacancies as they occur. Nominations are sought from the Delaware County Commerce Center and Chamber of Commerce. Board members are encouraged to identify individuals and refer them to the nominating entities. The LEO makes the final identification and selection of new members.

9. Describe the process to identify a potential conflict of interest for, or any matter that would provide a financial benefit to: a LWIB member, a member's immediate family, or a representative entity. Include actions to be taken by the LWIB or LWIB member, in the event of a conflict of interest.

Each Board member signs a Conflict of Interest form stating that they will abstain from voting on any matter that could result in a financial benefit to themselves, their family or their organization. The Chairman reminds the members of this requirement prior to the vote on contract matters that come before the Board. In the event of a violation of the conflict of interest policy, the WIB will investigate and, at its discretion, remove the individual from the WIB.

#### **IV. ECONOMIC AND LABOR MARKET ANALYSIS**

Provide an updated analysis of the local economy, the labor pool, and labor market with a focus on the economic downturn and projections for economic recovery. This analysis must include the following:

**A.** The current makeup of the local economic base by industry.

Delaware County's economic base is diverse. Our businesses employ over 219,000 individuals in a range of industries and occupations.

Our largest industry sectors, based on total employment, represent a variety of jobs and skill levels, ranging from entry-level, relatively low-skill jobs to highly skilled professions requiring advanced degrees and years of experience.

In 2006, as part of our strategic planning processes, Delaware County identified several priority industries, including:

Healthcare

Advanced Manufacturing

Hospitality, including Accommodations, Retail and Food Services

Transportation and Warehousing

Information Technology

Biotech and Pharmaceuticals

Until the recession began in 2008, these industries were experiencing strong job growth. However, in the past 12-18 months, those gains have been eroded by layoffs and hiring freezes. While our high priority occupations still come from these sectors, the net impact of the recession on the County has been a significant increase in our unemployment rate and an overall loss of jobs. For example, when Delaware County submitted its 2006 strategic plan, unemployment hovered around 3.9%. Now it has almost doubled to 7.5% for May 2009. Further, these job losses have cut across all industries and occupations with few bright spots in the hiring picture.

Healthcare is the largest industry in Delaware County, employing a little over 40,000 workers. It also offers strong career paths and employment for a range of job seeker skill levels. In the past year, however, there has been steady job loss in the sector, with an average job loss of 1800 positions per quarter in 2008 and an average turnover rate of 11.2%, much higher than the turnover of 7.5% reported in 2007.

Manufacturing employs over 19,000 workers and pays significantly higher average wages than some of our other industries (over \$6,000/month), in part because of the skilled nature of many manufacturing jobs and the shortage of trained workers to fill these positions. Again, because of the recession, this sector is experiencing net job loss, with an average of 1300 positions per quarter being eliminated. However because of the lack of qualified workers to fill available positions, manufacturing is one of the sectors in which we continue to see job openings.

The Hospitality, Accommodations and Retail Trade sectors employ around 39,000 Delaware County residents, many in entry-level positions that require primarily on-the-job training. Hiring was flat during much of 2008, but with the closure of several big box retailers and the slow-down in spending on leisure and recreational activities, we're seeing an increase in layoffs in these areas in 2009. These are also sectors with high turnover, so there is a need for replacement workers. Because of the overall slow-down in the economy, however, many more highly skilled workers are willing to take these positions, which then forces out low-skill workers who might otherwise have been candidates for these jobs.

Transportation and Warehousing employs a little fewer than 10,000 workers. This sector, too, has been experiencing a net reduction in jobs, although the losses have been much smaller as a percentage of the workforce when compared to other sectors such as healthcare. One of the occupations in which there seems to be a significant slow-down in hiring is for CDL-licensed drivers.

As a sector, Information Technology is relatively small, employing about 3,600 workers. However, many IT workers are also employed in other industries. As in other sectors, IT is also losing jobs, although overall turnover is relatively low, at 6.8%.

**B. Current and anticipated plant closings, mass layoffs and business expansion**

Job losses have occurred across all sectors, although the retail, manufacturing and healthcare sectors have been the hardest hit. It appears that at this point, the only sector that has been immune from layoffs is Education. Below is a chart with the larger layoffs we've experienced so far in 2009.

Company	Number Laid Off	Positions
Circuit City	60	Sales Associates, Supervisors and Managers

<b>Company</b>	<b>Number Laid Off</b>	<b>Positions</b>
Crozer-Keystone Healthcare (5 sites in the county)	400	All levels--Nurses, Managers, Directors, etc.
Union Packaging	30	Laborers, machine operators, supervisors, managers
Filene's Basement	40	Sales Associates, Supervisors and Managers
Concord Steel	50	Welders, machine operators, maintenance, management

We are unaware of any mass recruitment currently, although we are seeing the potential for increased hiring in long-term care facilities within the next few months.

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

There are a few bright spots in the local economy. We are seeing an uptick in hiring for skilled CNC machinists, welders, and machine operators at companies such as Container Research and NP Precision, both of which support the rotorcraft industry. In healthcare, we need Home Healthcare Aides and CNAs and in financial services we need mortgage loan processors and closers for refinancing.

We also anticipate that an influx of funding into the County from the American Recovery and Reinvestment Act may create construction jobs and jobs in “green” industries. It is unclear what the exact impact will be, so we are closely monitoring these two industries to effectively prepare workers as openings occur.

Unfortunately, these vacancies are not counter-balancing lay-offs, so we have net job losses. In addition, many of the positions that are being eliminated are higher skill; higher paying jobs and they are not being replaced with equivalent positions from other companies or industry sectors. This means that many of our job seekers will be forced to transition into work that pays less and offers less generous benefits than their previous jobs.

Because of the nature of the current recession and the fact that it has extended to virtually all industries, it's difficult to project where job openings will be in the future. In some industries, such as Healthcare, there is an ongoing need for workers

to meet the needs of an aging population. However, uncertainties about funding and healthcare reform initiatives occurring at the national level are making many of our employers hold off on significant re-hiring until there is greater clarity about the future direction of the sector.

It also appears that major changes in consumer spending habits that fueled growth in the Accommodations, Food Services and Retail sectors will impact hiring. Consumers are simply not spending money on non-essentials, which, in turn reduces demand for workers in those sectors. This also impacts industries such as Transportation and Warehousing and Information Technology, which support business processes for these other industries.

Continuing improvements in technology further impact our ability to project future job openings with any accuracy. In many cases, technology is either eliminating positions or reducing the number of people needed to perform various functions. It also is significantly changing the nature of many occupations, making it difficult to prepare workers in advance.

For all of these reasons, projecting demand for the next 10 years is virtually impossible. At best we can predict that careers involving science, technology, engineering and math will continue to grow, but in what specific occupations and in what numbers, we cannot possibly predict.

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

The occupations below are those that the Commonwealth has identified as “high priority occupations” for Delaware County, which means that there is a demand for these jobs and they are important to the county’s economy.

SOC Title	Educational Attainment	Wages (2007)			
		Annual Average	Projected 2016	Percent Change	Annual Openings
Education Administrators, Postsecondary	BD+	\$85,110	380	9.2	13
Medical & Health Services Managers	BD+	\$81,040	660	16.3	20
Cost Estimators	BD	\$56,520	620	13.5	18
Compensation, Benefits & Job Analysis Specialists	BD	\$58,230	170	14.5	5
Training & Development Specialists	BD	\$50,440	410	9.8	12
Management Analysts	BD+	\$76,740	1,550	25.3	52
Accountants & Auditors	BD	\$78,490	2,760	4.9	59
Financial Analysts	BD	\$56,190	400	29.9	11
Computer Software Engineers, Applications	BD	\$72,380	1,070	28.1	36

Computer Software Engineers, Systems Software	BD	\$92,120	300	15.2	8
Computer Support Specialists	AD	\$40,660	660	7.6	24
Computer Systems Analysts	BD	\$65,930	790	14.2	28
Network & Computer Systems Administrators	BD	\$63,210	530	17.6	18
Network Systems & Data Communications Analysts	BD	\$67,830	310	47.3	14
Civil Engineers	BD	\$61,430	210	3.4	6
Environmental Engineers	BD	\$63,920	50	26.2	2
Industrial Engineers	BD	N/A	350	29.0	15
Mechanical Drafters	PS VOC	\$44,830	150	5.8	5
Electro-Mechanical Technicians	AD	N/A	N/A	N/A	N/A
Industrial Engineering Technicians	AD	N/A	160	11.3	5
Biochemists & Biophysicists	PhD	N/A	10	10.0	0
Medical Scientists	PhD	\$56,560	50	21.6	2
Chemists	BD	\$72,010	70	0.0	2
Biological Technicians	AD	N/A	80	14.1	4
Substance Abuse & Behavioral Disorder Counselors	MD	\$29,920	130	33.3	5
Educational, Vocational & School Counselors	MD	\$47,940	880	10.9	25
Mental Health Counselors	MD	\$32,420	660	41.6	28
Child, Family & School Social Workers	BD	\$32,260	550	20.3	19
Medical & Public Health Social Workers	BD	\$45,020	390	16.1	12
Mental Health & Substance Abuse Social Workers	MD	\$31,670	930	56.8	46
Social & Human Service Assistants	MT OJT	\$26,070	1,660	45.7	65
Lawyers	PROF	\$72,650	620	2.1	13
Paralegals & Legal Assistants	AD	N/A	270	14.3	6
Business Teachers, Postsecondary	PhD	\$62,320	240	18.5	7
Computer Science Teachers, Postsecondary	PhD	\$62,640	70	20.3	2
Mathematical Science Teachers, Postsecondary	PhD	\$65,890	130	18.3	4
Engineering Teachers, Postsecondary	PhD	N/A	70	19.6	2
Biological Science Teachers, Postsecondary	PhD	\$69,680	240	18.4	7
Psychology Teachers, Postsecondary	PhD	\$63,260	130	20.2	4
Health Specialties Teachers, Postsecondary	PhD	N/A	380	17.5	11
Nursing Instructors & Teachers, Postsecondary	MD (MSN)*	N/A	160	16.4	4
Education Teachers, Postsecondary	PhD	\$56,290	290	18.1	8
Art, Drama & Music Teachers, Postsecondary	PhD	\$54,920	250	18.4	8
Vocational Education Teachers, Postsecondary	WK EXP	\$45,070	100	6.5	3
Preschool Teachers	BD	\$21,250	910	19.1	28
Kindergarten Teachers	BD	\$50,580	430	2.1	8
Elementary School Teachers	BD	\$48,700	3,530	0.0	77
Special Education Teachers, Pre-, Kindergarten & Elem.	BD	\$56,970	650	8.0	18
Special Education Teachers, Middle School	BD	\$55,840	300	3.4	8
Special Education Teachers, Secondary School	BD	N/A	250	3.7	6
Adult Literacy, Remedial Education & GED Teachers	BD	\$29,020	140	7.7	2
Graphic Designers	BD	\$41,100	420	3.0	12
Producers & Directors	BD+	N/A	60	1.7	2
Camera Operators: TV, Video & Motion Picture	MT OJT	N/A	10	10.0	0
Dentists, General	PROF	\$149,800	330	8.9	9
Pharmacists	PROF	\$82,710	810	16.3	23
Family & General Practitioners	PROF	\$162,170	620	11.0	16
Physician Assistants	BD	\$64,460	170	31.3	6

Registered Nurses	AD	\$58,840	6,430	21.0	200
Occupational Therapists	BD	\$59,790	280	23.1	8
Physical Therapists	MD	\$70,670	550	26.9	17
Respiratory Therapists	AD	\$49,530	240	16.4	6
Veterinarians	PROF	N/A	90	42.6	4
Medical & Clinical Laboratory Technologists	BD	\$45,720	360	5.7	7
Medical & Clinical Laboratory Technicians	AD	\$38,620	390	9.9	9
Dental Hygienists	AD	\$60,450	460	30.7	18
Cardiovascular Technologists & Technicians	AD	\$42,150	150	18.6	4
Radiologic Technologists & Technicians	AD	\$48,940	830	17.0	22
Emergency Medical Technicians & Paramedics	PS VOC	\$29,170	660	15.3	16
Pharmacy Technicians	MT OJT	\$22,350	700	27.7	32
Surgical Technologists	PS VOC	\$34,030	150	17.6	6
Veterinary Technologists & Technicians	AD	N/A	80	48.2	5
Licensed Practical & Licensed Vocational Nurses	PS VOC	\$45,590	1,980	15.5	74
Medical Records & Health Information Technicians	AD	\$30,900	350	17.8	13
Home Health Aides	ST OJT	\$22,000	3,220	54.0	132
Nursing Aides, Orderlies & Attendants	ST OJT	\$25,500	3,940	14.3	80
Physical Therapist Assistants	AD	\$42,750	210	28.1	7
Dental Assistants	MT OJT	\$35,550	650	31.3	25
Medical Assistants	MT OJT	\$28,370	1,350	35.2	47
Medical Transcriptionists	PS VOC	\$30,150	160	10.6	4
Veterinary Assistants & Laboratory Animal Caretakers	ST OJT	N/A	130	23.8	3
Supervisors - Food Preparation & Serving Workers	WK EXP	\$33,930	1,240	4.8	15
Child Care Workers	AD*	\$16,280	1,250	8.2	42
Advertising Sales Agents	MT OJT	\$47,570	230	9.0	6
Sales Representatives, Scientific & Technical	MT OJT	\$76,070	740	7.6	20
Sales Representatives	MT OJT	\$54,570	3,670	4.2	93
Real Estate Sales Agents	PS VOC	\$63,360	540	1.7	10
Billing & Posting Clerks & Machine Operators	ST OJT	\$30,940	930	3.8	14
Bookkeeping, Accounting & Auditing Clerks	MT OJT	\$33,210	2,890	5.4	58
Customer Service Representatives	MT OJT	\$28,720	3,110	13.8	114
Cargo & Freight Agents	MT OJT	N/A	400	5.6	12
Production, Planning & Expediting Clerks	ST OJT	\$31,320	510	8.7	17
Legal Secretaries	PS VOC	\$34,620	370	3.7	7
Medical Secretaries	PS VOC	\$31,620	1,150	18.6	34
Office Clerks	ST OJT	\$27,560	6,080	5.5	138
Supervisors - Construction Trades & Extraction Workers	WK EXP	\$59,600	900	2.3	14
Carpenters	LT OJT	\$46,390	2,440	2.4	38
Cement Masons & Concrete Finishers	LT OJT	N/A	110	1.8	3
Construction Laborers	MT OJT	\$32,910	1,250	3.5	13
Operating Engineers	MT OJT	\$50,830	290	5.1	6
Electricians	LT OJT	\$48,470	1,850	1.5	50
Painters, Construction & Maintenance	MT OJT	\$32,900	580	4.3	12
Plumbers, Pipefitters & Steamfitters	LT OJT	\$46,420	560	3.1	13
Roofers	MT OJT	\$37,800	320	3.6	8
Sheet Metal Workers	MT OJT	\$53,090	150	4.3	4
Structural Iron & Steel Workers	LT OJT	\$66,060	310	2.6	11
Telecommunications Equipment Installers & Repairers	PS VOC	\$49,580	290	20.4	11

Automotive Service Technicians & Mechanics	PS VOC	\$41,160	1,460	3.7	33
Bus, Truck & Diesel Engine Mechanics	PS VOC	\$42,170	180	4.7	5
Heating, A/C & Refrigeration Mechanics & Installers	LT OJT	\$39,520	740	3.2	15
Industrial Machinery Mechanics	LT OJT	\$44,220	590	16.0	17
Maintenance & Repair Workers, General	LT OJT	\$33,780	2,350	4.6	16
Telecommunications Line Installers & Repairers	LT OJT	\$43,760	440	11.5	15
Team Assemblers	MT OJT	\$25,580	630	3.4	15
Computer-Controlled Machine Tool Operators, Metal & Plastic	LT OJT	\$44,050	230	21.2	6
Numerical Tool & Process Control Programmers	LT OJT	\$63,440	20	4.5	0
Machinists	LT OJT	\$41,130	720	14.8	19
Multiple Machine Tool Oprs, Metal & Plastic	MT OJT	N/A	50	8.3	1
Tool & Die Makers	LT OJT	N/A	160	12.1	4
Welders, Cutters, Solderers & Brazers	PS VOC	\$36,760	250	5.9	6
Printing Machine Operators	MT OJT	\$39,720	300	5.7	8
Woodworking Machine Setters/Operators/Tenders	MT OJT	N/A	60	9.6	2
Water & Liquid Waste Treatment Plant & System Operators	LT OJT	\$40,490	350	6.5	8
Inspectors, Testers, Sorters, Samplers & Weighers	MT OJT	\$45,570	620	0.3	9
Dental Laboratory Technicians	LT OJT	\$34,160	90	15.0	3
Supervisors - Transportation & Vehicle Operators	WK EXP	\$60,760	430	11.7	13
Truck Drivers, Heavy & Tractor-Trailer	MT OJT	\$39,460	1,640	9.0	41
Truck Drivers, Light or Delivery Services	ST OJT	\$30,690	2,010	7.9	48

**E. Occupations most critical to the local economic base.**

See chart above

**F. Skill needs for the available, critical and projected jobs.**

Projected skill development needs will range from entry level to senior level in both skilled and non-skilled occupations. Skills in both technical and patient care healthcare fields are needed, as are skills for advanced manufacturing and applied engineering careers. However what we continue to hear most prominently is the need for “work readiness” skills, including basic literacy, teamwork, communication and basic computer skills. Problem solving and critical-thinking are also skills that are in demand.

Many of the jobs that are important to the County’s economic base require advanced degrees. Fortunately, the Philadelphia region’s educational infrastructure is well positioned to meet this need and has, in fact, been a major reason why the businesses in the priority industries have been attracted to the area.

**G. Current and projected demographic of the available labor pool, including the incumbent workforce.**

Delaware County has a population of approximately 553,619. Approximately 44% are either under 18 or over 65, leaving about 46% of the population of working age. About 9.3% of the population speaks a language other than English at home.

For the County as a whole, 2000 US Census figures indicated that 86.5% of County residents have a HS diploma or equivalent and 30% have a Bachelor’s degree or higher. In the City of Chester, however, which includes some of our largest pockets of disadvantaged job seekers, only 68.7% of residents have a HS diploma or equivalent and 8.2% of residents have a BA or higher. The median household income in the City of Chester in 2006 was \$25,703, while for the County as a whole, median household income was \$60,069. This is in large part due to the disparities in educational levels, which impacts employment.

Because of the recession, the County’s PA CareerLink® offices have seen a significant increase in the numbers of dislocated workers and disadvantaged workers seeking services. Unemployment for May 2009 is 7.5% and has been steadily rising since April 2008. Many of these dislocated workers will soon exhaust their unemployment benefits. In addition, workers with low skills and multiple barriers to employment are facing even longer periods of unemployment as more skilled workers take positions formerly held by less skilled workers.

Delaware County’s job seekers represent a wide range of educational levels, as indicated in the table below. The table also shows that education no longer provides the protection from lay-offs that it previously has—49% of our job seekers have at least one year of college and 24% have a BA or higher. This is a significant change from previous years.

