

Pennsylvania's Standards for High Performance LWIBs Self-Assessment Format

LWIB Lackawanna County

Submitted (date) 4-10-06 Revised 6-7-07 Revised 12-05-07

Signature of LWIB Chair _____

Signature of LWIB Director _____

Please attach board minutes from meeting where Self-Assessment was discussed and approved

Self-Assessment – High Performing WIB Standards

1. The LWIB has analyzed the regional labor market using the most current available data and is effectively using this information to guide policy and investments

Guiding Questions for Standards Number 1.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. How and when did the Board complete a regional industry cluster analysis based upon NAICS codes and location quotients?</p> <p>(This analysis, as well as all those mentioned in this section, may need to look beyond the local workforce investment area for a more comprehensive understanding of the regional labor market)</p>	<p>The previous staff to the Board has conducted regional industry cluster analyses over the past two years, accomplished primarily through an extensive outreach campaign, conducted mainly by phone but including some site visits. Utilizing such analytical tools as Location Quotients, Shift Share Analysis and Industry Mix measures as well as occupational data supplied by the Pennsylvania’s Center for Workforce Information and Analysis (CWIA), the Lackawanna County WIB identified its primary targeted clusters within the local economic infrastructure. At present, regional WIB Directors have met and are coordinating outreach efforts to employers within the manufacturing, plastics, and logistic/transportation sectors for usage of Incumbent Worker Training monies recently received in the Northeast region which supplements this analysis.</p> <p style="color: red;">As of June, 2007, WIB staff have prepared an extensive package of information that can now be distributed to both local as well as regional employers, depicting, both in narrative and chart form, such data as projected growth/decline rates by industry from 2002 through 2012; migration patterns, average annual number of job openings in the top eleven skilled occupations/clusters further delineated to employing industries; current to projected (2012) High Priority occupations with estimated employment numbers and annual openings by SOC code and title; as well as basic skill needs. Much of this information was assembled as part of the Lackawanna County WIA Operational Plan for 2006-2007.</p> <p style="color: green;">As of October 2007, WIB staff has prepared an Industry Cluster Analysis to assist with policy and programmatic development. This “Phase II” in an ongoing series of data review, provides a primary industry cluster focus for strategic planning and implementation. The methodology utilized encompassed NAICS codes, Location Quotients, Shift-Share Analysis, Employment Data, Wage Data, Self-Sufficiency Standard levels, Industry and Occupational Employment Projections and availability of Job Ready PA and WIRED resources. The three bordering WIB’s (Pocono Counties, Luzerne/Schuylkill and Northern Tier) through their continued collaboration have determined the necessity for a Regional Industry Cluster Analysis. This broader scope of industry will assist in regionally aligning energies and resources to strengthen the workforce development system. This initiative will be an action item for 2008.</p>
<p>b. What industry clusters and sub-clusters, for which the data indicates a regional competitive advantage and the potential for growth and/or employment opportunities, have the Board identified? How were these</p>	<p>Utilizing the statistics and an outreach campaign as described above, the Board identified the following industry clusters projecting competitive advantages and potential growth: Health Care; Manufacturing; Financial; Transportation-Logistics; and Services. According to data supplied by the Center for Workforce Information and Analysis (CWIA), major employers in Lackawanna County, as of the 2nd quarter of 2005, represent the following industry sectors: electronics, health care and social assistance, educational services, manufacturing, public administration, finance and insurance, and retail trade.</p>

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<p>identified?</p> <p>(Example: An analysis of the manufacturing cluster may require comparing aggregate and longitudinal employment information with the industry output information provided by the Deloitte study entitled, "Manufacturing Pennsylvania's Future: Regional Strengths that Build from Current Strengths and Address Competitive Challenges." It may also require using additional sources of employer output data, such as that being prepared by IBM Global Business Consulting for DCED and/or the PennTAP study on business establishments)</p> <p>c. How does the Board strategically connect the investments it oversees to its targeted clusters and/or sub-clusters?</p> <p>d. How has the Board ensured that private sector members who represent the targeted clusters and/or sub-clusters are Board members?</p>	<p>Based on the research and extensive data compiled as described above, the industries/ clusters listed represent the major clusters of employers within the Northeast Region with an expanded list to include metals manufacturing, IT and Financial Services (expansion largely due to the Wall Street West Initiative), and an emerging trend in hospitality services (spurred in part by the introduction of access to gaming at one current, one planned venues in the Northeast region). In looking to the immediate future, warehousing is also growing at a significant rate with employers requesting collaboration and linkages with Business Services teams to secure services.</p> <p>Utilizing the methodology described above, the industry clusters for primary focus are as follows: Life Sciences, Advances Materials & Diversified Manufacturing, Business & Financial Services and Logistics & Transportation. The WIB is currently in the process of providing a "Phase III" Occupational Analysis. This review will focus on SOC title/ codes. Providing a cross-reference by industry cluster, high-priority inclusion, self-sufficiency wages, and available training programs (both on the certified provider list and not) this compilation will assist with aligning PA CareerLink efforts to ensure a skilled workforce is prepared to meet industries aggregated occupational needs.</p> <p>The Lackawanna County WIB has, since its inception, closely monitored all investment expenditures through in-depth reports provided by operational staff at Quarterly WIB meetings. These reports include, by training provider and course/ curriculum, the numbers of Individual Training Accounts (ITAs), approved and funded, which reflects placements into training within targeted clusters. This report specifically denotes the number of training enrollments, completions, and placements by curriculum which, in turn, are analyzed to ensure that funding is utilized to support targeted occupations/ industries. A sample copy of this report is included as Attachment A. As Industry Partnership and Industry Partnership Worker Training Grants have become prevalent, reports on these activities are also provided quarterly to the Board.</p> <p>The Lackawanna County WIB ensures that all ITAs are for occupations within identified Industry Clusters. To date, Lackawanna County has had 793 employees trained under the Logistics & Transportation Partnership Grants, and 54 employees trained under the Metals Training Grant. 92 employees have been trained under the Federal Plastics Initiative. During this current year, Electronics Training, Food Processing Training and Health Care Training Grants will afford Lackawanna County the direct investment into the identified Industry Clusters.</p> <p>Private sector members actively represent targeted clusters as Board members. Currently, three members represent manufacturing, three represent finance, two represent transportation/ logistics, and two represent the services factor. At this time, a health care representative is actively being recruited. Two providers of health care training/ education do sit as active members. Six new members joined the Board in January, 2007, representing the life sciences, information and communication, and business and financial services sectors.</p> <p>Three additional members will take their seats in early January, 2008, representing Transportation and Logistics</p>

<p>Guiding Questions for Standards Number 1.</p>	<p>LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.</p>
<p>e. How does the Board stay informed about the result of investments made to assist these clusters? How does the Board use this information to make adjustments in the investment of resources?</p>	<p>and advertising/ realty fields.</p> <p>As described in section c., above, the Board utilizes in-depth statistical reports of on-going activity from which to analyze current spending trends and provides oversight for future investments. The Board also receives a Fiscal Report at each Quarterly meeting detailing expenditures by funding stream as well as the actual amount of dollars encumbered for ITAs and On-The-Job Training (OJT) contracts on a year-to-date basis. (See Attachment B for a sample copy of these reports.) As stated above, the reporting process has been expanded to include all Industry Partnership and Industry Partnership Worker Training Grant information. Beginning in late summer, 2007, the WIB will have protected access (Password) to a Lackawanna County WIB website to ensure easy access of the most current data which, in turn, will allow for upgraded, informed decision-making.</p> <p>The Lackawanna County WIB website is now operational and provides access to current trend and data.</p>

2. The LWIB is investing resources to promote the development of skills and career ladders in the Commonwealth's High Priority Occupations.

