

County of Delaware Workforce Development Board

County Council

Brian P. Zidek
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Vice Chair

Kevin M. Madden
Elaine Paul Schaefer
Christine A. Reuther

Workforce Development Board

Albert Danish
Chairman

Kate McGeever
Executive Director

April 1, 2021

To: Deputy Secretary for Workforce Development of Pennsylvania

On behalf of the Delaware County Workforce Development Board, I approve the submission of the PY 2021–2024 WIOA Regional and Local Plans for Delaware County. These documents are being submitted for your review with the concurrence, support and approval of the Delaware County Workforce Development Board at its meeting on March 4, 2021 as per WIOA regulations WSP# 108-01, Change 1. The regional and local plans provide the framework in defining how a designated area's workforce development system will achieve the purposes of WIOA. Therefore, the Delaware County Workforce Development Board used input from local employers and stakeholders, as well as labor market data to create goals for the next three years. These plans also identify the strategies which will enable the workforce development system to reach these goals.

The Delaware County Workforce Development Board solicited public input in accordance with WIOA Sec. 107 and 20CFR Part 679 for the period of February 24, 2021 to March 25, 2021. The plans were available for review on the Chester County Workforce Development Board's website (<https://www.chesco.org/DocumentCenter/View/62077/Delaware-County-Local-Plan>) and a public legal notice was published in The Delaware County Daily Times. A screen shot of the online posting and copies of legal notice with dates of public notification is also included in the submission. Comments received are referenced on page 59 of the submitted plan.

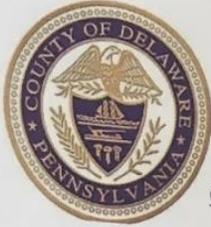
If you have any questions or need additional assistance, please do not hesitate to contact Kate McGeever by telephone at 484-745-7636 or via email at mcgeeverk@co.delaware.pa.us.

My signature below certifies that I approve the submission of the PY 2021- 2024 WIOA Regional and Local plans to the PA Department of Labor & Industry.

Best Regards,

A handwritten signature in black ink that reads "Albert Danish". The signature is written in a cursive style.

Albert Danish
Chairman, Delaware County Workforce Development Board



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Brian P. Zidek
Chairman, Delaware County Council

Delaware County Workforce Development Board



Multi-Year Local Area Plan

2021-24

Effective July 1, 2021

Introduction

The following Multi-Year Local Area Plan 2021-2024 lays out the goals and strategies for the Delaware County Workforce Development Area. The Delaware County Workforce Development Board identified these goals and strategies based on insights gleaned from data analysis and stakeholder input. The goals were aligned to the priorities of Delaware County employers, local elected officials, and regional partners. This document is designed to lead Delaware County's workforce development recovery from COVID 19 and to maintain a world class workforce into the future.

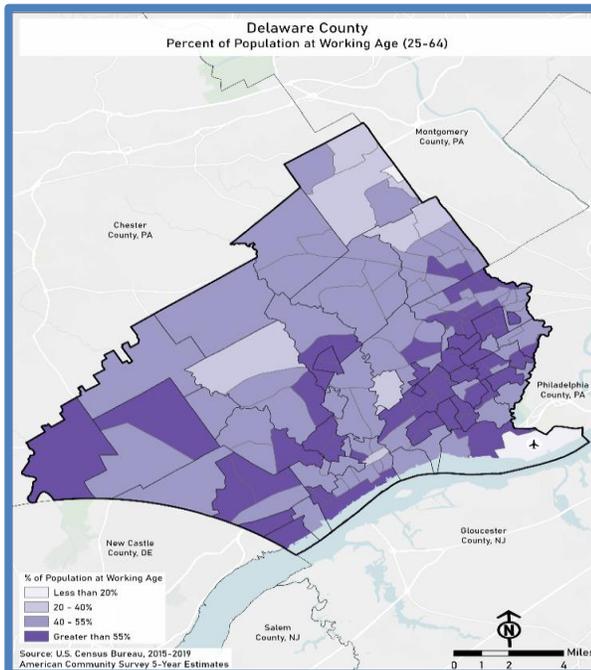
Section 1: Strategic Planning Analysis: Local Area Workforce and Economic Analysis

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

The Delaware County Workforce Development Area (WDA) includes all of Delaware County in southeastern Pennsylvania. Delaware County has an approximate population (2019) of 566,747 with 207,257 households. Of the overall population, 48.2% are male and 51.8% are female, with a median age of 39.¹

The population of Delaware County increased since 2014 with the greatest increases in age groups 55-64 and 65 and over. The result is a decrease in the percentage of prime working age adults. The Delaware County Workforce Development Board (DCWDB) will need to address the loss of retiring workers, their institutional knowledge, and the need to prepare younger workers to fill potential jobs in the region.

Population Table	2014	2019	Change
18 and younger	22.4%	22.0%	-1.8%
18-24	10.4%	9.9%	-4.8%
25-34	12.8%	12.9%	0.8%
35-44	11.8%	12.3%	4.2%
45-54	14.1%	12.3%	-12.8%
55-64	13.5%	14.1%	4.4%
65 and over	15.1%	16.7%	10.6%
prime working age (25-64)	52.1%	51.6%	-1.0%
Total	562,960	566,747	



MAP 1: *Percent of Population at Working Age*

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed a map that depicts the residence of individuals age 25-64. The distribution of working age individuals is irregular. Working age individuals are concentrated around the County seat of Media and along transportation lines into Philadelphia.

¹ United States Census Bureau. Accessed at <https://data.census.gov/cedsci/table?q=delaware%20county%20pa&tid=ACSDP1Y2019.DP05&hidePreview=false>

Population- Race

Compared to Pennsylvania, Delaware County is racially diverse. Considering this, it is important that diversity, equity, and inclusion is a factor of workforce development.

Population by Race		
	Delaware County	Pennsylvania
White	68.7%	80.5%
Black	21.6%	11.2%
Other	9.7%	8.3%
Hispanic Origin (all Races)	3.8%	7.3%

Source: Center for Workforce Information and Analysis.

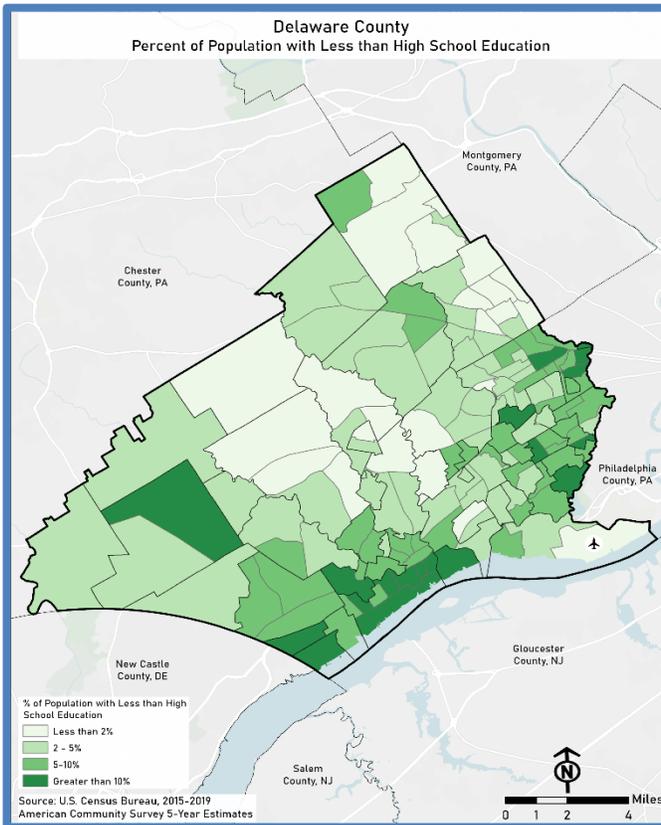
Population- Education

The Delaware County WDA has a well-educated workforce in comparison to the overall population of Pennsylvania. According to the CWIA, Delaware County has a higher percentage of adults ages 25 and older who hold at least a bachelor’s degree (39% v 31.4% for PA) and a lower percentage with less than a high school degree (6.9% v 9.5% for PA).

Population 18 to 24 years	2014	Male	Female		2019	Male	Female
	58,298	29,462	28,836		55,825	27,452	28,373
Less than high school graduate	11.7%	12.2%	11.1%		10.0%	13.5%	6.7%
High school graduate (includes equivalency)	29.8%	33.4%	26.1%		34.7%	36.1%	33.4%
Some college or associate degree	43.5%	43.7%	43.2%		40.9%	38.1%	43.6%
Bachelor's degree or higher	15.1%	10.7%	19.6%		14.4%	12.4%	16.3%

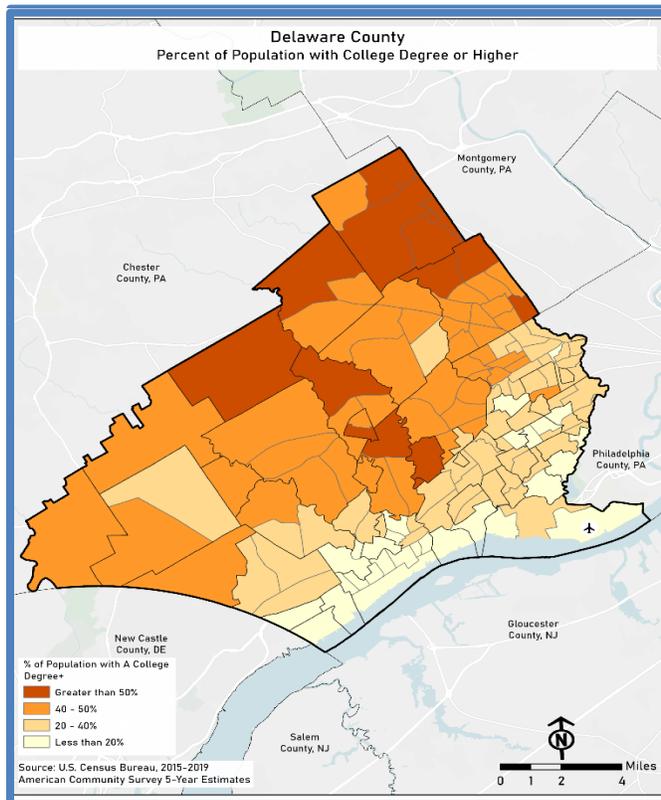
Over the last five years, there have been changes in education level that correlate with gender. Women in the 18-24 age group have increased their high school completion rate with only 6.7% holding less than a high school degree. Men in the 18-24 age group have decreased their high school completion rate and their enrollment in secondary education. This indicates that increased focus on education, particularly high school completion, is necessary.

Some communities in Delaware County’s southern edges and bordering Philadelphia struggle with high school completion while the northern edges are home to high concentrations of college graduates. The middle of the County (Springfield, Media, etc.) has a population with diverse educational backgrounds.



MAP 2: *Percent of Population with Less than High School Education*

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate the areas in Delaware County with the highest percentages of residents with less than a high school diploma.



MAP 3: *Percent of Population with College Degree or Higher*

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate that areas of Delaware County with the percentages of individuals with a college degree or higher.

Income

The economy of Delaware County, PA employs 279k people. The largest industries in Delaware County, PA are Health Care & Social Assistance (52,041 people), Educational Services (30,849 people), and Retail Trade (28,300 people), and the highest paying industries are Utilities (\$83,216), Professional, Scientific, & Technical Services (\$77,047), and Finance & Insurance (\$72,445).²

Delaware County Resident Income	
Per Capita Personal Income	\$39,524,914
Total Personal Income	\$69,740
Median Household Income	\$74,477*
Median Family Income	\$96,632*

*2019 adjusted dollars
Source: Center for Workforce Information and Analysis.

Population with Barriers

Delaware County WDA residents face multiple challenges and barriers to employment. The COVID 19 pandemic has increased these challenges, especially for certain individuals. A close review of selected barriers informs the Local Plan goals including an analysis of poverty levels, individuals with disabilities, English language learners, and individuals with low level of literacy.

Individuals with Disabilities

According to the Center for Workforce Information and Analysis, in Delaware County 9.8% of the labor force population has a disability. Individuals with disabilities have a low labor force participation rate of 45.4% and a high unemployment rate of 11.2%.

Disability and Labor Force Status of Working Age Population (Ages 16-64)						
			Unemployment Rate		Labor Force Participation Rate	
Total Population Age 16-64	Number of Individuals with a Disability	Percentage of Population with a Disability	No Disability	Disability	No Disability	Disability
345,175	33,665	9.98%	5.1%	11.2%	82.7%	45.4%

Source: Center for Workforce Information and Analysis

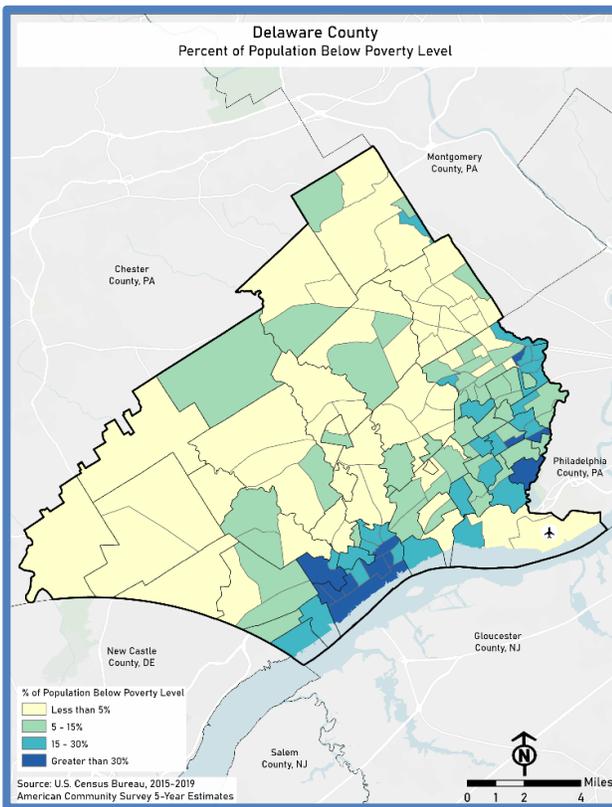
²Data USA. Accessed at <https://datausa.io/profile/geo/delaware-county-pa/>

Poverty

Prior to the COVID 19 pandemic, 9.9% of Delaware County residents and 13.8% of children were in poverty, lower than the 12% rate for Pennsylvania. Some communities are hit harder than others. The map below illustrates the concentration of poverty in and around the City of Chester and the Township of Darby.

	All People in poverty (2019)			Children ages 0-17 (2019)		
	90% confidence interval of estimate			90% confidence interval of estimate		
	Percent	Lower Bound	Upper Bound	Percent	Lower Bound	Upper Bound
Pennsylvania	12	11.8	12.2	16.5	15.9	17.1
Delaware County	9.9	8.7	11.1	13.8	11.5	16.1

Source: US Economic Research Service. Accessed at <https://data.ers.usda.gov/reports.aspx?ID=17826>



Map 4: Percent of Population Below Poverty Level

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate the poverty levels in areas of Delaware County.

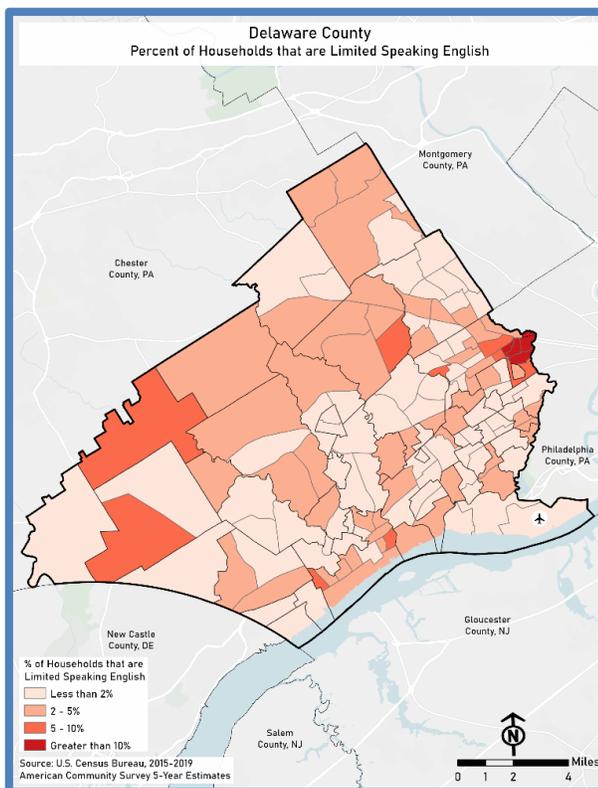
This map shows that the City of Chester and Darby Township have some of the highest levels of poverty in the County greater than 30%. The map also shows that areas closest to Philadelphia County have higher levels of poverty.

Individuals Who are English Language Learners

Delaware County has a significant population of foreign-born individuals (10.4%) compared to Pennsylvania (6.9%). Upper Darby Township has 21.3% foreign born residents according to the Census QuickFacts 2019. Immigrants can face multiple barriers to employment including lack of English language proficiency, inability to transfer credentials or professional licenses from their home country, and workplace cultural differences. This table shows the number of Delaware County residents who describe themselves as speaking English less than very well. *Source: Center for Workforce Information and Analysis.* According to the American Community Survey 2019 estimates, though 9.8% of the adult population speak languages other than English, no single language rises above 5%. Residents of Delaware County who speak languages other than English speak many different languages.

Speak English less than "very well", Ages 5 and Older

Total	Number	Percentage
530, 820	23,264	4.4%



Map 5: Percent of Households that are Limited Speaking English

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate the percentage of Households that are Limited Speaking English.

This information is critical when allocating services to this population.

Research shows that foreign-born individuals are at greater risk of being underemployed. According to Batalova, Fix, Mittelstadt, Marek Zeitlin *“Nearly 2M highly-skilled immigrants in the United States are working in low-skilled jobs or are unemployed—a phenomenon known as “brain waste” or skill underutilization. There were 45.6 million college graduates in the U.S. labor force; 7.6 million were born outside the United States, according to our analysis of 2009-13 U.S. Census Bureau data. Of these 7.6 million immigrants, one in four, or 1.9 million individuals, were either underemployed or unemployed—a far higher share than for the U.S born”*³

³ *Untapped Talent: The Costs of Brain Waste Among Highly Skilled Immigrants in the United States.* Accessed at <http://bitly.com/MPIUntappedTalent>

Returning Citizens

Delaware County is home to three correctional facilities: George W. Hill Corrections Facility, State Correctional Institution in Chester, and Delaware County Youth Detention Center. The George W. Hill Corrections Facility has capacity to hold 1883 inmates and “is responsible for the incarceration of pre-trial detainees and persons serving a county sentence of two years or less one day or state sentences of five years less one day”.⁴ According to a report to the Delaware County Reentry Coalition, 65% of the more than 5,000 commitments were Delaware County residents and 77% were discharged within the first two months of commitment.