***PA CareerLink® Customer Educational Levels—10/1/08 through 7/22/09***

<b>Educational Level</b>	<b>Number</b>
Less than a HS Diploma	541
High School Diploma	1600
GED or equivalent	255
Associate’s Degree	351
Some college, but less than a BA	996
BA or higher	1299

### ***Special Populations***

In addition to dislocated workers, Delaware County has several populations with specialized needs, including:

- TANF recipients
- ESL and low literacy workers
- Ex-offenders
- Individuals with disabilities

Many of these job seekers face multiple barriers to employment, including low basic literacy skills, minimal occupational skill and lack of work history and experience. Lack of access to transportation and/or child care, substance abuse issues and poor credit history are also serious barriers for many of these job seekers. These workers must also overcome employer pre-conceptions and concerns, which is even more difficult in a tight job market with many highly qualified people who are unemployed. Services to address the specialized needs of these populations are described later in this plan.

**H.** Any “in migration” or “out migration” of workers that impact the local labor pool.

We have no current labor market data on the “in migration” or “out migration” of workers. Anecdotally, however, we know that many Delaware County residents work in other local Counties, including Philadelphia, Chester and Montgomery counties, and those residents from those counties also come into Delaware County to work.

**I.** Current local area skill gaps and skill gaps projected to occur over the next decade.

As indicated, we are seeing many more higher skill dislocated workers in our PA CareerLinks® than in previous recessions. A number of these workers are qualified for replacement positions at other companies (i.e., nurses), but they may face a long period of unemployment because hiring is currently frozen.

We also have skilled workers who will need to transition into new industries or occupations because their jobs are less likely to return. Here, workers have strong transferable skills, such as project management and supervisory experience, but they lack the occupation-specific technical skills necessary to make the transition. We have a number of supervisors and managers, for example, who have been laid off. They have management skills, but lack content skills for new industries.

One major skill gap area for a significant number of dislocated workers is in basic technology. A number of dislocated workers have a long work history, but minimal computer skills, finding it difficult to even complete an online application. This is particularly true for a segment of the Veteran's population, as well as many of the over-55 workers.

Delaware County also has a significant population of individuals who lack the basic literacy, work readiness and technical skills to even enter into available career path employment. As indicated in the educational levels chart above, over half of our job seeker population has no education beyond high school, with 10% not even possessing a high school diploma or equivalent. This is particularly problematic given that some of our most significant pockets of job growth are in middle skill jobs, such as Applied Engineering, CNC machining and some of the healthcare specialty areas. These require some post-secondary education and training beyond high school, training that many of our job seekers lack.

More worrisome is the fact that many of these job seekers lack also the literacy skills necessary to enter into the training necessary to prepare them for these demand jobs. Recently the County began using the WorkKeys National Career Readiness Certificate and the KeyTrain remediation system within the PA CareerLink® to better assess, match and prepare job seekers. This has given us additional insight into the work literacy levels of our customers.

WorkKeys measures customer skills in three major areas—*Applied Mathematics*, *Locating Information* and *Reading for Information*. Over 15,000 occupations have been profiled against the WorkKeys measures and minimum scores in each of the 3 assessment areas have been identified for each occupation. All occupations require a minimum of a Level 3 score on each of the assessments. More skilled occupations require anywhere from a Level 4 to a Level 7 in one or more of the assessments.

For CNC Machining, one of the areas where we're finding a demand for skilled workers, the WorkKeys scores required to enter into training are a 7 for *Applied Math*, a 6 for *Reading for Information* and a 6 for *Locating Information*. However, only 22 out of 150 people taking the assessment—about 15%-- have been able to obtain the 7 in Applied Math. Of the 124 people who have taken the *Locating Information* assessment, only 33 or 26.6% have been able to obtain the necessary Level 6 or higher score. For *Reading for Information*, only 49% have achieved a Level 6 or higher. This means that before our PA CareerLinks can even refer individuals to occupational training, they must first undertake literacy remediation.

Thus, Delaware County faces several workforce challenges, including the need to retrain workers for other occupations that may actually pay lower wages than the

jobs previously held by these workers as well as the need to provide the basic literacy and technology skills that will enable workers to enter into occupational skills training.

## **V. PLANNING AND EVALUATION**

- A.** Describe the network that is the Workforce Development System in the local area. Provide information about the availability and coordination of services. Include information about strategic partnerships with community and faith-based organizations, RIGs, WIRED, IPs, Health careers, and others.

The Workforce Development System in Delaware County is a network of organizations, programs and services designed to prepare job seekers for demand occupations and industries in the County and to provide employers with access to trained, qualified workers.

The WIB has developed and maintains a number of regional workforce development partnerships related to serving its key industries and occupations. Each of these partnerships has evolved out of labor market analysis and a focus on industry needs. They are designed to provide us with ongoing information about issues within each sector and to allow us to better coordinate our strategies and resources to meet the needs of businesses and job seekers within those industries. As a result, we have created a system that is truly demand-driven and that is focused on leveraging and coordinating resources to meet present and future skill needs.

Our Health Care Sector Project began as a collaborative initiative between PathWaysPA, the Delaware County Office of Employment and Training (DCOET), the Delco Commerce Center, Life Science Career Alliance, Delaware County Community College (DCCC) and a local healthcare employers' consortium that currently includes 60 employers and is constantly opening its doors to new members. The Consortium provides ongoing guidance and feedback on the project's direction. In addition, the Health Care Sectoral project also conducts periodic surveys and focus groups with local employers to expand their basis of knowledge, as well as to raise awareness of the project and recruit Consortium members. Through this project, Health Care industry stakeholders have developed a strategic plan that identified specific steps to adapt hiring, training and retention processes so as to decrease turnover and increase the skills of new and incumbent workers. The project also supports Consortium members in conducting training projects based on project findings. Currently we are working closely with the Consortium to identify the skill sets necessary for success in long-term care facility positions. We then intend to work with Delaware County Community College and

our 4-year institutions to develop appropriate classroom-based programs to prepare low-skill workers to access these jobs, as well as to transition or advance higher-skilled workers into various positions.

The WIB participates in and supports the Life Science Career Alliance (LSCA), a regional initiative of southeast Pennsylvania including Bucks, Chester, Delaware, Montgomery and Philadelphia counties that supports the life sciences/Health Care and biotechnology/pharmaceutical industries. The mission of the LSCA board is to identify best practice models for workforce development from local, state and national models. The LSCA board includes members from the biotechnology/pharmaceutical and Health Care industries. As a result of this partnership, we have developed a number of training initiatives designed to support skill development in the key occupations in these sectors. Further, as an active member of the LSCA board, the WIB has worked with the LSCA to successfully secure state funds for work with biotechnology companies in the region. The LSCA board is also supported by match funds from industry partners in the Health Care and biotech/pharmaceutical industry, education and industry associations.

To effectively identify and meet the needs of our many small businesses, the WIB has forged a strong partnership with the Delaware County Commerce Center, which also supports our efforts in working with businesses in our other key sectors. The Delco Commerce Center, a vital WIB/PA CareerLink® Partner, is the WIB's conduit for real-time knowledge of the local economy. The Delco Commerce Center monitors local industry through constant contact with local employers as well as through ongoing review of industry analyses conducted by other entities. In addition, the Delco Commerce Center is a primary convener and consistent participant in various industry-based forums designed to elicit information on trends and workforce needs.

The WIB also works closely with the Delaware County Chamber of Commerce. In February 2009, we worked with them to develop and implement a county-wide Job Fair. We have also worked together to create a database of Chamber members willing to host job shadows and other youth career exploration activities. They were also a co-sponsor and key planning partner for our Youth Leadership Academy.

In working with our many small businesses, The Delco Commerce Center leads the Business Services arm of the PA CareerLink® offices, which is the primary mechanism for implementing our initiatives for small business. The Business Services Team is comprised of staff from multiple agencies who work together to improve the access to and relevance of PA CareerLink® services to the small business community.

- B.** Describe the integration of the labor market information provided by the Center for Workforce Information and Analysis (CWIA) into planning and decision-making.

The Delaware County WIB uses CWIA labor market information, along with its own locally gathered data, to develop local strategic goals and industry-based strategies. Customers also access the data as part of their career research activities and it is used in the training decision-making process by both staff and customers.

- C.** Describe how LWIB ensures that the strategic direction and performance goals are communicated for PA CareerLink® planning and alignment.

As vital members of the Board, PA CareerLink® Partners are consistently informed of all actions of the Board through Board meetings and the Board books provided at these meetings. Both the agency managers as well as key senior staff of the PA CareerLink® Partners attend the Board meetings. Performance data and feedback is shared on a continual basis and PA CareerLink® staff fulfill a variety of roles in implementing our various local area strategies including sector strategies. In this process, PA CareerLink® Partners are expected to regularly report on their progress in providing services in accordance with WIB strategic initiatives—for example, sharing data and information on a particular industry cluster training initiative. In addition, PA CareerLink® services are reviewed on a regular basis, during which it becomes clear whether staff are aware of Board priorities and directives as well as of performance goals.

## **VI. SERVICE DELIVERY**

### **A. Delivery System**

1. Provide a description of the service delivery network.

All One-Stop services are provided through our two comprehensive PA CareerLink® Sites located in Chester and at Delaware County Community College (DCCC) in Media. We have forged strong relationships with our One-Stop Partner agencies (including DCOET, BWDP and Delaware County Community College), as well as with area service providers.

Our two Sites serve as the hub of workforce activity for both our job seeker and business customers, providing a full array of comprehensive services designed to help us further our vision. All of our services as described below are provided through coordination with each of our PA CareerLink Partners®. In addition, outside community agencies provide additional services on-site to augment our ability to meet the needs of our job seeking customers.

In ***Core Services***, our BWDP and DCOET staff provide the following through our Career Link sites:

- General Orientation to PA CareerLink® services
- Preliminary assessment of job readiness
- *WorkKeys National Career Readiness Certificate* testing and online remediation through the *KeyTrain* system.
- Job search assistance
- Access to labor market information
- Job matching and access to job leads through our PA CareerLink® website.
- Informational workshops on how to develop resumes, cover letters, conduct the job search, etc.
- Linkages to various Partner and supportive services, such as UI, Veterans, OVR, TANF, etc.
- Access to job search and career planning resources on video, DVD, through books, etc.
- Access to office equipment, including computers with Internet access, phones, fax machines, printers, etc.

In Core Services, our Senior Employment Program enrollees staff our greeter desks and assist job seekers in their use of services.

***Intensive and Training Services***, which are provided by our various Partners, include:

- Eligibility determination
- Comprehensive career and job readiness assessment
- One-on-one career and job search planning assistance
- Job development and one-on-one support in finding and retaining employment
- Assistance in conducting training research
- Access to occupational skills training
- ESL/ABE support
- GED support
- OJT
- Case management support
- Access to appropriate supportive services

- Veterans, TAA, DVR and other population-specific services

**Business Services** are provided through our partnership with the Delaware County Commerce Center, which leads an intra-agency staff team. The services they offer include:

- Screening and referral of applicants to job openings
  - Specialized recruitment, including management of large recruitment campaigns and recruitment facilities
  - Information on hiring incentives such as tax credits and new-hire training programs
  - Information on training and education services available for incumbent workers and new hires
  - Technical Assistance (i.e. ADA requirements, labor law compliance, unemployment compensation, assistance with writing job orders)
  - Access to specialized training opportunities.
2. Identify the LWIA's PA CareerLink(s), including: the number of sites, location, and affiliate sites. Describe factors used to assess the effectiveness of such configuration.
- Include factors for determining a location's business hours and the types of services offered

There are two comprehensive PA CareerLink ® Sites in Delaware County

Delaware County PA  
 CareerLink®  
 701 Crosby St., Suite B  
 Chester, PA 19013  
 (610) 447-3350  
  
 Hours of operation: 8:30 a.m.-  
 4:30 p.m.

Delaware County PA  
 CareerLink® Workforce Entry  
 Center  
 Delaware County Community  
 College  
 901 S. Media Line Road  
 Media, PA 19063  
 (610) 723-6000  
  
 Hours of operation: 8:30 a.m. -  
 4:30 p.m.

Through these sites, both business and job seeker customers can receive a full array of PA CareerLink® services, which are described in Section VI of this plan. When necessary, we hold events, such as job and career fairs, during non-traditional hours to meet the needs of our job seekers.

The PA CareerLinks® are continually collecting data and customer feedback on the needs and issues facing PA CareerLink® job seeker and employer customers. This includes collecting data on traffic in the PA CareerLinks®, demand for various workshops and services, job orders, customer satisfaction, etc. Consortium Partners review and evaluate this data to determine if programs and services are adequate to meet demand and responsive to customer needs. They then adjust services accordingly.

For example, assessment data collected on job seeker customers indicates that many of them lack key technology skills, so we are in the process of developing additional technology training opportunities to meet this need. We are also seeing ongoing deficits in literacy skills and have been working closely with Delaware County Community College and other training providers to develop a broader array of literacy interventions that can work in conjunction with our KeyTrain/Career Ready 101 remediation program to better prepare job seekers to obtain the WorkKeys Work Readiness Credential.

3. Describe the process and criteria used to certify/validate PA CareerLink® and affiliate sites.

The Delaware County WIB is using the PA CareerLink® Certification criteria and process that were developed by the Commonwealth.

4. Describe overarching service delivery strategies, including the following:
  - a. The strategy for seamless service delivery including: transition between core, intensive and training services and referral to partner services for both businesses and individual customers.

Our strategy for ensuring seamless delivery of services to job seeker customers is built upon our use of a comprehensive system of assessment. With this system, we are able to more quickly and effectively determine the services that customers may need so that we can start to move them along the right path.

Assessment begins in Orientation when a staff team works with customers to examine their occupational and transferable skills. Our goal is to determine if customers are job ready—that is, if they possess the knowledge, skills and abilities to obtain and retain employment. If customers possess marketable skills and are able to develop a realistic

employment goal and a job search plan using Core Services, then they are directed to Core. If, however, this initial assessment indicates that customers may require additional assistance to obtain employment—they may need Intensive Job Search Assistance and/or skills training—then we conduct a Pre-Assessment interview with the customer to review assessment data and identify appropriate next steps. These steps can include an intake/eligibility appointment, more comprehensive assessment, development of an Individual Employment Plan, job search preparation, job development, training and/or referral to supportive services for barrier removal.

The *WorkKeys National Career Readiness Certificate* and *KeyTrain* remediation programs are critical new components in determining customer readiness for employment or training. Customers are pre-tested using *KeyTrain* to determine if they have the necessary skill levels in *Applied Mathematics*, *Reading for Information* and *Locating Information*, based on their career goals. If their assessment results indicate that they would be able to earn the appropriate *WorkKeys National Career Readiness Certificate* scores, then they are referred to take the official *WorkKeys* assessment and obtain their credential. If it appears that they need additional remediation before being able to obtain the necessary scores, then they are given the opportunity to work on the *KeyTrain* system to improve their scores. All potential candidates for WIA training services are required to obtain the minimum *WorkKeys* scores associated with their occupational skills training program before being referred for training. This ensures that they have the foundational skills to be successful in the occupational skills training program.

With this framework in place, we are able to provide a seamless delivery of services because we are immediately clear about the needs of the customers who come into Core Services and are able to start working with them to pursue the appropriate path through Core, Intensive and Training Services. They receive an appropriate level of staff support to move them through this process, and we are provided with a clearer sense of what customers need and where they are going. Referrals to Partner agencies are then made based on career needs and issues identified during assessment, rather than on which agency a job seeker may begin working with.

The Partners carry out all services in accordance with a jointly developed Policies and Procedures Manual, which all Partner staff follow. In developing this manual, great efforts were taken to ensure that job seeking

customers received services in an efficient and seamless manner.

To ensure seamless service delivery to our employer customers, we developed an Operating Plan for our Business Services Team. This plan establishes clear roles and responsibilities for the Partners, as well as defining the common standards and procedures for delivering services to which all Partners must adhere.

- b. The type and availability of training and employment activities and supportive services, the provision of universal service availability for individuals with disabilities, limited English proficiency, and those with significant barriers encountered and the means to address them. Include how these are determined and assessed.

Our customers have access to a full range of comprehensive job search, job matching, training and supportive services through our comprehensive PA CareerLink® Centers. Many of these services—such as job search and job matching—have been developed to better support our the needs of our local job seeker customers. A comprehensive list of these services is included in response to question A1 above. They were developed based on our understanding of customer needs, which is continually updated through customer service surveys, informal staff assessments and yearly monitoring of services.

Our training services have developed as a result of the labor market and skill needs analyses conducted through our key industry sector initiatives. Closely tied to the skill requirements, industry needs and occupational growth of each of our target sectors, these training programs provide customers with access to the quality skill development necessary to prepare them for both present and future employment in our priority industries.

Access to PA CareerLink® facilities, services and resources for individuals with disabilities is continually addressed through our ADA compliance reviews. The PA CareerLinks also have extensive services available for limited English-speaking customers, including access to ESL services at all levels of literacy. We have also added a Language Line in both of our PA CareerLink® offices.

- c. Include a copy of the memorandum of understanding (Appendix D) between the LWIB and each partner in the local workforce investment system, as required in WIA Section 118(b)(2)(B).

See the attached MOUs in Appendix D.

5. Describe how the Eligible Training Program / Provider System is used to provide improvement of education and training opportunities in response to the needs business and industry. Include the policies and procedures to determine eligibility of local level training providers, the use of performance information to determine continued eligibility, update or revise system information, and the agency responsible for these activities.

In accordance with current Commonwealth policy, the Commonwealth's Approved Training Provider list is the only list used for available training programs. Eligibility for inclusion on the list is determined by the Pennsylvania Department of Labor and Industry. The WIB adheres to the Commonwealth's policies.

If the needs of business and industry differ from the list, the WIB would work with a particular training provider to either use an existing program to meet the need or develop a new program. The training provider would then need to petition the WIB to recommend to the Commonwealth the inclusion of the program on the approved list.

The WIB identifies new training needs through our various partnerships with local businesses and various industry associations, such as the DVIRC. Our PA CareerLink® staff also continually provides information on the needs of the job seekers who come into our Centers.

The WIB is responsible for developing and monitoring our ITA policy, which we do on a regular basis. We also monitor providers from the eligible training provider list to ensure that they have achieved satisfactory performance.

The process of including providers on the eligible provider list begins by contacting all of the providers with satisfactory performance that were listed on the previous year's approved list. The providers update the course information including the performance information and the high priority occupation that can be achieved after completion of training. Upon review, the WIB approves the program if it meets the performance standards and recommends it for approval to the Bureau of Workforce Development Partnership which, in turn, reviews and approves or rejects the program. In addition, this list is continuously updated as the WIB receives, reviews, and accepts applications.

6. Describe and provide examples of coordination with apprenticeship programs.

Based on the relationships and representation of organized labor on our Board, the issue of apprenticeship is integral to our efforts in coordinating high value employment opportunities, especially with regard to Science, Technology, Engineering and Math (STEM) programs. These would include advice and counsel from the International Brotherhood of Electrical Workers, the International Brotherhood of Carpenters and Joiners, International Brotherhood of Laborers, and the United States Steel Workers Association, among others.