<p>Guiding Questions for Standards Number 2.</p>	<p>LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.</p>
<p>a. How does the Board guide its investments and the resources under its direct control into the development of the region's high priority occupations?</p>	<p>The Lackawanna County WIB works in close conjunction with the local Chamber of Commerce to ensure that economic conditions, be they currently dormant, actively fluctuating, or specifically projecting growth, serve as a guide for determination of "high priority" occupations. Statistical information received from the CWIA as well as local outreach to businesses and industries provides additional data from which to make judgments for investment purposes. Just recently, the Lackawanna County WIB has realigned its staff to ensure oversight and dissemination of information for planning purposes. Since July, 2006, the WIB has expanded its involvement in a number of initiatives both on a local basis as well as regionally that target high-priority occupations in the life sciences, transportation and logistics, plastics, early education, and metals manufacturing fields. Outreach to employers in these clusters has resulted in the distribution of planning and training dollars to augment and upgrade their workforce.</p> <p>Upon completion of the "Phase III" Occupational Analysis, further targeting efforts will ensue, providing a</p>

Guiding Questions for Standards Number 2.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>b. How does the Board guide the investment of funds not directly under its control, such as WEDnetPA, into the development of the region's high priority occupations?</p> <p>c. How is the Board using industry partnerships and other employer contacts to validate data and reveal new and/or changed occupational information?</p> <p>d. How has the Board sought out industry and academic experts to uncover new and/or substantially redefined occupations?</p>	<p>direct, identifiable relation to the identified industry clusters.</p> <p>The Board ensures that all available information regarding WEDnet, Incumbent Worker grants, etc. is readily available and circulated to appropriate companies with contact information provided. The WIB staff is also available to meet one-on-one with any employer to provide guidance in the development of grant applications and support in accessing funding. Through attendance at region-wide seminars such as <i>Creating Workforce Development Opportunities</i>, recently hosted by our local Penn State – Worthington Scranton Campus, Board members have the opportunity to network with employers and business leaders and educate themselves to needs within the area. As the Lackawanna County WIB website becomes available, linkages will be readily available explaining these services.</p> <p>WIB staff has an increased level of interaction and collaboration with the local WEDnet provider. WIB and WEDnet staff collectively attended training sessions on how to improve coordination and prudently expense resources in a manner that meets locally identified industry trainings needs. The Lackawanna WIB has included the WEDnet provider in Industry Partnership training identification/aggregation sessions. This on-going collaborative relationship will enhance services to Lackawanna County businesses.</p> <p>Mr. H. Bernard Noss, The previous WIB Planner, resigned his position of December 2, 2005. Prior to his retirement, he was involved in a targeted cluster initiative that involved extensive review of CWIA data as well as local outreach to industries and businesses within the targeted clusters. At this time, newly appointed WIB staff are reorganizing information and redesigning external efforts. The WIB staff is actively participating in the development and sustainability of Industry Partnerships in conjunction with its bordering WIBs (Pocono Counties, Luzerne/Schuylkill, and the Northern Tier) in the life sciences, metals manufacturing, logistics and transportation, food processing, and early childhood education fields. Through the development of these Partnerships and gap analysis studies/outcomes, the Board can validate changes both locally and across the Northeast region of the Commonwealth.</p> <p>WIB staff continues its regional efforts to identify, extract, and communicate identified, confirmed, or absent occupational data through active participation in the various Industry Partnerships encompassing Lackawanna County as well as participating in locally-scheduled, regional WIB staff meetings to ensure coordination and collaboration.</p> <p>Lackawanna County is a very close-knit community with a good deal of overlapping of Board memberships. Currently, there are six individuals sitting that represent academic institutions, both public and private, who provide insight into current academic trends and possibilities for re-defining course curriculums to meet the changing needs of the community. As an example of a current collaborative effort, a Committee has been formed and is working specifically to address the resurgence of electronic positions regionally. Spearheaded by the Greater Scranton Chamber of Commerce, members also represent Johnson College, Lackawanna College, the WIB staff, business/employers, WIA operations, a local marketing firm (whose President sits as a WIB member), and additional entities. This committee is producing brochures, power-point presentations, newly designed training curriculums, possible expansion of training facilities, etc., in an all-out effort to address the growing need for competently trained electronic workers across several employers. Outreach is targeting not only</p>

<p>Guiding Questions for Standards Number 2.</p>	<p>LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.</p>
<p>e. How has the Board determined what additional occupations should be added to the Commonwealth's list of high priority occupations?</p>	<p>unemployed and dislocated adults and out-of-school but local high and intermediate school students, as well, to promote early course scheduling of appropriate subjects (i.e., strong math concentration) into post-secondary training and, ultimately, good, family-sustaining jobs. <i>As a "next step" to the described electronics initiative, the WIB is working closely with the Chamber to address needs within the life sciences/health care field. To date, a survey has been completed with 33 responding employers that delineate needs across the industry. This survey has been distributed to neighboring WIBs for replication. A seventeen-member committee including local employers, educational personnel, and economic development officials meets monthly for planning purposes. In addition, WIB staff has developed and maintain close relationships with a variety of local employers across several sectors to formulate needs-based plans for expenditure of Industry Partnership Worker Training Grant dollars.</i></p> <p><i>WIB staff has become increasingly engaged with the WIRED, Wall Street West initiative, serving on the Human Capital Committee. The extensive occupational and academic information produced through a comprehensive Gap Analysis, serves as a catalyst for occupational refinement and academic development relating to the Business/Financial/Information Technology sectors. Occupational analysis across other identified Industry Clusters will aggregate needs across industry for specific occupational development.</i></p> <p><i>WIB staff reviews the local priority list which is made available prior to the beginning of each fiscal year to determine if additional occupation, other than those listed as currently in demand as identified by the Center for Workforce Information and Analysis, need to be petitioned for inclusion on the list. This is reviewed with the knowledge of anticipated growth of existing businesses and the development of new jobs. Due to the expertise of Board members in the economic climate of the region, their knowledge guides/steers activities in developing areas. <i>In addition, Board staff routinely participate in the Chamber of Commerce's recruitment efforts to attract new business and industry to the area which ensures that the Board is cognizant of the fluctuating conditions as they occur or even prior to their occurrence which may dictate the need to add specific occupations to the regional demand list. This involvement includes participation in meetings with employers (or their representatives) who are investigating the climate of the Lackawanna County area for consideration of relocation into or start-up of a new business.</i></i></p> <p><i>The Occupational Analysis coupled with Industry Partnership occupational needs identification, will serve as validated tools in determining petitioning the high priority occupations listing.</i></p>

3. The LWIB has organized, or actively supported the development of industry partnerships in key targeted industry sub-clusters and these partnerships are developing innovative approaches to improving their competitiveness and promoting best human resource practices.