The Delaware County Adult Probation and Parole Services supervises adults who are sentenced to a county probation, parole, or placed on the Accelerated Rehabilitative Disposition as well as special courts including Program Drug Treatment Court, Veterans Treatment Court, Mental Health Treatment Court, and Young Offenders Treatment Court. During 2020 there were 11,574 active clients under supervision.

The Delaware County Justice System, along with many community stakeholders, is developing a comprehensive Reentry Coalition to support Returning Citizens, regardless of their level of incarceration. During 2021 the Reentry Coalition will investigate what barriers to success Returning Citizens face in Delaware County and will seek to reduce counterproductive barriers.

Individuals Experiencing Homelessness

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

As a result, connecting people experiencing or at-risk of homelessness with job training and placement programs is critical to ensure they have the tools they need for long-term stability and success. Facilitating access to work supports like childcare subsidies and transportation assistance can help increase the likelihood that individuals will be able to retain employment.”⁵

According to the National Alliance to End Homelessness, on any given night in 2019 in Pennsylvania, 13,199 individuals are homeless.⁶ Delaware County Homeless Services Coalition consisting of over ninety (90) Delaware County individuals and organizations is dedicated to assisting homeless individuals and families.⁷ According to the Coalition, at any given time “ there are approximately 600 homeless adults and children known to be homeless on the street, in shelters or in transitional housing programs.”⁸

⁴ Delaware County Pennsylvania. Accessed at <https://www.delcopa.gov/departments/prison/index.html>

⁵ National Coalition for the Homeless. Access at <http://nationalhomeless.org/issues/economic-justice/#:~:text=Mainstream%20employment%20programs,%20where%20the%20homeless%20are%20a,encourage%20employment%20or%20provide%20adequate%20income%20and%20support.>

⁶ National Alliance to End Homelessness. Accessed at <https://endhomelessness.org/homelessness-in-america/homelessness-statistics/state-of-homelessness-dashboards/?State=Pennsylvania>

⁷ Delaware County Pennsylvania. <https://www.delcopa.gov/hcd/ESGHomelessAssistance.html>

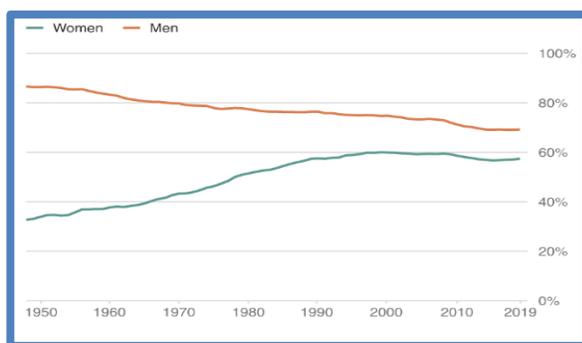
⁸ Delaware County Homeless Services Coalition. Accessed at http://www.delcohsa.org/adultfamily/HSC_Brochure_sept_14.pdf

Labor Market Trends

COVID 19 Impacts

An analysis of labor market trends would not be complete without mention of the impacts of the COVID 19 pandemic. According to the Bureau of Labor Statistics, a January 2021 survey revealed that “5.5 million workers were classified as employed with a job but not at work during the survey reference week (not seasonally adjusted). This measure for January is higher than the typical level for this time of the year, likely reflecting the impact of the coronavirus pandemic.... Of the 5.5 million employed people not at work during the survey reference week in January 2021, about one-third—or 2.0 million people—were included in the “own illness, injury, or medical problems” category. This was little changed from the level in December, and almost twice as high as the average of 1.1 million for January 2017–2020. People who were not at work to care for a sick family member should be counted in the “other family or personal obligations” category. This measure was slightly above the average for January in recent years.”⁹

While additional information specific to Delaware County is presented later in this section, national trends about women in the workforce should not be discounted. According to the Rand Blog, “there were 2.2 million fewer women in the labor force in October 2020 than there were in October 2019.”¹⁰ The following graphics show that the percentages of women and men in the labor force were fairly close in the period ending in 2019. The graphic on the right, however, illustrates the tremendous employment fluctuation between men and women, especially women with children, as a result of the COVID 19.



Source: Bureau of Labor Statistics via The Rand Blog. *Women are Leaving the Workforce in Record Numbers*

While the long-term effects of this workforce trend are unknown, particularly as they pertain to Delaware County, it is a noteworthy example of the impacts of the pandemic.

Like other areas throughout the United States, Delaware County has experienced unusual labor market trends throughout most of 2020 that can be attributed to the COVID 19 pandemic. The table below, with

⁹ Bureau of Labor Statistics. *Impact of the coronavirus pandemic on the Employment Situation for January, 2021*. Accessed at [Impact of the coronavirus \(COVID-19\) pandemic on The Employment Situation for January 2021 : U.S. Bureau of Labor Statistics \(bls.gov\)](https://www.bls.gov/news.release/emp/special/coronavirus/20210101.pdf)

¹⁰ The Rand Blog. *Women are Leaving the Workforce in Record Numbers*. Accessed at [Women Are Leaving the Labor Force in Record Numbers | RAND](https://www.rand.org/blog/2020/10/women-are-leaving-the-labor-force-in-record-numbers.html)

information provided by The Center Workforce Information and Analysis, demonstrates the fluctuation of the employment and unemployment rates throughout the region.

Annual Average Labor Force Statistics, Delaware County WDA, 2019					
Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate	
2019	299,800	287,700	12,100	4.0	
Seasonally Adjusted Labor Force Statistics, Delaware County WDA, 2020					
Month	Labor Force	Employed	Unemployed	Unemployment Rate	
January	302,700	289,600	13,000	4.3	
February	304,500	291,600	12,800	4.2	
March	302,800	287,200	15,600	5.1	
April	297,300	252,300	44,900	15.1	
May	300,700	260,700	40,000	13.3	
June	299,200	257,700	41,500	13.9	
July	299,500	261,300	38,200	12.7	
August	296,100	264,500	31,600	10.7	
September	300,100	274,900	25,100	8.4	
October	296,500	275,200	21,300	7.2	Preliminary

Source: Local Area Unemployment Statistics (LAUS)

Commuting Trends

The Center for Workforce Information and Analysis shared the information in the table below that indicates

Inflow/Outflow Report, Delaware County WDA, 2018		
	Count	Share
Employed in the WDA	193,882	100.0%
Employed in the WDA but Living Outside	114,557	59.1%
Employed and Living in the WDA	79,325	40.9%
Living in the WDA	231,407	100.0%
Living in the WDA but Employed Outside	152,082	65.7%
Living and Employed in the WDA	79,325	34.3%
Net Commuting In/Out*	-37,525	

that in 2018 59% of all workers in the region lived outside of Delaware County. Additionally, more than 65% of those in the workforce who lived in Delaware County worked outside of the County.

Increased Demand for Highly Educated Workers

Education levels and employment statistics reflect that the highest percentage of growth will be in jobs that require an advanced degree. While the percentage is of significance, jobs that require a bachelor’s degree will see the most projected growth, with an additional 4,060 expected to be added to the economy. Note that these projections are not based on the impacts of the COVID 19 pandemic.

Employment Growth Rates by Educational Attainment Level for Delaware County WDA				
Area	Educational Grouping	Employment (2018)	Projected Employment (2028)	Percent Change (2018-28)
Delaware County	On-the-job training	124,970	128,920	3.2%
Delaware County	Long-term training	8,760	9,150	4.5%
Delaware County	PS education or experience	41,810	44,120	5.5%
Delaware County	Associate degree	4,640	5,030	8.4%
Delaware County	Bachelor's degree	52,160	56,220	7.8%
Delaware County	Advanced degree	11,270	12,430	10.3%

Source: Center for Workforce Information and Analysis

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

Skills gaps can simply be defined as the knowledge, skills, and/or abilities that employers identify as required for jobs but have difficulty finding within the labor force. It is a primary objective of the Delaware County Workforce Development Board (DCWDB) and partners to not only identify these gaps but also identify and support strategies to reduce the gaps so that employers have access to a well-educated, well trained, and well skilled labor force.

The process of identifying skill gaps will continue through a variety of strategies. PA CareerLink® staff, through an enhanced Business Services Team (BST) will communicate directly with employers and employer groups through one-on-one conversations, online surveys, and focus groups to gain a clearer understanding of the skills required for regional employers. This information will be used to pinpoint skills gaps, with the results used by all partners to develop strategies to address these gaps.

While Section 1.1 presented information about the educational attainments of residents of Delaware County, it is important to get a snapshot of the educational and skills requirements for the available jobs in the region. As illustrated in the *Employment Growth rates by Educational Attainment Level for Delaware County WDA* table in section 1.1, education levels and employment statistics reflect that the highest percentage of growth will be in jobs that require an advanced degree. While the percentage is of significance, jobs that require a bachelor’s degree will see the most projected grow, with an additional 4,060 expected to be added to the economy. Additionally, 4,340 jobs that require on-the-job training (OJT) or long-term training will be added in the region. (Note: These projections are not based on the impacts of the COVID 19 pandemic). These are the jobs that the DCWDB can affect the most by strategic use of Individual Training Accounts (ITA) and OJT resources, leading pre-apprenticeship and apprenticeship opportunities, and development and refinement of career pathways strategies.

Delaware County WDA Industry Employment 2018-2028 Long-Term Projections			
Industry	Employment 2018	Employment 2028	Average Annual Change
Services-Providing	203,400	214,560	1,116
Health Care and Social Assistance	42,440	48,260	582
Accommodations and Food Service	17,660	19,120	146
Retail	24,630	24,000	-63
Telecommunications	1,130	990	-14
Government	11,720	11,610	-11

Additionally, according to CWIA, projected industry growth in actual job openings, for the region from 2018-2028 identifies the following sectors with the highest and lowest projected growth¹¹:

Further employer engagement activities will provide a more detailed analysis of the skills required to be successful in these sectors.

¹¹ Center for Workforce Information and Analysis. Accessed at [Delawarewda-LTIP.pdf \(pa.gov\)](https://www.delawarewda-ltwp.org/pa.gov)

Finally, a snapshot of the top 5 work activities, job tools and technologies, provided by CWIA and highlighted below, will allow DCWDB to earmark strategies and resources in those areas.¹²

Top Job Skills by Projected Employment and Demand Delaware Workforce Development Area, 2016-2026			
<i>Work Activity</i>	<i>2026 Employment</i>	<i>Percent of Annual Demand</i>	<i>Annual Demand</i>
Order materials, supplies, or equipment	36,540	16.8%	4,704
Sell products or services	32,360	15.7%	4,403
Calculate costs of goods or services	31,280	15.2%	4,259
Greet customers, patrons, or visitors	25,020	12.5%	3,504
Monitor inventories of products or materials	29, 220	12.0%	3,364
<i>Tools and Technologies</i>			
<i>Tools and Technologies</i>	<i>2026 Employment</i>	<i>Percent of Annual Demand</i>	<i>Annual Demand</i>
Spreadsheet software	208,380	81.2%	22,793
Office suite software	192,760	73.5%	20,622
Data base user interface and query software	183,590	71.6%	20,115
Word processing software	189,390	70.3%	19,725
Personal computers	181,060	69.1%	17,154

¹² Center for Workforce Information and Analysis. Accessed at <https://www.workstats.dli.pa.gov/Documents/Top%2050%20Job%20Skills/Top%2050%20Job%20Skills%20in%20Delaware%20WDA.pdf>

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

Many challenges face the Delaware County labor market in matching job seekers skills to jobs. The supply demand mismatch, transportation, minimal sector-focused strategies, and addressing and reducing the barriers to employment for those targeted groups continue to challenge the workforce development system.

COVID 19

Delaware County faces several challenges in the alignment of the existing labor force with education and training to meet the actual needs of county employers. At the top of the list of challenges is the ongoing challenges attributable to the COVID 19 pandemic. The graphic below, accessed at CWIA using information from *Burning Glass Technologies Help Wanted Online*^{TM13}, shows the dramatic decrease in job listing for the County.

Help Wanted Online		
	Delaware County	PA
December, 2020	4,151	94,014
December, 2019	5,284	109,916
Annual Volume Change	-1,133	-15,902
Annual % Change	-21.4%	-14.5%
Delaware County Unemployment Statistics		
	Delaware County	PA
December, 2020		
Unemployment Rate	6.5%	6.7%
Labor Force	290,600	6,283,000
Employed	271,600	5,864,000
Unemployed	19,000	420,000

This information, coupled with the unemployment information from the same period, helps to demonstrate the supply and demand mismatch. Information on the Delaware County Unemployment Statistics table¹⁴, using preliminary data that has been seasonally adjusted, is available from CWIA's *Delaware County Profile*.

As the implications from COVID 19 continue to affect the workforce, it is not certain that the increased number of unemployed individuals represented in this table are unemployed due to a mismatch of skills or whether it can be attributed to restrictions from the pandemic.

¹³ Center for Workforce Information and Analysis. Accessed at [Delaware County.pdf \(pa.gov\)](#)

¹⁴ IBID

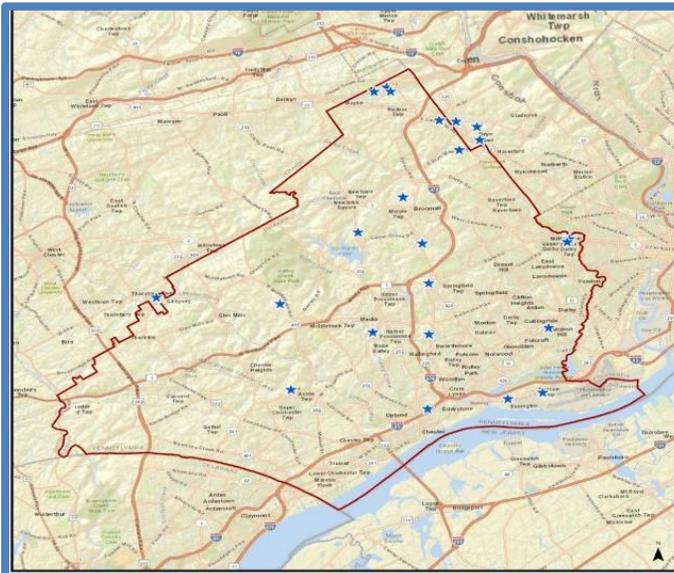
Aging Workforce

According to the 2019 American Community Survey, the population of Delaware County increased since 2014 with the greatest increases in age groups 55-64 and 65 and over. The result is a decrease in the percentage of prime working age adults. The WDA will need to address both the loss of retiring workers and their institutional knowledge and the need to prepare younger workers.

Skills Mismatch

It is essential that the DCWDB's skill development efforts not only address the higher-level skills required for the upper rungs of career pathways but also the entry level jobs in the sectors that are identified for growth in Section 1.2. To implement these career pathways strategies, the DCWDB will include a focus on basic skills development, including English as a second language, and rely on WIOA co-enrollments to provide services simultaneously rather than sequentially.

Customers who do not require basic skill development yet lack the updated skills to successfully meet the needs of employers will be provided with WIOA programming, including ITAs, OJTs, and other work-based learning opportunities. The region is home to an extensive mix of post-secondary educational institutions and training facilities that can serve the needs of the labor market. With 28 regional colleges and other degree-granting institutions, the education industry has the capacity to respond to labor market demand and employer needs in new and innovative ways.



As illustrated on the map to the left, *Source: WIOA Delaware County WIOA Local Plan 2014-2019*, these institutions are spread across the county and are accessible to many.

The region has a large number of degree completers, which continues to bode well for skill development to meet the needs of employers. One key will be to clearly define appropriate career pathways and align programming to more fully meet employers' needs. According to information from Data USA, *"In 2017, universities in Delaware County, PA awarded 16,224 degrees. The student population of Delaware County, PA is skewed towards women, with 25,028 male students and 28,306 female students. Most students graduating from Universities in Delaware County, PA are White (8,982 and 56.8%), followed by Unknown (2,716 and 17.2%), Black or African American (2,448 and 15.5%), and Hispanic or Latino (750 and 4.74%). The largest universities in Delaware County, PA by number of degrees awarded are American College of Financial*

Services (4,490 and 27.7%), Villanova University (3,653 and 22.5%), and Widener University (1,537 and 9.47%). The most popular majors in Delaware County, PA are Financial Planning & Services (3,327 and 20.5%), Insurance (1,016 and 6.26%), and General Business Administration & Management (796 and 4.91%).¹⁵

In addition to addressing the skills mismatch of unemployed workers, the DCWDB will upgrade the skills of the current workforce. The DCWDB will expand the incumbent worker training available to employers throughout the county especially those in the sectors aligning career pathways in high priority occupations.

Transportation- Last Mile

SEPTA systems include extensive bus routes that reach around the County, a trolley line that connects the County seat of Media to the 69th street transportation hub bordering Philadelphia, and a regional rail train line that connects throughout the region. However, transportation continues to be a barrier when work sites are not on public transportation lines or are a long walk from public transportation stops. Transportation can also be a barrier for workers on night shifts when public transportation is less frequent.

Labor Market Participation Rates

Finally, the DCWDB will prioritize increasing the labor market participation rates for individuals who face barriers to employment. The DCWDB continues to partner with community-based organizations and others with the expertise to address the specific needs of different groups. Critical to this ongoing success is connecting to the local employers that hire and employ the individuals from the public workforce system. The Delaware County Workforce Development Board, the PA CareerLink[®] offices, subcontract organizations and others will continue to ensure employer needs are met and exceeded.

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

Typically, workforce development activities are centered around Delaware County’s two PA CareerLink[®] sites and include programming from WIOA core partners and additional workforce development and community partners. During these challenging COVID 19 times; however, all programs are offering virtual services with some hybrid services available for customers.

Educational Attainment, Ages 18 and Older		
	Delaware County	Pennsylvania
High School Diploma or Less	37.7%	44.4%
Some College or Associate Degree	26.6%	26.3%
Bachelor’s Degree	21.2%	18.2%
Graduate or Professional Degree	14.6%	11.1%

Educational attainment among residents of the region is illustrated in the table to the left, with data provided by the Center for

¹⁵ Data USA. Accessed at [Delaware County, PA | Data USA](https://datausa.io/profile/county/delaware)

Workforce Information and Analysis¹⁶. Delaware County has a slightly lower percentage of adults with a high school diploma or less and a slightly higher percentage of adults with a bachelor’s degree, graduate degree, or professional degree.

The DCWDB activities focus on benefiting both job seekers and employers. WIOA core partners each offer diverse programming designed to meet the needs of job seekers but expanding into employers as they become more inclusive of employer engagement strategies, especially the Business Services Team (BST).