## **B. Adults and Dislocated Workers**

1. Describe how the LWIB ensures universal access to the minimum required core services and how partner resources are integrated to deliver core services.

Both of our PA CareerLink® sites were deliberately located in areas that are easily accessible to our major customer populations. The Chester site, which primarily serves our lower-income customers, is on major bus routes and located in the same building as our EARN program services. The Delaware County Community College site is also readily accessible to meet the needs of our dislocated worker population. Both sites offer the full range of Core Services.

Core Services are provided through a partnership of BWDP and DCOET at both of our Centers. A Core Services Operating Policy and Procedure manual has been developed and implemented for the provision of these services. It outlines common standards for service and the common procedures that all staff will use in delivering Core Services. This allows us to provide thoroughly integrated and seamless delivery of Core Services to all of our Core Services customers.

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

Customers who enter through Core Services participate in our general PA CareerLink® orientation sessions. During these sessions, we help customers evaluate their readiness for employment in comparison to local employer requirements that relate to customers' employment goals. For customers whose results indicate a need for more Intensive services, staff meet with the individual to conduct a more thorough review of the customer's qualifications and to discuss various options. If necessary, the job seeker will be referred to an Intake/Eligibility appointment and to a case manager to determine the

specific Intensive services (including employment and training services, supportive services, etc.) that the job seeker may need in order to obtain and retain local self-sufficiency employment.

As indicated previously, a key addition to our PA CareerLink® process is the WorkKeys Work Readiness Credential and the KeyTrain remediation system. This provides both staff and job seeker customers with clear, concrete information on a customer's literacy levels for entering into work or training related to particular occupations. Customers take a pre-assessment using the KeyTrain system. If they are able to obtain the scores associated with their occupational interests that would qualify them for training in a particular occupational area, then they are able to take the formal WorkKeys Work Readiness assessments and earn their certifications. They are also eligible for referral to associated training. Customers who must first improve their scores are referred to specific lessons in the KeyTrain remediation system, which provides clear, ongoing information about progress that can be used in helping to determine a customer's readiness for referral to Intensive and Training services.

In addition, as customers make use of Core Services, staff are charged with pro-actively monitoring job seeker progress. If customers fail to obtain employment through Core, they may be referred to Intensive services.

We also make efforts to leverage resources by co-enrolling customers into the appropriate WIA and other Intensive services that are available to assist the customer in meeting his/her employment goals.

3. Discuss how, in the context of a low-growth economy, innovative training strategies to:
  - a. Address longer-term unemployment.

Longer-term unemployment is a key challenge for our workforce system, but it also provides an opportunity for many job seekers to address underlying skill deficiencies that they did not address when it was easy to get another job if they were unemployed. We are using our assessment tools and processes, including WorkKeys and KeyTrain, to help us better identify skill deficiencies and issues and providing job seekers with access to literacy and technology remediation workshops and learning opportunities to address two of the most common longer-term, underlying needs that job seekers have. These interventions can then be combined with

occupational skills training. This allows job seekers to use longer-term unemployment as an opportunity to improve a variety of skills that will put them in a stronger position when the economy begins to improve.

The PA CareerLinks are also exploring strategies for contacting and re-engaging job seekers later in the unemployment process. For a variety of reasons, many customers do not access all of the services for which they are eligible when they first become unemployed. Therefore, the CareerLink® is developing outreach strategies to contact and re-engage job seekers with workshops, training, etc. once they have been unemployed for a few months and are more open to accessing services. This is particularly true for higher-level workers and PREP participants.

Both WIA and ARRA funds are being used to support these activities.

b. Increase services to workers in need.

Addressing increased numbers of job seekers in need is another key challenge. PA CareerLink® traffic has increased by 40% since 2008 and the County is marshaling all of its resources to meet the needs of this influx of residents through the following programs and activities.

We are providing expanded access to group workshops on job search-related topics, such as interviewing, resume writing, etc. PA CareerLink® staff is running some workshops. We are also working with Pathways PA to provide workshops, some on new topics, such as completing online applications.

We are currently in negotiations with a number of university and private sector programs to provide additional services to dislocated workers that can't be provided at the PA CareerLink® due to staffing and space constraints. For example, Penn State Brandywine will be working with our higher-skilled dislocated workers and we are also considering a program to provide career counseling and job search services through Widener University. We are also looking into outsourcing job search support group services to provide ongoing coaching, networking and support as residents look for work over a more extended period of time.

Delaware County is using technology to expand contacts with customers. We are using Constant Contact, an email newsletter service, to provide job seekers with updates, tips, information, etc. We are also forming a group on LinkedIn that job seekers can join for tips and networking. In addition, we are exploring using webinar and teleconferencing technology to

facilitate online job seeker networking and social networking tools that would allow us to answer job seeker questions, provide links to valuable resources and connect job seekers to one another to provide additional support.

Pathways PA, one of our most successful community-based providers, will be onsite to help job seekers connect to supportive services, such as childcare, transportation, financial assistance, etc. They will be providing a “Benefits Specialist/Financial Educator” who will meet with new PA CareerLink® customers during Orientation and schedule individual appointments to work with customers one-on-one as needed. The Benefits Specialist will assist customers in applying for benefits such as Food Stamps, LIHEAP and CHIP, as well as providing some financial counseling, such as checking and advising on credit reports and assisting customers in addressing issues such as outstanding loans. They will also be a resource for referring customers to other community/supportive services.

The PA CareerLink® is adding staff to increase the number of PREP sessions being offered.

Our Assessment staff is helping to provide resume feedback and job search support as part of their career counseling activities.

- c. Support the full range of PA CareerLink® customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such supports as needs-based payments, basic skills remediation, English as a second language, and supportive services.

As indicated previously, the WIB has established goals and priorities that focus on ensuring we are meeting the needs and issues of a full range of job seekers in the community and the programs and services we are developing reflect this.

Meeting the needs of under-skilled adults is an important priority for the County. This begins with our outstanding career assessment process, which includes assessments of interests and work values, as well as skill assessments. WorkKeys and KeyTrain is required for all New Directions customers as part of this process. It is also required for any individual who desires to access occupational skills training.

In addition, Delaware County offers extensive supports and opportunities for under-skilled adults, including providing access to ABE, GED and ESL services, basic technology training, and a wide array of supportive services,

such as transportation vouchers and childcare. We will also have a Benefits Specialist/Financial Educator on-site to assist these customers in accessing necessary benefits and financial resources. In addition, PathwaysPA will be providing a series of Ready to Work workshops onsite. This will be an 8-week program that provides 96 hours of instruction in reading comprehension, 48 hours of basic math instruction and 40 hours of computer instruction.

Other strategies we are pursuing to meet the full range of needs include:

- Again, we are finding that many individuals with long-term work experience lack the basic technology skills to complete an online application or access most jobs, which require some level of computer proficiency. We are therefore working with Delaware County Community college, our 4-year institutions and other training providers to develop a variety of basic computer literacy programs. Some will be “stand-alone” modules, while others will be integrated into other classroom-based training opportunities.
- In addition to technology skills, we are also finding deficits in basic literacy and workplace readiness skills. Even dislocated workers with extensive work experience are demonstrating literacy deficits that require remediation and support for them to access employment and occupational skills training. Therefore we are working closely with DCCC and other training providers to develop a broader array of literacy interventions that can work in conjunction with our *KeyTrain/Career Ready 101*-remediation program. Several providers have submitted proposals that the WIB is currently considering and anticipates will be approved for implementation in September.
- Through the Delaware County Healthcare Consortium, which includes 60 local employers, we are identifying the skill sets necessary for success in long-term care facility positions. We then intend to work with DCCC and our 4-year institutions to develop appropriate classroom-based programs to prepare low-skill workers to access these jobs, as well as to transition or advance higher-skilled workers into these positions.
- To address some of the needs of higher-skilled workers, Penn State Brandywine is developing a training program for individuals who

have been employed in professional positions. This program will help job seekers transfer into other industries where their skills may also be needed.

- OJT is an important strategy for developing skills. With Philadelphia and Montgomery Counties, we have submitted an application to the State to provide OJT for workers in healthcare, rotorcraft and computer forensics.

- d. Ensure education and training delivered through the workforce system results in education and workforce skills of demonstrated value, and focus assessments and certifications towards the next level of education and employment.

ITA-funded training is only approved for training programs that are WIA-eligible. In addition, job seekers must demonstrate that they have the necessary literacy skills to be successful in the occupational skills training program by obtaining appropriate scores on the WorkKeys Work Readiness Credential. Other training projects, such as the OJT we submitted with Philadelphia and Montgomery Counties, are geared to meet specifically identified employer needs. Our assessment process ensures that job seekers are able to identify their specific career and training needs so appropriate referrals can be made to services that will move them along a career ladder.

- e. Provide targeted work experiences in order to prepare individuals for job opportunities in new industries or occupations, particularly using registered apprenticeship and on-the-job training for all jobseekers, and summer work experience for youth.

Funding has been received through the Commonwealth to undertake several on-the-job training initiatives. Programs are likely to be conducted at food processing companies and advanced manufacturing firms. Other opportunities will be pursued, as funding is available.

Work experiences are provided for participants in the summer youth program. In cooperation with the Community College and some of the adult vocational technical schools employers are identified. Students learn a variety of work readiness and technical skills to better prepare them for the world of work upon graduation from high school.

- f. Align workforce activities with education, economic, and community development strategies to meet skill needs of individuals for occupations and industries important to the local and regional economies.

All of our workforce development activities are developed in response to the needs of our employer and job seeker customers, taking into account their individual needs and issues. They are also developed in coordination with other stakeholders so that we are able to effectively leverage resources and ensure coordinated programs and services.

ITAs only support demand occupations and OJT and other training programs are developed in response to specific needs, such as the long-term care facility training we are in the process of developing through the Healthcare Consortium.

4. Describe any plans for transferring funds between the Adult and Dislocated Worker programs. Include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.

No transfer of funds between Adult and Dislocated Worker programs is planned at this time. However, the matter will be evaluated during the planning period and adjustments will be made, if necessary, as driven by customer demand.

Any transfer request would be based upon an analysis of existing and projected customer demand for services. If the DCWIB is experiencing an unanticipated increase in demand for services by individuals that could be served with Dislocated Worker funds, but not Adult funds, then a request to transfer funds could be made. This request would also be based on the availability of Adult funds and the anticipated need for those monies. The transfer request would only be made if it could be reasonably anticipated that there would be no disruption to services to individuals that could only receive services with Adult funding and not Dislocated Worker funding.

5. Describe the reemployment services (RES) provided to Unemployment Insurance claimants, including:
  - a. Coordination of RES with other services provided at the PA CareerLink® under WIA.
  - b. Services that will be provided under RES, such as skill assessment, career guidance, individual service plans, and labor market information.

**Re-employment Services** are made available through the PA CareerLink®

Centers and offered to any individual receiving unemployment compensation (UC). The Commonwealth's PREP (Profiling and Reemployment Program), effectively ranks individuals on the basis of their ability to secure employment prior to exhausting their unemployment compensation benefits. This "profiling" allows for early intervention by multiple PA CareerLink® partners including BWDP staff, and Workforce Investment Act (WIA) staff; intensive, staff-assisted job search will help to get participants on the fast track to reemployment. Services are coordinated through the case management process as staff work together to ensure that job seekers are able to access the resources they need.

### **C. Service to Specific Populations**

Describe for each of the groups listed below, the process used to integrate programs in the service delivery system; e.g. maximize and leverage resources, ensure sustainability of the system, avoid duplication, and provide innovative services within the LWIA. Describe how the LWIA will ensure that Recovery Act services will be prioritized for low-income individuals and those receiving public assistance.

In Delaware County, we consider the various employment and training programs we provide as forms of "financial aid" to job seeker customers, designed to assist those individuals who need more support and/or skills training in order to obtain and retain self-sufficiency employment. Some customers, such as Veterans, are automatically provided with more Intensive services because of the nature of the programs that have been set up for them. However, for most job seekers, the first question that needs to be answered is how well matched are they to local employer requirements and what services do they need to obtain/retain self-sufficiency employment?

To accomplish this, as discussed previously, our overarching service strategy to all customers is based upon a comprehensive system of assessment that first helps customers determine their readiness for employment. By evaluating customer skills, interests, barriers, etc., we are able to assist them in identifying their employment goals and in assessing how well matched they are to the requirements of local businesses. We can also determine what needs they may have for services.

Based on this initial assessment, which begins during our PA CareerLink® Orientation sessions, our team will determine if customers should be evaluated for additional services. We will refer them to Intake/Eligibility appointments to determine from what programs they may be eligible to receive assistance and then assign them to work with the appropriate staff person to develop their individual

employment plan. Depending on the customer's needs and the resources that are available to him/her, this plan can include intensive job search support, job development, basic skills development, occupational skills training, OJT, supportive services, etc. If a customer has needs that cannot be met through our PA CareerLink® resources, we will connect him/her to local community programs that may be able to provide further assistance. These services become part of the customer's overall plan.

Our goal of providing services to customers is to provide them with access to the supports they need to obtain and retain self-sufficiency employment. Therefore, for some of our customers, co-enrollment in more than one program may be the most appropriate choice. If this is the case, they are assigned to a primary case manager who is responsible for coordinating with other programs to ensure that the job seeker receives all services that he/she may need to achieve employment goals. In this way, we can leverage resources and ensure that customers receive the supports they need to obtain and retain self-sufficiency employment in the community.

All of our customers work with staff who are knowledgeable about their needs and the services that are offered by the various programs in which the customer is enrolled. For job seekers who may need some form of training or job readiness programming, case managers help customers access these services and prepare for future employment. When customers have gained the necessary skills to begin looking for work, staff will then help them access the various job search preparation resources—such as resume development and interviewing techniques—as well as providing access to job leads, job development services, etc.

We have worked hard to make our PA CareerLink® Centers universally accessible to customers. Both locations are certified as ADA compliant and as part of the PA CareerLink® Quality Review process; they are continuing to evaluate additional strategies for expanding accessibility of services for customers. To meet the more individualized needs of various customer populations, we have developed a variety of programs.

### **Services to businesses**

Delaware County partners with the Delco Commerce Center to provide Business Services through the PA CareerLinks. This multi-agency team includes BWDP, Vets, OET, DCCC, COSA and the CAO. Recently this team was redesigned to better evaluate outcomes and provide improved levels of service. We are monitoring Business Services team efforts on a weekly, monthly and quarterly

basis.

Delaware County has also applied for two VISTA volunteers who will be responsible for job development and assisting employers in using job bank services. One of these individuals has been selected and will begin work within the next few weeks.

In addition, we are considering providing webinar-based training for employers on topics such as how to use the CWDS system. This will expand our capacity to meet employer needs.

The County has developed strong, industry-based partnerships to meet business needs, most notably through the regional Industry Partnerships, but also through other strategic connections, such as working with the DVIRC's Regional Industry Leadership Committee and the Chamber of Commerce.

Currently, we are in the process of conducting information and outreach sessions with employers to educate them about the WorkKeys Work Readiness Certification. This certification provides employers with concrete "proof" that job applicants and workers possess the necessary foundational skills in Reading for Information, Locating Information and Applied Math to qualify for work with that employer. Scores on the WorkKeys Work Readiness Certificate correlate to some 15,000 occupations and can be used both to screen applicants as well as to make decisions about referring incumbent workers to training and promotional opportunities. The PA CareerLinks will provide both WorkKeys Certification and remediation to improve scores--a major benefit to employers who are seeking top quality candidates, especially in rough economic times. We are also exploring the possibility of using WorkKeys and KeyTrain with incumbent workers as another business service.

We have also submitted an application with Philadelphia and Montgomery counties to provide OJT support for rotorcraft, healthcare and computer forensics.

### **Approach to identify qualified applicants for partner programs**

All job seeker customers go through the Orientation and assessment process to help them determine their initial needs and issues. Based on this information, customers are then referred to appropriate Partner services. In addition, we use signage and brochures to communicate with customers about programs and services and will refer customers to these services upon request.

### **Services to Migrant Seasonal Farm Workers**

Migrant Seasonal Farm Workers have not been present in our CareerLinks.

**Services to persons with disabilities**

An Office of Vocational Rehabilitation representative is available to meet with customers at all times. Access to PA CareerLink® facilities, services and resources for individuals with disabilities has been addressed through the ADA compliance review. Both sites have passed the review and are in compliance with ADA requirements. A disabilities services committee has been formed with Partner representatives. It meets periodically to address ongoing service needs. Disability service/etiquette training has been offered to all staff at both sites.

**Services to veterans and related eligible persons, including National Guard and returning veterans. (TEGL 22-04) (TEGL 22-04, Change 1)**

Delaware County has a priority of service policy in place that provides Veterans and eligible spouses with multiple opportunities to identify their status and receive priority. From the moment they have contact with the PA CareerLink® and at multiple points along the way, they are asked about their status. During Orientation, they are told of Veteran's benefits and referred to the Veterans Representative as soon as they self-identify.

The Veteran's Representative speaks with all Vets and eligible spouses and provides them with both verbal and written information on the availability of benefits, timelines for accessing benefits and their priority of service rights. In addition, each week the Veteran's Representative reviews the UI lists to identify Veterans who may not have accessed services to send a letter notifying them of their rights and inviting them into the CareerLink. There is also a display in the public access area informing Veterans that they should inquire about services if they have not yet self-identified. The Veteran's Representative has also been doing outreach with employers to discuss employment of veterans.

Additionally, because our Veteran's population have, in many cases, received extensive technical training in their individual Military Occupational Specialty (MOS), this population will be assessed extensively to identify correlations to academic achievement/skills achievement to meet employers' needs. Frequently, these Veterans do not recognize the transferability of their skills, many of which are STEM proficiencies, into the private sector.

**Services to TANF customers, displaced homemakers and low-income individuals:**

Delaware County Community College provides workforce preparation and career

development services to a specified number of Delaware County PA CareerLink® customers through the curriculum and services of the New Choices program. New Choices, provides comprehensive assessment and career readiness services to low income and vulnerable adults. Because a variety of competencies are requisite for success in today's job market, New Choices emphasizes a comprehensive assessment of skills, aptitudes and interests. An in-depth assessment is an essential component of the program, which assists individuals in identifying strengths, deficits, skill sets, aptitudes, and areas of interest leading to career development designed to help participants attain satisfying, economically viable employment. Basic computer training is provided as a component of the program to strengthen proficiencies and enhance marketability. New Choices has targeted adults whose ability to succeed is impeded by problems related to poverty, inadequate education or training, low self-esteem, and some with poor mental and/or physical health.

Although the New Choices program has historically served a predominantly female population, in recent years the program has shifted to incorporate gender neutrality in order to appropriately serve both men and women and address the needs of Delaware County PA CareerLink® customers. A comprehensive ninety hour workshop is provided which focuses on career and personal development strengthened by individual counseling, basic computer training, math remediation, vocational training assessment, job development, job placement, retention services, tracking and follow-up functions, and development of a community agency network plan for post program aid when appropriate. Title I Adults and Dislocated Workers, both male and female, are the targeted population and are referred to the program through the PA CareerLink/OET system.