Guiding Questions for Standards Number 3.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. How does the Board ensure that there are multiple employers from a targeted cluster engaged in an ongoing collaborative and cooperative partnership to identify human resource needs, develop a shared training process and generate strategies for improved industry competitiveness? For example, how have Industry Partnerships been utilized to assist targeted sectors in improving their competitive position in the global marketplace?</p>	<p>During 2005, the Lackawanna County WIB began a series of Coalition meetings designed to specifically engage a wide-range of employers in collaborative and cooperative partnerships that would substantiate local needs and provide a basis for on-going improvement of resources, develop solutions to industry-related problems, encourage communication among members and economic development and key stakeholders, etc. During calendar year 2005, coalition meetings within three of the five WIB targeted industry clusters were convened with the results documented in a Board-produced report (see Attachment C). The initial meeting of the Transportation/Logistics Coalition occurred on March 22, 2006, and the Services Sector will be addressed in late May/early June of 2006, with subsequent meetings of all groups occurring through year's end. To date, industry partnerships have not addressed competitive positions in the global marketplace. Program Year 2006 saw the formation of a number of regionalized Industry Partnerships in the areas of life sciences/health care, logistics and transportation, metals, and early childhood education. Employers from across the Northeast region of the Commonwealth are united at the table discussing training and employment needs, both current and projected, and analyzing economic trends and difficulties both internally as well as across industries. The outcome from the development of these partnerships has been the identification of structural needs (primarily in the mid-to-upper management levels but also through specific upgrades of the incumbent worker populations) which can be addressed through the award of Industry Partnership Worker Training Grant dollars which, applied specifically, can improve their competitive edge in today's global market.</p> <p>Lackawanna WIB has ensured that industry specific companies are informed and subsequently involved in the myriad of NEPA Regional Industry Partnerships. Extensive growth and maturation of the Logistics & Transportation Partnership leads the forefront in the identification of industry pertinent drivers and value of participation. 10 Lackawanna businesses are actively involved in L&T. The WIB continues to provide outreach and recruitment to companies in relation to Industry Partnerships across all clusters.</p>
<p>b. How is the Board supporting the development of industry partnerships?</p>	<p>The Board is serving as a catalyst for the formation of the Coalition groups as described above. The WIB staff prepares Industry Partnership Grants for submission to the state, as appropriate; participates in the development of regional initiatives; sits as members of regional partnerships; contacts "Lackawanna County" employers to ensure representation in regional partnership efforts by local employers, and formulates and disseminates current/fluctuating economic data to employers.</p> <p>The Lackawanna WIB has spearheaded bi-monthly meetings of all four NEPA regional WIBs. This administrative collaborative allows for greater interaction and streamlining of NEPA Regional Industry Partnership Grants. Collective review and processes have thus far resulted in a common application, invoicing processes, and cross sharing of information. This is a positive step to ensure a regional approach to industry partnership development.</p>
<p>c. How do the industry partnerships assist in identifying high priority occupations required for the current and future success of the cluster, including any emerging occupations not captured by the labor market data?</p>	<p>In addition to the answer provided in 3.a., please review the Agenda (Attachment D) from the March 22, 2006, Transportation/Logistics Coalition meeting. Included on the Agenda is a discussion period addressing industry needs and emerging occupations. Also distributed at the meeting was a survey that each company was asked to complete and return for data information purposes. These documents are included as Attachment E. All Industry Partnerships, although spearheaded by the WIB staffs across the region, are considered to be "industry-led" and guided by the needs of the actual employers sitting at the table. Trends emerge based on internal discussion of partnership members with solutions developed through substantive training options to ensure continued growth and success of the individual cluster. WIB involvement revolves around coordinating development of training plans with local educational institutions (i.e, the Lackawanna College/Johnson College Electronic Curriculum discussed earlier) and spearheading efforts to align State and local data.</p> <p>Industry Partnerships have provided a multitude of information and data (GAP analysis, SWOT Analysis, Industry Needs</p>

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<p>d. How have the training needs of the targeted cluster been collaboratively identified and addressed, including innovative approaches to developing the cluster's human capital? Have these efforts addressed human resource challenges, such as, but not limited to, development of career ladders and lattices, increasing retention and recruitment success for industry sectors in which a significant challenge is identified, or improving job quality in sectors or occupations where such an intervention is appropriate.</p> <p>e. How has additional financial or in-kind support been obtained and/or leveraged to implement the partnership's designed training initiative?</p>	<p>Assessments) that has assisted with planning efforts by identifying occupational needs, voids, and projections. Cross-referencing the occupational data with the high priority occupations listings, self-sufficiency standards information and available training programs are included in the Occupational Analysis currently being conducted.</p> <p>As previously stated, the WIB utilized calendar year 2005 as a first-step in the development of on-going and more extensive outreach to businesses and outreach. As evidenced by the survey (Attachment E), the processes are evolving to address human capital, industry/ employer challenges, career ladders within specific industry codes and system-wide, and increasing retention and recruitment. In March, 2006, the WIB submitted an Industry Partnership Proposal to the Deputy Secretary for Workforce Development on behalf of the Coalition for Aging Services of Lackawanna County, a coalition of long-term care providers, to address their immediate and long-term concern for education of their incumbent workforce as well as recruitment of new employees to meet their ever-growing needs. Initiatives of this sort will continue.</p> <p>During PY 06, outreach to employers intensified and became more defined. Receipt in the region of augmented and more diversified Industry Partnership and Industry Partnership Worker Training Grants allowed for the dissemination of dollars to more employers for training their incumbent workforce and led to the formation of larger partnerships, development of industry-specific websites and marketing material. Employers came to the table to discuss both their individualized needs as well as industry-specific concerns as exemplified by a series of interactive sessions (conducted in Mount Pocono, Wilkes Barre, and the Northern Tier area) for health care employers. Arranged by PENNTap and conducted by Penn State University, this exercise enabled employers to anonymously answer questions specific to their field including current as well as future employment trends/projections/problems, identify training needed to support upgrading of their current workforce, and promoted discussion of career ladders across the industry, not just specialized within an employer's system. Further, regionalization promoted these issues to be discussed on a much wider scope to ensure growth of the industry across a broader economic base. An outcomes report was then presented which revealed data that is now being used by a Regional Health Care Committee as a basis for development and submission of a grant for health care training dollars for PY 07. This is just one example of how the system is evolving and is currently being replicated for logistics and transportation, metals, plastics, etc.</p> <p>The NEPA Regional Industry Partnerships have made progress in these human capital areas through a variety of career ladder models, creation of curriculum, outreach and engagement to k-12 education, and better-aligned PA CareerLink industry relations.</p> <p>To date, no additional financial or in-kind support has been leveraged.</p> <p>During PY 06, in-kind contributions revolved around employers giving of their time to attend and participate in these partnerships. In addition, initiatives were obtained and provided in-kind such as the Penn State University study described above. The three, interactive sessions and subsequent outcomes plan were provided free of charge to the four participating WIBs (Lackawanna, Luzerne/Schuylkill, Northern Tier and the Pocono Counties).</p> <p>The current Electronics Partnership, as in the past, will seek to leverage RCEP, Team PA Foundation, TANF Youth, and WIA Title I funding. Other sources of funds such as WEDNet and WIRED will be utilized as applicable to the activities under this and other partnerships.</p>