Delaware County has 29 programs on the Approved Provider List that can be supported through Individual Training Accounts (ITAs). Programs on the list include adult training, trade training, and registered apprenticeships. Delivery methods include classroom training, online, and distance options.¹⁷

The providers on the approved provider list include the following¹⁸:

Delaware County Community College-Media	The Main Line School of Real Estate
Philadelphia Suburban PHCC Training Center	All-State Career Schools
Chester Electricians JATC (IBEW 654)	Overbrook Golf Course
The Education School for Early Intervention, INC.	Villanova School of Professional Studies

An analysis of the training programs and the projected job openings shows additional programming to address the projected growth in the health care sector all along a career pathway could benefit both job seekers and employers. Additionally, job seekers who lack basic and language skills could benefit from pre-apprenticeship programming that aligns to existing apprenticeships offered in the region. Enhanced employer engagement strategies will help to inform additional education and training programs.

The DCWDB commissioned a study of the apprenticeship opportunities in Delaware County and found “Delaware County has the 2nd fewest currently registered programs and programs with active apprentices in the five-county region. On a per capita basis, Delco has more programs than Chester or Philadelphia counties, and slightly more actively enrolled programs than the region as a whole or PA statewide.” During this plan period, DCWDB will work with regional leaders and the PA Apprenticeship and Training Office to leverage apprenticeships in serving diverse communities with barriers to employment as well as employers who struggle to fill open positions. Apprenticeships will be used to offer “earn and learn” opportunities to individuals with barriers and underserved communities. Apprenticeships in both traditional trade careers and non-traditional careers like health care or technology can lead to family sustaining careers that do not require student loans or disruption of earning.

¹⁶ Center for Workforce Information and Analysis. Accessed at <https://www.workstats.dli.pa.gov/Documents/WDA%20Profiles/Delaware%20County%20WDA%20Profile.pdf>

¹⁷ Pennsylvania CareerLink®. Accessed at [PA CareerLink® - Search Training](#)

¹⁸ IBID

1.5 Describe Strategic Planning Elements Including a Regional Analysis of Economic Conditions

The DCWDB will continue to support ongoing regional efforts that will prepare a highly skilled workforce for existing and projected jobs throughout the region. Among these efforts are additional sector-based and career pathways strategies—each included in Delaware County’s regional goals. These strategies work well together, through pre-apprenticeship and apprenticeship programs and industry partnerships. The development and implementation of enhanced and elevated employer engagement activities throughout the region will better inform these strategies for sector-focused and career pathways programming.

Further analysis includes a review of Location Quotients. Location quotients identify sectors in a region that have a high level of employment when compared to national averages. The Southeast Pennsylvania Multi-year Regional Plan identifies Aerospace product and parts manufacturing at 6.3. Other sectors with high location quotients include educational services and management of companies and enterprises. Jobs in these sectors require higher level skills. Again, additional employer engagement initiatives will help more clearly pinpoint the employers that will most benefit from targeted career pathways, education, and training initiatives.

Finally, a thorough review of the HPOs will continue to drive planning for a strong economy. According to the Center for Workforce Information and Analysis, *“The purpose of the HPO lists is to align workforce training and education investments with occupations that are in demand by employers, have higher skill needs and are most likely to provide family sustaining wages.”*¹⁹ Occupations with the highest number of projected job openings in Delaware County, as identified in the Delaware County HPO list, are office clerks, customer service representatives, nursing assistants, and childcare workers.²⁰

The DCWDB will use all of this information, in addition to the expanded activities and resources explained throughout this plan, to target initiatives and strategies within the workforce development system to benefit, job seekers, employers, education and training providers, and the county residents.

¹⁹ Center for Workforce Information and Analysis. Accessed at <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

²⁰ IBID

2. STRATEGIC PLANNING: Vision and Goals

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

The strategic vision of the Delaware County Workforce Development Board (DCWDB) is to create a system that harnesses federal, state, local, and philanthropic resources to invest in employer-demanded skill development to ensure Delaware County has a world class workforce. The DCWDB connects to regional partners and research-based best practice to add value to the alignment between employers needs and the workforce development system.

During the Local Plan period of 2021 to 2024, the Delaware County Workforce Development Board will achieve the following goals:

- **Goal 1 Raise Awareness:** The DCWDB will raise awareness of the workforce development system among community members, potential partners, job seekers, and employers. Raising awareness of the workforce development system is critical to engage a wide array of stakeholders and to create an alignment between employers needs and the workforce development system.
- **Goal 2 Grow Out-of-School Youth Programming:** The DCWDB will grow Out-of-School Youth programming to better engage vulnerable youth and provide a variety of meaningful learning and work opportunities. Developing more Out-of-School Youth programming to maintain a world class workforce into the future will drive achievement of this goal.
- **Goal 3 Increase Employer Engagement:** The DCWDB will increase employer engagement and collaboration with economic development and the Chamber of Commerce. Bringing together the networks and resources of the Commerce Center, the Chamber of Commerce, and direct employer engagement allows employers to drive the workforce development system.
- **Goal 4 Increase Work-based Learning:** The DCWDB will increase career pathways and work-based learning opportunities for adults and youth, including pre-apprenticeships, apprenticeships, integrated education and training, on-the-job-training, and co-enrollment in programs. Creating work-based on-ramps for workers with or without barriers to employment creates a vibrant workforce development system.
- **Goal 5 Build Systems Connections:** The DCWDB will create formal connections to County systems that serve adults and youth, including the justice system, Child and Youth Services, Foster Care, etc. and continue to build connections to PA CareerLink® partners, program providers, and community-based organizations to collectively meet the needs of job seekers. Positioning the workforce system in alignment with other support systems creates a comprehensive strategy to reduce barriers to employment.
- **Goal 6 Increase Diversity, Equity, Inclusion:** The DCWDB will investigate and address structures and practices that limit diversity, equity, or inclusion in the workforce development system. Delaware County can only achieve a world class workforce when the talents and goals of all residents are ignited.

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

The DCWDB's strategy is to work collaboratively with partners and providers that are experts in their field to deliver core programs that are data-driven, research-based best practices, and respond to employers' needs. The DCWDB has created multiple platforms for collaboration with entities that carry out the core programs to ensure resources are aligned with the DCWDB's strategic vision and goals.

Partners are active at the governance and strategic leadership level through participation on the DCWDB. Partners (Title II, Title III, Title IV, Commerce Center, and Chamber of Commerce) report at each board meeting how their services align to employers needs and learn about emerging trends from employers. Partners and providers actively participated in developing the goals outlined in this Local Plan.

This strategic alignment is supported by operational efforts including quarterly partner and provider meetings where research-based best practices are discussed. Partners and providers are encouraged to participate on the Business Services Team to offer program services and remain aligned to employers' needs.

DCWDB members and staff also seek external opportunities to gather employer input to better align core services to needs. DCWDB members and staff participate in a variety of groups including industry partnerships, advisory boards for local technical schools, etc.

2.3. *How will the local board’s vision and goals align with, support and contribute to the governor’s vision and goals for the state’s workforce development system, as well as any of the goals and strategies articulated in the regional plan?*

Governor’s Goals	Delaware County Workforce Development Area Goals
<p>Career Pathways and Apprenticeship: Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.</p>	<p>Increase career pathways and work-based learning opportunities for adults and youth. Efforts will include pre-apprenticeships, apprenticeships, integrated education and training, OJT, and co-enrollment in programs. These programs will focus on connecting adults and youth to high priority occupations and will narrow the skills gap between employers needs and labor market supply. During this plan period, DCWDB will join ApprenticeshipPHL and will develop new apprenticeships in HPOs.</p>
<p>Sector Strategies and Employer Engagement: Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.</p>	<p>Increase employer engagement and collaboration with economic development and the Chamber of Commerce. This work will be the cornerstone of the local area business service strategy and will support the economic growth of Delaware County. The DCWDB will implement programs that meet employers’ needs for recruiting, training, and retaining talent.</p>
<p>Youth: Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.</p>	<p>Grow Out-of-School Youth programming to better reach vulnerable youth and provide a variety of meaningful learning and work opportunities. These opportunities will focus on connecting youth to high priority occupations and educational opportunities including secondary/ postsecondary credentials and will narrow the skills gap between employers needs and labor market supply. DCWDB will introduce pre-apprenticeships and create pathways to apprenticeships to connect Out-of-School Youth to family sustaining careers.</p>
<p>Continuous Improvement of the Workforce Development System: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.</p>	<p>Investigate and address structures and practices that limit diversity, equity, or inclusion in the workforce development system. This work is critical to improving the overall workforce development system and the economic vitality of Delaware County. The DCWDB will use training and work-based training programs (OJT, Apprenticeships, Incumbent Worker Training) to connect under-represented communities and non-traditional individuals to family sustaining careers.</p> <p>Create formal connections to County systems that serve adults and youth. Renewed connections will include the justice system, Child and Youth Services, Foster Care, etc. and continue to build connections to PA CareerLink® partners, program providers, and community-based organizations to collectively meet the needs of job seekers. This targets services efficiently</p>

	to educate and increase the workforce’s knowledge and skill sets through participation in workforce development activities.
Strengthening the One-Stop Delivery System: Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.	Raise awareness of the workforce development system among community members, job seekers, and employers. This work will target services efficiently to increase the workforce’s knowledge and skill sets through participation in workforce development.

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

DCWDB’s negotiated levels of performance are included in attachment 1 of this Local Plan. The DCWDB members and staff are proud of the continued success that PA CareerLink® partners and program providers have had in continually meeting or exceeding performance measure. Of note is the negative impact of the COVID 19 pandemic and the resulting economic slowdown. Recognizing that performance will be impacted, the board has taken the following measure to support the best results possible:

- Implement an awareness- raising campaign that highlights services, providers, and success stories. These efforts have been made through social media, local press, regional radio interviews, and monthly magazines. In addition to increasing current use of the workforce development system these efforts will increase general awareness for long-term impact.
- Convene quarterly meeting of PA CareerLink® partners and program providers to share best practices in adapting service to respond to job seekers and employers, while remaining safe from COVID 19 spread.

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

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

In Delaware County, the local elected officials are the five-member County Council. County Council is involved in both general oversight of the DCWDB, as well as the day-to-day operations. County Council’s oversight activities include naming and appointing all DCWDB members, designating the fiscal agent for all funds made available to Delaware County, entering into a written agreement with the DCWDB (which details clearly the partnership between the two entities of governance and oversight), approving the acceptance and use of all workforce development funds, and contributed to the creation of the Local Plan. Day to day operations of the workforce development system are overseen by the County Council Liaison, one member of County Council who represents the authority of the full County Council, and who reports back to the full County Council on workforce development activities. The County Council Liaison attends all DCWDB meetings, holds monthly meetings with the DCWDB Executive Director, and regular meetings with the DCWDB Chair.

Dawn Berardinelli, the Chief Financial Officer for the Delaware County Workforce Development Board, has been named the fiscal agent responsible for distributing grant funds.

The DCWDB’s role is to provide consistent and high-quality oversights of the Delaware County workforce system. Through committees, regular meetings, and reports from the DCWDB staff, the DCWDB guides the

mission, vision, and strategic planning process to ensure the workforce development system is aligned with the community's needs. The DCWDB then reviews and evaluates the performance of the workforce development system.

- The Executive Committee is composed of the Officers of the Board and Chairs of all Standing Committees. Apart from those powers expressly reserved to the full DCWDB under Article III. Section 1 of the law, the Executive Committee may act in all respects for the DCWDB, provided that all actions of the Executive Committees must be subsequently presented to the full board for ratification. The Executive Committee will develop and oversee WIOA and DCWDB budgets and make the final determination on proposals for funding.
- Finance Committee, whose mission shall be fiduciary oversight of the DCWDB public, grants/funding streams including: Workforce Innovation and Opportunity Act Title I (Adult, Dislocated Worker, Youth) Rapid Response, Industry Partnership, Incumbent Worker, Department of Public Welfare, and other specific grants applied for by or on behalf of the Workforce Development Board. The committee will also ensure appropriate and allowable activities are planned and executed in accordance with each funding streams inherent policies. The committee will also be responsible for reviewing budget and financial information contained in proposals reached through Request for Proposals and making recommendations of awards to the DCWDB.
- Planning/Performance Committee, whose mission is regional strategic planning, which includes outlining activities needed to gather data and developing strategies to prepare the transitional component, the one-year comprehensive operational component and the three-year strategic plan including public outreach.
- The Local Management Committee (LMC): As designated by the Department of Public Welfare programs funded for Temporary Assistance to Families (TANF) recipients, the LMC is responsible for the oversight and management of the programs operated within Delaware County local workforce investment area. The LMC is comprised of representation from the local County Assistance Office, a local educational entity, the local PA CareerLink®, local economic development and the Title I Services Provider. Of the five voting members of the LMC, a minimum of one shall also be a voting member of the DCWDB. As the Fiscal Staff of workforce development funds in the Delaware County, the DCWDB has fiduciary responsibility over the programs administered by the LMC. The LMC is responsible for recommending employment and training programs and activities targeted to TANF recipients to the DCWDB on an annual basis.
- Youth Committee: The Youth Committee's mission shall be the development of a comprehensive workforce investment strategy for youth programs and services. The Council will identify youth programs, develop requests for proposals and make recommendations to the DCWDB on the allocation of funds for youth services. The Council will also oversee the performance of youth programs and services. Membership on the Youth Committee will, at minimum, include members of the DCWDB who have a special interest or expertise in youth policy, representatives of youth services agencies and organizations with experience relating to youth activities, including juvenile justice and local law enforcement agencies.

- **Monitoring/Oversight Committee:** The Monitoring/Oversight Committee reviews, reports and analyzes WIOA and TANF programs service delivery in their efforts to improve services provided. The Committee provides oversight and direction to the operations of the PA CareerLink® system in Delaware County.
- **Industry Committee:** The newly formed Industry Committee reviews and reports to the full board on the activities of the Business Services Team. The committee can request research of specific issues or trends. The Committee leads the board members' individual interaction with the workforce development system, including use of the PA's workforce development system of record /PA CareerLink® system, hosting youth work experience, joining industry partnerships, and board committees.

The DCWDB staff are employed by the County of Delaware.

Anthony Lerario, Monitor, is responsible for ensuring equal employment opportunities and civil rights protections in the operation of the workforce development system. The County of Delaware's Human Resources department is responsible for ensuring equal employment opportunities and civil rights protections among staff to the DCWDB. The County of Delaware's Director of Diversity, Equity, and Inclusion also supports the DCWDB's work to ensure equal employment opportunities and civil rights protections.

Structural Exception

As required by Workforce System Policy (WSP) 02-PY2015, the Delaware County Council and the DCWDB have established a written agreement between the County and the Local WDB that details the separate roles, responsibilities, and managerial authority and other related internal controls in order to maintain the structural exception. Please refer to Attachment #2 and Attachment #2A for organizational charts which depict a clear separation of duties between the Delaware County Workforce Development Board and programmatic and service delivery entities.

Under the approved structural exemption separate departments, internal controls and appropriate supervision for each department, the workforce development board and the programmatic delivery entities, is in place. The DCWDB operates under the Executive Director of the WDB and reports directly to the chair of County Council. The major WIOA responsibilities include the WIOA Fiscal Agent and Administrative duties, in addition to providing staff services to the Delaware County Workforce Development Board.

The Delaware County Office of Workforce Development (DCOWD) Director, which delivers programmatic and service delivery, reports directly to the vice-chair of the County Council and is primarily responsible for the implementation of WIOA Title I Operations with emphasis on provision of Career Services. Numerous community-based program providers support direct service delivery. The full list of program providers can be found in Attachment #2A and Attachment #3.

This structure is further clarified by a Memorandum of Understanding reviewed and agreed upon by three parties: the chair of the Delaware County Workforce Development Board, the chair of County Council (on behalf of the administrative roles and functions) and the vice-chair of County Council (on behalf of the operations responsibilities).

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

The DCWDB workforce system consists required and additional partners, as listed in Attachment 3: Delaware County Workforce Development System Program Partner-Provider List, working collaboratively to meet the County and Region's needs. At the center of the workforce development system are the required partners under the Workforce Innovation and Opportunity Act (WIOA). These required partners include WIOA Title I, which serves adults, dislocated workers, and youth; WIOA Title II, which serves adult education, WIOA Title III Wagner-Peyser, and WIOA Title IV Vocational Rehabilitation.

The Delaware County workforce delivery system includes the follow services and entities:

- Adult and Dislocated Worker Employment and Training services are offered by Delaware County Office of Workforce Development, Delaware County Literacy Council, Business Interface Workforce Services, Delaware County Community College, Goodwill Industries of Delaware and Delaware County, and EDSI.
- Youth Workforce Development services (WIOA and TANF) are offered by Be Proud, Community Action Agency of Delaware County, Chester Education Foundation, Eckerd Connects, Inner City Movement, Multicultural Family Services, Delaware County Literacy Council, EDSI, Delaware County Intermediate Unit
- Adult Education services (WIOA Title II) are offered by Delaware County Literacy Council
- Employment Services under Wagner-Peyser (WIOA Title III) are offered by Pennsylvania Department of Labor & Industry, Bureau of Workforce Development Partnership
- Vocational Rehabilitation services (WIOA Title IV) are offered by Pennsylvania Office of Vocational Rehabilitation (OVR)-
- Senior Community Service Employment Program (WIOA Title V) is offered by The WorkPlace, Inc. and AARP Foundation
- Employment and Training Programs under CSBG (Community Services Block Grant) are offered by Community Action Agency of Delaware County
- Employment and Training Programs under HUD (Federal Department of Housing and Urban Development) are offered by Community Action Agency of Delaware County
- State Unemployment Compensation Programs are offered by Pennsylvania Department of Labor & Industry-Programmatic via phone and computer
- Temporary Assistance for Needy Families (TANF) services are offered by Pennsylvania Department of Human Services (County Assistance Office)
- Postsecondary Career and Technical Education services are offered by Delaware County Community College
- Job Corps services are offered by Philadelphia Job Corps
- Migrant and Seasonal Farmworker services (WIOA Title I) are offered Pathstone
- Native American Programs (WIOA Title I) are offered by Council of Three Rivers American Indian Center
- Employment Advancement and Retention Network (EARN) services are offered by EDSI, Community Action Agency of Delaware County, and the Delaware County Literacy Council
- Work Ready Program services are offered by Community Action Agency of Delaware County
- Reentry/Reintegration of Offenders Programs are offered by EDSI

- Trade Adjustment Assistance services are offered by Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations
- Jobs for Veterans State Grant Programs are offered by Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations

The DCWDB collaborates with required and additional partners in the PA CareerLink® system to promote service alignment through both strategic and operational efforts. These partners were recruited to participate in this Local Plan process and the development of the DCWDB’s strategic goals. This participation has led to more meaningful goals and better strategic alignment. This strategic alignment is maintained through operational efforts including quarterly Provider/Partner meetings, invitations to attend DCWDB meetings, and shared information about programming trends and best practices. Furthermore, partners are encouraged to participate in professional development and cross training at the local level and through participation in statewide conferences and convenings. The DCWDB’s partners are made aware of the state and regional plans during the Local Planning process. DCWDB’s strategic goals align with the state plan and regional plan to boost the impact for all initiatives.