All Workforce Preparation/New Choices program participants are provided access to the many services provided by Delaware County Community College. PA CareerLink® clients participating in the Intensive Services provided by the program may likewise access DCCC services. These services include the library, resources in the Career and Counseling Center, the Workforce Entry Center, open computer labs, peer tutors, listings posted by the DCCC Student Employment Services, the cafeteria and café, and the College bookstore.

- Services to women and minorities;  
Delaware County does not provide services specifically to women and minorities by virtue of that status.
- Services to individuals with multiple barriers to employment, including:
  - Older individuals;

- Persons with limited English proficiency;
- Persons with disabilities, and;
- Ex-offenders

Through the comprehensive PA CareerLink® assessment process, our staff are able to identify the various barriers to employment that impact job seekers and then connect them to appropriate services. Through a partnership with Goodwill Industries, we are able to provide specialized support services to senior citizens. Individuals with limited English Language proficiency are connected to the ESL resources in the County and individuals with disabilities are connected to DVR supports and other resources.

Project Reconnect is a collaborative prisoner re-entry program at the State Correctional Institution (SCI) in Chester between the Pennsylvania State Agencies, Department of Corrections, PA CareerLink, Bureau of Community Corrections, Board of Probation and Parole and Department of Welfare. The program transitions ex-offenders to productive lives outside prison by coordinating a continuum of services that starts in the prison, progresses through Community Corrections Centers (CCC) and PA CareerLinks and leads to sustaining jobs.

The program selects inmates from SCI Chester who will be released in southeastern Pennsylvania after first transitioning through CCC's in Chester and Philadelphia. The knowledge, skills, abilities and interests of inmates are assessed while incarcerated at SCI Chester. Inmates are also provided GED and other remedial training, computer literacy training and courses leading to potential certifications in skills, such as auto body repair. In addition, inmates gain experience by working in jobs such as food preparation.

As the inmates near the end of their sentences, they go through a comprehensive orientation and re-entry during which PA CareerLink® staff provide group job search workshops and establish a relationship with the inmates that will enable them to continue the case management process once the inmates are released.

PA CareerLink® staff promotes the project to employers to gain commitments for jobs. SCI, CCC and PA CareerLink® staff shares their efforts in order to avoid duplication of services and complement each other.

A case management process has been established for partners to share as they

help the ex-offenders move through the continuum of reemployment services toward gainful employment

- Services to Dislocated worker and Trade Act eligible participants. Dislocated Workers and Trade Act eligible participants receive all job search, education and training and other services and supports through the PA CareerLink® system, according to the program guidelines associated with WIA Title I and the Trade Act.

#### **D. Priority of Service**

1. Provide the Individual Training Account (ITA) Policy (Appendix E) including policy for the justification of exceptions. Describe how ITA resources are leveraged with other resources.

The Delaware County Office of Employment and Training provides up to \$8,000 or the actual cost of tuition, whichever is less, to support Individual Training Accounts. This is a lifetime award and the training must be oriented to the obtainment of full-time, unsubsidized, permanent employment in a Delaware County High Priority Occupation.

To qualify for Individual Training Accounts, an applicant must be a Delaware County resident or have worked in Delaware County for at least 6 months within the past year. Individuals referred by the Profile Re-Employment Program (PREP) not meeting the residence requirement will receive the maximum funding of their resident County.

Applicants are required to follow the progression of PA CareerLink® services and Workforce Investment Act (WIA) eligibility requirements, meeting including Selective Service Registration requirements. They must also file an Application for Student Aid (FAFSA) to apply for student assistance (PELL, PHEAA and other related grants) if the program of study qualifies for such aid. The exact mix of the applicant receives is based on the availability of funding for either training costs or supportive services, with the goal of ensuring that the costs of the training program the participant selects are fully paid and that necessary supportive services are available so that the training can be completed successfully. This determination focuses on the needs of the participant.

Only courses of student that are listed on the Statewide List of Eligible Training Programs/Providers for the program year in which the customer's training will start will be approved. College degrees are not funded.

A PA CareerLink® Peer Review Committee will review all applications for Individual Training Accounts for final approval. Any applicant who has already committed to the tuition and/or enrolled in training prior to being approved for training by the PA CareerLink® Peer Review Committee will not be eligible for funding.

2. Describe local policies regarding self-sufficiency, including the process for establishing, monitoring compliance with and updating policy. **(Reference previous Section VI(B)(3))**

The definition of self-sufficiency used by the Delaware County WIB is based upon the need for each individual to earn a living wage and have the ability to support his/her family. The WIB has adopted The Self-Sufficiency Standard for Pennsylvania (created by Pathways PA) as the local standard for economic self-sufficiency as it relates to the County's workforce investment system.

The adoption of this County-specific standard demonstrates the WIB's belief that self-sufficiency involves more than a job with a certain wage, but income security for a family over time. Individuals requiring intensive services and training will also be given additional information on job retention and life skills needed to maintain self-sufficiency beyond training. If necessary, the customer may be referred to additional supportive services supplied by a PA CareerLink® partner.

3. Discuss the LWIB's policies and procedures for priority of service for the One-Stop Consortium, including the process used to determine whether funds are limited.

The WIB's policy on priority of service is as follows:

First Tier Priority:

When funds are limited but still generally available, priority for both Intensive and Training Services will be given to individuals who:

- Are recipients of public assistance
- Low-income individuals (defined as at or below 235% of the Lower Living Standard); or
- Individuals who demonstrate multiple barriers to employment but are not necessarily disadvantaged

- Up to 40% of funds will be directed to customers pursuing careers within the industry sectors the Board has established as high priority for the local area/region. (

#### Second Tier Priority

When funds become 80% expended, priority for Training Services will be given to individuals who:

- Are recipients of public assistance, or
- Low-income individuals who also demonstrate a barrier to employment.
- Up to 40% of funds will be directed to customers pursuing careers within the industry sectors the Board has established as high priority for the local area/region.

Funds will be considered limited and the priority of services applied to all customers during eligibility determination until the PA CareerLink® Operator instructs staff enrolling customers to do otherwise. Staff are aware that if an exceptional customer does arise, they can petition the Operator to not apply the priority of service to that individual. These situations may include when a customer has a very poor financial situation which is not reflected in the traditional method of documenting income information, or when a customer is facing particularly significant barriers to employment.

The determination as to whether funds are limited will be made is based on the amount of unexpended funds at the end of the second and third quarter of the fiscal year. If less than 35% of funds are not expended half-way through the fiscal year, funds will no longer be considered limited and the priority of services will be lifted. If less than 65% of funds have not been spent three-quarters of the way through the fiscal year, funding will no longer be considered limited and the priority of service will be lifted or remain lifted.

#### **Veterans Priority of Service Policies:**

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

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

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

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

### Job Referrals

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

- Special Disabled Veterans
- Disabled Veterans
- Newly Separated Veterans
- Recently Separated Veterans
- Other Veterans with Campaign Badge or Armed Forces Service Medal
- Other Veteran with no Campaign Badge
- Eligible Persons
- Covered Veterans
- Eligible Spouses
- Non-Veterans

## **E. Rapid Response (RR)**

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

The WIB receives notice of impending layoffs and communicates this information to the Business Services Team. The Business Services Team assembles a group of staff from DCOET, the Commerce Center and BWDP to reach out to the employer and provide the necessary Rapid Response Services. The WIB continues to monitor these activities to ensure there is proper coordination. The WIB and/or Business Services staff will sit on any committees that are developed to help coordinate services. The WIB may also seek additional funding for large lay-offs where soon-to-be employees require significant support.

## **F. Youth**

1. Describe the strategy to ensure eligible youth have the opportunity to develop and achieve career goals through education and workforce training. Include strategies to address:
  - a. Youth most in need, such as: out-of-school youth, homeless youth, youth in and aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other at-risk youth.
  - b. Reconnecting disconnected youth through multiple pathways to education and training that enable them to enter and advance in the workforce
  - c. Serving youth with funds from the ARRA, and how strategies respond to the economic downturn.
  - d. STEM education and Green jobs.

In Delaware County, over 30% of the population is under 24 years of age. Around 10% of these individuals live below the poverty line. Recognizing that many of these young people face numerous barriers to employment and education, Delaware County's WIB and Youth Council are devoted to building a community-centered, holistic, integrated and comprehensive network of supports and services that empowers young people to develop to their full potential. This includes ensuring that youth have access to the 10 required elements of WIA youth programs, including tutoring, study skills training, dropout prevention, alternative secondary school offerings, summer employment opportunities directly linked to academic and occupational learning, paid and unpaid work experiences, occupational skills training, leadership development opportunities, supportive services, adult mentoring, comprehensive guidance and counseling and follow-up services

The WIB's Youth Council (which is a subcommittee of the WIB) takes an active role in ensuring that we meet the needs of our youth, seeing that it has a responsibility:

*To guide policy for youth that strengthens linkages and develops a coordinated youth investment system. This youth investment system embraces a wide range of programs and services from the K-12 system, post-secondary educational institutions, community-based organizations and efforts to promote the personal and workforce-related development of all local youth.*

To achieve this mission, the Youth Council funds and coordinates a cross-section of programs designed to serve both in-school and out-of-school youth, with a special focus on the Chester and Darby areas of the County. We take a holistic approach to services that leverage resources throughout our community and that helps prepare youth for the demand occupations of tomorrow.

Our vision for ensuring that the County's young people are able to develop and achieve their career goals is one that operates from several broad principles, including:

- Providing youth with **access to meaningful assessment tools** that allow them to explore their interests, work values, and skills. Delaware County has recently adopted the *WorkKeys National Career Readiness Certificate* and *KeyTrain's Career Ready 101* as key tools to assist in this process. These help young people assess their work skills as they relate to occupational competencies in 15,000 career areas and then provides them with remediation opportunities to develop their skills. This allows young people to address "problem" areas and ultimately prepares them to earn an employer-recognized, portable credential. We are requiring that ARRA-funded summer youth employment programs use the tools and strongly encouraging our WIA-funded providers to use them as well.
- Helping youth develop **career and lifelong learning plans** that are based on their interests, values and skills and that connect them to appropriate education, training and experiences. Assessment and career counseling and planning are important service components in our PA CareerLinks and our WIA youth programs. The *Career Ready 101* product allows young people to do extensive career exploration to develop a plan. We are also using our Regional Career Education Partnership (RCEP) to provide youth, parents and educators with career planning resources and information.

- **Facilitating opportunities for youth to explore career options by providing them with information about local high priority industries and careers and employer expectations and connecting them to activities such as job shadows and internships.** Our RCEP activities have included Parent/Student Forums on STEM Careers, Educator Forums on Applied Engineering and Healthcare, and a Youth Leadership Academy for high school sophomores that allowed local youth to learn leadership skills from key community leaders in business, government, nonprofits and the media. In addition, our Youth Council sponsors a wide variety of activities for Health Careers month in November, including bringing employers to local middle and high classrooms, a Healthcare career fair and an Educators' Breakfast. The youth enrolled in our ARRA-funded summer employment program are also accessing employment experiences that expose them to careers in demand industries such as healthcare, green jobs and retail.
- **Providing "hands-on" learning experiences that expose young people to the expectations and activities of the workplace.** Through our WIA-funded programs we are connecting youth to hands-on learning, such as that provided through our weatherization-training program and through YouthBuild. We have also been building a web-based resource on STEM careers that provides teachers with access to hands-on lesson plans and resources. Our Educators Forums provide additional opportunities for teachers to develop these skills and information.
- **Developing career pathways and connections between secondary and post-secondary opportunities.** We have 2+2+2 and dual enrollment programs operating in Applied Engineering and in healthcare careers. We are also working with local Educators to connect them with employers so that they learn about occupational expectations and can integrate this knowledge into their classrooms.
- **Creating a continuum of services and programs that addresses the barriers faced by many Delaware County youth.** Recognizing that many young people face significant barriers to pursuing education and employment that are based on outside factors, we believe it's important to have a network of services that can address these issues. Transportation, childcare, financial aid, etc. are critical components. Strong supports for literacy and to make connections to post-secondary opportunities and job skills training are also important.
- **Creating programs to address the specialized needs of different youth populations.** We know that in many cases, young people need more

specialized attention. Therefore we use our funding to develop programs and services that will work for various youth populations, including ESL and youth with disabilities. In addition, we have chosen to target all of our summer youth employment funding from ARRA to support older, out-of-school youth, ages 18-24. These are some of our neediest young people and our goal is to connect them to work and academic remediation for a period of time sufficient for them to develop meaningful skills and connect to unsubsidized employment.

Recognizing that a large number of our target youth are from the City of Chester and Darby, where poverty levels are higher than in other areas of the County, the Youth Council has conducted aggressive outreach to all providers and has awarded additional points in the evaluation process for those programs serving youth from these areas.

We also focus on ensuring that the programs we fund incorporate best practices into their program design and delivery strategies. We have held training sessions for all youth providers on best practices and key strategies in the design and development of their youth programs with a particular emphasis on career development. We also incorporate best practice requirements into our RFPs and award points on the ability of programs to meet these requirements.

2. Describe the Youth Council and how it is integrating a vision for serving youth through collaboration with crosscutting agencies or entities within the local workforce investment system.

The Delaware County WIB has a very active Youth Council that includes a cross-section of businesses, education and youth oriented community-based organizations.

The Delaware County WIB's Youth Council's vision statement reflects the goal of serving youth through a comprehensive services network that involves all key stakeholders in that effort. Specifically, the Youth Council's vision statement is as follows:

*The Delaware County Youth Council envisions community-centered, holistic, integrated and comprehensive services network that engages and unites parents, employers, community agencies and other local entities to creatively empower youth to identify and achieve their full potential.*

In carrying out the Youth Council's work, the Council conducts extensive outreach to the entire education community, which includes 15 public school districts and numerous parochial and private schools. As appropriate, the Chair of the Youth Council attends School Superintendent meetings to brief them on the work of the Youth Council. In addition, the Youth Council makes sure that it coordinates its work with *Communities that Care*, which is a coalition of youth providers who are primarily serving youth in the eastern portion of Delaware County. Through this collaboration, the Youth Council gains a better understanding of issues in the community as well as ensuring all youth have access to Youth Council projects. The Youth Council also actively publicizes its work through the Delaware County Times and the Comcast cable network.

The Youth Council is firmly committed to working closely with the K-12 system and does so in several ways. First, the Council manages the activities of the Regional Career Education Partnership, which is designed to help young people get exposure to the real world of work. Through the RCEP, we have connected young people to job shadow opportunities, run employer panels for educators, parents and students on STEM careers, made presentations to parent groups about demand occupations in the County, and developed a database of employers willing to provide work experiences to young people. We also partnered with the Delaware County Chamber of Commerce to run a 3-day Youth Leadership Academy, which brought together 19 high school sophomores and County leaders in business, government, nonprofit and media to explore the challenges, issues and skills related to 21<sup>st</sup> Century leadership in the County.

The Council has also taken advantage of the state's *Health Careers Week* to build linkages with the education system and to use that platform to develop processes to communicate about careers and skill requirements and needs of businesses. Led by the Youth Council Chair, a Health Careers Committee was formed that includes business, economic development, education representatives, community and government organizations. Five major events are scheduled as part of this effort that involves well over 1000 students, teachers, Health Care professionals, employers and job seekers. These are an Essay Contest, Educators Breakfast and Workshops (which provided teachers and guidance counselors with Act 48 credit), High School Career Fair, Health Care Job Fair and Middle School Presentations by area Health Care professions. To further support this effort, constant communication occurs with the public, parochial and private schools, including discussions with the

Superintendent's round table. The Youth Council is committed to continuing this program and recognizes that the strategies and processes used in connecting youth to Health Careers can be replicated for other sector areas in the future.

A second major effort of the Youth Council is the its annual Excellence in Youth Awards Program. Over the past several years, over 50 youth, adults and employers have been recognized for their exemplary commitment and dedication to improving the lives of youth, as well as others in the Delaware County Community. Nomination forms are circulated throughout the education and workforce development community seeking youth who have demonstrated their ability to give something back to the community and/or have succeeded in school or a job despite particularly difficult barriers and or challenges. Employers are recognized based on their exceptional and continued support of youth, which might include participation in youth programs, mentoring, and/or internal commitment to hiring youth. Adults are selected if they demonstrate that they have a high commitment to supporting youth that extends well beyond any day-to-day responsibilities. Youth award winners receive small scholarships as part of their award. All youth who are nominated for the award are recognized through direct communication with their schools and through a newspaper ad. The Youth Council is firmly committed to continuing this Youth awards program on an annual basis.

3. Describe local efforts to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment. Additionally, describe local efforts to successfully connect youth to the education and training opportunities that lead to successful employment.

As described above in Question 2, the Youth Council collaborates and coordinates with a wide range of educational, community and youth program providers. Through the RCEP activities, the Youth Leadership Academy, Health Careers Week and the Youth Awards, we are able to forge and leverage partnerships within our community to effectively serve youth.

Our WIA and TANF-funded youth programs serve many of our neediest youth, including those in the City of Chester and in Darby, as well as youth with physical handicaps and learning disabilities. All of our programs are designed to link youth to education and training opportunities that lead to employment. Recipients of these funds are educational institutions and community-based providers. Many of the human services agencies involved in

these programs collaborate with the local schools and, where appropriate, employers.

4. Describe the strategy to coordinate with Job Corps, Pennsylvania Conservation Corps (PCC) and other youth programs.

A Job Corps representative is a member of the Youth Council. In addition, Job Corps assigns a staff person to provide informational services onsite at the PA CareerLink® offices on a regular basis.

5. Describe policies to ensure compliance with applicable safety and child labor laws.

In accordance with the Child Labor Law Act of 1915, P.L. 286, No. 177, as amended the local WIB will continue to follow the former Summer Youth Employment and Training Program process which has proven to be an effective way to communicate information to both youth providers and youth interested in services.

Youth programming providers are made aware of their responsibility to comply with child labor and safety laws through an informational packet given to all youth contractors, which includes the following documents issued by the Department of Labor and Industry, Bureau of Labor Law Compliance, EEO Commission and the Department of Education:

- The Child Labor Law Act with Amendments
- Abstract of the child labor law and Minimum Wage Law Poster and fact sheet (which will be posted)
- Posters with information on the Teen Workers Bill of Rights
- EEO letters and posters
- PA Department of Education, publication, Child Labor Laws and Employment of Minors

Once a Youth provider has been selected and approved by the Youth Council, a contractors meeting is prior to any enrollment of participants to educate them on the requirements of child labor and applicable safety laws. Informational packets are distributed at that meeting and any questions addressed at that time. When participants are enrolled in a youth program, they also receive the same information.

Compliance with this process will require supervision from the WIB Performance Systems Committee (monitor) on a quarterly basis. Verification of compliance or non-compliance will be reported to appropriate staff as necessary.

6. Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment for Youth.

The RFP package that is issued to potential youth services providers includes a section entitled Program Design Framework. This section outlines the requirements of intake, assessment, case management and the development of an individual service strategy. Program providers are required to include these elements as part of their basic program design. All ARRA-funded programs are required to use the WorkKeys/Key Train assessments and WIA-funded programs are strongly encouraged to use them.

The Delaware County Office of Employment and Training assists providers with the intake/ eligibility process. The providers are responsible for conducting the assessment and developing the individual service strategy according to the standards developed by the WIB.