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<p>more sectors, what regional efforts have been made by the LWIB to include other the appropriate partners, including other LWIBs, in developing approaches to addressing industry-specific challenges?</p>	<p>will included numerous counties and involve multiple entities in the Eastern sector of the Commonwealth is a high-budget initiative entitled the <i>WIRED-Wall Street West</i> project. Currently in its infancy stage, the initiative involves the building of a connectivity infrastructure and establishment of business development to support a multi-tiered technological advancement. Throughout PY06, relationships among the four Northeast Regional WIBs have been further cemented in dealing with industry-driven initiatives across the sectors noted above and described at length in previous pages. A white paper was developed and jointly approved by the five participating WIBs involved in the Wall Street West/Wired Project describing plans of action which has, subsequently, received approval from the WSW Executive Committee and will result in funding to each Board to promote action items. Additionally, the WIB Executive Director now currently sits as a member of the Wall Street West Human Capital Committee. And, as previously stated, employers have come together as partners, to guide the disbursement of training dollars, as deemed appropriate for upgrading within the specific industry clusters.</p> <p>The Lackawanna WIB has spearheaded bi-monthly meetings of the four WIB's comprising the Northeast to better align energies and processes with regard to existing and emerging industry partnerships. The four WIBs have also committed to conduct a NE Region Industry Analysis, to assist in Regional applications to workforce development systems. Aggregating data, such as Location Quotients and Shift Share Analysis from a Regional perspective will strengthen industry cluster initiatives by displaying overall strengths, weaknesses, opportunities and threats. The Lackawanna WIB has initiated a plan, with commitment from the Pocono Counties, Luzerne/Schuylkill and Northern Tier WIBs, to provide <i>Workforce Weeks</i> around predominant industry clusters (in replication to Health Care Awareness Week). This Regional plan incorporates PA CareerLinks activities and services, and a unified marketing and career awareness campaign.</p>

4. The LWIB has a clear strategic direction and has aligned relevant regional resources such as regional workforce, education, community development, welfare, and economic development organizations, programs and initiatives to that direction.

Guiding Questions for Standards Number 4.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. How has the Board set its strategic direction and identified relevant regional and local workforce resources - financial and otherwise?</p>	<p>The Lackawanna County WIB recently reorganized its staff with the appointment of an Executive Director to oversee all operations and an internal staff that includes an Economic Planner and Administrative Assistant. Also, the WIB now contracts with an experienced Independent Monitor who reports directly to the WIB Executive Director. It is envisioned that these changes will serve to strengthen actions of the Board and allow for more intense community involvement and outreach to increase strategic direction and identification of local and regional resources.</p> <p>Supporting comprehensive systematic change to ensure growth within workforce development strategies, the Lackawanna County WIB opted to undergo a structural redesign of member commitment through a full-Board vote on September 21, 2007. Subcommittee reorganization aligns membership affiliations with locally identified high-priority industry clusters. Recognizing the strength of collaboration among economic development, education, and employment entities, the WIB foresees these changes as support pillars to widespread workforce growth and continued economic prosperity. Seen in relation to progress, this initial step represents an obligation necessary to propagate change.</p> <p>The Board, through publication of its efforts during calendar year 2005, has taken the initial step in establishing a base-line</p>

Guiding Questions for Standards Number 4.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>d. How is the Board coordinating with, aligning, and leveraging resources from local and regional educational institutions that can support its strategic direction, including Community Colleges, State System and State Related institutions, private universities, Project 720 High Schools, school board members and all Career and Technical Education programs. How does the Board work with these or other partners to promote program offerings that are consistent with the region's high priority occupations and ensure that curriculum are kept up to date with the needs of industry and employees?</p> <p>e. How are non-WIA resources, including private sector, foundation and other public entities, being leveraged to support regional initiatives and strategic direction?</p>	<p>Commerce, under the auspices of its <i>Skills in Scranton</i> arm, and working in collaboration with a local 720 High School and accepting school district, the WIB, and Lackawanna College, submitted a grant entitled <i>Career Awareness for Students</i> that links all entities in the outreach and development of strategic planning to school age youth. In addition, as described in Section 2.d. of this document, committees/work groups have formed and are operating effectively to address industry-specific needs as they evolve. In addition, just recently, Luzerne County Community College was notified of receipt of a \$100,000 Regional Career Education Partnership Grant. The Lackawanna County WIB will participate fully in collaboration with the Luzerne-Schuylkill and Pocono County WIBs to facilitate career awareness in Project 720 high schools across the region. As an update, Skills in Scranton, as described above, has received a <i>Career Awareness for Students</i> award which is currently in the implementation phase with activities to begin by the end of June, 2006. The WIB Executive Director sits as a member of the planning/oversight committee for this grant. Coordinating with the Chamber, Workforce Investment Act Youth Program visited eleven high schools (scattered throughout the County) for the purpose of speaking with and distributing information on initiatives and available services to graduating seniors who are identified by their schools as not continuing with a formal education plan. Plans are underway to replicate this initiative (albeit with changes) to both eighth grade and ninth grade students beginning in the Fall of 2007 to ensure that these youngsters are aware of career goal planning, selecting appropriate subjects as needed by specific industries and positions, etc. In addition, the WIB Executive Director sits as a member of the Act 101/Perkins Student Support Services Advisory Board which supplies funding that strengthens Career Technology Education initiatives. Also, during this past Spring, a reciprocal agreement was signed between the Lackawanna County Career Technology Center (CTC) and Johnson College that allows CTC students to earn college credits during their high school career. The Board also welcomed Dr. Ann Pipinski of Johnson College and Mark Volk of Lackawanna College as Board members in early January.</p> <p>The newly formed Education sub-committee of the Lackawanna WIB will be the "hub" for information and discussion that aligns k--life long learning practices and programs with the needs of industry.</p> <p>To date, no non-WIA sources of funding have been leveraged; however, on-going coalition and partnership meetings will identify community needs/trends to allow for future investigation of outside sources of funding.</p> <p>The award of Industry Partnership and Industry Partnership Worker Training Grants across the region has significantly impacted the Board's ability to address growing needs within a variety of industries/clusters (as described throughout this document). In addition, usage of a State Plastics Grant award has also augmented Board capabilities. Wall Street West/WIRED funds will continue this growth throughout PY 07. The Board also applied for and received a "Ticket-to-Work" Medicaid Infrastructure Grant and has made application for a Pennsylvania Youth in Transition (PAYT) Proposal, both of which will support and augment community services. At this time, the Board also anticipates investigating Foundation grants as part of its overall strategic plan.</p> <p>The Lackawanna WIB has prepared a resource map to better align existing resources and energies. The strengthening of collaborative relationships and collective planning efforts will assist in not only supporting regional initiatives but allow for prudent leveraging of funds.</p>

5. The LWIB has both a broad-based and a targeted cluster-linked integrated business services plan. The business services plan ensures continuous outreach to employers, the identification of employment opportunities and the posting of these opportunities to the PA CareerLink system.