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

- *Expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment.*

The DCWDB actively works to expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment, by raising awareness of the workforce development system among the board community, by building referral channels from systems which serve individuals with barriers to employment, and by growing the geographic and programmatic diversity of opportunities to reach individuals in many ways. The DCWDB collaborates with partners and program providers, with the help of the County’s Public Relations Office, to regularly issue pieces to social media and local press about programs and success stories. The DCWDB is increasing connections to the justice system, recovery, adult education, and human resources to nurture strong referral and collaborative partnerships to reach individuals with barriers to employment. Finally, the DCWDB works to create a workforce development system that offers a variety of opportunities in the various communities that benefit from services.

- *Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).*

Individuals must be determined eligible prior to enrollment into any type of WIOA-funded services. The DCWDB understands the importance of correctly documenting this eligibility and requires 100% verification of all documents.

Staff members help customers gather the required eligibility paperwork by giving them a detailed listing of the materials that meet programmatic standards. Additionally, they offer advice on how individuals can get required documents, such as contacting Vital Records offices for birth certificates or checking online for selective service registration.

As needed, the staff may also provide more intensive assistance to help individuals with barriers to employment gather the required information. Only as a last resort, an individual can self-certify for Title I program eligibility. Self-certification is not allowable for family size or family income.

As eligibility information is provided by the customer, it is verified by staff examination, or by speaking with official representatives of authorized agencies. They also document eligibility information in case files by maintaining physical evidence, such as copies of documents (where legally permitted) and completed and signed telephone records and/or document inspection forms.

For any customers who are determined ineligible for WIOA services, staff provides information on Labor Exchange services and/or refers the individuals to an appropriate partnering agency, or other community organization that may be able to provide alternative services or assistance.

The DCWDB has developed strategies and operational elements to ensure eligible individuals receive appropriate services, including co-enrollment in multiple services, and are pursuing Career Pathways in local High Priority Occupations (HPOs). These include cross-training of Provider, Partner, and CareerLink® staff that includes all services and the mechanism to refer to the appropriate provider. The DCWDB leverages training, work-based training, and integrated education and training programs to promote Career Pathways in local HPOs.

Any customer who has not completed high school/GED, could benefit from additional basic skills development, or for whom limited English language proficiency is a barrier to employment will be referred to the WIOA Title II provider. These referrals will be critical in order to provide customers with the basic skills required to access career pathways appropriate to their interests, current, and potential skills and abilities. PA CareerLink® staff are trained to refer appropriate customers to the WIOA Title II provider using PA's workforce development system of record Referral Module. Title II providers will then determine eligibility of referrals.

Participant eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

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

- *Support a local area workforce development system that meets the needs of businesses in the local area.*

The DCWDB values the input of business in Delaware County and the Southeast Region. The DCWDB employs a variety of strategies to engage employers, including partnerships with the Chamber of Commerce and Commerce Centers, an increasingly active Business Services Team, development of work-based training programs, and renewed efforts to activate employers in Industry Partnerships.

Employer engagement efforts will be a priority for the DCWDB Chair, Executive Director, and the Employer Engagement Manager. The Employer Engagement Manager will lead the business services team that includes

members from Title I programs, TANF programs, OVR/Title IV, and community-based organizations. Representatives from the Commerce Center and the Chamber of Commerce will also join this group. The Employer Engagement Manager will report to the DCWDB Executive Director, and to the Employer Engagement Committee of the DCWDB. The Employer Engagement Manager will not provide any career services and will not input information into PA's workforce development system of record.

The Employer Engagement Manager will oversee the day-to-day coordination of employer outreach efforts including visits, job fairs, and all engagement efforts. This role will collect regular input from employers through surveys, focus groups, and research. Most importantly, impact data will be collected and reported to the DCWDB that shows how engagement efforts result in new hires, improved retention, and repeated use by employers involved in the workforce development system.

- *Manage activities or services that will be implemented to improve business engagement.*

During this Local Plan period the DCWDB will build upon recent efforts to assess and grow work-based training opportunities. DCWDB has a strong OJT program. In the near future the DCWDB will initiate pre-apprenticeship programs, potentially partnering with organized labor and Title II adult education. DCWDB will also work with high priority occupation sectors like health, manufacturing, and technology to promote the development of apprenticeships and incumbent worker training.

- *Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and*

As noted in the Regional Plan, Delaware County's workforce and economic development strategy, messaging, engagement and programs are well coordinated with our neighbors. Active participation in PREP/Engage activities allows for coordinated regional work. DCWDB is increasing activity with regional industry partnership to ensure local employers can benefit from industry and sector-based strategies.

At a county level, the Commerce Center is an active partner with the DCWDB. The Commerce Center Director sits on the DCWDB and is a member of the Industry (Employer Engagement) Committee where strategy, messaging, engagement, and programs are discussed and development. The Directors of the Commerce Center and DCWDB routinely conduct joint outreach to local employers. Furthermore, the Local Elected Officials regularly call upon the Commerce Center and DCWDB to jointly address local challenges. This tight connection between workforce development and economic development exist at the county and regional levels.

- *Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.*

During the COVID 19 pandemic, the DCWDB intensified coordination between PA CareerLink® and the unemployment compensation programs. Because many UC customers turned to PA CareerLink® system for help, the entire DCWDB system worked to remain informed about policy changes and strategies to support UC customers. This level of coordination will continue post-COVID 19. The return of the RESEA program in 2021 has renewed UC customers' knowledge of the programs they can access. The Title III staff will lead the RESEA work and closely coordinate with all PA CareerLink® partners to support job seekers who are eligible for services.

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

The DCWDB is actively coordinating workforce investment activities with local and regional economic development activities. DCWDB staff coordinate with the local economic development activities in many ways including the leader of the Commerce Center participating on the DCWDB, a member of the Commerce Center participates on the LMC, and the DCWDB and the Director of the Commerce Center frequently co-presenting to local employers. Through these regular communications and hands-on collaborations, the local activities are aligned. The DCEDB further aligns with the regional economic development through participations in coordinating groups, including SEPA PREP/Engage! Meetings.

The DCWDB is developing a variety of metrics to measure employer outcome results from collaboration with economic development. Among the current metrics are meetings with employers and follow up engagement with employers. In the long-term DCWDB intends to measure the deeper engagement in the workforce development system including incumbent worker training, career pathways development, partner referral, use of the system of record to hire new employees, and satisfaction with employer experience.

In response to the uneven recovery from the COVID-19 economic downturn, the DWDB is partnering with the Commerce Center to investigate the use of entrepreneurial skills training and microenterprise services to provide opportunities for workers unable to return to the traditional workplace. Both economic development and workforce development tools like loans and grants are being used to help entrepreneurs recover from the impacts of COVID-19.

4. *OPERATIONAL PLANNING: Local Area Workforce Delivery System*

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

The Delaware County Workforce Development system is vibrant, collaborative, and focused on opportunities. Under the leadership and oversight of the Delaware County Council, the DCWDB, the PA CareerLink® partners, workforce development program providers, and community stakeholders provide high quality workforce development services.

The Pa CareerLink® One-Stop Operator, Mike Lawrence, was selected through a competitive RFP process that included a public notification, committee review of proposals, and approval by the DCWDB and Delaware County Council. The next competitive procurement process will begin with a public notice March 15-22, 2021. The Request for Proposals (RFP) will be available March 24, proposals will be due May 5 at 5pm. Proposals will be reviewed by a committee using a rubric. Recommendations for approval will be considered at the June 3 DCWDB meeting and the June 15, 2021 Delaware County Council meeting. The key roles of the PA CareerLink® Operator are coordination of services at the PA CareerLink®, facilitation of quarterly PA

CareerLink® partner meeting, support of the MOU and Resource Sharing Agreement negotiation process and reporting to the DCWDB about overall PA CareerLink® operations.

Under a waiver PA Department of Labor and Industry, WIOA Title I services are provided by the Delaware County Office of Workforce Development, for orientation and Individual Training Accounts administration. The next competitive procurement process will begin with public notice March 15-22, 2021. The Request for Proposals (RFP) will be available March 24, proposals will be due May 5 at 5pm. Proposals will be reviewed by a committee using a rubric. Recommendations for approval will be considered at the June 3 DCWDB meeting and the June 15, 2021 Delaware County Council meeting. The Delaware County Community College provides comprehensive assessment services for Title I participants that includes reading and math skills to determine ITA eligibility, interests, and experience. Job placement services are provided by Goodwill Industries, the Delaware County Literacy Council, Community Action Agency of Delaware County, and Business Interface.

See Attachment #3 for a full list of workforce development system partners and providers.

WIOA Title II service are provided by the Delaware County Literacy Council and include English as a Second Language, Adult Basic Education, GED preparation, and Integrated Education and Training for Immigrants.

WIOA Title III services are provided by the Pennsylvania Bureau of Operations Workforce and include Wagner-Peyser program Labor Exchanges services, Trade Act, Jobs for Veterans, Rapid Response, Foreign Labor Certification, RESEA, and universal job seeker services.

WIOA Title IV services are provided by the Office of Vocational Services and include assessment and training for individuals with disabilities.

Equal Opportunity Employment and Civil Rights Protections are offered by the DCWDB Equal Opportunity Administrator, Anthony Lerario. These services are reinforced by the Delaware County Office of Human Resources and the new Delaware County Office of Diversity, Equity, and Inclusion.

Community advocacy groups are recruited to participate in the workforce development system. Among the many groups, the NAACP is represented on the DCWDB and other groups are active in committees, especially the Youth Committee. Members of other systems or special populations that are active in the Youth Committee include the Public Defender's Office and Children and Youth Services.

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

For contact information on the below one-stop partners see Attachment #3: Delaware County Workforce Development System Program Partner-Provider List. The Delaware County workforce delivery system includes the follow services and entities:

- Adult and Dislocated Worker Employment and Training services are secured through competitive procurement process and are offered by Delaware County Office of Workforce Development, Delaware County Literacy Council, Business Interface Workforce Services, Delaware County Community College, Goodwill Industries of Delaware and Delaware County, and EDSI.
- Youth Workforce Development services (WIOA and TANF) are secured through competitive procurement process and are offered by Be Proud, Community Action Agency of Delaware County,

- Chester Education Foundation, Eckerd Connects, Inner City Movement, Multicultural Family Services, Delaware County Literacy Council, EDSI, Delaware County Intermediate Unit
- Adult Education services (WIOA Title II) are offered by CareerLink® partner Delaware County Literacy Council
 - Employment Services under Wagner-Peyser (WIOA Title III) are offered by CareerLink® partner Pennsylvania Department of Labor & Industry, Bureau of Workforce Development Partnership
 - Vocational Rehabilitation services (WIOA Title IV) are offered by CareerLink® partner Pennsylvania Office of Vocational Rehabilitation (OVR)-
 - Senior Community Service Employment Program (WIOA Title V) is offered by CareerLink® partner The WorkPlace, Inc. and AARP Foundation
 - Employment and Training Programs under CSBG (Community Services Block Grant) are offered by CareerLink® partner Community Action Agency of Delaware County
 - Employment and Training Programs under HUD (Federal Department of Housing and Urban Development) are offered by CareerLink® partner Community Action Agency of Delaware County
 - State Unemployment Compensation Programs are offered by CareerLink® partner Pennsylvania Department of Labor & Industry-Programmatic via phone and computer
 - Temporary Assistance for Needy Families (TANF) services are offered by CareerLink® partner Pennsylvania Department of Human Services (County Assistance Office)
 - Postsecondary Career and Technical Education services are offered by CareerLink® partner Delaware County Community College
 - Job Corps services are offered through referral by Philadelphia Job Corps
 - Migrant and Seasonal Farmworker services (WIOA Title I) are offered Pathstone
 - Native American Programs (WIOA Title I) are offered through referral by Council of Three Rivers American Indian Center
 - Employment Advancement and Retention Network (EARN) services are secured through competitive procurement process and are offered by EDSI, Community Action Agency of Delaware County, and the Delaware County Literacy Council
 - Work Ready Program services are offered by Community Action Agency of Delaware County
 - Reentry/Reintegration of Offenders Programs are secured through competitive procurement process and are offered by EDSI
 - Trade Adjustment Assistance services are offered by CareerLink® partner Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations
 - Jobs for Veterans State Grant Programs are offered by CareerLink® partner Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations

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

During this Local Plan period the DCWDB will continue to build innovative strategies that provide access to the one-stop delivery system. These new strategies will build upon the changes required by the COVID 19 pandemic. The DCWDB workforce development system ensures individuals with barriers to employment can easily access services through a variety of initiatives. DCWDB's system is embedded in communities with the greatest barriers to employment and located the two comprehensive PA CareerLink® centers in communities of greatest need. Through a decentralized system of community-based program providers, services are easily accessible to individuals with barriers to employment.

The DCWDB facilitates access to services throughout Delaware County by offering two comprehensive PA CareerLink® sites at different ends of Delaware County. Due to COVID 19 these PA CareerLink® sites offer all services online or by phone assistance making services available from any location. Through coordination efforts led by the One-Stop Operator and the two PA CareerLink® Administrators, individuals can access information about services co-located at PA CareerLink® and services located in the community. Accessibility is achieved through specific activities including program provider and PA CareerLink® partner cross-training at quarterly meetings, collaborative community outreach/awareness raising including Job Seeker video production and SEPTA ads and use of referrals.

The PA CareerLink® in Chester City offers an easily accessible “campus-like” setting which includes the County Assistance Office and the Office of Probation and Parole in the same building. The Earnings and Retention Network (EARN) program, operated by program provider EDSI, is located across the street from the PA CareerLink®. The PA CareerLink® building occupies a full block with the Social Security Administration building, a Community Health Center, the Chester Police Department, and the Boys and Girls Club located on adjacent blocks.

The DCWDB worked with the Department of Labor and Industry, as well as local libraries, to increase access to services through use of technology. The DCWDB was grateful for support from the Department of Labor and Industry which allowed the Chester City PA CareerLink® to purchase technology to expand Wi-Fi access into the parking lot. This has allowed individuals to safely access internet services at any time. The DCWDB also partnered with local libraries that have expanded their Wi-Fi internet service outside of their building. In the fall the DCWDB hopes to partner with libraries in communities with the least computer ownership and internet subscription rates to offer digital literacy classes. All these efforts reduce barriers to access for online workforce development services.

Under the guidance of the PA Office of Equal Opportunity the DCWDB works with both Delaware County PA CareerLinks® to ensure auxiliary aids are available to anyone. Adaptive Equipment available for people with disabilities includes:

- Adjustable height table for PC
- Adjustable height chair with adjustable height arm rests
- Alternate mini keyboard
- Alternate track ball mouse
- Foam wrist rest
- Large print/braille keypad stickers
- Monitor arm
- ZoomText
- JAWS Speech output software
- Closed circuit TV
- Assistive listening devices with disposable covers
- Dedicated telephone line for TTY
- Readers and writers
- Optical wheel mice

- Signature guide
- Sign language interpreting
- Footstool
- AT&T Telecommunications Relay Service
- Automatic doors

The DCWDB places a high value on timely data to increase successful outcomes and inform system alignment. For employers using the PA's workforce development system of record job posting tool, a Title III Business Services Representative conducts the initial vetting process, and can assist employers in posting jobs. All employers must be vetted prior to posting jobs in PA's workforce development system of record.

When a participant expresses interest in a WIOA program, the Career Consultants collect all eligibility documents and enter data into PA's workforce development system of record prior to any service delivery. Contracted program providers are responsible for collecting participant eligibility documentation and the PA CareerLink® Support Worker enters the data into PA's workforce development system of record prior to any service delivery. For WIOA youth programs, the contracted program provider collects eligibility documentation that is entered into PA's workforce development system of record by the Youth Program Manager. After an individual has been determined eligible and entered into PA's workforce development system of record, on-going case notes are added at least every other week.

Title II Adult Education uses the Pennsylvania Department of Education's eData system to track students' demographic information, attendance, and assessments that indicate measurable skill gain. OVR and Unemployment Insurance use the PA's workforce development system of record system in compliance with their program guidance.

In the Delaware County Workforce Development Area, program providers that serve participants who are not in WIOA Title I or Title III career and training services are responsible for establishing participants' eligibility for programs. Once that has been determined, all documentation and services are entered into PA's workforce development system of record by the PA CareerLink® Career Consultants.

The DCWDB has not authorized the use of funds to purchase or lease information management systems to aid in the management of WIOA programs.

The DCWDB works with the Delaware County Literacy Council (Title II) to develop Career Pathways that provide access to employment and training for individuals in adult education programs. Among the many efforts to connect Title II participants to employment and training are the Delaware County Literacy Council holding a Title I contract to serve immigrant job seekers, offering adult education classes in the Chester City PA CareerLink® and referring individuals to the ITA program for training. Similarly, the DCWDB offers support and information about employers' workforce needs as the Delaware County Literacy Council aligns their programs to WIOA goals.

The DCWDB workforce development system values getting information to customers in a quick and accurate manner. Supervisors in the system are alert to any customer feedback around timeliness.

Due to the increased use of personal devices to aid in communication for individuals with limited English language proficiency or Deaf and Hard of Hearing individuals, many individuals use communication apps on their smart phone, like Google Translate. When an individual does not have access to a communication device, the PA CareerLink® staff access on-site translation if accessible, or schedules the individual for a time when translation services are available. Deaf individuals can access a TTY and are provided an American Sign Language interpreter when requested. Each year the One-Stop Operator and two PA CareerLink® Administrators will analyze US Census data and participant data to determine if more than 5% of the population speaks a specific language other than English. Materials will be translated into languages spoken by more than 5% of the population. Translation services are available when requested.

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

At the Delaware County PA CareerLink® sites all staff, including the one-stop operators, partners, and program providers, will be trained during this plan period to aid and accommodation to all participants and employees on an equal and inclusive bases. The Equal Opportunity Officer will conduct monthly training sessions for staff, partners, and providers and will offer training as part of all DCWDB full board meetings. The Equal Opportunity Officer will collaborate with leaders in the field to offer training to address at least the following topics. Additional topics will be added in response to concerns or evolution of issues.