7. Describe the design framework for youth programs that includes the following components:
  - Preparing youth for post-secondary education;
  - Connecting academic and occupational learning;
  - Preparing youth for unsubsidized employment opportunities;
  - Connecting youth to the business community through intermediary entities.

The WIA Youth RFP asks providers to explain how their programs will achieve each of these goals. The evaluation of their responses is based in part on their ability to demonstrate effective achievement of these goals.

To prepare youth for post-secondary education, programs provide access to basic remediation, GED instruction, college and career counseling, financial aid information, college tours, and occupation information that stresses the importance of life-long learning. Mentoring and leadership development also have important components for students to access.

All of our programs emphasize the connection between academic and

occupational learning. Youth are provided with information on the educational background required for careers they are considering. They also participate in programs that link academic and occupational learning opportunities so that they can see the connections.

We prepare youth for unsubsidized employment through occupational skills training, employability training and coaching, and employment/job search assistance. For those students who have employment as a career goal, the youth programs work closely with them to ensure that they are able to access and retain appropriate jobs.

Youth are connected to businesses in a variety of ways. Health Careers Week and our Youth Awards program both provide opportunities for youth to meet and network with businesses. Through our WIA and TANF-funded programs, they also participate in company tours and listen to guest speakers from key industries and occupations.

8. Describe the anticipated program design for the WIA Youth funds provided under the Recovery Act. Include in this description a program design for both younger, in school, and older or out-of-school youth (including the 22-24 year olds that can be served with Recovery Act funds).

The Recovery Act WIA Youth funds in Delaware County are being used solely to provide work experience and educational opportunities to our hardest-to-serve population, out-of-school youth, ages 18-24. See Question 12 for additional information on program design.

9. Describe any policies or strategies, in alignment with State guidance, to ensure implementation of activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.

As indicated above, all youth will have access to supportive services, including assistance with transportation and childcare.

10. Describe strategies to incorporate the required youth program elements within the design framework. Elements to include are:
  - Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention;
  - Alternative secondary school services;
  - Summer employment opportunities linked to academic and occupational learning;

- Paid and unpaid work experiences;
- Occupational skill training;
- Leadership development opportunities;
- Comprehensive guidance and counseling;
- Adult mentoring;
- Supportive services; and
- Follow-up services.

As a required part of the RFP process, all WIA-funded programs must describe how they provide access to each of these major program elements. During the objective assessment and the development of the individual services strategies, program staff work with participants to help them identify their needs for these elements and to build a career plan that incorporates access to these services.

11. Describe services provided to non-WIA eligible youth under the 5% exception (WIA Section 129(c)(5)). Include the process and criteria used to determine “serious barriers to employment.”

The Delaware County Workforce Investment Board unanimously agreed to define the sixth youth barrier as “Unable to secure and or maintain or retain employment due to limited English skills, learning, or other disabilities, special education services, sporadic employment history, significant gaps in employment, and lack of a sufficient work history.”

12. Describe the Summer Youth Employment Program (SYEP) authorized by the Recovery Act. In your description, distinguish between WIA-funded and Recovery Act-funded youth as appropriate when different program components apply, including:

- Program period(s)
- Program design for younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with ARRA funds).
- Program elements
- Pre-/post-work readiness test
- Types of worksites
- Use of wages and/or stipends

Delaware County is targeting its Recovery Act funding to serving older youth, ages 18-24, who are out of school and have minimal skills and little work experience. These young adults are our population most in need, experiencing the highest unemployment rates and the least ability to access employment in an incredibly competitive job market.

Our goal with these young people will be to provide them with meaningful work experience that allows them to document a significant period of employment. We are also focusing on remediating basic and workplace

readiness skills to provide them with the foundation necessary to access post-secondary occupational skills training for career path employment.

We anticipate being able to serve in excess of 100 young adults. Our plan is to expend all of our funds during PY09 by supporting employment for eligible youth through March 2010 or until our funds are exhausted, whichever occurs first.

Our primary goal is to help this population of job seekers who are most in need make long-term attachments to the workforce. We are doing so by offering extended employment--through March 2010--as well as the opportunity to remediate workplace literacy skills and earn an employer-recognized work readiness credential. We plan to pay our youth \$8/hour, so each young person who participates will earn approximately \$7,800 if they stay employed through the entire cycle.

Youth will participate in a combination of employment readiness development and on-the-job work experience. Job sites will come from local municipalities, nonprofits and private sector employers in our target industries.

For the employment readiness aspect of the program, youth will be using KeyTrain's Career Ready 101 assessment and remediation program. This tool provides supports in two key areas:

- Remediation in the **WorkKeys Work Readiness Credential** skill areas of *Reading for Information, Locating Information* and *Applied Math*.
- Workplace readiness skill development in critical areas such as communication, teambuilding, and job search.

Youth skills will be assessed when they enter the program and they will be provided with a customized learning plan to help them develop their skills in the CareerReady 101 online training program. In addition, they will participate in classroom activities to support what they are learning online and to reinforce what they are learning in the workplace.

As youth move through the Career Ready modules, their performance is assessed and they must demonstrate competency in one level in order to move to the next. Those young people who demonstrate the ability to earn the WorkKeys Work Readiness credential, an employer-approved credential developed by ACT, will be given the opportunity test on WorkKeys and to earn the credential as part of the summer employment experience.

Young people will work 28 hours per week and spend another 7 hours in classroom-based remediation training. A variety of job opportunities are available, depending upon the program in which the young person participates,

including jobs in healthcare and an opportunity to try out various sales and management positions through Goodwill Industries.

Since we are focusing all of our funding on older and out-of-school youth, we will be providing appropriate supports, transportation and child care, etc. In addition, we will be looking at how to coordinate the summer employment experience with WIA Title I Adult funding and other financial resources following completion of summer employment to support those young people planning to further their education.

To ensure that youth are connected to post-employment opportunities such as permanent employment in a career path job or further education, a 60-day follow-up period will be incorporated into provider contracts. A 20% performance hold-back will be used as an incentive to contractors to ensure that youth are appropriately placed following the summer employment experience.

#### **G. Business Services**

1. Describe the role of the Business Services Team in the PA CareerLink® system.

The Board has established a Business Services Team led by the Delco Commerce Center and comprised of job developers from the PA CareerLink® Partners. The Delco Commerce Center was placed in this pivotal role for the precise purpose of serving as a unifying entity, helping to ensure that all industry initiatives are linked to the overall approach to serving business locally.

This multi-agency team which includes BWDP, Vets, OET, and DCCC meets bi-weekly to discuss all issues related to trends, employer contacts, special events/programs and business services generally. The unit has also worked to establish common procedures for reaching out to the employer community. Through this effort, services are highly coordinated, down to which person will contact each employer.

2. Describe how the Local Area ensures that local strategic plans and goals of the PA CareerLink® system for business services are communicated and connected with Business Services Teams.

The WIB has developed a Business Services Operating Plan that reflects the local strategies and goals of the WIB for serving its businesses. This Operating

Plan outlines in procedural detail how all staff in this interagency unit will work together to provide quality services to the local business community and the small business community in particular. The Plan includes detailed procedures for reaching out to business, facilitating the matching of employers to qualified job candidates, conducting specific job development, conducting business needs assessments, managing ongoing relationships with employers, and rapid response efforts. These procedures directly align with the WIB's strategic plan.

In addition, the Delco Commerce Center, which is involved in all of the WIB's sector initiatives, leads the Business Services Team (as described in the previous answer). This ensures that the work of the Business Services team reflects the goals and priorities of local businesses and of the WIB. The Delaware County Commerce Center, a vital WIB/PA CareerLink® Partner, is the WIB's conduit for real-time knowledge of the local economy. The Delco Commerce Center monitors local industry through constant contact with local employers as well as ongoing review of industry analyses conducted by other entities. In addition, the Delco Commerce Center is a primary convener and consistent participant in various industry-based forums designed to elicit information on trends and workforce needs. This information is provided on a regular basis to the WIB and the PA CareerLink® Partners.

3. Describe service innovations offering human resource solutions for business customers, including development of: career ladders, industry recognized credentialing, customized service delivery, and collaboration or partnership.

As described previously in this plan, the WIB is focused on meeting the needs of its businesses through its participation and leadership in its industry-based initiatives. This has resulted in a number of projects designed to provide local businesses with innovative solutions to their human resource problems.

In the Health Care sector we have developed an industry wide career/occupational matrix as well as career ladders for seven occupational clusters within the Health Care industry. With this information, we have then worked with local hospitals and training providers to develop several innovative training programs to train both entry-level and incumbent workers to advance along these paths.

To improve job retention in Health Care careers, the project also developed a Training Provider directory and Child Care directory/map applicable to Health Care related occupations and employers. This helps both employers and job seekers find the resources and supports they need for workers to retain their

jobs and advance along their chosen career path.

Our DVIRC Advanced Manufacturing project is establishing career paths and correlating training curricula that provides both adults and high school students with a clear development path toward a degree and a career in advanced manufacturing as well as toward an associates or bachelor's degree. Training curricula includes four paths including Machine Tool/Advance Manufacturing; Electrical, Manufacturing and Mechanical Occupations; Industrial systems; and Process Control. Training incorporates onsite instruction and on-the-job training components.

4. Describe any Local Area plans for waiving the required 50% matching employer payment for Customized Training. If applicable, describe the criteria that will determine the percentage of cost to be paid by the employer.

Currently, we do not use Customized Training Grants. However, we reserve the right to do so if appropriate and would review any plans for waiving the employer match at that time.

5. Describe any plans the Local Area has to permit the use of up to 10% of Local Area formula funds to conduct Statewide Activities, such as Incumbent Worker Training.

While we do not have current plans to use our funds in this manner, we reserve the right to do so as we continue to identify sector strategies and identify changing customer needs.

#### **H. Faith-Based and Community Organizations**

Describe service coordination with Faith-Based and Community Organizations.

Services are coordinated with a number of local community-based organizations. The Board and PA CareerLink® continually reach out to the community to identify ways in which their services can be offered to PA CareerLink® customers in an efficient and effective manner. Following are several examples of current efforts:

- A number of agencies provide services on-site at the PA CareerLink® offices. For example, Pathways PA provides GED, financial literacy and other workshops and Consumer Credit Counseling also offers on-site services.
- Community-based organizations are often the recipient of contracts for services, which are coordinated with the overall PA CareerLink® delivery

system.

- Community based organizations are partners in special events such as the Excellent in Youth Awards and job fairs
- Community-based organizations such as PathWays PA are awarded funds to support labor market and sector analysis and career ladder development

We also work with faith-based organizations in several ways. For example, PA CareerLink® staff meet with faith-based organizations to share information on PA CareerLink® services and how the organization's constituency can access services. We also work with Catholic Social Services and City Team Ministry to do outreach to their clients and congregations about the services available through the PA CareerLink. In addition, we provide a monthly newsletter/calendar and the two agencies will often bring clients to the Center to access services.

## **VII. ADMINISTRATION**

### **A. Program Administration**

Describe any local policies or guidelines implemented to support WIA Title I program operations that are not addressed elsewhere in the Plan. Include information regarding the purpose, development, implementation, and monitoring of such policies.

All policies are incorporated into the following documents:

- PA CareerLink® Policy and Procedure Manual
- Business Services Operating Plan
- Customer Satisfaction Policy
- ITA Policy
- Procurement Policy
- Local Plan

All of these policies are revisited on an annual basis to determine if they require revision. In addition, as situations arise which challenge the policies, the WIB and PA CareerLink® Consortium re-evaluate them.

### **B. Fiscal Administration**

1. Describe the administration of WIA funds used by the LWIB. Include oversight responsibilities for WIA funds, PA CareerLink® and other workforce development resources.

The DCOET is the fiscal agent for the WIB and the PA CareerLink® Consortium. In addition to providing ongoing technical support and managing the use of funds in accordance with the local budget, the fiscal agent also assists in preparing and monitoring the Resource Sharing Agreement. The fiscal agent regularly reports to the Chair and Executive Committee as to the status of the budget.

As part of the five-county regional board, the WIB may also assume the fiscal agent duties for special grants received by the regional board. It carries out the same fiscal management function for these grants as well.

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

Administrative costs were saved by assigning all fiscal agent duties for both the PA CareerLink® Operator and the Board to DCOET. In addition, the five county regional board rotates the fiscal agent responsibility for special grant programs that are received. This ensures one WIB is not taking on the full burden of the fiscal agent function.

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

In accordance with Delaware County policy, all non-consumable, physical property, such as computers, desks, etc. is tagged with an identification code and tracked. This does not include offices supplies, etc. The property is recorded on a master list, which is maintained with the Fiscal Agent. In October of every year, a thorough review of all inventoried property is conducted to ensure all property is accounted for and properly tagged and recorded. For property over \$5,000 per unit price, a list is submitted to BWDP as part of the annual monitoring process.

4. Describe how the LWIB will ensure that Recovery Act funds will supplement, not supplant, existing resources

The Delaware County WIB, in keeping with its fiscal oversight responsibilities, will be closely monitoring expenditures and activities under the Recovery Act to ensure that the ARRA funds are spent concurrently with our basic WIA allocation. As indicated throughout our plan, our goal is to use Recovery Act funding to expand and enhance services provided to under-served populations and an increased number of job seekers coming into our PA CareerLinks®. Therefore it is critical that we maximize the use of all of our funding sources.

5. Describe the monitoring and oversight criteria and procedures the Local Area has in place to ensure not only compliance with the laws, regulations and guidance but also with the intent and spirit of the Recovery Act, particularly plans to monitor reemployment services and summer employment, including summer employment worksites.

The Delaware County WIB employs internal monitoring and auditing staff and has contracted for services with external consulting firms with significant experience in monitoring and oversight of workforce development funds. To effectively oversee our use of Recovery Act funds, we will be expanding these services accordingly and will provide oversight in accordance with DOL and State guidelines. We will also be meeting on a regular basis with both internal staff and external consultants to ensure that our expenditures and usage are in alignment with all regulations and the intent and spirit of ARRA.

We are keenly aware of the need to closely monitor our use of funds to ensure accountability. Therefore we will be requiring regular reports from our PA CareerLinks® and our education, training and service partners to be reviewed by the WIB.

To track our progress, Delaware County will be using the following indicators:

- WIA Performance measures
- Attainment of the WorkKeys Work Readiness Credential
- Literacy improvements
- Numbers of individuals enrolled in and receiving various services, including KeyTrain/Career Ready 101 remediation, job search, ITAs, classroom-based training, etc.
- Wait times for services
- Expenditures, to ensure that ARRA, WIA Title I and other funds are spent concurrently and effectively

For youth summer employment, we will be tracking:

- Youth Placement in unsubsidized employment or a qualifying educational program following participation in the summer employment program—85%
- Enrollment -- Number of eligible enrollments into CWDS in timely manner
- Attendance
- Work Readiness Skill Attainment—Youth has shown progress in pre/post

performance on the Career Ready 101/KeyTrain work readiness programming.

- Number/Types of Worksites
  - Worksite Quality
6. Describe pro-active risk management strategies the LWIB will implement to prevent waste, fraud, and abuse of all funds and activities.

The DCWIB has established numerous controls to insure the prevention of waste, fraud and abuse of Recovery Act funding. They include the issuance of contracts by the LWIB to vendors whose Dunn and Bradstreet ratings are reviewed and they must be on the CCR list to do business with the federal government. All contracts issued will be to entities known by the WIB such as the local community college, vocational tech schools and local vendors. A checklist will be used to insure all contracts issued are on a sound basis.

All contracts where America Recovery Act funding is to be used are recorded in a separate data base. All invoices are thoroughly reviewed to insure that the training/work is completed before payment is made. Funds drawn from the state for ARRA grants are kept separate from the normal WIA and DPW and state funding grants. Invoice information is entered into the state data base reporting form.

Monitoring of the ARRA sites is ongoing and all activities are reviewed by the LWIB monitor.

### **C. Procurement**

1. Describe the competitive process used to award grants and contracts (WIA Section 118(b)(9)). Include how community-based organizations, including faith-based organizations, are notified of contract opportunities (TEGL 17-01). Also include the process to procure training services that are made as exceptions to the ITA process.

The Delaware County Workforce Investment Area (DCWIA) has established a Procurement System to ensure compliance with Workforce Investment Act (WIA) regulations. Our processes also ensure compliance with applicable laws related to debarment, tax liabilities or delinquent obligations and the Federal Lobbying Act, as each contractor is required to sign statements indicating their compliance with these laws and regulations as part of the contracting process.

The procurement standards implemented will ensure fiscal accountability and

prevent waste, fraud and abuse in programs administered by the Act, and will ensure open and full competition. Additional procurement standards and criteria will be developed and approved in accordance with the Workforce Investment Board (WIB).

The following goals have been identified to implement a Procurement System, which will:

Establish a procurement system to control the purchase of property/services procured with WIA funds by the DCWIA.

Maintain a standardized purchasing system to address the procedure of purchasing property/services within DCWIA.

Report to the Department of Labor and Industry on all matters concerning the rules, regulations and procedures relative to procurement of property/services.

#### ***FULL AND OPEN COMPETITION***

The DCWIA assures that procurements will be conducted in a manner, which provides full and open competition. The following situations, which are considered to be restrictive of competition, will be avoided:

Placing unreasonable requirements on firms or organizations in order for them to qualify to do business.

- Requiring unnecessary experience and excessive bonding.
- Noncompetitive pricing practices between firms or organizations or between affiliated companies or organizations.
- Noncompetitive awards to consultants that are on retainer contracts.
- Organizational conflicts of interest
- Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance of other relevant requirements of the procurement.
- Overly restrictive specifications.
  
- Any arbitrary action in the procurement process.

### ***SELECTION OF SERVICE PROVIDERS***

The selection of employment and training service providers will be made in accordance with the local WIB official agreement subject to the provisions of WIA. The selection of service providers will be obtained in an efficient and economical manner, consistent with the requirements of OMB Circular A-133, as per the Single Audit Act Amendments and, and 41 CFR 29-70. Each service provider shall be required to adhere to all requirements of the Act, its regulations and other applicable Federal, State and local laws and regulations.

The WIB will identify eligible providers of youth activities based on recommendations of the Youth Council and award contracts in accordance with Section 667.105 of the WIA regulations.

### ***Demonstrated Performance***

Awards will be made to organizations possessing the demonstrated ability to perform successfully under the terms and conditions of a proposed subgrant or contract. Determination of demonstrated performance shall be in writing and will take into consideration the following:

- Adequate financial resources or the ability to obtain them.
- The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals.
- A satisfactory record of past performance (in job training, basic skills training or related activities), including demonstrated quality of training; reasonable drop-out rates from past programs; where applicable, the ability to provide or arrange for appropriate supportive services as specified in the ISS, including child care, retention in employment; and earnings rates of participants.
- A satisfactory record of integrity, business ethics and fiscal accountability of State and or Federal funds in previous programs.
- The service provider has an adequate financial management system to maintain effective control and accountability over all funds, property and other assets covered by the contract.
- Sufficient program books, records, documents and files will be maintained and

available for review and audit. Record retention will be in compliance with OMB Circular A-102.