Guiding Questions for Standards Number 5	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. Does the Board, along with its workforce partners, have a business service plan in place?</p>	<p>At this time, the WIB has not instituted a formal Business Services Plan. This has been handled in the past by a WIB system that entailed first-step, basic outreach. A formal Business Services Plan is currently being addressed by the newly-appointed Executive Director and will build upon the business survey documents included as Attachment E. In addition, the WIB Planner sits as a member of the Lackawanna County CareerLink’s recently organized Business Services Team to ensure coordination of effort and non-duplication of services. Through it’s services arm, the PA CareerLink Lackawanna County, a Business Services Team (BST) is now providing linkages to industry sectors across the County. Recently realigned by staff appointments to specific clusters, oversight of day-to-day activities remains with the Site Administrator who provides reports to the full Board at quarterly meetings. The WIB Executive Director and Economic Planner attend meetings to provide Board guidance and oversight. An in-house procedural manual is developed and utilized to ensure systematic business practices and increase overall productivity. Additionally, the WIB Director will oversee the development of a Business Services Strategic Plan that is planned for commencement in July 2007. The Lackawanna WIB identified basic knowledge deficiencies within the BST and chose to table the development of the BST Strategic Plan until staff-development sessions were conducted. Given the inclusive process of Strategic Plan development, this decision was prudent. WIB Staff members have provided a “WIB 101” session to the BST and full partner staff of the PA Careerlink, to convey WHO the WIB is, HOW it is comprised, and WHAT is its function. The training afforded a visual review in the form of a flowchart. WIB Staff members have provided an “Industry Clusters” staff development session to discuss clustering of industry, review of local Industry Cluster Analysis data, and how to utilize web-resources to extract pertinent data. The development of a Strategic Plan is an agenda item for the January 2008 BST meeting.</p>

<p>6. The LWIB is ensuring that its PA CareerLinks provide excellent and fully accessible services to both employers and job seekers.</p> <p>Guiding Questions for Standard Number 6.</p> <p>Please note that part of the information used to evaluate performance under this standard will be the information already provided by the CareerLink evaluation process</p>	<p>As stated above, no formal Business Services Plan is written; however, outreach has occurred to four specific target areas that is documented by the enclosed Attachments. As can be found through reference to that material, workforce needs are being identified and addressed within the targeted industry clusters. As a result of a comprehensive planning effort for early FY 07 but no less a significant effort in the method of operation and outreach to businesses within targeted industry clusters. This has been accomplished through the assignment of specific Business Services Team members (both a primary and secondary) to specific industry clusters to ensure personal identification by employers and development of industry-specific expertise by staff thus enabling high-quality service provision. In addition, records are now compiled and maintained both electronically and through a centralized filing system with accessibility by all BST members for reference purposes. And, most recently, the PA CareerLink Lackawanna County served as host to representatives from all other Northeast regional CareerLinks in the formation of Regional Business Services Team to ensure regional collaboration and coordination of services. Given the on-going guidance and oversight of the WIB staff, the BST will continually improve its outreach and alignment to targeted clusters. Given the maturity of the Logistics & Transportation Industry Partnership within the NE Region, and commitment of the PA CareerLink BST member assigned to this cluster, L & T will serve as a model for internal BST structural processes. This BST member, in collaborative nature with WIB staff, is in tune with the Partnership, its industry identified workforce needs and challenges.</p>
<p>a. How do the PA CareerLinks fit into the LWIB's overall strategic plan to address the region's human capital needs?</p> <p>c. How does the Board proactively work to reduce duplication and increase coordination among relevant governmental entities that do outreach to employers, including welfare providers, economic development agencies, and PA CareerLink and specific program job developers?</p> <p>b. How does the Board ensure that PA CareerLink operators are fully informed of the priorities of the Board and monitored on a regular basis to ensure that they are educating and training their staff to fulfill the requirements of the Board?</p> <p>e. How does the Board obtain feedback from employers and is this how does the Board ensure that PA CareerLink are providing services to employers and job seekers that support the development of the region's targeted industry clusters?</p>	<p>The PA CareerLink Lackawanna County is the only comprehensive One-Stop Center located within the County and serves as the WIB's functional arm for the provision of all employment and training-related services. Comprised of a wide-variety of the WIB's CareerLink staff and other work partners in collaboration with the WIB staff, the PA CareerLink staff (its strengths in Business Services and employment distribution) as well as other WIB staff (its ability to determine and track OJT placement data) and program interaction and collaboration by appointment. On the part of the PA CareerLink staff, it has 30 years of experience in the management of PA employment and training programs in Lackawanna County and sits on numerous local Boards and Committees to ensure the collaboration of efforts as the front-line contact entities for businesses looking to augment and strengthen their workforce. As previously stated, the BST has been redesigned by industry cluster to ensure the provision of comprehensive, informed services.</p> <p>On-going technical assistance by the WIB staff will ensure PA CareerLink staff and those engaged in Business Services are in tune with compiled data, reports, surveys, identified necessities of our regions employers.</p> <p>The Lackawanna County CareerLink has incorporated high-priority occupations into several weekly workshops to inform both job seekers and staff of current trends. Career decision-making workshops that identify skill interest sets set the tone for that Board priorities are disseminated to the Site Administrator and, subsequently, to the line and partner staff. In addition, with the new Board staff changes, the method of communication has become more defined to include quarterly Weekly staff meetings keep staff abreast of current career paths, special funding and regional projects to assist in goal setting. Dissemination of Board issues and directives to the Operators and a substantial interaction with the Business Services Team (BST). The WIB Planner works closely with the BST in coordinating outreach to businesses and industries. Also, the WIB Executive Director now attends all BST meetings and will oversee the upcoming development of a BST Strategic Plan.</p> <p>WIB Staff are conducting an on-going series of Staff Development Sessions to ensure information flow.</p> <p>In the past, a WIA staff member did a monthly follow-up/staff survey of employers to determine satisfaction with services and how to improve service and clarify activities. With the development of the CareerLink Business Services Team (BST) under the new Site Administrator, the BST staff that do the professional industry level work are conducting surveys which employer needs are designed to be addressed by the BST in accordance with developing the format for development of the Site Administrator with first-hand BST knowledge on the discussion for implementation of service strategies to address current and projected needs. In addition to the Site Administrator convening Consortium of Operator meetings and reports on on-going site activities, services and the WIB Economic Planner, and now, also, the WIB Executive Director provides the BST with up-to-date information to ensure that CareerLink activity is in line with current and/or fluctuating economic trends. Local CareerLink workshops on Career Decision-making are designed to focus on high-demand occupations as well as addressing specific skill sets needed within particular industries.</p> <p>On-going WIB support will ensure that all compiled data analysis information, sub-committee information/decision making</p>

<p>Guiding Questions for Standards Number 6.</p> <p>Please note that part of the information used to evaluate performance under this standard will be the information already provided by the CareerLink evaluation process</p>	<p>LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.</p>
<p>(The following questions do not need to be answered on this form)</p> <p>d. How does the Board determine the number and geographic location of the CareerLinks comprehensive and mini-centers and access points?</p> <p>e. How has the Board met its obligations to support the Commonwealth's Quality Review Process for PA CareerLinks? Has the Commonwealth certified all PA CareerLinks? If not, what is the Board doing to ensure that all PA CareerLinks are certified?</p> <p>f. How has the Board ensured that all PA CareerLinks are fully accessible to all people with disabilities?</p> <p>g. How does the Board measure the satisfaction of PA CareerLink customers and how is the data used to improve services?</p>	<p>items, the development of <i>Workforce Weeks</i> and industry cluster developments/ notable outcomes are shared with PA CareerLink staff members and are fully understood. Action items will promote the increased alignment of Core and Intensive services provided.</p> <p>* Please note that answers to Standards Number 6, Sections d, e, f, & g are not required – see statement at left.</p>

7. The LWIB has established a youth strategy aligned with the regional labor market analysis and the Commonwealth’s high priority occupations and has taken action to implement the strategy for youth in the local workforce investment area.