1. Equitable Job Posting
2. Substance Use Disorders: Language and Stigma
3. Disability Sensitivity Training
4. EO Tagline-Where and When to add the tagline.
5. CPWDC Equal Opportunity and Discrimination Complaint Policy and Procedure
6. Language Line and Language Discrimination
7. Complaint Log Procedures
8. Americans with Disabilities Act-July 25th Anniversary Presentation
9. Age Discrimination in Employment ACT (ADEA)
10. EO Complaint Timelines
11. Accidentally Harassing a Women, Article Review and Discussion on #MeToo
12. Discrimination Complaints and Retaliation
13. Complaint Investigation Tips

The DCWDB one-stop operator and the one-stop partners comply with WIOA Sec 188 and ADA 1990 by ensuring that individuals with disabilities have access to PA CareerLink® facilities, programs and services, technology and materials. The DCWDB conducts annual monitoring and staff training for the PA CareerLink® staff to evaluate and ensure compliance with WIOA Sec 188 and ADA 1990. Each year the One-Stop Operator and two PA CareerLink® Administrators will analyze US Census data and participant data to determine if more than 5% of the population speaks a specific language other than English. Materials will be translated into languages spoken by more than 5% of the population. Translation services are available when requested.

The DCWDB conducts affirmative outreach to ensure equal access to programs and activities. The DCWDB's

outreach efforts in newspapers, social media, and the radio are created to be accessible to all possible customers by using text requiring less than an eight-grade reading level. The DCWDB is installing the Google Translate tool on the website to ease use among individuals with limited English proficiency. The DCWDB partners with the Delaware County Public Relations Office to ensure all messages about services are widely distributed to all possible customers in Delaware County.

During this Local Plan period, the DCWDB has set the goal to “investigate and address structures and practices that limit diversity, equity, or inclusion in the workforce development system.” This critical and system-wide work will be supported by the Delaware County Equal Opportunity staff as well as a newly created County-level role of Director of Diversity, Equity, and Inclusion. Together with PA CareerLink® partners and program providers, the DCWDB will take a systemic approach to intentionally working toward better diversity, equity, and inclusion.

The DCWDB submitted all required documentation in October 2020 for the L&I’s Office of Equal Opportunity annual compliance review and the outcome is pending. The DCWDB staff will continue to diligently submit all required reports and logs in a timely manner.

The DCWDB works with the local Community Transit service to ensure individuals with disabilities can access transportation to the two Delaware County PA CareerLink®. Due to the impact of COVID 19, all customers, including those with disabilities, are encouraged to access service online. This removes the transportation barrier for individuals with disabilities. Adaptive Equipment available for people with disabilities:

- Adjustable height table for PC
- Adjustable height chair with adjustable height arm rests
- Alternate mini keyboard
- Alternate track ball mouse
- Foam wrist rest
- Large print/braille keypad stickers
- Monitor arm
- ZoomText
- JAWS Speech output software
- Closed circuit TV
- Assistive listening devices with disposable covers
- Dedicated telephone line for TTY
- Proprio is used for telephonic translation services
- Readers and writers
- Optical wheel mice
- Signature guide
- Sign language interpreting
- Footstool
- AT&T Telecommunications Relay Service
- Automatic doors

For individuals with limited English language proficiency many can use smart phone's Google translate to conduct basic communications. If more assistance is needed PA CareerLink® partner staff speak Spanish language and can assist in translation. The PA CareerLink® also offers access to translation services.

The PA CareerLink® partners with core providers including the Office of Vocational Rehabilitation, the Delaware County Literacy Council, Maturity Works, and Community Transit to meet the needs of individuals protected by WIOA Sec 188 and ADA 1990

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

The DCWDB is dedicated to continuous improvement in the local workforce development system through data-driven decision making, research-based best practices, and comprehensive monitoring and oversight of programs. The DCWDB uses high priority occupation (HPO) data from L&I's Center for Workforce Information and Analysis (CWIA) to determine the mix of education and training opportunities included in the workforce development system. DCWDB staff regularly meets with training providers, colleges, and universities to review the HPO list for Delaware County and encourage high quality programs to apply to be included on the Eligible Training Provider List. Simultaneously the DCWDB staff collect input from employers to ensure training opportunities prepare the workforce pipeline for future employer needs. If an emerging skill set or training is requested by an employer but is not part of the high priority occupation list, DCWDB staff will gather additional employer input to determine widespread demand, which may lead to petitioning for additional HPOs. Through collaboration with the Commerce Center and the Chamber of Commerce, the DCWDB will regularly collect input from employers in individual or group meetings to better understand their needs.

As the DCWDB learns about employer needs, the priorities of the procurement process for program providers will reflect the evolving skills and knowledge demanded by employers. During the procurement process all providers must address which individuals with barriers to employment will be serviced and which HPO will they be prepared for. All Requests for Proposal will encourage applicants to base their program design on HPOs.

The DCWDB monitors all programs and trainings to ensure they are high quality. Through annual on-site and quarterly desk monitoring, performance toward negotiated benchmarks and qualitative performance are evaluated. During the on-site monitoring, all program providers must share their customer satisfaction results. The results of these monitoring activities are reviewed by the monitoring/oversight committee of the DCWDB and are included in the procurement process when entities apply to continue programs.

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

Delaware County is a large and diverse Workforce Development Area and the DCWDB has designed a network of services for eligible adults (A) and dislocated workers (DW) that reflects the diversity of education and employment opportunities. The design of this network begins with the workforce needs of local employers then incorporates research-based best practices and local education and training resources. The DCWDB intentionally selected a decentralized, community-based model for service delivery of WIOA

Title I Adult and Dislocated Worker programs. The DCWDB's training (Individual Training Account) opportunities are anchored in employers needs but are more centralized to several high-quality training providers. Finally, workshops available to WIAO Title I A/DW and all job seekers have leverage online offering to deliver the highest quality programming at a national level.

In two year cycles the DCWDB assesses employers' emerging needs and aligns employment and training activities to meet those needs. Through a formal procurement process the DCWDB notifies the public of the Request for Proposal (RFP) that outlines WIOA Title I A/DW program requirements along with priorities for serving populations with barriers to employment. Entities that demonstrate competence are contracted to deliver services that reach performance benchmarks. The resulting network of contracted program providers organically serves communities with which they are most aligned. For example, the Delaware County Literacy Council (Title II) is the largest provider of English as a Second Language instruction to immigrants and provides Title I A/DW job placement services for immigrants. Similarly, Business Interface is a local workforce development company that offers Title I A/DW job placement services to individuals in the City of Chester.

The Delaware County Workforce Development Area is home to over 25 Colleges, Universities, and training providers that offer training that is accessible in person or online to Adults and Dislocated Workers in all parts of Delaware County. On an ongoing basis DCWDB staff meet with representatives of training providers to review the high priority occupation lists and the current Individual Training Account (ITA) Eligible Training Provider List's program offering. When training gaps are identified, the training entities are encouraged to meet the demand by applying to join the Eligible Training Provider List.

The COVID 19 pandemic and resulting transition to online workshops for job seekers accelerated interest in finding high quality online workshops. The PA CareerLink® staff have researched well regarded workshops on a regional and national level. Use of online workshops has allowed all job seekers access to excellent training.

The DCWDB seeks a wide array of high-quality employment and training activities that are available to adult and dislocated workers. Most Individual Training Accounts are applied to high quality program at a limited number of training providers (Delaware County Community College, Springhouse Training, Full Circle Training), however the DCWDB seeks to identify additional high quality training providers that offer training content that is not currently offered. When evaluating current training activities or seeking new training providers, the DCWDB evaluates the training completion rate, the post-training employment rate, the salary for the resulting employment, and the cost of the training compared to comparable training.

Through the RFP process the DCWDB seeks community-based program providers to offer employment services to specific populations with barriers to employment. The DCWDB seeks providers to serve each type of population while achieving the negotiated performance benchmarks that have been established with the Department of Labor and Industry. Budgetary constraints are also considered during the RFP process.

The DCWDB WIOA Title I Priority of Service policy follows Pennsylvania guidance. Basic career services are available for any individual as long as funding is available. Individualized career services and training services are available based on the priority of service policy. The first priority group is comprised on Veterans and

spouses who have at least one of the following attributes: recipient of public assistance, low-income, basic-skills deficient, underemployed and low-income. The second priority group are individuals who have at least one of the following attributes: recipient of public assistance, low-income, basic-skills deficient, underemployed and low-income. The third priority group is veterans and spouses who do not have the previously listed attributes. The fourth priority group includes all other individuals who are eligible under WIOA Adult criteria. The DCWDB Priority of Service policy is reviewed and adjusted by the board as needed.

During this Local Plan period the DCWDB has identified expansion of services to older youth as a key goal. The DCWDB will continue to build formal relationships with systems that serve vulnerable older youth including the justice system, foster care system, and children and youth services. The DCWDB will also seek opportunities to serve youth who may have become disconnected after completing high school and before developing the skills they need to thrive in the workforce. For both groups there will be a focus on developing employer demanded occupational skills that enable the older youth to thrive in the workplace.

During this Local Plan period, the DCWDB has identified the development of work-based training, Career Pathways, and co-enrollment as a key goal. The DCWDB will continue to work with employers and labor unions to develop work-based training activities, including OJT, apprenticeships, pre-apprenticeships, and incumbent worker training. Health care, technology, and manufacturing are leading HPOs in Delaware County and the Southeast Region. All these industries offer multiple Career Pathways and lattices. The DCWDB will work locally and in the region to promote training and employment in these areas.

4.7. How will training services be provided through the use of individual training accounts, or ITAs, that fund programs of study, or through the use of contracts for training services that fund work-based trainings.

The DCWDB uses employer demanded work-based and school-based trainings to up-skill or reskill unemployed, under-employed, and incumbent workers. The work-based trainings include OJTs and incumbent worker trainings in high priority occupations. Similarly, the school-based trainings offer unemployed and underemployed individuals' instruction in skills demanded for high priority occupations that are delivered by high quality schools and training providers on the PA Eligible Training Provider List.

Work-based training, specifically OJT, is used when the job seeker is a near match to the needs of an employer and the job seeker's skill gaps can be addressed through targeted trainings. When a job seeker has a broader skills gap or intends to change career pathways requiring a new set of skills, the job seeker will access an Individual Training Account.

The DCWDB's current Individual Training Account (ITA) policy has a cap of \$5,000. This is reviewed annually by the DCWDB, and the policy is adjusted accordingly. The Board reviews local award levels based upon funds available, comparable effective practices, leveraging of other funds potential and other factors.

The DCWDB ensures informed customer choice in the selection of training programs by requiring customers to research training providers prior to selection. Any individual who is interested in pursuing training must first complete an orientation and meet individually with a Career Specialist. During these meetings, individuals complete an assessment that identifies career interests, personal strengths, and skills. Individuals are counseled about various trainings that propel workers along career pathways. Once an

individual has identified a training, they must visit three schools or training providers that offer that training. During these school visits, individuals are encouraged to learn about supports (tutoring, etc.), graduation rates, costs, and job placement rates that each school offers. After three visits, the individual is prepared to make an informed customer choice in selecting a training program, or to reevaluate their choice and begin a new process.

The DCWDB selected the CASAS Diagnostic Math and Reading as the assessment prior to training. The CASAS is approved by the National Reporting System and gives a reliable assessment of an individual's reading and math abilities. For individuals with disabilities, accommodations can be made by using large print, extending the assessment time, or administration in a quiet setting. Staff conducting the assessment must be certified and follow specific accommodation protocols.

The DCWDB also uses Title I providers' job placement services for individuals who have the goal of quickly returning to the workforce. The determination of which contract-based job placement service to refer the job seeker to is made during the assessment. A wide range of contract-based job placement services address the unique needs of job seekers who have limited English language skills, are Veterans, are Returning Citizens, are in recovery, etc.

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

The DCWDB receives WIOA and TANF Youth Development funding to serve the youth of Delaware County. WIOA funding is allocated for out of school youth (OSY) who possess a barrier to employment and meet additional eligibility criteria. Temporary Assistance for Needy Families Youth Development funding is allocated for in-school youth who qualify under TANF income eligibility. A portion of TANF YDP funds provide opportunities to youth with disabilities.

The Youth program design framework supports the development of evidence-based programs. Program offerings include an emphasis on providing the 14 program elements. The framework incorporates an objective assessment of a youth's academic and skills levels. A review of basic skills through CASAS testing, prior work experience, and aptitudes and interest surveys help design the most appropriate services and career pathways strategies. An individual service strategy is developed to identify career pathways, objectives, and goals directly linked to performance indicators. Emphasis is placed on a comprehensive case management strategy using a youth-centered approach in the delivery of services.

The Delaware County Council oversees the DCWDB. The DCWDB created a Youth Standing Committee to assist with planning and operational issues relating to youth services. The DCWDB has updated the composition of its Youth Standing Committee. The chair, who is a member of the DCWDB, continues to hold this position. Three new DCWDB members and numerous representatives from the community, who are experts in their respective fields, have volunteered. The members have shown an interest in youth-related policy and are listed below.

- Catherine Judge Cardillo, (Committee Chair/DCWDB Member), Trinity -Health Mid Atlantic
- Bill Tyson, (DCWDB Member) Penn State Brandywine University
- Rick Durante, (DCWDB Member) Franklin Mint Federal Credit Union

- Jason Rode, (DCWDB Member) Carpenters Union Representative
- Jenn Kacimi, Delaware County Literacy Council
- James Neilsen, Upper Darby School District
- Gretchen Sidler, Delaware Co. Children and Youth Services
- Alyssa Poole, Chief of the Juvenile Division of the Public Defender's Office
- Alanah Pierce, Youth Resource Coordinator, Chester Youth Collaborative
- Employer TBD

The Youth Committee will meet quarterly. The Youth Committee will help identify trends, gaps, and best practices. During the RFP process, members will help set goals for funding priorities, develop evaluation rubrics, and review staff recommendations for funding. Youth Committee members will encourage engagement with employers who hire youth job seekers and facilitate connections to schools, unions, and systems that serve youth.

The DCWDB is always looking for ways to leverage partner, board, and youth committee resources to provide the WIOA 14 program elements. Youth committee members will be apprised of the program elements and surveyed to see which elements, if any, could be offered in-kind from their organizations. Suggestions include to provide meaningful summer or year-round work experience opportunities, tutoring, financial literacy workshops, exposure to post-Secondary ed. opportunities, and career-related workshops.

The DCWDB dedicates 100% of their WIOA funding to serve OSY in response to the WIOA 75% expenditure requirement and prioritizing services to Out-of-School Youth (OSY). Services include workforce investment activities tailored to youth most in need of services, including individuals with disabilities. Four OSY service providers recruit potential applicants from community-based organizations, partners, and juvenile justice agencies, former participants, and social media platforms. Local PA CareerLink® offices assist with recruitment fairs and free advertising through social media connections, constant contact email blasts, and PA CareerLink® newsletters. Also, OSY service providers have access to the PA's workforce development system of record Workforce Program Referral Enhancement process. Training on the PA's workforce development system of record and referral process has been provided along with useful PA's workforce development system of record Help center resources.

As identified within the local plan, the DCWDB has selected specific goals to address youth programming and increase future work experience opportunities. The DCWDB is implementing strategies to achieve this goal. Steps taken include the redesign of the composition of the youth standing committee. DCWDB members interested in youth initiatives, representatives from local youth-serving agencies, employers, and unions were invited to participate. The member agencies and organizations selected represent the target population the DCWDB is serving. As members, the group will be tasked with creating work experience, internships, and job shadowing opportunities during the summer or year-round, supporting and encouraging connections to schools, unions, employers, and systems that benefit the youth served. The DCWDB has taken a proactive approach to determine the needs of the youth they serve. Assets and Gaps Analysis, along with focus groups, have generated opportunities previously not identified as a resource for the DCWDB. Results showed that public sector employers such as the housing authority, townships, and municipalities are interested in providing work-based learning activities. A more specific survey will be issued to the employer community in

partnership with the DC Chamber of Commerce based on the employer findings. Another consideration to expand on the work experience opportunities currently available, the DCWDB is considering providing pre-apprenticeship programs and OJT opportunities.

Career pathways instruction is seen throughout the design of youth programs and incorporated into a youth’s individual service strategy (ISS). The development of a comprehensive career pathways approach begins with identifying HPOs within the LWDA. Service providers discuss these occupations and use online resources to introduce youth to the various careers, including nontraditional employment that connects to the professions. A comprehensive online resource is CareerOneStop.org, sponsored by the U.S. Department of Labor and a proud partner of the American Job Center network. This site provides youth the opportunity to complete a self-assessment of their interest, and then a skills matcher helps to identify the skills and education needed for specific careers. The site is interesting and user-friendly so as not to overwhelm the youth. Additional online resources are available to help youth identify an appropriate career path. These sites assist service providers in creating an individualized approach for developing the necessary employability skills and educational needs of the youth to reach their goal and move on to achieve post-secondary credentials and higher wages once employed. Another resource available is partnering with the Title II and Title IV providers to leverage resources to combine education and workforce preparation activities for a comprehensive career pathways method.

The DCWDB encourages co-enrollment of its OSY youth participants, if a youth meets the partner programs' eligibility criteria. The services or training available must align with the participant's individual service strategy (ISS), planned goals, and objectives. The youth service provider will work with the youth participant to determine the best course of action to maximize available partner services. Allowable WIOA core partner programs for youth co-enrollment opportunities, if eligible and appropriate, include Title I B. Adult and Dislocated worker, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational Rehabilitation programs. Other required youth-serving agencies include YouthBuild and Job Corps programs. The core partner agencies Memorandum of Understanding (MOUs) and co-location within PA CareerLink® facilitates a more streamlined approach to effectively identify appropriate services available to increase youth participants' co-enrollment.

- Describe how to leverage TANF Youth Development funding (YDF) to offer workforce activities to even more local area youth.

Program Element	Provider Organization	Activity Time	Goals and %
Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies:	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Delaware County Literacy Council	Year-Round	Provide academic and study skills along with dropout prevention and recovery strategies Number-74/Percentage-71%

Paid and Unpaid work experiences with an academic and occupational component	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, Delaware Co. Intermediate Unit	Summer & Year-Round	Provide career exploration and skill development in structured work experience environment Number-138/Percentage-84%
Leadership development activities, e.g., community service, peer-centered activities	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Delaware Co. Intermediate Unit	Year-Round	Enhance positive social behaviors through leadership skills, team building, workplace diversity training, and community service Number-94/Percentage-90%
Supportive Service	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI	Year-Round	Provide transportation, work related items, clearances, links to educational and community resources Number-74/Percentage-71%
Adult Mentoring	Be Proud Foundation, Chester Education Foundation, Eckerd Connects	Year-Round	Connect with role model related to interest, guidance, goals and support with structured activities Number-74/Percentage-71%
Comprehensive Guidance & Counseling, including Drug & alcohol abuse counseling	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Inner City Movement	Year-Round	Counseling of goals and objectives relating to mental and physical health needs, and referral to partner programs Number-84/Percentage-81%
Financial Literacy	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Inner City Movement	Year-Round	Teach age appropriate money management techniques using online resources, workshops, and in-house presentations Number-84/Percentage-81%
Entrepreneurial skills training	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI	Year-Round	Teach how to develop skills to create a business plan and run their own business Number-74/Percentage-71%

Services that provide labor market information about in-demand industry sectors and occupations	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI	Year-Round	Provide information on in-demand occupations, career awareness, counseling and exploration services in online or in-person format Number-54/Percentage-52%
Identified as at risk of dropping out of school	Be Proud, Eckerd, EDSI	Year-Round	Provide support to encourage school attendance and identify risk of dropping out Number-45/48%
Activities that help youth prepare for and transition to Post Secondary Ed., and training	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Delaware County Literacy Council	Year-Round	Guidance with college and trade school application process, tours, career exposure Number-74/71%

Recruitment of youth participants is the responsibility of the contracted service provider. Methods used for recruitment include, but are not limited to, social media, local school districts, and guidance counselors, parents, past participants, PA CareerLink® advertising via constant contact, recruitment fairs, or flyers distributed at the office and EARN providers and programs. During recruitment, priority is given to applicants who are receiving TANF benefits. Providers are encouraged to connect with the County Assistance Offices (CAOs). No formal agreement is in place, but the DCWDB has an excellent working relationship with staff who work in the PA CareerLink® building and the EARN staff. Providers are also allowed to meet with the EARN staff to present their programs and establish a connection with adult EARN participants who may have in-school eligible children. The LMC also allows providers to do a presentation to assist in recruitment efforts. Through the youth program manager, located in the PA CareerLink® office, service providers have access to workshops, services, and WIOA funded programs.