- The service provider has adequate internal program management procedures to prevent fraud and program abuse.
- 
- The service provider has not been seriously deficient in its conduct of, or participation in, any program in the past, or is not the successor organization to one that was seriously deficient in the past.
- The service provider has no significant outstanding audit deficiencies or disallowed costs.
- The necessary organization, experience, accounting and operational controls.
- The technical skills to perform the work.

### ***Non-Duplication***

The DCWIA assures that WIA funds shall not be used to duplicate facilities or services available in the area (with or without reimbursement) from Federal, State, or local funded sources unless it is demonstrated that the WIA-funded alternative services or facilities would be more effective or likely to achieve performance goals.

This is accomplished by communication and linkages established with other agencies and service providers, as well as committee review of all training options prior to approval for funding by WIA sources.

### ***Determination of Service Providers***

In accordance with the WIA and regulations, the DCWIA will, to the extent practicable, select service providers on a competitive basis, in accordance with the standards established in the regulations.

The DCWIA invites agencies on the List of Potential Service Providers to respond to Requests for Proposals (RFPs) initiated for WIA, SPOC and Welfare to Work. All RFPs, which involve the expenditure of monies in the amount of \$25,000 or more, will be published. Bidders will be allowed a reasonable interval, generally of not less than thirty (30) days, to develop proposals. In accordance with state guidelines, the RFP consists of a title

page, table of contents, four parts (General Information for the Contractor, Information Required from Contractor, Criteria for Selection, and the Work Statement) and an Appendix. A bidder's conference may be held in instances where there have been significant changes to the RFP, or when a specific programming need has been identified.

The WIA requires all subcontractors to assure that no unresolved audit exception under any State or Federal funded program exists. This assurance is included in all WIA contracts. Subcontractors must have the capability to conform to the DCWIA's reporting requirements for both fiscal and programmatic information.

Monitoring reports, performance evaluations and fiscal reports of previous programs provide the basis for determining the ability to meet performance standards. Subcontractors must meet established performance goals to be selected for inclusion in the next fiscal year's plan.

Eligibility for selection includes: effective performance in the specific service to be provided, based upon accomplishments during the previous two years, including job placement and the ability to provide services on a county-wide basis.

Based upon U.S. Department of Labor procurement reviews, the DCWIA will continually review internal procedures for on-going compliance with DOL issuances.

### ***Types of Service Providers***

The DCWIA invites agencies on the List of Potential Service Providers to respond to Requests for Proposals (RFPs).

This list includes vocational rehabilitation agencies, women's organizations, local education agencies (LEAs) including the local community college, community based organizations (CBOs), post secondary institutions (private colleges and universities), members of the State System of Higher Education, and proprietary schools. These agencies include those with referrals from OES, the Veterans Administration, County Assistance Office and other public agencies.

The DCWIA assures that proper consideration will be given to community-based organizations in accordance with §107(a) of the Act. As required, where

proposals are evenly rated, and one of these proposals has been submitted by a CBO, the tiebreaker may go to the CBO.

The DCWIA further assures that appropriate education agencies in the DCWIA area will be provided the opportunity to provide educational services, unless the DCWIA demonstrates that alternative agency(ies) or organization(s) would be more effective or would have greater potential to enhance the participants' continued educational and career growth. All educational services shall be bid. Where proposals are evenly rated, and an educational institution has submitted one of these proposals, the tiebreaker shall go to the educational institution.

### ***FUNDING RESTRICTIONS FOR SUBRECIPIENTS***

A subrecipient may be considered "high-risk" if the DCWIA determines that the subrecipient is otherwise responsible but has a history of unsatisfactory performance; is not financially stable; has a management standard which does not meet the management standard set for by the DCWIA; and has not conformed to terms and conditions of a previously awarded contract.

If the DCWIA determines that a subrecipient will be made a "high-risk" contractor, then special funding restrictions will be included in the contract. Funding restrictions may include but are not limited to the following: payment on a reimbursement basis; requirement of additional and/or more details on financial or performance reports; additional monitoring; requirement that the subrecipient obtains specific technical or management assistance; and/or establishing additional prior approvals.

If the DCWIA decides to impose such funding restrictions, the contract manager will notify the subrecipient as early as possible, in writing, of the nature of the funding restrictions; the reason(s) for imposing them; the corrective actions which must be taken before they will be removed and the time allowed for completing the corrective actions; and the method of requesting reconsideration of the restrictions imposed.

### ***COST OR PRICE ANALYSIS***

A cost or price analysis is completed for every procurement action. A price comparison is done for consumable items such as paper pencils, copier paper, etc. Independent estimates are also used for certain purchases.

A cost analysis for procurement consists of the following:

- Budget Line Item evaluation
- “Unit Cost” Evaluation
- Evaluation when the Buyer stipulates certain criteria or when the WIA engages in certain requirements that may be different from a normal training package.

### ***EXCESS PROGRAM INCOME OR PROFIT***

The DCWIA does not engage in, nor does the DCWIA anticipate funding any programs or activities that generate program income as defined in the WIA regulations. Should any situation arise which results in program income, the DCOET may retain income earned by the subrecipient only if such income is added to the funds committed to the particular program's purposes and under the terms and conditions applicable to the use of the grant funds.

### ***METHODS OF PROCUREMENT***

#### ***Small Purchase Procedures***

The DCWIA will utilize simple and informal procurement methods for securing services, supplies or other property that do not cost more than \$25,000 in the aggregate. The DCWIA will not break down one purchase into several purchases merely to be able to use small purchase procedures. Standards will be established for small purchase procedures to ensure that price or rate quotations will be documented from an adequate number of qualified sources.

Per State guidelines, all services costing less than \$25,000 will require the solicitation of a minimum of three written bids. Bids may be obtained by telephone and confirmed in writing. A contract will be required as the procurement document including the signatures of the required parties.

#### ***Sealed Bids (Formal Advertising)***

Sealed bids, defined as bids which are publicly solicited procurements for which a firm-fixed-price arrangement is awarded (lump sum or unit price) or

other fixed-price arrangement is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids is the lowest price, are not utilized as a procurement procedure by the DCWIA.

### ***Non-competitive Proposals***

The DCWIA shall minimize use of non-competitive (sole source) procurement where solicitations of a proposal from only one source, the funding of an unsolicited proposal, or when after solicitation of a number of sources, competition is determined inadequate. In any event, the use of sole source procurement shall be justified and documented, and may be utilized for the enrollment of individual participants in classroom training. Selection of individual referral service providers (vendors), including justification of sole source contracts, will conform to the policies established by the Workforce Investment Act.

### ***Transactions between Units of Government***

Any procurement transactions between the DCWIA and units of state or local governments shall be conducted on a cost reimbursable basis. In cases of procurement transactions with schools that are part of these entities (e.g. Penn State - Delaware County Campus), when tuition charges or entrance fees are not more than the catalogue price, per WIA guidelines, the tuition/entrance fee does not have to be broken out by items of cost.

### ***COMPLAINT PROCEDURE FOR THE REQUEST FOR PROPOSAL (RFP) PROCESS***

Contractors participating in the RFP process have a right to a hearing regarding their rejection of a proposal or to protest any dispute included in the RFP process. Such appeals may be pursued by writing to the DCWIA.

Policies and procedures governing the grievance process will be provided upon request to any respondent of this RFP.

This procurement system will be routinely reviewed for compliance with all federal, state and local requirements.

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

Each youth proposal is evaluated against the following criteria:

- Demonstrates an understanding of the target population
- Has all required program design elements
- Program is based on strategies and methods that are recognized best practices
- There are clear and measurable outcomes for the project
- The project will achieve the specific performance requirements established
- The agency has demonstrated experience in providing the services proposed and/or serving the proposed target population
- Reasonable budget
- Alignment with local area youth strategies and goals

Using these criteria ensures that we select the best providers who will provide high quality services to our youth customers.

3. Describe how providers of all youth services are procured under the Recovery Act. If using funds for summer employment opportunities and the fiscal agent or the LWIA is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities.

The Delaware County WIB and Youth Council released a competitive Request for Proposals (RFP) to procure the services of providers to implement the summer youth employment program. This was announced through our website, public notices to the newspaper, etc.

This RFP followed normal procurement and contracting processes, including review by a subcommittee of the Youth Council and awarding of contracts based on evaluation with our RFP performance rubric.

4. Describe the process to award contracts for Customized Training, On-the-Job Training.

***On-The-Job Training***

In accordance with WIA Section 101(31) and Section 195(4) and Federal Register 663.700 Subpart G-On-the-Job Training (OJT) and Customized Training, the local WIB's Adult, Dislocated Worker and Youth (OJT) policy is defined as follows:

- Employers in the private sector provide OJT. A contract will be developed between the employer and the local WIB that provides occupational training for WIA participants in exchange for reimbursements up to 50 percent of the wage rate to compensate for the employer's extraordinary costs.

The WIB will not approve for contracting any employer who has received payments under previous contracts and have exhibited a pattern of failing to provide OJT participants with continued long-term employment as regular employees with wages, and employment benefits (including health benefits), and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.

An OJT contract will be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of the contract, consideration will be given to the skill requirements of the occupation, the academic and occupational skill level of the participant; prior paid work experience, and the participant's individual service plan.

In addition, OJT contracts may be written for eligible employed workers when:

- The employee is not earning a self-sufficient wage as determined by the WIB's Systems Performance Committee policy developed and outlined in this plan.
- The requirements in 663.700 are met as outlined below:
- The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes as identified by the Systems Performance Committee.

OJT payments to employers are deemed to be compensation for extraordinary costs associated with providing training and additional supervision and the costs associated with the lower productivity of the participant.

Reimbursements to an employer will not exceed 50 percent of the wage rate of the participant.

In support of the OJT policy, appropriate procedures and forms are being developed for contracting purposes, including, but not limited to:

- Measurements for determining if a contractor is inappropriate based upon past performance, etc.
- An appropriate length of time to be involved in an OJT position based upon a specific occupation, skill or prior experience of the participant.
- Any other relevant information required ensuring compliance with the regulations.

The local WIB's policy as stated above will be utilized for adults, dislocated workers and youth participants.

### ***Customized Training***

Currently, the WIB is not involved in providing customized training. However, if this becomes an appropriate strategy, a policy will be developed.

5. Describe how the LWIA will implement the Recovery Act provision allowing the LWIB to award a contract to an institution of higher education or other eligible training provider if the LWIB determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.

Staff from the DCWIB has held informational meetings with several institutions of higher learning to discuss needs of clients and funding available under the Recovery Act. The WIB has also issued an RFQ soliciting potential providers for various ARRA-related services.

6. Describe the system to assure compliance with federal and state laws and regulations regarding Minority and Women Business, discrimination or harassment.

The compliance system operates in several areas. For employment issues both County and State Employees of the WIB or PA CareerLink® adhere to County and State policies as issued by their respective employers. These policies are administered by the Human Resource or Equal Opportunity Departments within each agency.

With respect to clients of the workforce system and training providers, the system is overseen by a Program Monitor. The WIB's contract with training providers contains the required federal and state regulations and forms

including suspension and debarment, tax liabilities, delinquent obligation, the Federal Lobbying Act, Minority and Women Business, drug-free workplace, and discrimination and harassment. In addition, the required posters are displayed at the training sites. The Program Monitoring staff ensures compliance through periodic site visits and inspections to the training locations. PA CareerLink®

#### **D. Appeals And Grievances**

1. Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the LWIB or One-Stop Operator.

The following Appeals Procedures have been established:

**Step 1:** All appeals shall be in writing. The provider will first meet with the designated representative of the WIA and together they shall attempt to resolve the issue informally.

**Step 2:** If the provider is not satisfied, he/she will inform the WIA within five (5) days and request an informal conference. The informal conference will be held within ten (10) days from the date of receipt of the request. The provider and WIA Director will discuss the allegations and attempt to resolve the issue informally. The findings of the WIA must be submitted to the complainant not later than ten (10) days following the informal conference, included with the findings will be notification of the right to request a hearing if a satisfactory resolution is not accomplished.

**Step 3:** If the provider is not satisfied with the results of the informal conference, the provider must inform the WIA within five (5) days and request a hearing to seek resolution of the issue.

An impartial hearing officer will be appointed by the WIB who will attempt to resolve the issue and render an independent decision. Written notification stating the date, time and place, and issues to be heard of the hearing will be sent out by the hearing officer. All involved parties will have the right to be accompanied by other duly authorized representatives.

A written decision will be issued by the hearing officer to the provider and all parties who attended the hearing within sixty (60) days of the filing of the complaint and will include: a synopsis of facts: a statement of reasons for the decision and notification of recourse.

**Step 4:** After using these avenues of recourse, and if the provider is still

dissatisfied or a decision is not received within the sixty day limit, a request to have the complaint reviewed by the State Bureau of Workforce Development Partnership (BWDP) should then be made. The request for review should be submitted to the Director of BWDP. The decision rendered by the BWDP will be final.

2. Describe the procedure(s) for individual customers to appeal a denial of eligibility, reduction or termination of services or other adverse action by the PA CareerLink® or service provider. The procedures are the same as above. Grievance procedures are provided to customers during Orientation and posted in the PA CareerLink® Offices.

3. Describe the grievance procedure for PA CareerLink® staff.

The procedures are the same as above. They are provided to staff upon hiring and are posted in the offices.

#### **E. Equal Opportunity and Affirmative Action**

1. Provide contact information for the Equal Opportunity (EO) Officer and EO Liaison(s) in the Local Area.

EO Officer for Delaware County WIA SE035      Deborah Callahan  
Delaware County Community College  
Media, PA 19063  
610 723-1223  
[callahand@co.delaware.pa.us](mailto:callahand@co.delaware.pa.us)

EO Liaison, Chester PA CareerLink®      Ed Thomas  
701 Crosby Street, Suite B  
Chester, PA 19013  
610 447-3324  
[ethomas@state.pa.us](mailto:ethomas@state.pa.us)

EO Liaison, DCCC PA CareerLink®      Vicki Caney  
Workforce Entry Center  
Delaware County Community College  
901 South Media Line Road  
Media, PA 19063-1094  
610 723-6006  
[ppanfile@state.pa.us](mailto:ppanfile@state.pa.us)

2. Describe how the identity of the EO Officer and the complaint process are made available.

Included in the enrollment information is the identity of the EO officers. Each applicant who enrolls in PA CareerLink® will receive notification of their Civil Rights information via the website as well as hard copy. Customers who file for unemployment benefits receive notification of their Civil Rights information also via the UCP-1 form. All PA CareerLinks have "Equal Opportunity is the Law" guidelines posted. For individuals with disabilities, information in Braille, through readers, or individuals who sign, will be made available upon request. Individuals who wish to enroll on PA CareerLink® through the Internet will also have access to special equipment, such as Zoom Text and/or TYY.

3. Describe the process for assuring that no individual shall be excluded from participation, denied benefit or employment, nor subjected to discrimination under or in connection with, any program or activity for any reasons, including but not limited to: race, color, religion, national origin or citizenship, age, disability, political affiliation or belief.

The federal guidelines, which explain the appeal process to assure that no individual is subjected to discrimination, are publicly posted throughout the PA CareerLink® offices. They state:

### **What To Do If You Believe You Have Experienced Discrimination**

If you think that you have been subjected to discrimination under a WIA Title I-financially assisted program or activity, you may file a complaint within 180 days from the date of the alleged violation with either:

The recipient's Equal Opportunity Officer (or the person whom the recipient has designated for this purpose); or

The Director, Civil Rights Center (CRC), U.S. Department of Labor, 200 Constitution Avenue NW, Room N-4123, Washington, DC 20210.

If you file your complaint with the recipient, you must wait either until the recipient issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the Civil Rights Center (see address above).

If the recipient does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the recipient to issue that Notice before filing a complaint with CRC. However, you

must file your CRC complaint within 30 days of the 90-day deadline (in other words, within 120 days after the day on which you filed your complaint with the recipient).

If the recipient does give you a written Notice of Final Action on your complaint with CRC, but you are dissatisfied with the decision or resolution, you may file a complaint with the CRC. You must file your CRC complaint within 30 days of the date on which you received the Notice of Final Action.

## **VIII. PERFORMANCE**

### **A. Performance Management**

1. Describe the monitoring process and oversight criteria and procedures utilized to move the system workforce investment toward the LWIA goals.

The Board has taken several measures to manage performance. Each is described below.

***Establishing a Customer Satisfaction system:*** Surveys are used throughout the customer flow process to determine if customers are receiving the type and quality of service they expect and need. Results are reviewed by staff and partner Managers and are reported to the Board on a quarterly basis.

***Establishing a central data management processes:*** Centralized data management was established in order to ensure accurate reporting of data and to guide the methods in which the PA CareerLinks will monitor and report to the Board on their performance. See question A2 of this section for a full description.

***PA CareerLink® Performance Reports:*** Having the PA CareerLinks® provide performance reports to the Board at each Board meeting and at each Systems Performance Committee meeting ensures the Board can monitor the progress of the system on a regular basis.

***Annual Monitoring:*** The Board has established an extensive monitoring system, which incorporates evaluating all programs and services against Board goals as well as monitoring performance and the quality of services to customers. Monitoring is conducted for the PA CareerLink® sites and all service contractors including all ITA providers as well as for the fiscal agent.

Using the tools in Appendix G, we monitor the following areas:

- Legal documents
- Chartering criteria/program operations
- ADA requirements for sites
- Customer satisfaction for job seekers and employers/program evaluation
- Progression of services (Core-Intensive-Training)
- Provision for technical assistance/continuous improvement strategies
- Facilities and equipment for customers and staff
- Telecommunications and computer systems to support operations
- Staff integration and training
- Recommendations by personnel.

In conducting audits for service and training providers, we will often conduct a risk assessment to determine if we need to do a full review/audit or if a more limited review is appropriate. If a contract has a good track record, we may decide to conduct a more limited audit, rather than a full-blown review.

In cases where we identify problems or deficiencies, we will notify the provider in writing and ask that they develop and submit a corrective action plan within two weeks. Depending on the nature of the correction action, we will conduct a follow-up visit within 2-6 months.

WIB members are provided with monitoring outcome information on a quarterly basis. This is provided both through a written report and a verbal presentation.

## 2. Describe the system to capture and report performance data.

Performance data are captured and reported in several ways depending upon the service that is being provided. PA CareerLink® staff track various aspects of customer flow including the number of job seekers that access core, intensive, and training services. This data is gathered for both Centers.

With respect to those individuals who are receiving skills training, a database is maintained that tracks the individual, the training provider, and the outcome. The required information is then reported to the Commonwealth through the appropriate mechanisms. Separate reports are prepared for the WIB based upon additional performance criteria.

Performance data for youth, both in-school and out-of-school, are tracked separately. A database is kept for each client regarding various performance data both to comply with the Commonwealth's requirements as well as to meet any additional goals as established by the WIB. Data is also entered into the CWDS system as the system of record.

3. Describe how partner services are made available through PA CareerLink, including how the LWIA will avoid duplication of core services.

An Operating Policy and Procedures Manual was developed to guide how services are provided. Because all Partner staff follow this manual, no duplication of core services exists.