Guiding Questions for Standards Number 7.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. Has the Board established a youth services strategy for its region? If so, please describe it.</p>	<p>The Lackawanna County WIB has entrusted the provision of youth services to a select, dedicated group of individuals serving as members of the Lackawanna County Youth Council (YC). In existence since inception of the WIA of 1998, the Youth Council oversees all aspects of youth program operations and holds direct responsibility for program design and implementation. Meeting approximately every two month, the YC receives in-depth programmatic and fiscal reports from youth program staff; follows an approved Request for Proposal (RFP) format, when applicable; and guides youth activities to mirror needs within the community. The Youth Program staff includes outreach visits to schools, parent groups, community-based groups, and involvement in local functions and activities in its planned activities. A “Youth Activities Manual” is available that outlines all aspects of program operation and strategies. All Youth activities are relayed to the Board through dissemination of YC meeting minutes and by the YC Chair report at Quarterly WIB meetings. More recently, the Youth Program staff has intensified it’s outreach to schools (11) visits to high school in the Spring of 2007 with direct access to graduating seniors not pursuing further education; attends back-to-school nights and community events (Teen Resources Fair); presentations at local housing developments; participated in a “Night of Opportunity” at Scranton High School for youngsters with disabilities; and presentations to the Lackawanna County Interagency Council School- Age Mother’s Program. Future endeavors include expanding in-school visits to both the eighth and ninth grade populations for presentation of a career awareness package and the development of a “drop-out” package to be distributed to every school/school district within the County to ensure that students facing this decision are aware of the comprehensive services available.</p> <p>As previously stated herein, WIB realignment has promulgated systemic change including the strengthening of Youth Council involvement. The addition of two new members representing the Greater Scranton Chamber of Commerce ensures broadened outreach capabilities to school districts, coordination and non-overlap of efforts, development of wider-based initiatives and collaboration in the distribution of training resources (i.e., WIA, RCEP grants, etc.). The implementation of <i>Workforce Weeks</i>, as previously discussed, will expand to include on-site visits to schools by WIB and WIA Youth Program and Chamber of Commerce staff, community leaders, industry workers, etc. across the specific targeted cluster. In addition, strategies to address younger youth at the elementary level is prudent and, to date, has occurred through the dissemination of industry-specific, occupational “flash-cards,” to all “fifth-graders in Lackawanna County public and parochial schools.</p>
<p>b. How has the Board articulated its youth strategy to local education providers, youth programs and other potential partners?</p>	<p>Due to the fact that Lackawanna County is a single-County, close-knit community, local education providers, other youth program entities, and other potential partners are aware of the Youth Council’s activities. RFPs are solicited not only locally but from a number of providers located outside the immediate area (i.e., two current contracts with Henkels & McCoy, Inc., a corporation located in Montgomeryville, PA.) In addition, and as stated above, program staff conduct informational sessions off-site, usually upon request from a local school district, Head Start parent groups, the Boys and Girls Clubs, United Neighborhood Services, etc. Also, representatives from local educational institutions, Job Corps, local employers, the CareerLink, a former program participant, a parent and a school district Chief Executive Officer sit as members of the</p>

Guiding Questions for Standards Number 7.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>c. How has the Board developed working relationships to advance the strategy in the region?</p> <p>d. How do the Board and its youth services provider(s) ensure that youth programs under their control partner with private sector businesses and other entities to ensure a variety of work experience and learning opportunities?</p> <p>e. How does the Board use the WIA youth funds it oversees to leverage a wider impact on the local workforce investment area's "at risk" youth population?</p>	<p>Council. The WIB Executive Director and WIA Youth Operations Director are members of the Northeastern Intermediate Unit (#19) Transition Council. Please see outreach efforts as exemplified above.</p> <p>As defined above, WIB membership is evaluated yearly and includes seeking professionals with a history in youth services, activities, teaching, etc. that bring to the table highly-diverse and widely-spread community linkages to ensure substantive, collective planning and outreach capabilities. A newly installed member is a gentleman, re-located from California and Oregon, with a history of youth-related service, bringing new ideas and perspectives that encourages growth and development.</p> <p>Working relationships, as described above, are long-standing and serve to thoroughly advance and promote integrated strategies for youth in the area. As new initiatives emerge, youth program staff become involved to disseminate program and service information (i.e, attending the Fiesta en Scranton as previously described).</p> <p>Increased collaboration with the Greater Scranton Chamber of Commerce's Skills in Scranton arm has afforded the Board wider-spread access to school district personnel and provided supplementary in-roads to larger student populations. Youth initiatives information is disseminated to the local N.E.I.U. through WIB/WIA staff attendance and presentations at Transition Council Meetings and on-going discussions with local Career Technology Center staff are underway to promote developmental growth in the technical/trade areas.</p> <p>All WIB youth activities in Lackawanna County are coordinated through the Youth Council and Youth Program staff. The Youth Operations Director oversees all programmatic operations and provides direct oversight to two (2) Youth Case Managers/Counselors. The Youth Program staff is responsible for developing collaborative relationships with area businesses in the development of On-The-Job Training (OJT) opportunities and with non-profit entities for work experience placements. The Lackawanna County YC does not rely on its youth services provider(s) to perform this function. The Youth Program staff also holds the direct responsibility of coordinating any approved youth sub-contract activity including contract/financial agreement negotiation, billings and invoices, timesheets submissions, case management of participants, etc. For Individual Training Account (ITA) purposes, the youth program staff handle all activity including voucher approval to ensure that training is coordinated with high priority/targeted cluster job openings in the County.</p> <p>Firstly, all WIA youth funds are targeted to "at-risk" youth, in accordance with the WIA statutes. In addition, TANF Formula funds are received which provide additional services to "at-risk" populations. As previously stated, community linkages are in place with almost all youth service agencies (i.e., United Neighborhood Center, Boys and Girls Club, Goodwill Industries, etc.) to allow for interaction and development of appropriate activities based on community needs. During PY 06, this outreach was expanded to include such groups as the School-Age Mothers Program and Teen Resources.</p> <p>The restructure of the WIB sub-committee design (Youth Council; Industry Initiatives Committee; Education Committee) supports increased collaboration and oversight of youth activities and promotes cohesive planning to ensure that "at-risk" youth issues are addressed as development and design of activities occur.</p>