Programs are unique in their design and tailored to the population they serve. Participants are enrolled in PA's workforce development system of record and are encouraged to visit the PA CareerLink® offices as a field trip to utilize the system. Workshops centered on job readiness, customer service, leadership, and life skills instruction are incorporated into most program designs. Service providers work with each youth to determine the best work experience activity in high demand occupations that align with realistic goals for each youth, develops relevant skills, and offers an opportunity for permanent employment when possible. Job shadowing throughout the school year and short-term paid internships in a specific field of interest also provide a more individualized approach considering their interests and abilities.

The DCWDB does not plan on increasing the hourly wage for any job placements. Participant wages for work experience opportunities remain at \$ 10.35/hour, in line with the Governor's priorities.

For the work experience component, the contracted program provider is responsible for recruiting employers

that provide these opportunities and maintaining connections. Recruitment is accomplished through a variety of techniques. Examples include social media advertising, identifying employers on local bus routes, reviewing occupations on the high priority occupations (HPO) list along with labor market data. Program providers search for companies that fit into those fields. Youth can search want ads/job listings and send introduction and invitation letters to employers. Service provider staff solicit employers to come and speak to their program, design company tours, review participant interests and goals and utilize the PA CareerLink® and the Chamber of Commerce employer base to find opportunities.

The DCWDB partners with businesses, education, and workforce partners to support current programs. Retirement communities provide a work experience or guest speakers. Financial institutions offer workshops and financial literacy classes. Education partners include local school districts who provide additional support to the participant through their counseling staff and school resources. Community-based organizations and PA CareerLink® offices assist with advertising, recruitment, referrals, field trip opportunities, and workshops. Monetary contributions are not provided.

The DCWDB plans to offer incentives to TANF youth, contingent upon available funding. The DCWDB Incentive policy is designed to achieve some or all WIOA program elements as a benchmark goal. The type of incentive will be in the form of a gift card. Cash is not permitted. Gift cards cannot be purchased for movie tickets or other venues whose sole source is entertainment. Service providers are aware of the policy, which is part of the RFP, and discuss with youth participants during orientation. The policy outlines the process for issuing incentives directly tied to training activities and work experiences. Disbursement of incentives requires documentation to substantiate the achievement of the measurements. Procedures and safeguards are outlined in the youth policy.

DCWDB Staff Member responsible for implementation, tracking and reporting of TANF activities:

Joan Chicklo, Youth Program Manager

PA CareerLink® @ Chester City, 701 Crosby St., Suite B, Chester, PA 19013

Phone: (610) 447-1639 /Email: chickloj@co.delaware.pa.us

DCWDB Staff Member responsible for tracking and reporting of TANF expenditures:

Dawn Berardinelli, Chief Financial Officer

Delaware County Workforce Development Board

1570 Garrett Road, Suite A, Barclay Square Shopping Center, Upper Darby, PA 19082

Phone: (610) 713-2214 / Email: berardinellid@co.delaware.pa.us

TANF Youth Development Program-Youth Provider Sites in the DCWDA:

- Jane Buchanan- beproud@comcast.net 610-891-8808- Be Proud Foundation-600 N. Jackson St., Media, 19063
- Elaine Greene-Upton egreene@chestereducation.org- 610-364-1212- Chester Education Foundation-419 Avenue of the States, Suite 700, Chester, 19013
- Sonya Korinth- skorinth@dcwu.org - 610-938-9000 x 2317- Delaware Co. Intermediate Unit-200

Yale Ave., Morton, 19070-

- Vaughn Wilson- - VWilson@eckerd.org -484-454-5298- Eckerd Connects-16 West Baltimore Pike, Lansdowne, 19050
- Laura Zales-, lzales@edsolutions.com -610-876-4855 - EDSI-160 E. 7th St., First Floor, Chester, 19013
- Felicita Myers- - felicity@icmovement.org- 484-463-8936- Inner City Movement-7000 Terminal Square, Upper Darby, 19082

Joan Chicklo (484-326-4014 or 610-447-1639 chickloj@co.delaware.pa.us) is responsible for the compilation and submission of the DHS Qualification Spreadsheet on DocuShare.

The DCWDB monitor sends an e-mail to the program provider that contains the monitoring tool and instructions for completion. A date is determined when the completed tool is due. Once the tool is received, an on-site or virtual monitoring meeting is scheduled. A detailed review of the monitoring tool happens at the on-site or virtual visit. A monitoring report is sent to the contact person, the DCWDB Director, and a copy is retained in the monitoring department. The monitor is Anthony Lerario-610-713-2219-
LerarioA@co.delaware.pa.us

The DCWDB WIOA Youth eligibility process requires the contracted service providers to determine eligibility and gather documentation. The participant file retains hard copy documentation as evidence supporting the legitimacy of a youth's eligibility to enroll in the WIOA Out of School (OSY) program. The Youth Program Manager or youth staff are responsible for eligibility training. An eligibility certification packet and the WIOA Desk guide reference materials and relevant instructional manuals are provided to service provider staff. Training is held before or during recruitment. The process begins with an initial youth eligibility review and collection of supporting documentation to verify eligibility criteria collected by the subcontractor staff. Required documentation consists of general eligibility documents of SSN, address verification, date of birth and age, selective service registration, and citizenship status. Additional youth program eligibility documentation required includes school status, employment barriers, low-income status, and high poverty area residency. DCWDB youth staff conducts a secondary review to verify eligibility was accurately determined and supporting documentation was submitted. First and secondary reviews are completed before enrollment. The WIOA youth source documentation sheet validates appropriate documentation. In limited, rare, or last resort situations, it is determined that providing eligibility documentation would cause undue hardship for youth, especially those with barriers to employment. Self-Attestation (Applicant statement) would be permissible for the following eligibility barrier elements only: English Language Learner, homeless, In/Aged out of foster care system, youth offender, pregnant and parenting, runaway, and school status at the time of registration. The DCWDB will conduct a quarterly random sampling to monitor self-attestation usage.

The DCWDB WIOA Youth policy outlines and defines an individual who requires additional assistance to enter or complete an educational program or to secure or hold employment as described below:

Criteria:

- ❖ **Lacks Significant Work History-defined as:**
 - No employment history

- Limited employment history
- History of sporadic employment
- Significant gaps in employment
- Fired from one or more jobs
- Unemployed for more than 10 weeks out of the last six months

Acceptable Source Documentation: paystubs, unemployment (U.I.) documents, employer contact or information, social security award letter, notarized statement, case notes from applicant interview, resume, signed and dated preliminary application and/or WIOA Application, self-attestation on self-certification form at eligibility determination.

❖ **Employed or Under Employed-defined as:**

- Actively seeking employment but remain unemployed or under-employed for at least the last 6 months
- Have limited part-time employment to include working on an as needed or seasonal basis
- Employed part-time but seeking full-time employment
- Employed but seeking better hours, wages and/or employer
- Employed but lacks necessary skills for advancement
- Ages 20 thru 24 working at a minimum wage job
- Held several jobs in a year and was fired or voluntarily quit
- Employed at an “under the table” cash paying employer

Acceptable Source Documentation: paystubs, unemployment (U.I.) documents, employer contact or information, social security award letter, public assistance printout, notarized statement, quarterly estimated tax for self-employed applicant, resume, case notes, signed and dated preliminary application and/or WIOA Application, self-attestation on self-certification form at eligibility determination.

❖ **Housing & Income Issues-defined as:**

- Temporarily Displaced- (18 -24 yrs. old living with non-relatives on and off and not in a shelter or HPA in the last six months)
- No income source in the last six months (18-24 yrs. old assisted by family or non-relatives with basic necessities only)

Acceptable Source Documentation: Written statement from individual providing temporary residence or temporary support, case note, signed and dated Preliminary Application and/or WIOA Application, self-attestation on self-certification form at eligibility determination

❖ **Lack of Family Support- No Role Model-defined as:**

- Does not possess one of the WIOA barriers but lacks a support network or positive influence in their life to provide them with the necessary tools to remain or return to school, obtain or retain employment and/or achieve a credential
- Lacks work readiness and/or job search skills

Acceptable Source Documentation: case note based on interview discussion or observation, school records, resume, signed and dated Preliminary Application or WIOA Application, self-attestation on self-certification form at eligibility determination

The acceptable source documentation is not inclusive of all sources and can be modified at the discretion of the Youth Department staff.

☐ WIOA ISY 5% Limitation

The DCWDB does not serve ISY with WIOA funds. In the event this decision changes, the DCWDB will ensure in any given year:

- o That no more than 5% of ISY enrolled in a program year will be determined eligible, based only on the “additional assistance” criterion contained in this policy
- o That the criteria referenced in this policy is different from the WIOA 5% low- income eligibility exception (window) which allows 5% of local area participants who meet the other eligibility requirements to not be required to meet the low-income threshold
- o That the 5% low income eligibility exception (window) is calculated based on the 5% of participants enrolled in the program year who are required to be low-income to be eligible
- o That the DCWDB will focus on serving eligible ISY youth who are homeless, foster youth, youth offenders and youth with a disability

The Rehabilitation Act of 1973, as amended by WIOA Title IV Pre-employment Transition services, reinforces the importance of integrated services and collaboration among agencies to ensure necessary supports and services are accessible. The amendment also expands the delivery of services for students and youth with disabilities transitioning from school to postsecondary education and employment. The DCWDB places a strong emphasis on providing services to youth with disabilities.

DCWDB contracts with multiple in-school youth service providers, who prioritize recruitment and services to youth with a disability. A referral source for the DCWDB youth programs is the Office of Vocational Rehabilitation (OVR), which coordinates WIOA Title IV Pre-Employment transition services. OVR creates services to enter competitive integrated employment to OVR eligible and potentially eligible in-school youth with disabilities. As a PA CareerLink® partner, OVR maintains office space within the PA CareerLink®. Having a physical location provides access to training and employment opportunities within a one-stop environment. The co-location of Vocational Rehabilitation Specialists facilitates a streamlined approach to the DCWDB youth programs' referral process. The proximity to WIOA youth staff creates opportunities for coordination and sharing of resources by both agencies, thus arranging or providing in-school youth with disabilities with opportunities to participate in pre-employment transition services sooner. OVR is also a part of the PA's workforce development system of record services portal and Workforce Program Enhancements referral process.

Services include assessing strengths and barriers, job and career exploration counseling, and work-based learning experiences that offer in-school or after school opportunities provided in an integrated environment tied to career pathways. Workplace readiness training includes developing social skills and independent living, self-advocacy training, including mentoring and case management services. Auxiliary aids and services needed to participate in pre-employment transition services are considered an allowable expense. A second agency providing services to in-school youth with disabilities is the Delaware County Intermediate Unit (DCIU). The DCWDB contracts with the DCIU OPTIONS program to provide services to youth with disabilities enrolled in one of Delaware Counties' (15) school districts. DCIU OPTIONS Transition services have been developing

programs since 1985 to prepare and assist secondary students with various disabilities to live their adult lives as independently as possible. DCIU is one of the only Intermediate Units across Pennsylvania that offers transition services for both students and adults. Services include employability skills and travel training, community-based employment, job coaching, and follow-along services. The DCIU OPTIONS program is also an adult provider for supported employment services through OVR and the Office of Intellectual and Developmental Disabilities (OIDD). Continued older youth services include assessment, job coaching and development, career exploration, and meaningful adult day activities.

The DCWDB collaborates with YouthBuild, Philadelphia and Montgomery County Job Corps, and AmeriCorps by serving as a referral source for the programs. YouthBuild Philly Charter school is the closest program to the LWIA. Job Corps is a regular presenter at the Chester PA CareerLink® office and has been an active recruiter for a few years. The Chester PA CareerLink® office has also been a host agency in the past for AmeriCorps VISTA volunteers and would be available to host volunteers in the future. Sharing these programs and opportunities with the DCWDB youth service provider programs, community-based organizations, and partner agencies have created new opportunities not already provided in the local area. Currently, the DCWDB does not have a formal method to track enrollments of youth accessing these programs. However, The Philadelphia and Montgomery Co. Job Corps programs are a part of the PA's workforce development system of record Workforce Program Enhancements referral process allowing for the tracking of data within the system.

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

The DCWDB values the resources of the statewide rapid response team and coordinates local efforts to support employers and the employees who are vulnerable to lay-off. The DCWDB maintains open communication with the Commerce Center and Chamber of Commerce to gather information about employers that may be struggling. The DCWDB staff work with PA CareerLink® partners and program providers to help employers access supports to stabilize their businesses.

When a business is unable to stabilize and issues a WARN notice, the DCWDB collaborates with the statewide rapid response team to offer services. When possible local Title I, Title III, and appropriate community-based organizations join the Rapid Response team for on-site meetings. During the COVID 19 pandemic, on-site meetings were not possible so the DCWDB team responded by phone and email to meet the needs of employees.

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

Delaware County is fortunate to have an excellent system of secondary and postsecondary education programs that prepare young people for the workforce. The DCWDB actively collaborates with school districts, the Delaware County Technical Schools, the Delaware County Community College, the Delaware County Literacy Council, and other postsecondary providers to support strategies, enhance services, and avoid

duplication.

Technology has allowed the DCWDB and post-secondary program to expand access to career and technical education programs through online instruction. Especially during the COVID 19 pandemic, all programs had to turn to online instruction. This has facilitated greater access, despite geography, to a variety of training. The DCWDB worked to mitigate the digital divide by encouraging program providers to offer access to devices by extending the PA CareerLink® Wi-Fi service into the parking lot in Chester and offering digital literacy classes in partnership with the Delaware County Literacy Council (Title II) and local libraries in the City of Chester and Upper Darby.

The DCWDB Executive Director is a member of the Delaware County Technical School Advisory Committee and used the Perkins Act Section 134 biennial CTE comprehensive needs assessment in the development of this Local Plan. The DCWDB avoids duplication of services with secondary and post-secondary education by regularly sharing information about services. Additional methods used to avoid duplication of services include seeking input from DCWDB board members from secondary and post-secondary education on service gaps and redundancies. DCWDB also commissioned a regional study which will include an assessment of services assets and gaps for disconnected youth in the Southeastern PA region.

The DCWDB also collaborates with the Delaware County Literacy Council, the Title II provider, and the Delaware County Community College to coordinate programs and services to meet employers need.

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

The DCWDB works collaboratively with PA CareerLink® Administrators, the One-Stop-Operator, and the other PA CareerLink® partners including Wagner-Peyser staff to coordinate service delivery, maximize impact, and avoid duplication of services. The PA CareerLink® Administrators work with the One-Stop-Operator to identify the mandatory and additional partners and services that should be available in the PA CareerLink®. Supervisors from each group develop work schedules to ensure proper staffing.

The DCWDB is working toward greater program partner integration through the use of PA's workforce development system of record referral module and quarterly meetings. Staff that work on-site participate in regular staff meetings. The DCWDB is moving toward full implementation of the PA's workforce development system of record Referral module as the primary referral mechanism. DCWDB partners and providers participate in quarterly meetings where peers share best practices, emerging trends, and provide cross training for better understanding of program offerings.

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

The DCWDB enjoys a close and productive relationship with the WIOA Title II provider, the Delaware County Literacy Council. Leaders from the Delaware County Literacy Council were involved in the development of this Local Plan through participation in the stakeholder survey, a quarterly provider meeting addressing the Local

Plan, a quarterly partner meeting addressing the Local Plan, and through a meeting specifically focused on gather input and coordinating with adult education activities.

The DCWDB works to align Title I and Title II activities through careful review of applications to provide adult education and literacy activities. This application review, and resulting recommendations, will be made within the context of the Delaware County Local Plan. Multiple DCWDB staff will review proposals using the PDE rubric and make funding recommendations to PDE.

The DCWDB will coordinate WIOA Title I and WIOA Title II activities through multiple efforts:

- The Title II provider will make presentations to every DCWDB meeting on adult education activities.
- The Title II provider is a member of the DCWDB.
- The Title II provider will train PA CareerLink® staff on how to screen for individuals who might need adult education services.
- The Title II provider is also a Title I provider and is trained in the requirements and opportunities presented through other Title I providers.
- The Title II provider participates in quarterly PA CareerLink® partner meetings, quarterly Title I provider meetings, and quarterly board meeting.
- The DCWDB encourages co-enrollment in Title I and Title II services when appropriate.
- All PA CareerLink® staff, PA CareerLink® partners, Title I providers, and Title II providers will use the PA's workforce development system of record referral module to ensure a continuous and reliable participant referral path.

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

The DCWDB consistently implements state and federal guidance to serve individuals in accordance with WIOA legislations, however when the COVID 19 pandemic forced most service to move online even greater consistency and cross training was achieved. For most job seekers, the PA CareerLink® is the first point of contact with the workforce development system. Because of changes resulting from COVID 19, most individuals now begin their interactions by calling or emailing a central point of contact. From there all individuals attend an orientation that describes all services and any eligibility requirements. This orientation is currently delivered online, with the use of a common PowerPoint presentation to ensure methodical and consistent information is given to job seekers. This orientation covers all services, from universal services of Wagner-Peyser, to the most specific for individuals with specific barriers to employment, including English language proficiency, out of school youth, etc.

During this Local Plan period, the DCWDB will use a methodical outreach process to raise awareness of the benefits and services of the workforce development system. Outreach activities will be implemented as part of a comprehensive marketing plan that includes social media, traditional local press, grass-roots marketing, and collaboration with partner organizations. Outreach efforts will target a variety of groups: job seekers, employers, community-based referral groups, faith communities, constituent services of elected officials, unions, and employer support entities. Awareness-raising messages will focus on the variety of services to individuals with barriers to employment, the success stories from the workforce development system, and action steps that individuals must take to access services.