4. Describe how the LWIA identifies areas needing improvement and any processes in place to address deficiencies.

The Career Link Partners continually evaluate the processes used to provide services to customers via customer service surveys, informal staff assessments and yearly monitoring of services. These issues are discussed in the monthly PA CareerLink® Operator Consortium meetings and staff meetings.

The Board also evaluates this based on the quarterly reports received from the PA CareerLink® Consortium as well as the results of the extensive oversight and monitoring efforts that are carried out.

5. Describe LWIA policies or strategies to ensure effective implementation of Common Measures. Identify the performance indicators and goals established to track progress toward meeting strategic goals and implementing the LWIA's vision for the workforce investment system.

The current data management process was thoroughly evaluated including forms and procedures to ensure that the right data was being collected to monitor and demonstrate performance under these new standards. Data must be entered into the CWDS system, as the system of record. In addition, staff were fully trained on the new measures. Lastly, the performance standards for contracted services were re-evaluated and adjusted to be in line with the common measures.

6. The Recovery Act emphasizes the importance of accountability. Describe overall efforts for performance and reporting of the results of activities funded by the Recovery Act, and how the LWIB will measure whether it has achieved the local goals for implementation as described in "Local Vision and Priorities."

The DCWIB has established a system to track all Recovery Act funding and participants separate from its traditional WIA funding sources. As such all new program components will be measured including number of individuals receiving career counseling, number of clients served by job readiness providers, number of job placements, number of clients receiving skill training and job placement after skill training, and other benchmarks.

7. Describe the methodology for determining whether Summer Youth Employment Program participants have attained a measurable increase in work readiness skills and what tools will be used for this determination.

Summer Youth Employment participants will be using the WorkKeys Work Readiness Credential and the KeyTrain remediation system to measure work readiness. KeyTrain will be used to pre-assess participating youth and as they use this online tool for remediation, it will track their progress in moving through the development of skills. Individual providers will also be assessing and reporting on work readiness issues such as teamwork, attendance, etc.

## **B. Negotiated Performance**

1. Describe how levels of negotiated performance ensure and support the LWIA vision.

Our ultimate goal for job seekers is for them to obtain and retain employment. If we are successful in placing people in jobs and they retain these jobs, it means that we are successful in meeting a workforce need of business customers. Moreover, because our priority of service focuses resources on our target industries, meeting our negotiated employment and retention standards also reflects that we have been successful in securing the right time of training for preparing job seekers to succeed in our target industries.

In the case of dislocated workers, we would also like to at least minimize the wage impact of their dislocation. Our negotiated performance levels reflect this standard. For youth, our performance standards reflect the twin goals we seek—employment and academic achievement, as appropriate considering the youth's career aspirations.

2. Provide a listing of the negotiated LWIA performance standards for the Adult, Dislocated Worker, and Youth Programs, as Appendix G in the Plan.

See Appendix G for performance measures and levels.

## Appendix A: Published Notice

### LEGAL NOTICE

#### DELAWARE COUNTY WORKFORCE INVESTMENT BOARD LOCAL PLAN

THE WORKFORCE INVESTMENT ACT (WIA) REQUIRES THAT THE DELAWARE COUNTY WORKFORCE INVESTMENT BOARD (DCLWIB), IN PARTNERSHIP WITH THE CHIEF ELECTED OFFICIAL (CEO) DEVELOP A LOCAL PLAN FOR THE PERIOD OF OCTOBER 1, 2009 THROUGH JUNE 30, 2010.

THE DELAWARE COUNTY WORKFORCE INVESTMENT BOARD IS RESPONSIBLE FOR DEVELOPING LOCAL WORKFORCE STRATEGIC PLANS AND POLICIES AND FOR CONVENING KEY STAKE HOLDERS TO SHARE INFORMATION AND BROKER COLLABORATIVE RELATIONSHIPS TO BEST SERVE LOCAL BUSINESSES AND JOB SEEKERS. THE VISION OF THE DCWIB IS TO DEVELOP A DYNAMIC AND HIGH QUALITY WORKFORCE BY ELEVATING THE SKILL LEVELS OF ALL CURRENT AND POTENTIAL WORKERS TO KEEP PACE WITH THE RAPIDLY CHANGING DEMANDS OF THE WORKPLACE.

THE LOCAL PLAN IS AVAILABLE AS OF AUGUST 7, 2009 FOR PUBLIC COMMENT FOR 30 DAYS PRIOR TO SUBMISSION OF THE PLAN TO THE STATE BUREAU OF WORKFORCE DEVELOPMENT PARTNERSHIP (BWDP). ELECTRONIC COPIES MAY BE DOWNLOADED AT THE WIB WEBSITE <http://www.delcoworks.org>.

IF THERE ARE ANY COMMENTS ON THE LOCAL PLAN, PLEASE DIRECT THEM TO FRANCIS J. CAREY, DIRECTOR, THE OFFICE OF EMPLOYMENT & TRAINING, 9 SOUTH 69<sup>TH</sup> STREET, UPPER DARBY, PA 19010, OR E-MAIL AT [CAREYF@CO.DELAWARE.PA.US](mailto:CAREYF@CO.DELAWARE.PA.US).

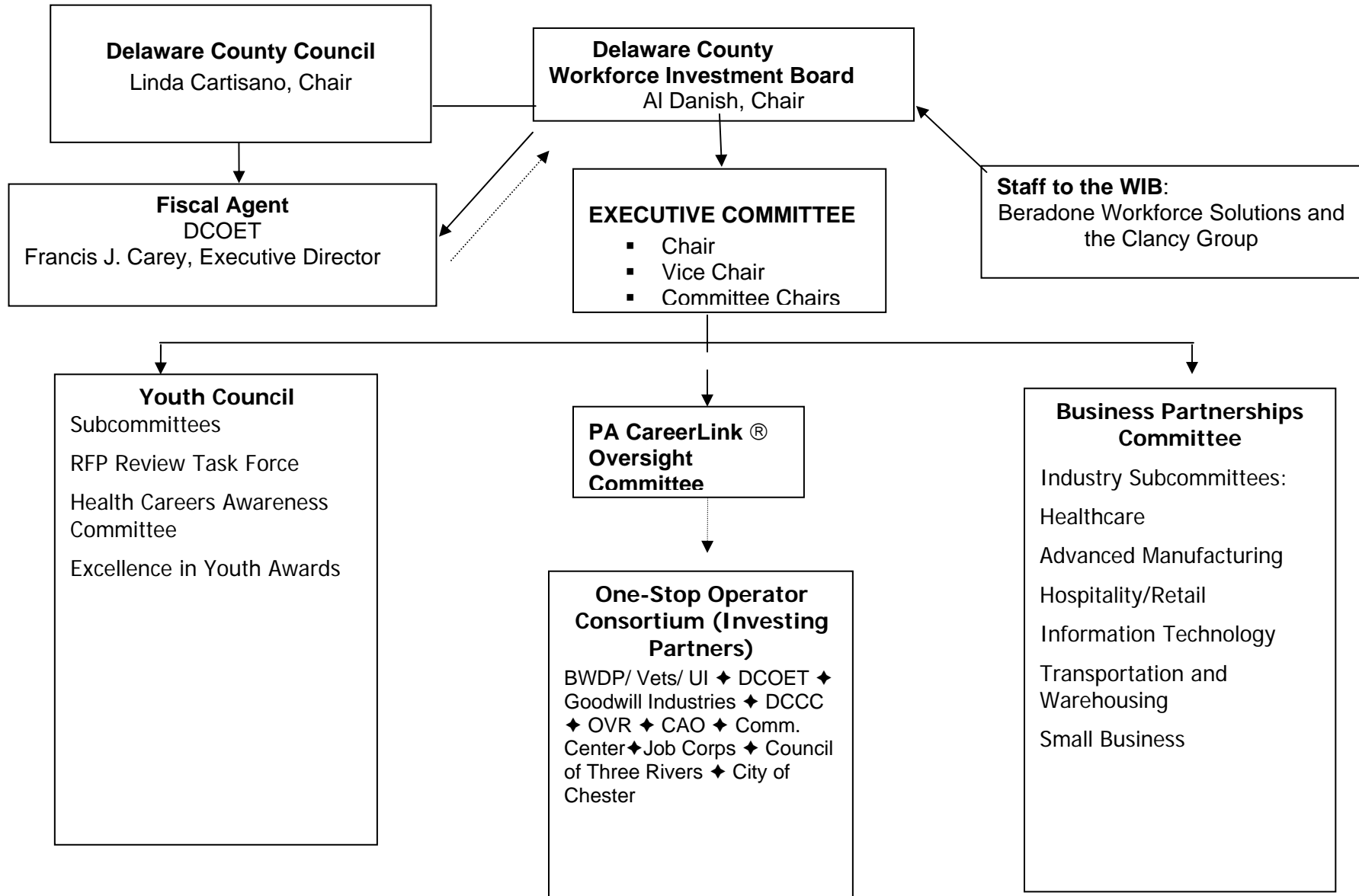
## **Appendix B**

### **PLAN REVIEW COMMENTS**

*No comments were received as a result of the plan review and public comment process.*

APPENDIX C

# Delaware County Workforce Investment Board/PA CareerLink® System





**Appendix D:**  
**WIB/PA CareerLink® Partner**  
**Memorandum of Understanding**

**Between**

The Delaware County Workforce Investment Board

**And**

The Delaware County PA CareerLink® Partners

In accordance with Section 121 (c) of the Workforce Investment Act of 1998, this Memorandum of Understanding (hereafter referred to as “Agreement”) has been developed, with the agreement of the Local Elected Officials of Delaware County (LEO), a designated local workforce area, and entered into between the Delaware County Workforce Investment Board (hereafter referred to as “WIB”) and the partners in the Delaware County PA CareerLink® Center system (hereafter referred to as “Partners”), which intend to be legally bound with respect to the operation of the PA CareerLink® sites in Delaware County and agree as follows:

**1. Purpose**

The purpose of this Agreement is to establish a viable framework for how the WIB and the Partners will provide one-stop services for employers, employees, those seeking employment and other interested parties within the local area.

The purpose of the PA CareerLink® sites is to create a seamless system of service delivery that will enhance access to individual programs and services while improving long-term employment outcomes for job seeker customers and access to qualified employees for employer customers.

The objectives of the parties are to 1) provide these services in the most efficient manner possible; 2) to meet all performance measures established by the WIB, the Pennsylvania Department of Labor and Industry and the United States Department of Labor; and 3) support the WIB in carrying out its strategies, goals and initiatives.

**2. Governance and Accountability Structure**

**WIB Roles/Structure:** The WIB will identify the specific Committee(s) (PA CareerLink® Oversight Committee) responsible for oversight of the two Delaware County PA CareerLink® sites. Following are the specific roles and responsibilities that will be assigned to the designated Committee(s):

Select and terminate with just cause of PA CareerLink® operator(s) with agreement of the Chief Elected Official;

Determine the number and type of PA CareerLink® sites in Delaware County;  
Certify/Charter the PA CareerLink® sites;  
Establish standards for the performance and operations of the PA CareerLink® System including Customer Satisfaction;  
Oversee PA CareerLink® operations; review and evaluate the system in accordance with performance and operational standards, the Combined Business Plan, Resource Sharing Agreement and the Policy and Procedure Manual developed by the Partners through process mapping;  
Assist One-Stop Operator in development of sites;  
Provide strategic vision and leadership for Delaware County’s WIA programs;  
Ensure that services are maximized without duplication; and  
Provide planning for coordination between TANF and WIA;  
Assist in developing, fostering, and maintaining strong ties to the community.

## **2.2 PA CareerLink® Fiscal Agent:**

The Delaware County Office of Employment and Training is designated by the Partners and the WIB as the Fiscal Agent for the PA CareerLink® Partners. Following are the specific roles and responsibilities it will carry out:

- Under the guidance of the WIB, oversee all expenditures related to the operation of the PA CareerLink;
- Reconcile income and expenditures in accordance with the PA CareerLink® Resource Sharing Agreement;
- Provide financial reports as required; and
- Advise Partners of any new fiscal requirements or procedures mandated by local, State or Federal regulations.

## **2.3 One- Stop Operator:**

The Partners and the WIB have unanimously agreed to establish a PA CareerLink® Operators Consortium (hereafter referred to as “Consortium”) to carry out the role of the One-Stop Operator. The partners listed below provide services to the fullest extent possible through the PA CareerLink® System.

### **The Investor Partners who serve as the PA CareerLink® Operator:**

- ◆ *Bureau of Workforce Development Partnership, Department of Labor and Industry*
- ◆ *Delaware County Office of Employment and Training*
- ◆ *Delaware County Community College*

- ◆ *Delaware County Assistance Office*
- ◆ *Delaware County Commerce Center*
- ◆ *Office of Vocational Rehabilitation, PA Department of Labor & Industry*
- ◆ *Goodwill Industries*
- ◆ *Council of Three Rivers American Indian Center*
- ◆ *PathWays PA*
- ◆ *Chester Challenge*

The overall philosophy governing the operation of the PA CareerLink® is one of integration of services. The Consortium Partners identify training needs and coordinate ongoing programs. The following services are the roles and responsibilities provided by the partners in the consortium:

- Delaware County OET: Operates program under Title I WIA with a full time staff paid by Title I WIA funds. They are at the site every day to assist adults, dislocated workers and youth in receiving WIA services.
- Bureau of Workforce Development Partnership: Full time staff is located at the site to provide services that directly serve the job seeker in the core and intensive level. Staff is available for job seekers in the resource area, customer orientation and customer assessment. Under intensive services to job seekers BWDP services include TAA and all Trade level services. Staff also provides assessment, case management, career counseling, career exploration and eligibility determination. In conjunction with case management, staff along with the customer, develop an Employment Development Plan (EDP).
- Delaware County Community College: Provides space at the main campus for the Workforce Entry Center; funds the CL Manager for the Center and support staff, DCCC provides assessment counselors; Financial Aid Workshops; and Coordinates services with the CL for Individual Training Accounts (ITA) for eligible WIA customers.
- Delaware County Assistance Office: Full time staff provides special assistance to welfare customers and assist them with on-line CL job search and applications.
- Delaware County Commerce Center: Coordinates employer contacts for job orders and job development; ensure employers have seamless access to skilled workers. The Business Service Team under the direction of the Director of Small Business Programs coordinates this responsibility. The Commerce Center does not occupy space in either CareerLink.
- Office of Rehabilitation: Assist customer with special needs with job search and applications; provide job coaching when needed; match special needs customers with appropriate job. Provides programs authorized under Title I of the Rehabilitation Act of 1973.
- Goodwill Industries - Keystone Area: Provides activities under Title V of the Older American's Act; they assist the needs of older workers with low income to refresh their job skills and re-enter the workforce.
- Council of Three Rivers American Indian Center: Provides Manpower Training

Services; Classroom Training and On-The-Job Training; Job Placement and Counseling dealing with all employment related problems.

- PathWaysPA: Provides Adult Education and GED preparation programs.
- Chester Challenge: Represents the Mayor's Office for the City of Chester. Their representative works with workforce development issues specific to Chester both with employers and participants that reside in the community.

The Consortium has designated the Director of the Delaware County Office of Employment and Training as Chair with the responsibility for the following:

- Act as the liaison between the Consortium and the WIB;
- Act as the liaison between the Consortium and the PA CareerLink® Administrators and staff;
- Schedule periodic meetings (frequency defined by the partners) or special meetings as needed;
- Coordinate agendas for these meetings along with supporting materials;
- Oversee the work of the PA CareerLink® Administrators (CLA) and make necessary immediate decisions regarding PA CareerLink® operations;
- Report to the Consortium on the progress and performance of the PA CareerLink® sites;
- Other duties as assigned by the Consortium

## **2.4 PA CareerLink® Administrators (CLAs):**

The Consortium will select the CLA for each PA CareerLink® site. The Administrator runs the day-to-day operations and is responsible to ensure that a seamless system of service delivery is taking place for all customers. Following are the CLA responsibilities

- Coordinate activities and services of the PA CareerLink® on a daily basis;
- Manage the implementation and operation of the PA CareerLink® site
- Convene Site Team meetings;
- Ensure all Site Team members are informed of changes to PA CareerLink® policies and procedures;
- Assist the Consortium in identifying areas for continuous improvement;
- Coordinate with the Business Services Team Chair;
- Ensure customer satisfaction;
- Serve as the liaison between the Site Teams and the Consortium;
- Coordinate reports to Consortium, WIB and State;
- Identify staff training needs;
- Verify expenses of the PA CareerLink® system in accordance with the operating

budget and RSA;

- Manage conflict resolution with customers;
- Follow the PA CareerLink® grievance process to resolve issues between partners;
- Coordinate marketing and community relations
- Attend State and local meetings as needed;
- Other duties as assigned by the Consortium and its Chair.

Chester PA CareerLink®  
701 Crosby Street, Suite B  
Chester, PA 19012-6096  
Site Administrator: Margaret Mirarchi

Delaware County Workforce Entry Center  
Delaware County Community College  
901 South Media Line Road  
Media, PA 19063  
Site Manager: Susan Bond

### **2.5 PA CareerLink® Site Teams:**

The Partners will assign staff to the PA CareerLink® sites, in accordance with the Resource Sharing Agreement, to serve on Site Teams. These Site Teams will report directly to the Site Administrator and Site Manager on all PA CareerLink® related matters. Their responsibilities are:

- Create a professional and inviting atmosphere that promotes quality customer service;
- Embrace the continuum of services model for both job seekers and employers;
- Assist customers in accessing and using all PA CareerLink® services;
- Ensure job-seekers have the tools and information needed to make informed choices about their career path, and education and training needed to achieve their goals;
- Continually assess customer needs;
- Implement required actions to meet performance and customer satisfaction standards;
- Use formal assessment tools to document skills, and attributes;
- Share assessment information to improve job match selection, related services, and identify training needs;
- Respond quickly to requests for assistance;
- Provide technical assistance and guidance in the development of effective programs;
- Distribute written information on programs and services, as requested;
- Ensure that individual partners' customer service information is integrated into the State Internet-based system;

- Adhere to the professional code of conduct and dress established by the PA CareerLink® Management Committee.
- Other duties as assigned by the Consortium and CLAs.

### **2.6 Business Services Team:**

The Partners will establish a Business Services Team. This Team will be responsible for carrying out the following responsibilities for all PA CareerLink® sites and programs:

- Conduct job development and employer outreach activities in accordance with PA CareerLink® policies and procedures;
- Ensure employers have seamless access to skilled workers needed to remain competitive;
- Respond quickly to requests for assistance;
- Coordinate employer contacts for job orders and job development;
- Implement required actions to address performance standards and customer satisfaction issues;
- Distribute written information on programs and services;
- Follow the PA CareerLink® grievance process to resolve issues between partners;
- Adhere to the professional code of conduct and dress established by the Consortium;
- Other duties as assigned by the Consortium and Business Service Team Chair.

The Partners establish the Delaware County Commerce Center, and its designated staff person, as the Chair of the Business Services Team. The Chair will have the following responsibilities:

- Coordinate all job development, employer outreach and business services activities;
- Convene meetings of the Business Services Team;
- Notify CLAs of activities and meetings;
- Serve as the liaison between the Business Services Team and the Consortium;
- Coordinate reports to Consortium, WIB and State;
- Identify staff training;
- Assist the Consortium in identifying areas for continuous improvement and in implementing these efforts with the Site Teams
- Ensure that all Business Services Team members are informed of changes to the policies and procedures related to job development and employer outreach;
- Other duties as assigned by the Consortium.