Guiding Questions for Standards Number 7.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>f. How has the Board established goals for youth outcomes that include youth populations beyond those served by WIA funds?</p> <p>g. How have the Board and its local youth provider(s) informed the broader populations of schools, youth and other entities about regional labor market information and high priority occupations?</p> <p>h. If the local area has a Project 720 high school, how has the LWIB reached out to such Project 720 high schools? And how has this outreach led to opportunities for collaboration, cooperation and the sharing of information?</p>	<p>At this time, the Board has not established goals for any youth populations beyond those set by WIA/TANF funds.</p> <p>Over the past two years, the Board, through its collaboration with the Greater Scranton Chamber of Commerce, has established significant goals revolving around 1) increased in-roads to overall in-school student populations promoting career-awareness campaigns; 2) developing training initiatives for the out-of-school youth population which mirror local industry needs; and 3) promoting the use of the PA CareerLink Lackawanna County through an extensive marketing campaign specifically targeting the 18-21 youth-aged population. Identifiable outcome measurements for this wide-spread population will evolve slowly based on future placements in industry-specific positions, shifts in out-migration trends, fluctuations in educational/training institutions enrollments, etc.</p> <p>The Lackawanna County WIB's youth staff has, for the past three years, been developing in-roads into local school districts in an attempt to provide information to school-age populations. Starting primarily with gatherings of Senior students identified by their respective schools as not-college bound, the Youth Program staff presents a power-point and question and answer session at eight to ten schools per year explaining all out-of-school youth program opportunities and encouraging enrollment in the PA CareerLink system. In addition, for the past two years, staff has participated in the Commonwealth's Health Career Week activities that involved promoting high-priority health care occupations (to over 250 youngsters in 2005) and is currently planning upcoming school visits as part of an economic development outreach campaign, describing specifics involved with high-demand electronics jobs in the area. A collection of brochures is available explaining actual employer opportunities, educational linkages, financial aid, WIB services, etc. These brochures will be distributed to local high and intermediate schools and throughout the community with samples included herein as Attachment F. And, as previously stated within this document, expanded in-roads are under development to be implemented during the Fall of 2007 which will reach a younger student population and enable the beginning of educational planning based on job classifications and advanced training requirements.</p> <p>Currently, the collaborative effort with Skills in Scranton is engaging targeted populations of students (math, science classes and teachers) for discussions of careers in Technical fields, importance of STEM academics and the relationship between courses and careers in specific sub-clusters (i.e., electronics).</p> <p>As previously explained in Section 4.d., collaborative efforts are underway with regards to Project 720 and will intensify if <i>Career Awareness for Students</i> is implemented. This effort is spearheaded by the Skills in Scranton arm of the Greater Scranton Chamber of Commerce. To this end, two 720 schools in Lackawanna County (Lakeland School District and Scranton School District) are now actively participating in the newly awarded Career Awareness for Students Project by participating in a "teacher-in-the-workplace" activity during June, 2006. The WIB Executive Director and WIA Youth Operations Director sit as members of the oversight committee for this project. In addition, sessions are now set for the local 'youth awareness traveling team" to speak with math teachers from Scranton High School to discuss the severe shortage of electronics workers in the area and the need to promote math and math-related subjects to interested students.</p> <p>Currently three schools are 720. All were engaged for Health Careers Awareness Week (November, 2007) with administrative assurance for continued participation in other industry cluster engagement activities.</p>

8. The LWIB maintains sound fiscal practices, develops the budget with Board members' input and the budget process ensures that WIA investments are aligned with the strategic direction established by the Board.

Guiding Questions for Standards Number 8.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. Are all outstanding audit exceptions and/or other compliance issues either resolved or is there a plan in place to resolve them, or an appropriate appeal in process?</p> <p>b. How is the Board made aware of the options for investing WIA funds?</p> <p>c. How is the Board involved in the process to allocate WIA funds, and other funds when appropriate, in accord with its strategic direction?</p> <p>d. How does the Board receive appropriate feedback on financial investments to ensure its strategic direction is being followed and funds are being properly expended?</p> <p>e. How does the Board oversee other funds under its control such as welfare and other workforce development investments?</p>	<p>To date, there have been no audit exceptions in the operation of any activities within the Lackawanna County WIA.</p> <p>The Board receives in-depth financial and programmatic reports at each Quarterly WIB meeting which detail the expenditure of dollars by category as well as a year-to-date Fiscal report (again, see sample Attachment B) by funding stream which provides a current picture of expenditures and the types of services being provided with these dollars. WIA program staff present these reports and are available to answer any questions.</p> <p>As described above, any/all program operations flow from direct guidance by the Board, either at Quarterly meetings or handled by the Executive Committee. A current example is the Board's direct involvement in the campaign under development to specifically target the current and predicted need for electronic workers in the region. Involvement includes the development of a WIB brochure by the Executive Director (see Attachment F), WIA funds being utilized to support training, a supply of WIB promotional items to be disseminated at school-based informational sessions, WIB/WIA staff making presentations, as appropriate, etc. And, as stated above, through quarterly review of expenditures, the WIB has the capability to channel funding into targeted cluster areas.</p> <p>Please see Section 8.b.</p> <p>A member of the WIB sits as Chair of the Welfare Local Management Committee which meets monthly and during which time any/all welfare program funding issues are discussed. At this time, no funds above and beyond WIA and DPW are received. In addition, the reporting process at Quarterly Meetings has been expanded to include any/all Industry Partnership and Industry Partnership Worker Training Grants received by the Board.</p>

9. The LWIB is in compliance with the negotiated requirements of the quantitative measures of the Pennsylvania Performance Management Plan.

Guiding Questions for Standards Number 9.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. How is the Board meeting its performance standards negotiated with the Commonwealth in accordance with the State's plan with U.S. Department of Labor? (Please attach the latest WIA performance report)</p> <p>b. How has the Board demonstrated that it is taking corrective action on any monitoring issues found in federal or state reviews?</p> <p>c. How is the Board managing the provision of services by the local PA CareerLink system to ensure negotiated performance standards are met?</p>	<p>During PY 05, the Lackawanna County WIB met all fifteen (15) performance standards negotiated with the Commonwealth. As the initial State piloting the new Common Measures standards, the Commonwealth recently produced its first local report which was received at the local level on March 17, 2006. At present, the Lackawanna County WIB has taken the report under review due to the complicated reporting system and incomplete data. Concerns exist with the calculations contained in this report. The Commonwealth is allowing for renegotiation of these standards possible in April for this trial-year period. This report is included as Attachment G. At present and throughout PY 06, the Board is meeting/has met eight of the nine Common Measures Levels. The one level not yet attained is the Youth Literacy/Numeracy category which must complete a full-year cycle before levels will become available. The first full-year cycle will not complete until June 30, 2007.</p> <p>To date, during Program Year 2007, no reports have been generated.</p> <p>The WIB Executive Director holds the responsibility to develop any/all corrective action plans to be submitted to the Bureau of Workforce Development (BWDP) on questionable monitoring issues. This Executive Director has 30 years of experience in employment and training programs and fully understands the requirements of the Act in regards to local operations. Responses are prepared in written format as detailed by the corresponding monitoring report letter, forwarded to the Chair of the WIB for review, and submitted, as appropriate.</p> <p>The Board dictates the provision of services at the CareerLink through its Consortium of Operators, primarily by award of WIA training dollars to high priority occupations within targeted clusters. Center workshops, outreach activities, Rapid Response sessions, etc. are geared to target fluctuating conditions within the local economy.</p> <p>The Board continues to review PA CareerLink system activities and will evaluate all performance data as it becomes available under the newly instituted Commonwealth Workforce Development System (CWDS).</p>

10. The LWIB is structured, staffed, and funded so that it can carry out its oversight and strategic roles in the local area.