The one-stop system is well prepared to offer services equally to all participants, including individuals with

disabilities. WIOA Title IV eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. PA CareerLink® staff are cross trained to be knowledgeable about the variety of services offered to individuals with barriers to employment. Through quarterly meetings with PA CareerLink® partners (including OVR, services for older workers, etc.), and Service Providers, PA CareerLink® staff are prepared to refer individuals to partners for specific services. During this Local Plan period, the DCWDB will increase these connections to service providers not currently connected to the workforce development system.

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

During the 2021-24 Local Plan period, the Business Services Team (BST) will grow to include Title III staff, a full-time Employer Engagement Manager from the DCWDB staff, representatives from PA CareerLink® partners and program providers, as well as external members from the Commerce Center and the Chamber of Commerce. The full-time DCWDB Employer Engagement Manager will lead the group and report directly to the DCWDB Executive Director and the Industry Committee of the Board.

The DCWDB will ensure that program partners not specially represented on the BST are connected to employers through multiple efforts. The BST will be trained to ensure they are fully aware of the various programs that make up the workforce development system, so they can effectively communicate these opportunities to employers. The BST will also have the responsibility to report to quarterly provider and PA CareerLink® partner meetings about trends and new initiatives. Between meetings the BST will be responsible for connecting partners to employers who could benefit from services. These interactions will be tracked and reported to the Executive Director and Board.

The Employer Engagement Manager will be responsible for representing Delaware County in coordinating with the Southeastern Region. This staff person will work with the Executive Director and the Industry Committee of the Board to make employer visits and will manage the tracking and data analysis of employer engagement efforts.

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

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

The DCWDB ensures that WIOA Title I activities are aligned with the public transportation network that reaches most Delaware County communities. SEPTA systems include extensive bus routes that reach around the County, a trolley line that connects the County seat of Media to the 69th street transportation hub bordering Philadelphia, and a regional rail train line that connects throughout the region. These public

transportation modes are complimented by Community Transit which offers seniors and individuals with disabilities transportation around the County and region. These transportation resources are leveraged to ensure individuals can access WIOA Title I activities and the subsequent employment they achieve.

The DCWDB coordinates support services and resources allowing customers to participate including public libraries, childcare, legal aid, housing, mental health, refugee and immigration service, vocational rehabilitation services, independent living services, and community reentry programs. Coordination efforts include training WIOA Title I staff on the support services, providing presentations to support service organizations about PA CareerLink® and WIOA Title I programs, and providing strategic leadership on coordinating committees.

5. COMPLIANCE

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

The DCWDB works with the Office of Vocational Rehabilitation (OVR), in accordance with Section 107 of the WIOA legislation to offer assessment, career pathways development, education, training and placement for individuals with disabilities. OVR is a signer on the PA CareerLink® Memorandum of Understanding which outlines practices for collaboration, information sharing, and methods of referral. A representative of OVR participates on the DCWDB and is an active participant in the quarterly PA CareerLink® partners meeting. Through these activities the DCWDB and OVR ensures individuals with disabilities have access to high quality services.

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

If an audit indicates a debt owed or disallowed cost, staff will follow-up with an on-site monitoring of the issue. Should the monitoring confirm the finding in the audit, a letter would be issued indicating the finding, the amount due to be returned, and a due date. Should this occur, a provider would be noted as “High Risk” in the Risk Assessment stage of monitoring for the next year and monitored accordingly.

The DCWDB requires all subrecipients subject to the Single Audit provisions of the OMB Uniform Administrative requirements to submit a copy of the audit report and corrective action plan to the board. The DCWDB will review the audit report and corrective action plan for any findings related to WIOA or state funds provided to the subcontractor to determine if it contains any questioned cost.

The DCWDB will issue, in writing, the results of its review, giving the audited entity 30 days from issuance of the letter to submit an appeal of any findings. That appeal will be a request for a formal review of the final determination before an impartial hearing officer of the DCWDB. The debt collection process will be stayed pending a decision regarding the appeal. However, the debt becomes delinquent on the first day following issuance of the letter, whether or not an appeal has been filed.

Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate determined by the U.S. Treasury and will accrue during the entire time of the appeal process. This interest is waived if the

debt is paid before the 31st day following issuance of the final determination. If the appeal is upheld, all interest will also be waived. However, if the appeal results in any disallowed costs, interest will be assessed on the amount disallowed.

If no appeal of the final determination is filed, a lump-sum repayment from non-federal funds is due to DCWDB within 30 days after issuance of the final determination. The board, with approval from the PA Department of Labor & Industry, Bureau of Workforce Development Administration (BWDA), may negotiate short-term installment agreements in lieu of lump-sum payment if the disallowed cost were not a result of:

- Willful disregard of the requirements of WIOA, gross negligence, or failure to observe accepted standards of administration;
- Incidents of fraud, malfeasance, or misfeasance; and
- Illegal actions or irregularities that must be reported under OMB Uniform Guidance.

Upon full repayment of the outstanding debt, the DCWDB will issue a satisfactory resolution letter acknowledging receipt of repayment, closing the audit process. However, the board reserves the right to reopen the audit in the event the DCWDA disagrees with the final resolution. Should repayment not be received within the 30-day period, a second notice will be sent by certified mail. This notice will state that repayment must be submitted within 30 days of issuance of the letter. It will also state that interest on the outstanding debt began to accrue on the first day following issuance of the final determination.

If repayment of the outstanding debt is not received within 30 days after issuance of the second notice, a final notice will be sent by certified mail. The final notice will state that the board must receive repayment within 10 days of issuance. It will also list the amount of accrued interest due on the debt. The notice will also state that should repayment of the debt and interest not be received, appropriate legal and/or programmatic sanctions may be instituted. Any legal action will be initiated by the County of Delaware Solicitor's office.

Please refer to DCWDB policy 16-009, Delaware County Debt Collection Practices for further information in this regard.

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

The DCWDB works to remain a high-performing board, by working locally, and in collaboration with regional and statewide efforts, to ensure the Pennsylvania workforce is world class. The DCWDB has met, or exceeded, the local area negotiated federal performance goals. Though 2020-21 has been impacted by the COVID 19 pandemic, the DCWDB expects to be back on track for the 2021-22 program year onward.

As part of the County of Delaware government, the DCWDB complies with multiple layers of fiscal regulation, and follows best practices related to internal controls and procurement policies. The DCWDB follows USDOL, PA Department of Labor and Industry, and the County of Delaware regulations. The DCWDB received a successful monitoring report with no findings for the most recent most recent review period of 2019-20.

The DCWDB and staff work to implement best practices in governance and service delivery. During this Local Plan period the DCWDB is embarking on a campaign to increase governance best practices by energizing the DCWDB committee structure and implementing continuous board education efforts. Similarly, the DCWDB

is working to maintain strong oversight of services by the board.

The DCWDB is developing new and improved methods to reach and serve individuals with barriers to employment. Driven in part by the high numbers of individuals out of work due to COVID 19, the DCWDB is using innovative approaches to raising awareness of services. Partnering with the Delaware County Government and local press, the DCWDB has implemented a public awareness campaign. During this Local Plan period the DCWDB will continue to reach individuals with barriers to employment through a systematic outreach campaign to County Departments, community-based organizations, elected officials constituents services, and faith communities.

The DCWDB is dedicated to adopting new career and training services provided for WIOA Title I program. Recent efforts have included proactive outreach to new unemployment compensation recipients and unemployment compensation recipients in danger of exhausting their benefits. These new outreach efforts were led by the Department of Labor and Industry and were fully adopted by staff.

During this Local Plan period the DCWDB will actively work with regional and local partners to increase the impact of the Business Services Team. The DCWDB will research and adopt best practices for employer engagement.

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

The DCWDB engaged in a robust collaboration with many stakeholders to inform the contents of this Local Plan. The collaboration included significant input from business, education, and labor organizations.

In the fall of 2020, the DCWDB formed an ad hoc Local Plan Committee that included DCWDB staff and board members. The majority of board members represented businesses, including small business. Labor organizations and human services were also represented on the Committee. This Local Plan Committee oversaw the work of staff and consultants and reported to the full board on progress on the Local Plan.

A consulting group was hired through a competitive procurement process to gather input from a wide array of stakeholders. The consultants compiled a list of over 500 individuals in business, organized labor, education, faith community, elected officials and community leaders to survey through email. The Delaware County Chamber of Commerce supported the effort to collect input by including a link to the survey in a newsletter that reaches 8,000 local employers. After receiving responses from the email survey, the consulting group conducted four focus groups with key stakeholders. The findings from the online survey, and the focus groups, informed the strategic goals of this Local Plan.

The DCWDB also worked with PA CareerLink® partners, program providers, and sister systems to gather input for this plan. During a PA CareerLink® partners meeting, all partners were asked to read the expiring Local Plan 2016-20 and give feedback about the changes to the communities they serve and the goals they are working toward. Each partner brought at least one recommendation for the 2021-24 Local Plan. A similar process was conducted with the WIOA/EARN program providers to gather inputs focused on populations with barriers to employment. Finally, input was collected from sister systems including the adult and juvenile justice system, human services, and Children and Youth Services through individual Teams meetings. During

these meeting with the DCWDB Executive Director, leaders from these systems shared data about the populations with barriers to employment that were under their care as well as identify opportunities to align the workforce development system to their work.

As the Strategic Goals for Local Plan 2021-24 began to emerge from workforce data and input from a variety of stakeholders, the Lead Elected Officials, Economic Development, and Chamber of Commerce were consulted to ensure the new goals aligned with their vision for workforce development. Again, system alignment and maximizing impact were the key objective to these interactions.

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

On February 21, 2021 the DCWDB issued a public notice that the Delaware County Local Plan and Southeast Regional Plan are available for review and public comment. Public notice was given through an ad in the Delaware County Times, on the Delcoworks.org website, and on the PACareerLink® Facebook page and included the review dates of February 24 to March 25, 2021 and a link to where the plans are stored. The DCWDB's March 4, 2021 board meeting will direct the public to review and comment on the plan. Any public comments made prior to the March 4 board meeting will be discussed and addressed. Comments made after the board meeting will be discussed and address by email. After the public review period closed on March 25, 2021, the DCWDB did not receive any comments on the local plan. See Attachment #5 for documentation of the public comment period.

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are (or will be) in place and effective prior to June 30, 2021.

The following components and documents, including local workforce system policies, must be reviewed and revised as to be aligned with WIOA for the current planning cycle. Each item must be available to L&I at any time during the planning process and monitoring or auditing processes. L&I is not requiring copies of such documents to be attached to regional or local area plans at this time.

X The Delaware County Workforce Development Area attests that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.

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

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

X Agreement between the local area elected official(s) and the LWDB.

X LWDB policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.

X Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.

X Local area procurement policy that must describe formal procurement procedures.

X Local area MOU.

X Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; stipends and incentives; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; "additional assistance" definition; transitional jobs thresholds; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.

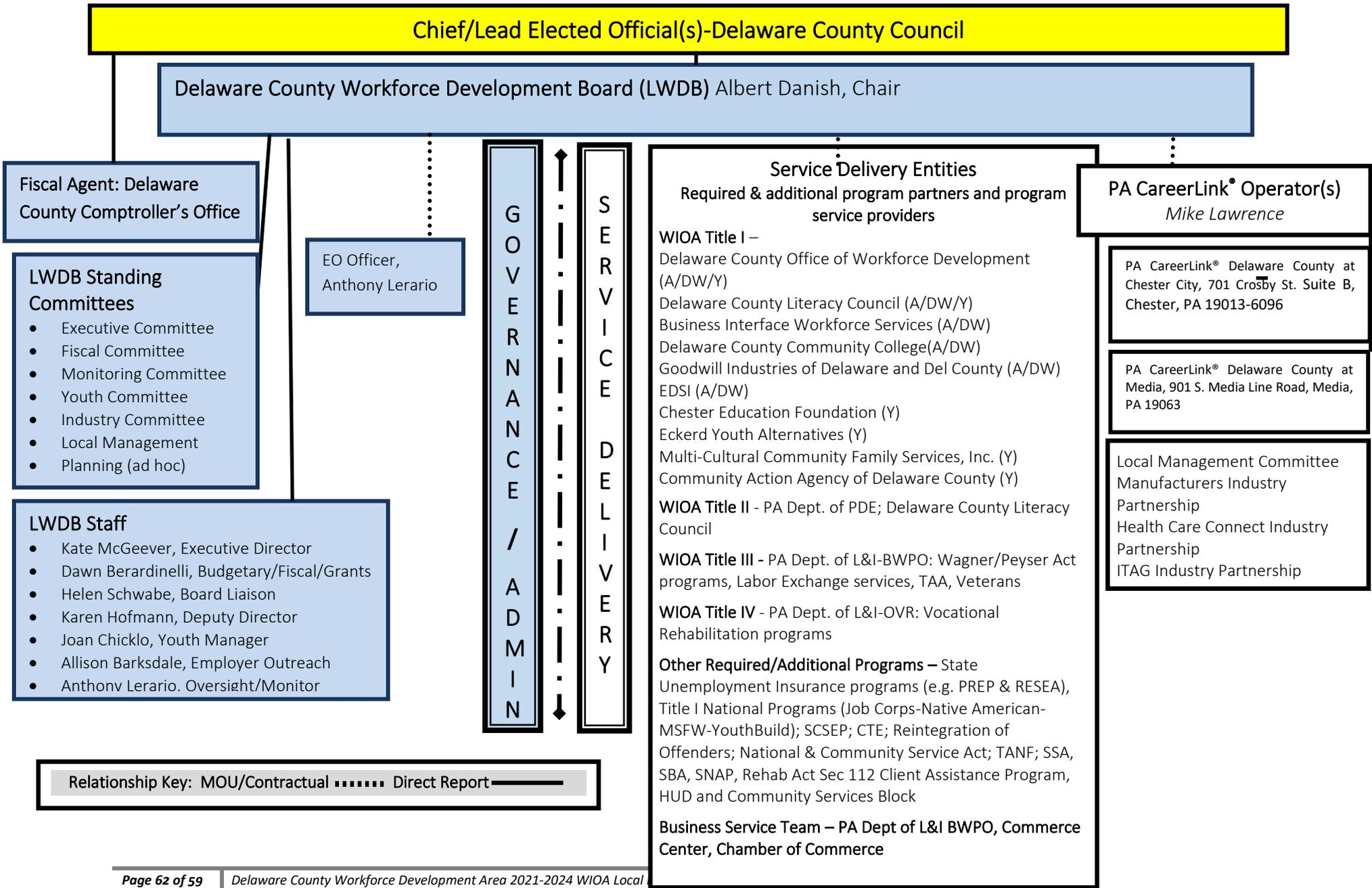
X Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.

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

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

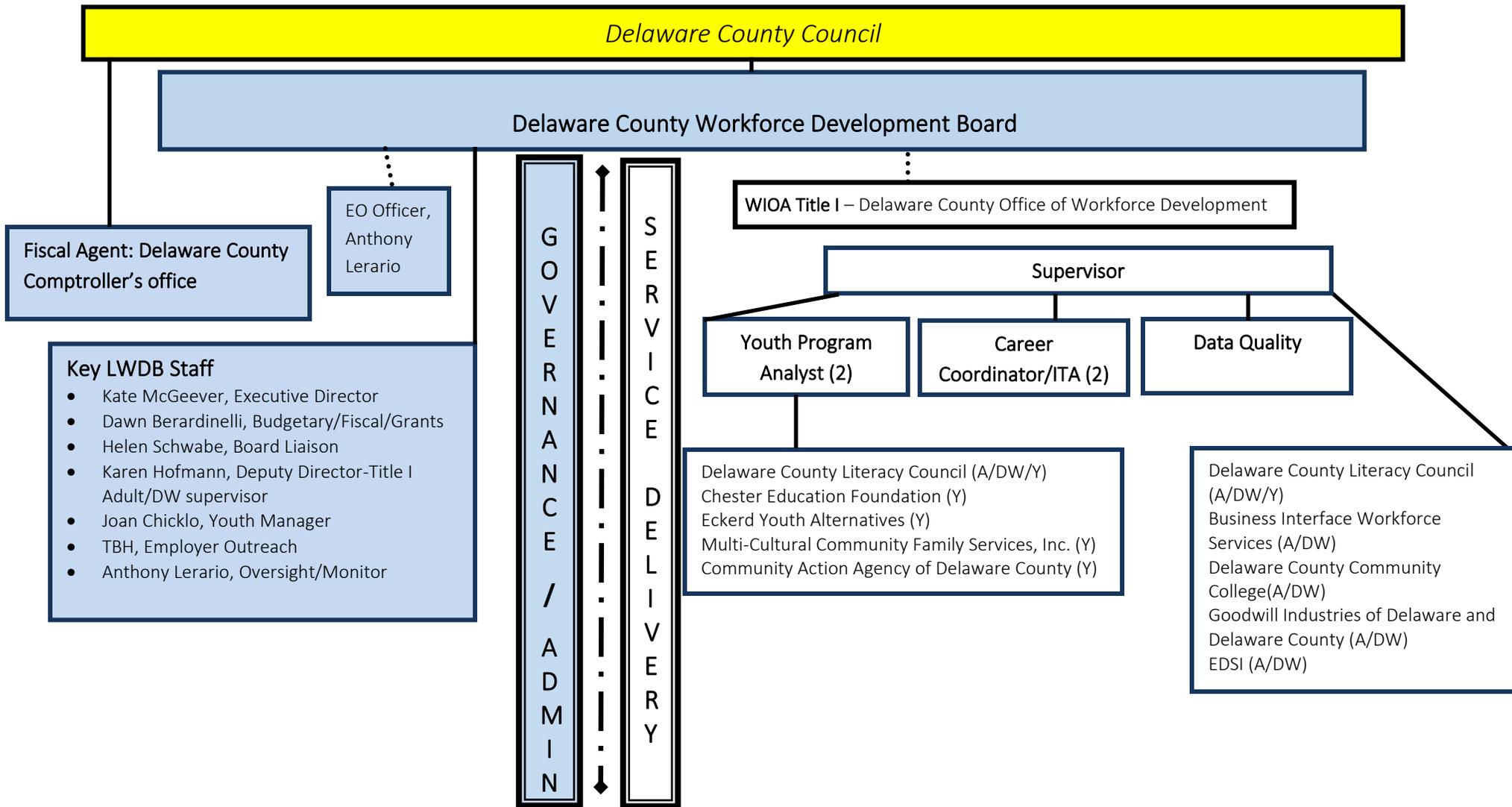
Attachment 1: WIOA Title I Programs Performance Accountability Table