### **2.7 Miscellaneous:**

When fulfilling services for the One-Stop system, all Partners are under the functional direction of the PA CareerLink® Consortium Chair and CLAs. Those Partners who may be co-located but not providing services through the One-Stop system are not under the functional supervision of the PA CareerLink® Consortium Chair and CLAs. At the time that a co-located

Partner begins to provide One Stop services, co-located staff fall under the functional direction of the PA CareerLink® Consortium Chair and CLAs, in accordance with the PA CareerLink® Consortium Chair and CLAs responsibilities defined in this Agreement.

### **3. Partner Responsibilities**

**Partner Agreements:** Each Partner agrees to the following:

- Make available the Core Services that are integral to that Partner's programs, and participate in the Operation of the One Stop System consistent with the terms of this Agreement and the requirements of authorizing laws.
- Ensure that the programs that require a representative among the One-Stop Partners are accessible to all customers through the PA CareerLink® sites.
- Ensure that all staff carry-out the roles as defined in Section 2 of this Agreement.
- Support the development and implementation of a One-Stop Services Plan, in accordance with LWD guidelines;
- Fully support the complete implementation of mutually agreed upon policies, procedures and operating plans.
- Bring all concerns and issues regarding the operation of the PA CareerLink® sites to the Consortium for discussion and resolution;
- Commit resources and staff to the operation of the PA CareerLink® sites as outlined in the Resource Sharing Agreement;
- Keep staff informed of changes to the policies and procedures in the CL;
- Inform CLAs that they report to the Chair of the Consortium on all work associated with the responsibilities of the CLA.;
- Inform staff that they report to the CLA on all work associated with PA CareerLink® operations;
- Identify staff to participate on the Business Services Team and inform them that they report to the Chair of the Business Services Team on all work associated with employer outreach and business services;
- Identify alternative CLA to be in charge in the absence of the CLA;
- Ensure that the PA CareerLink® Operating system is used as the system of record and common data repository for WIA activities;
- Enter all customers (job and training seekers) into the PA CareerLink® Operating System;
- Enter all job openings and employer information into the PA CareerLink® Operating System;
- Safeguard confidential data contained in the PA CareerLink® Operating System.

#### **3.2 Required PA CareerLink® Services**

At minimum the service available through the PA CareerLink® sites will include:

**Core Services include:**

- Determination of individual eligibility for services;
- Outreach, intake (including worker profiling) and orientation and other services available through the PA CareerLink® system;
- Initial assessments of skill levels, aptitudes, abilities, and supportive services.
- Job search and placement assistance and career counseling where appropriate;
- Provision of employment statistics information and labor market information such as job vacancy listings, job skills necessary to obtain employment, local high demand occupations, earnings, and skill requirements;
- Provision of performance information and program cost information on eligible providers of training services;
- Provision of information regarding local area performance on local performance measures;
- Provision of accurate information relating to the availability of supportive services in the local area;
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for welfare-to-work activities and programs of financial aid assistance for training and education programs.
- Follow-up services, including counseling regarding the workplace, for WIA participants who are placed in unsubsidized employment for not less than 12 months after the first day of the employment, and;
- Other core service as determined by a Partner agency's governing legislation.

**Incentive Services include:**

- 1) Comprehensive and specialized assessments of skill levels.
- 2) Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the individual's employment goals;
- 3) Group counseling;
- 4) Individual career counseling and career planning;
- 5) Case management for participants seeking training services; and short-term pre-vocational services, including development of learning skills, communication skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- 6) Other intensive service as determined by a Partner agency's governing legislation.

**Training Services include:**

- 1) Occupational skills training, including training for nontraditional employment;
- 2) On-the-job training (OJT);

- 3) Programs that combine workplace training with related instruction;
- 4) Training programs operated by the private sector;
- 5) Skill upgrading and retraining;
- 6) Entrepreneurial training;
- 7) Job readiness training;
- 8) Adult education and literacy activities provided in combination with services described in items 1-7 above;
- 9) Customized training through the WIA or Customized Job Training Programs;
- 10) Other training services as determined by a Partner agency's governing legislation.

#### **4. Referrals and Customer Service Parameters**

Partners agree to establish and follow the Operational Policies and Procedures Manual and other common PA CareerLink® policies and procedures that outline the specific mechanisms for how staff will carry out services to customers including how customers will be referred between the One-Stop Operator and Partners for appropriate services and activities. At minimum, these procedures must:

- Integrate services across programs to create a seamless and responsive process
- Utilize a comprehensive assessment and career planning process
- Ensure customer access to all programs and services available through the PA CareerLink® sites

#### **5. Costs**

All Partners are in agreement that they will provide for the overall operations of the One- Stop systems, as detailed in the One-Stop Resource Sharing Agreement (RSA). The RSA is approved and signed by each Partner organization.

The amount and type of contribution to the system by each PA CareerLink® Partner to cover the cost of the PA CareerLink® system is identified in the Resource Sharing Agreement. The Fiscal Agent will bill partners in the

#### **6. Reporting Requirements**

The Partners will provide, at minimum, written quarterly reports on performance and services provided to the WIB. The Partners will furnish all necessary information to the Consortium who will in turn provide the information to the WIB in the manner prescribed by the WIB. The WIB reserves the right to ask for additional reports from the partners as the need arises. All WIB reporting requests will be made through the Consortium.

#### **7. Compliance Reference Documents**

The parties to this agreement agree to comply with the following reference documents:

- The Local Area Strategic Plan
- The WIB/One-Stop PA CareerLink® Partner Agreement

- Resource Sharing Agreements
- Local WIB Policies maintained by WIB staff.
- PA CareerLink® Polices and Procedures Manual and Operating Plans maintained by the Consortium

All parties to this agreement will abide by state and federal grant requirements, including but not limited to nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with polices and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

## **8. Term of Agreement**

This agreement shall be effective July 1, 2009 and shall terminate June 30, 2012. The WIB may terminate this Agreement upon 45 days written notice to the Operator and/or Partners with or without cause. Cause includes but is not limited to failure to meet required performance standards; failure to comply with this Agreement; failure to comply with policies and standard operating procedures as established under the authority of the WIB.

## **9. Modification Process**

Any PA CareerLink Partners® may request in writing an amendment to the Agreement through the WIB. The WIB may amend the Agreement whenever it is determined appropriate or necessary. Any modification to this Agreement, to be valid, must be in writing, signed and dated under the conditions agreed upon by all the partners, and attached to the original Agreement.

### **a) Reduce costs to Partners due to reduced shared expenses:**

A Resource Sharing Agreement modification reducing Partner cost requires only the authorized signatures of the WIB Chair, WIA Fiscal Agent, and the PA CareerLink® Operator Consortium Contact. The Local Workforce Investment Board Staff shall submit the modified, signed document to the PA CareerLink® Bureau Chief Operating Officer.

### **b) Reduced Cost resulting from the addition of Partners to the Site:**

A Resource Sharing Agreement modification reducing Partner cost requires only the Authorized Signatures of the new PA CareerLink® Partner(s), the WIB Chair, the WIA Fiscal Agent and the PA CareerLink® Operator Consortium Contact. The Local Workforce Investment Board Staff will submit the modified, signed document to the PA CareerLink® Bureau Chief Operating Officer.

## **10. Impasse Resolution**

Any substantive difference between the parties, which reach an impasse, will be handled as follows:

- Between the Operator/Partner – The parties will attempt to resolve the issue. If an impasse is not covered by the WIB/Operator Agreement, the WIB will be notified in

writing the by the Operator at least 10 days prior to the next scheduled WIB committee meeting for resolution.

- Between the Partners –The PA CareerLink® Administrator will convene and facilitate a discussion among partners. If resolution cannot be reached, the Partners will notify the Consortium at least 10 days following the determination that a mutual resolution cannot be found. If the Consortium cannot resolve the issues, it will notify the WIB at least 10 days following the determination that a mutual resolution cannot be found. The WIB will convene the Partners, LEOs, Commonwealth representatives and other implicated parties as needed to discuss the issue and identify a final resolution.

## **11. Indemnifications and Liability**

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

Each Partner agrees to work together to deliver services for employers and those seeking employment. However, the Partners are not legally "partners" to the extent that term encompasses joint and several liabilities. Each Partner is responsible for its own employees, representatives, agents and subcontractors. Furthermore, each Partner is liable for its own contribution to the PA CareerLink® sites as set forth in this Agreement, Resource Sharing Agreements, Service Plans and other compliance reference documents identified in Section 7 of this Agreement.

## **12. Authority and Signatures**

The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

This agreement may be executed in any one or more counterparts, the originals of which when, taken together and bearing the signature of all parties to this Agreement, shall constitute one and the same Agreement.

**Partner: Delaware County Office of Employment and Training**

Representative: Francis J. Carey, Director

Signature: \_\_\_\_\_

**Partner: BWDP, PA Department of Labor and Industry**

Representative: James Nichols, Assistant Regional Director

Signature: \_\_\_\_\_

**Partner: Delaware County Community College**

Representative: Dr. Jerome S. Parker, President

Signature: \_\_\_\_\_

**Partner: Goodwill Industries, Keystone Area**

Representative: Michael Ross, Director, Senior Employment

Signature: \_\_\_\_\_

**Partner: Office of Vocational Rehabilitation, PA Department of Labor and Industry**

Representative: Chris Linker, Manager

Signature: \_\_\_\_\_

**Partner: Delaware County Assistance Office**

Representative: George Sheehan, Executive Director

Signature: \_\_\_\_\_ :

**Partner: Delaware County Commerce Center**

Representative: John Sammartino, Director of Small Business Programs

Signature: \_\_\_\_\_

**Partner: PathWays PA**

Representative: Carol Goertzel, Executive Director

Signature: \_\_\_\_\_

**Partner: Chester Challenge/Chester Workforce Development Center**

Representative: Robert Wrease

Signature: \_\_\_\_\_

**Partner: Council of Three Rivers American Indian Center**

Representative: Russell Simms

Signature: \_\_\_\_\_

**APPENDIX E:**  
**DELAWARE COUNTY**  
**WORKFORCE INVESTMENT**  
**INDIVIDUAL TRAINING ACCOUNT (ITA) POLICY**  
*(Revised and Approved by DCWIB on July 8, 2009)*

Residence Requirement – Due to limited fund availability, individuals being served with Delaware County Workforce Investment funds must be Delaware County residents.

Individuals not meeting the residence requirement will be referred to the Local Workforce Investment Area in the county and/or state where they reside.

Workforce Investment Act (WIA) Eligibility: Social Security Number, Birth Date, Citizenship or Eligible to Work in the United States, Selective Service Registrant (if applicable), High School Diploma or GED and Delaware County resident is required for general eligibility.

Adult Funding eligibility may be determined for unemployed individuals with a family income at or below the TANF 235% Income Guidelines.

Priority shall be given to applicants meeting the economic eligibility and one or more documented barriers to employment.

A Priority of Service will be enforced in the event Adult Funds become 75% Obligated during the program year.

Veterans and their spouses shall be given priority over non-veterans.

Dislocated Worker Funding eligibility may be determined for individuals who have been terminated or laid off, or have received a notice of termination or layoff from employment and are eligible for or have exhausted unemployment compensation benefits.

Veterans and their spouses shall be given priority over non-veterans.

Any applicant who has already committed to the tuition and/or enrolled in training prior to being approved for training by the PACareerLink® Peer Review Committee will not be eligible for funding.

College degrees are not funded.

Individual Training Accounts are specifically for those who are unable to attain or retain unsubsidized employment as they progress through the following documented PA CareerLink® and WIA services/activities:

Orientation

Job Search

Career Assessment and Counseling Meetings

WorkKeys and You Workshop Participation

WorkKeys Assessment

Begin your Individual Employment Plan

TABE Survey Test

WIA Eligibility Determination

Visit three Schools and complete Individual Funding Request Form (IFR)

Return IFR to Career Consultant within 30 days of receipt

## Funding Request Review

A PA CareerLink® Peer Review Committee reviews all applications for Individual Training Accounts for final approval.

Consideration for funding is based on a point system. All plus (+) points and minus (-) points are calculated to arrive at the total points scored. A minimum of ten points is required for approval. Points may be scored on the following criteria:

- Employment Related Activities
- Economic Need
- Suitability
- Assessment

Course selection must be oriented to the obtainment of full-time, unsubsidized, permanent employment in a Delaware County High Priority Occupation (see attached Delaware County High Priority Occupation List). The course selection must appear on the Statewide List of Eligible Training Programs/Providers for the program year in which your training will start. The list can be viewed on the PA CareerLink® website <http://www.cwds.state.pa.us>.

The maximum amount payable by the Delaware County Office of Employment and Training (DCOET) on your behalf will not exceed \$8,000.00 or the actual cost of tuition whichever is less. This is a once in a lifetime award.

Application for Student Aid (FAFSA) and receipt of your Student Aid Report (ISAR) is mandatory (if the program qualifies). Pell, PHEAA and other related grants, including funds provided by your former employer, must be exhausted prior to any payment made by DCOET. Applications for Student Aid can be obtained through the training provider, Delaware County PA CareerLink Offices® and the Free Application for Student Aid website [www.fafsa.ed.gov](http://www.fafsa.ed.gov). Failure to comply with the Student Aid application process will jeopardize the payment of DCOET funds on your behalf.

Your signature on the ITA and the DCOET Customer Responsibilities Form attests to the fact that you guarantee compliance as stated on named forms throughout the period determined by federal regulations regarding WIA performance. You are required to submit employment information to your PA CareerLink® Consultant within two weeks of obtaining employment.

The Delaware County Workforce Investment Board (DCWIB) has the primary responsibility for the development and oversight of the Individual Training Account policy. The policy may be revised by the DCWIB as necessitated by federal and/or state regulation, regional oversight, or local recommendation.

## **APPENDIX F: Priority Policy**

### **Delaware County Priority of Service Policy**

The WIB's policy on priority of service is as follows:

#### First Tier Priority:

When funds are limited but still generally available, priority for both Intensive and Training Services will be given to individuals who:

- Are recipients of public assistance
- Low-income individuals (defined as at or below 235% of the Lower Living Standard);  
or
- Individuals who demonstrate multiple barriers to employment but are not necessarily disadvantaged
- Up to 40% of funds will be directed to customers pursuing careers within the industry sectors the Board has established as high priority for the local area/region. (

#### Second Tier Priority

When funds become 80% expended, priority for Training Services will be given to individuals who:

- Are recipients of public assistance, or
- Low-income individuals who also demonstrate a barrier to employment.
- Up to 40% of funds will be directed to customers pursuing careers within the industry sectors the Board has established as high priority for the local area/region.

Funds will be considered limited and the priority of services applied to all customers during eligibility determination until the PA CareerLink® Operator instructs staff enrolling customers to do otherwise. Staff is aware that if an exceptional customer does arise, they can petition the Operator to not apply the priority of service to that individual. These situations may include when a customer has a very poor financial situation, which is not reflected in the traditional method of documenting income information, or when a customer is facing particularly significant barriers to employment.

The determination as to whether funds are limited will be made is based on the amount of unexpended funds at the end of the second and third quarter of the fiscal year. If less than 35% of funds are not expended halfway through the fiscal year, funds will no longer be

considered limited and the priority of services will be lifted. If less than 65% of funds have not been spent three-quarters of the way through the fiscal year, funding will no longer be considered limited and the priority of service will be lifted or remain lifted.

We comply with Jobs for Veterans Priority Compliance by ensuring that we immediately screen all Career Link customers for Veterans status so that they can be referred to a Veterans representative as quickly as possible to begin receiving appropriate employment and training services, after the staff person has provided the job seeker with any initial information he/she may be seeking (such as information on civil service exams). If appropriate, veterans will come back into the “general” customer flow where they will continue to receive priority service for job matches, referrals to training, etc. Also, our PA CareerLink® job matching system automatically identifies Veterans as the first matches so that we can make immediate and appropriate job referrals to employers.

**Veterans Priority of Service Policies:**

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

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

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

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

Job Referrals

Qualified veterans and eligible spouses are identified and referred to jobs before qualified non-veterans. When a job match from an employer job order is made through CWDS,

identified Covered veterans and eligible spouses' names appear first on the list of potential job seekers. Veterans Program staff promotes an understanding of veterans' priority of referral with all PA CareerLink® partners. The priority of service for job referrals is as follows:

- Special Disabled Veterans
- Disabled Veterans
- Newly Separated Veterans
- Recently Separated Veterans
- Other Veterans with Campaign Badge or Armed Forces Service Medal
- Other Veteran with no Campaign Badge
- Eligible Persons
- Covered Veterans
- Eligible Spouses
- Non-Veterans

## **Appendix G: Performance Measures and Levels**

### **WIA COMMON PERFORMANCE MEASURES**

There are six common performance measures used to measure the WIA Program by funding stream. States and locals are required to negotiate the following performance measures:

#### **ADULTS AND DISLOCATED WORKERS**

##### Entered Employment Rate

Of those who are not employed at the date of participation: The number of participants who are employed in first quarter after the exit quarter divided by the number of participants who exit during the quarter.

##### Employment Retention

Of those who are employed in the first quarter after exit quarter: The number of participants who are employed in both the second and third quarters after the exit quarter divided by the number of participants who exit during the quarter.

##### Six Months Earnings Increase – PY05 only

Of those who are employed in the first quarter after exit quarter: Total earnings in the second quarter plus the total earnings in the third quarter after the exit quarter minus the total earnings in the second quarter plus total earnings in the third quarter prior to the participation quarter divided by the number of participants who exit during the quarter.

##### Average Earnings – Effective PY06

Of those who are employed in the first, second, and third quarters after the exit quarter: Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of participants who exit during the quarter.

#### **YOUTH**

##### Placement in Employment or Education

Of those who are not in post-secondary education or employment (including military) at the date of participation: The number of participants who are in employment (including military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter divided by the number of participants who exit during the quarter.

##### Attainment of a Degree of Certificate

Of those enrolled in education at the date of participation or at any point during the program: The number of participants who attain a diploma, GED, or certificate by the end of the third quarter divided by the number of participants who exit during the quarter.

##### Literacy and Numeracy Gains

Of those out-of-school youth who are basic skills deficient: The number of participants who increase one or more educational functioning levels divided by the number of participants who have

completed a year in the program plus the number of youth who exit before completing a year in the program.

APPROVED WIA COMMON MEASURE PERFORMANCE LEVELS FOR PY2009

Workforce Investment Area:

Delaware County - SE035

	Requested PY 2009 Performance Level
Adult EER	75
Adult Retention	82
Adult Six Months Average Earnings	\$12,250
DLW EER	88
DLW Retention	90
DLW Six Months Average Earnings	17,750
Youth Attnmt of Deg or Cert (Oct-Sep)	47.5
Youth Placement (Oct-Sept)	55
Youth Literacy/Numeracy (Apr-Mar)	52

Performance Levels for PY09 have not been fully negotiated at this time.