Guiding Questions for Standards Number 10.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>a. How is the Board structured so as to have the maximum oversight and/or influence over workforce</p>	<p>The Board now employs an Executive Director, an Economic Planner, Administrative Assistant, and Independent Monitor who report directly to the Chair and, in turn, members, to ensure maximum oversight and/or influence over local workforce issues. The Board is also reinstating structured sub-committees to address pertinent issues and who will provide applicable</p>

Guiding Questions for Standards Number 10.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
<p>programs?</p> <p>b. How does the Board effectively leverage its funds and position to have impact on the region's workforce issues and programs?</p> <p>c. How does the Board communicate its priorities and expectations to local workforce providers?</p> <p>d. If the fiscal agent is separate from the Board, describe the mechanism by which the Board provides guidance and direction for workforce investments?</p> <p>e. How has the Board determined potential sources of funding that it can tap to support its work and priorities, in light of the local labor market, the role of other intermediaries, and the local context within which it operates?</p>	<p>reports to the full Board at Quarterly meetings. The Board has opted to employ a second Economic Planner/Research Analyst rather than an Administrative Assistant due to the development of a myriad of initiatives and staffing needs. The addition of an Administrative Assistant will occur based on future need.</p> <p>Beyond the WIB staff, the recent restructure of the full WIB board to be inclusive of specific subject area sub-committees provides greater influence over workforce programs.</p> <p>Delegation of funds locally within Lackawanna County addressing high-priority needs will, in effect, serve as a catalyst for development of region-wide initiatives for growth and advanced economic development. The current example is the "electronics" initiative, previously described herein, that targets a major employer located in bordering Monroe County, Tobyhanna Army Depot. Regional Advisory Boards are also being formed to support the distribution of Incumbent Worker Training grant funds across the Northeast region. The Board is now involved in a myriad of Industry Partnership and Industry Partnership Worker Training Grant initiatives, the Wall St. West/WIRED project, local and regional planning committees, interaction with the NEPIRC, etc. The WIB Executive Director serves on a variety of Boards and Committees including chairing the Northeast PA Area Health Education Center's Board.</p> <p>Board involvement will continue to expand to ensure effective leveraging of funds and promotion of workforce growth across the Northeast region.</p> <p>Communication occurs through personal meetings, presentations, publication of brochures, initiative information, conducting Coalition meetings, etc.</p> <p>The Fiscal Agent of the Lackawanna County WIB is the Scranton-Lackawanna Human Development Agency (SLHDA), Inc., a local non-profit Community Action Agency that has been designated by the Lackawanna County Commissioners, as Chief Elected Officials, to serve as the funding arm for all WIB/WIA activities. The SLHDA, Inc., as such and in turn, serves as the employment arm for all WIB and WIA staff. The WIB guides the disbursement of funds through the SLHDA, Inc. Executive Director who sits as a member.</p> <p>The full-Board membership receives an in-depth fiscal report at each Quarterly meeting detailing budgets, obligations, expenditures, etc. Opportunity is available for discussion, questions, comments, and suggestions involving fund disbursement.</p> <p>To date, the Board has not leveraged any sources of income above and beyond WIA funding for operational purposes. With the realignment of WIB staff, potential sources of outside funding will be researched. The Board has received funding through Industry Partnership Worker Training Grants to support the upgrading of business and industry both within Lackawanna County and across the Northeast region in the areas of early childhood education, metals, plastics, and logistics and transportation.</p> <p>The Lackawanna WIB has recently conducted a resource map and a full listing of subsidiary resources. This visual tool has assisted, along with relationship building of those funding sources, to leverage applicable funds. Examples are RCEP, WEDNet, WIRED.</p>

Guiding Questions for Standards Number 10.	LWIB Response: Note responses to guiding questions may be grouped but groupings and individual responses must cover all questions and identify the questions being answered.
f. Has the Board reviewed and eliminated unnecessary costs to ensure effective and efficient utilization of WIA and TANF funds and other funds under its direct control?	<p>As stated before, the Board reviews all costs on a quarterly basis to ensure the effective and efficient utilization of available funding.</p>

Required Attachments

1. Organizational chart of the LWIB with committees
2. Organizational chart of the LWIB staff
3. Description of the Fiscal Agent
4. Funding Summary (see following page)
5. Contact individuals who may be called to verify the information provided

Contact Individuals For Each Standard

Provide at least three names of individuals who may be contacted to verify the information submitted in the self-assessment. No more than one of the individuals may be a member of the LWIB. Examples of other contacts may be local economic development leaders, school officials, and local elected officials. The same individual may be use for multiple standards

High Performing WIB Standard	Name	Phone Number	E-mail address
Standard Number 1	Lucyann Vierling	570-342-3653	Lvierling.lcwib@verizon.net
Standard Number 2	Virginia Turano	570-342-3649	Vturano.lcwib@verizon.net
Standard Number 3	Lucyann Vierling Austin Burke	570-342-3653 570-342-7711	Lvierling.lcwib@verizon.net Aburke@scrantonchamber.com
Standard Number 4	Lucyann Vierling	570-342-3653	Lvierling.lcwib@verizon.net
Standard Number 5	Virginia Turano	570-342-3649	Vturano.lcwib@verizon.net
Standard Number 6	Virginia Turano	570-342-3649	Vturano.lcwib@verizon.net
Standard Number 7	Virginia Turano Richard Smith	570-342-3649 570-344-7106	Vturano.lcwib@verizon.net rdsmith@dli.state.pa.us
Standard Number 8	Virginia Turano	570-342-3649	Vturano.lcwib@verizon.net
Standard Number 9	Virginia Turano	570-342-3649	Vturano.lcwib@verizon.net
Standard Number 10	Virginia Turano	570-342-3649	Vturano.lcwib@verizon.net

Funding Summary

LWIB Lackawanna County

Provide below the amount and percent of local WIA and TANF funds spent in each of the categories

Category	Amount * Amounts are approximated	Percent of Total Available
Support for the LWIB and its functions	\$ 145,000.00 \$200,000	8% 11%
Industry Partnerships	4,000.00 \$163,200	Less than 1% 9%
PA CareerLinks	526,807.00 \$527,594	28% 28%
Training and Education	1,068,200.00 \$1,156,670	57% 62%
Other uses – describe *	128,000.00 \$108,000	7% 6%

* youth work experience wages and fringes including a summer work program, youth incentive awards, advertising, and promotional/marketing items.