LWDA Name: Delaware County Workforce Development Board		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	LWDA's WIOA Title I Programs <u>Negotiated Performance Goals</u> - *Program Year(s): 2020 – 2021	LWDA's WIOA Title I Programs <u>Attained Performance Results</u> - *Program Year: 2020
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	70.0%	74.5%
Dislocated Worker	80.0%	91.0%
Youth	77.0%	86.4%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	70.0%	72.4%
Dislocated Worker	78.0%	83.9%
Youth	60.0%	66.1%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$4,300	\$4,981
Dislocated Worker	\$8,500	\$8,704
Youth	\$3,200	\$3,325
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	77%	85.4%
Dislocated Worker	80%	82.2%
Youth	75%	84.5%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	30%	41.4%
Dislocated Worker	28%	45.0%
Youth	30%	36.1%



Attachment 2: WIOA Local Workforce Development System Organizational Chart model

Attachment 2A: Delaware County Workforce Development System Organization Chart- Structural Exemption



Relationship Key: MOU/Contractual Direct Report ———

**Attachment 3: WIOA Local Workforce Development Delivery System
Program Partner-Provider List**

Local Workforce Development Area name: Delaware County Workforce Development Area

Effective Date: July 1, 2021

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Title I: Adult/DW, Youth 1570 Garrett Rd. Suite A Upper Darby, PA 19082	WIOA Title I Mike Caputo 610-713-2238	Delaware County Office of Workforce Development caputom@co.delaware.pa.us
Title I: Adult/DW- Immigrants & Mature Workers 2217 Providence Ave, Chester, PA 19103	WIOA Title I Elaine Herbert 484-461-2144	Delaware County Literacy Council www.Delcoliteracy.org
Title I: Adult/DW-long-term unemployed 800 North King Street, Plaza Level, Wilmington, DE 19801	WIOA Title I Tondalaya Carroll 302-660-7123	Business Interface Workforce Services www.bfacellc.com
Title I: Adult/DW- Assessment & Mature Workers 901 South Media Line Road, Media, PA 19063	WIOA Title I Susan Bond 610-723-1222	Delaware County Community College sbond@dccc.edu
Title I: Adult/DW- long-term unemployed 201 E. Baltimore Ave, Lansdowne, PA	WIOA Title I Tracey Mulvaney 302-504-3556	Goodwill Industries of Delaware and Delaware County www.goodwillde.org
Title I: Adult/DW- OJT 160 East 7th Street, Chester, Pennsylvania 19013	WIOA Title I Bill Martin 610-876-4855	EDSI bmartin@edsisolutions.com
Title I: Youth- OSY 419 Avenue of the States, Suite 700, Chester, PA 19103	WIOA Title I Elaine Greene 610-364-1212	Chester Education Foundation egreene@chestereducation.org
Title I: Youth- OSY 16 West Baltimore Pike Lansdowne, PA 19050	WIOA Title I Vaughn Wilson 484-454-5298	Eckerd Youth Alternatives VWilson@eckerd.org
Title I: Youth- OSY 7016 Terminal Sq, Suite A1, Upper Darby, PA	WIOA Title I Portia Kamara 484-461-8660	Multi-Cultural Community Family Services, Inc. pkamara@mcfsorg.com
Title I: Youth- OSY 1414 Meetinghouse Rd. Boothwyn, PA 19061	WIOA Title I Heather Parmely 610-874-8451	Community Action Agency of Delaware County hparmely@caadc.org
Title II: Adult Education & Literacy 2217 Providence Rd.	WIOA Title II Liz Brenner 610-876-4811	Delaware County Literacy Council lbrenner@delcoliteracy.org

**Attachment 3: WIOA Local Workforce Development Delivery System
Program Partner-Provider List**

Chester, PA 19013		
Employment Services PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	WIOA Title III, Programs authorized under Wagner- Peyster Act (29 U.S.C. et.seq) Marybeth Ferguson 484-401-2881	Bureau of Workforce Partnership and Operations maryfergus@pa.gov
Title IV: OVR 1875 N. Hope Street Norristown, PA 19401	WIOA Title IV Title I of Rehabilitation Act of 1973 Christine Rodgers 484-250-4340 x122	Office of Vocational Rehabilitation croddgers@pa.gov
Title V: Senior Community Service Employment 350 Fairfield Av Bridgeport CT 06604	Title V of the Older Americans Act Joseph Carbone 203-610-8502	The Workplace jcarbone@workplace.org
Title V: Senior Community Service Employment One Liberty Place, 1650 Market St. Suite 675, Philadelphia, PA 19103	Title V of the Older Americans Act Veronica Brown	AARP vbrown@aarp.org
Employment and Training: Community Service Block Grant 1414 Meetinghouse Road Boothwyn, Pa 19061	Community Service Block Grant Act (42 U.S.C. 9901) Edward Coleman 610-891-5101	Community Action Agency of Delaware County ecoleman@caadc.org
Employment and Training: Federal Department of Housing and Urban Development (HUD) 1414 Meetinghouse Road Boothwyn, Pa 19061	Department of Housing and Urban Development Edward Coleman 610-891-5101	Community Action Agency of Delaware County ecoleman@caadc.org
PA Department of Labor and Industry, Office of UC Centers 651 Boas St Harrisburg, Pa 17121	State Unemployment Compensation Laws William Trusky, Jr 717-787-3907	PA Department of Labor & Industry witrusky@pa.gov
Department of Human Services/ TANF 701 Crosby street Suit A Chester, Pa 19013	Part A of the Title IV of Social Security Act Makeda Hudson 610-447-5301	Department of Human Services/ TANF mahudson@pa.gov
TANF- Youth- ISY 600 N. Jackson St., Media, 19063	Part A of the Title IV of Social Security Act Jane Buchanan- 610-891-8808	Be Proud Foundation beproud@comcast.net

**Attachment 3: WIOA Local Workforce Development Delivery System
Program Partner-Provider List**

TANF- Youth- ISY 200 Yale Ave., Morton, 19070	Part A of the Title IV of Social Security Act Sonya Korinth 610-938-9000 x 2317	Delaware Co. Intermediate Unit skorinth@dciu.org
TANF- Youth- ISY 160 E. 7th St., First Floor, Chester, 19013	Part A of the Title IV of Social Security Act Laura Zales 610-876-4855	EDSI lzales@edsolutions.com
TANF- Youth- ISY 7000 Terminal Square, Upper Darby, 19082	Part A of the Title IV of Social Security Act Felicitia Myers 484-463-8936	Inner City Movement felicitia@icmovement.org
TANF- Youth- ISY 419 Avenue of the States, Suite 700, Chester, PA 19103	Part A of the Title IV of Social Security Act Elaine Greene 610-364-1212	Chester Education Foundation egreene@chestereducation.org
Postsecondary Career and Technical Education 901 Media Line Road Media Pa 19063	Carl Perkins Career & Technical Education Act of 2006 Susan Rapp 610-359-5040	Delaware County Community College srapp@dccc.edu
Job Corp 100 South Broad Street, Suite 1416	WIOA Title I Lynn Intrepid 856-596-1070	Philadelphia Job Corps www.philadelphia.jobcorps.gov
Migrant and Seasonal Farmworker 421 McFarlan Road, Suite E Kennett Square, PA 19348	WIOA Title I, MSFW (National Program) Nita D'Agostino 717-234-6616	Pathstone ndagostino@pathstone.org
Native American Program 120 Charles Street Pittsburgh, PA 15238	WIOA Title I Kerry Jevsevar 800-341-3577	Council of Three Rivers American Indian Center, Inc. kjevsevar@cotraic.org
Employment Advancement and Retention Network (EARN) 160 East 7th Street, Chester, Pennsylvania 19013	Laura Zales 610-529-0480	EDSI lzales@edsolutions.com
Employment Advancement and Retention Network (EARN) 1414 Meetinghouse Rd. Boothwyn, PA 19061	Monica Mertoli-Jennings 610 447-3137	Community Action Agency of Delaware County c-momertol@pa.gov
Employment Advancement and Retention Network (EARN) 2217 Providence Rd. Chester, PA 19013	Liz Brenner 610-876-4811	Delaware County Literacy Council lbrenner@delcoliteracy.org

Attachment 3: WIOA Local Workforce Development Delivery System
Program Partner-Provider List

Work Ready Program 1414 Meetinghouse Rd. Boothwyn, PA 19061	Eileen Kemske 610-874-8451	Community Action Agency of Delaware County www.caadc.org
Reentry/Reintegration of Offenders Programs 160 East 7th Street, Chester, Pennsylvania 19013	Laura Zales 610-529-0480	EDSI lzales@edsisolutions.com
Trade Adjustment Assistance PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	Marybeth Ferguson 484-401-2881	Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations maryfergus@pa.gov
Jobs for Veterans State Grant Programs PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	Marybeth Ferguson 484-401-2881	Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations maryfergus@pa.gov

Attachment 4: Local Workforce Development System Supporting Data

Local area plans have multiple sections requiring various data methodologies needed to support narrative. When documenting data methodologies, plan drafters must reference the data location in the local area plan prompt narrative and move referenced data (e.g., charts, tables, etc.) to this attachment.

Local boards must enter the prerequisite information (i.e. LWDA name, section number with prompt, input data referenced in the plan's prompt narrative and cite data source). The completed *Supporting Data* attachment must be submitted with the local area plan and publicly posted with all other supporting documentation as referenced in the WIOA Regional and Local Area Plan Guide.

Template:

LWDA Name: Delaware County Workforce Development Board

All data sources were referenced in the plan text.



PHILADELPHIA GROUP

AFFIDAVIT OF PUBLICATION
307 Derstine Avenue • Lansdale, PA 19446

DELCO EMPLOYMENT & TRAINING
BARCLAY SQUARE SHOP CTR

1570 GARRETT RD,

SUITE A
UPPER DARBY, PA 19082
Attention:

STATE OF PENNSYLVANIA,
COUNTY OF MONTGOMERY

PUBLIC NOTICE

The Delaware County Workforce Development Board (DCWDB) has posted the following Draft Plans for review and comment for 30 day from Feb 24 to March 25, 2021:

The undersigned Sharon Dietz, being duly sworn the he/she is the principal clerk of Daily Times and Sunday Times, Daily & Sunday Times Digital, published in the English language for the dissemination of local or transmitted news and intelligence of a general character, which are duly qualified newspapers, and the annexed hereto is a copy of certain order, notice, publication or advertisement of:

- P Y 2 0 2 1 - 2 0 2 4 WIOA Multi-Year Local Plan is available for review at <https://www.chesco.org/DocumentCenter/View/62077/Delaware-County-Local-Plan>
- P Y 2 0 2 1 - 2 0 2 4 WIOA Multi-Year Regional Plan is available for review at <https://www.chesco.org/DocumentCenter/View/62073/SE-PA-Regional-WIOA-Plan>
DCT, February 21, a-1

DELCO EMPLOYMENT & TRAINING

Published in the following edition(s):

Daily Times and Sunday Times 02/21/21
Daily & Sunday Times Digital 02/21/21

Sworn to the subscribed before me this 2/24/21.

Maureen Schmid

Notary Public, State of Pennsylvania
Acting in County of Montgomery

COMMONWEALTH OF PENNSYLVANIA

NOTARIAL SEAL
MAUREEN SCHMID, Notary Public
Lansdale Boro., Montgomery County
My Commission Expires March 31, 2021

Advertisement Information

Client Id: 881925 **Ad Id:** 2131344 **PO:** **Sales Person:** 066305



NOTE website address matches public notice

chesco.org/DocumentCenter/View/62077/Delaware-County-Local-Plan

ware-County-Local-Plan 1 / 60 100%

Delaware County Workforce Development Board



The seal of Delaware County, Pennsylvania, is circular with a gold border. Inside the border, the words "COUNTY OF DELAWARE" are written in gold at the top and "PENNSYLVANIA" at the bottom, separated by two gold stars. The center of the seal features a shield with a blue background. On the shield, there is a white eagle with its wings spread, perched on a white branch. Below the eagle is a white ship on a blue sea. At the bottom of the shield are three white keys. The shield is flanked by two white laurel branches.

Multi-Year Local Area Plan 2021-24

go

RE: Regional and Local Plan Links



Hennessy, Patricia W. <phennessy@chesco.org>
To: McGeever, Kate
Cc: Hamilton, Kaylynn

Reply Reply All Forward

Mon 2/22/2021 1:05 PM

Got it.

Thanks, Kate!

From: McGeever, Kate <McGeeverK@co.delaware.pa.us>
Sent: Monday, February 22, 2021 12:32 PM
To: Hennessy, Patricia W. <phennessy@chesco.org>
Cc: Hamilton, Kaylynn <klh267@psu.edu>
Subject: [EXTERNAL] - RE: Regional and Local Plan Links

EXTERNAL: Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Trish,
I've attached our local plan for public comment. Thanks so much for your help coordinating this part!
Kate

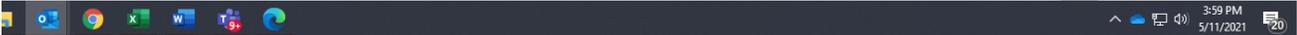
Kate McGeever
Executive Director
Delaware County Workforce Development Board
Office: (610)713-2238
Cell: (484)745-7636
www.delcoworks.org



From: Hennessy, Patricia W. <phennessy@chesco.org>
Sent: Wednesday, February 17, 2021 11:22 AM
To: Bokovitz, Patrick E. <pbokovitz@chesco.org>; 'Fogarty, Dan' <DFogarty@countyofberks.com>; 'Moser, John W (JWMoser@countyofberks.com)' <JWMoser@countyofberks.com>; 'Barnes, Billie F.' <bfbarnes@buckscounty.org>; 'Kralle, Dianna J.' <djkralle@buckscounty.org>; 'H. Patrick Clancy (pclancy@philaworks.org)' <pclancy@philaworks.org>; 'Meg Shope Koppel, Ph.D.' <mshopekoppel@philaworks.org>; 'John J. Daly' <JDaly@philaworks.org>; McGeever, Kate <McGeeverK@co.delaware.pa.us>; 'Stein, Jane' <jstein@montcopa.org>
Subject: RE: Regional and Local Plan Links

Hello, everyone.

All folders are up to date. Connected to: Microsoft Exchange



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DCT, February 21, a-1

The undersigned Sharon Ditz, being duly sworn the he/she is the principal clerk of Daily Times and Sunday Times, Daily & Sunday Times Digital, published in the English language for the dissemination of local or transmitted news and intelligence of a general character, which are duly qualified newspapers, and the annexed hereto is a copy of certain order, notice, publication or advertisement of:

DELCO EMPLOYMENT & TRAINING

Published in the following edition(s):

Daily Times and Sunday Times	02/21/21
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MAUREEN SCHMID, Notary Public
Lansdale Boro., Montgomery County
My Commission Expires March 31, 2021

Advertisement Information

Client Id: 881925 **Ad Id:** 2131344 **PO:** **Sales Person:** 066305

This checklist is used to ensure completeness; indicate each submitted item prior to emailing this form and items listed below to RA-LI-BWDA-Policy@pa.gov .

	Cover Letter <i>(see submission cover letter template and page 4 of guide for additional details)</i>
	Regional Plan <i>(if in a planning region)</i> and Local Area Plan saved in Microsoft Word
	Provided documentation of public notice/public comment <i>(see pages 3-5 of guidance for additional details)</i>
	Attestations Completed

DRAFT

Delaware County Workforce Development Board General Membership Meeting - VIA Microsoft Teams

June 3, 2021

8:30 A. M.

Minutes

DCWDB Members Present: Bill Adams, Mike Brady, Steven Butz, Liz Brenner, Laura Goodrich Cairns, Dominic Cappelli, Cathy Judge Cardillo, Ed Coleman, Al Danish, Rick Durante, Marybeth Ferguson, Adam Gattuso, Makeda Hudson, Laura Kasper, Karen Kozachyn, Trish McFarland, Eileen Nelson, Jason Rode, Christine Rodgers, Bill Tyson.

Staff and Guests: Allison Barksdale, Dawn Berardinelli, Joan Chicklo, Karen Hofmann, Monica Mertoli-Jennings, Jim Lauckner, Kate McGeever, Helen Schwabe, Victoria Smith, Dr. Monica Taylor, Donna Tutak.

Welcome: Albert A. Danish, Chair, Delaware County Workforce Development Board (DCWDB)

- Mr. Danish, called the meeting to order at 8:30 A.M. This meeting was held via Microsoft Teams.
- Roll call is taken by Ms. Helen Schwabe.

Minutes:

- Mr. Danish requested the Approval of the Minutes of the March 4, 2021 meeting.
- Motion by Mr. Dominic Cappelli and seconded by Ms. Eileen Nelson.
- Minutes unanimously approved.

Acronym Spotlight in WIOA: Adult v. Dislocated Worker v. Youth: Ms. Karen Hofmann

- An “Adult” is economically disadvantaged person 18 or older who is unemployed or underemployed and who’s family income is at or below 235% of the Federal Poverty Income Guidelines.
- A “Dislocated Worker” has been laid off from the job through no fault of their own. Any person 18 or older who is collecting or has exhausted their unemployment compensation with no chance of returning to their former employer.
- Youth Funding focuses on youth between the ages of 14 and 24.

OSY- Out of School Youth: Any Youth between the ages of 16-24 years old who is a school dropout, or who has received a secondary school diploma or its equivalent but, is basic skills deficient, unemployed, or underemployed and meets one or more of the WIOA eligibility barriers.

DRAFT

ISY- In School Youth: Youth not younger than 14 or older than 18, (unless holding their diploma) and are attending school. To qualify as an in-school youth under WIOA Title 1, the youth must be low income and fall into one or more of the WIOA categories (Barriers)

Remarks from County Council: Dr. Monica Taylor

- As part of the County's work distributing COVID vaccinations, there will be a pop up clinic at the August CareerLink Open House.
- County Council is interested in using American Recovery Plan funds to support programs from workforce development and economic development.

Director's Report: Ms. Kate McGeever

- Overview of dashboard and reformatted report to board. The dashboard includes data on the varying COVID-recovery patterns by age, gender, sector, etc. The report to board now follows the goals adopted in the 2021-24 Local Plan.
- Request approval to create and fill a Communications Manager position and a Title1 Supervisor position.
- For the 2021-22 program year the overall budget revenue is expected to increase by 18%.

CareerLink Report: Ms. Donna Tutak, Chester

- As reopening proceeds, the public is encouraged to make an appointment, but limited walk-ins are welcomed. Staff and visitors are asked to continue following CDC and PA guidelines to wear masks, social distance and sanitize shared items.
- The Pennsylvania Unemployment Compensation system is being upgraded and will experience a brief shutdown. The CareerLinks are preparing for more questions during this shutdown.

CareerLink Report: Dr. Karen Kozachyn (for Ms. Susan Bond), Delaware County Community College

- DCCC set the goal of fully on campus for September 2021. Some programs like police academy have never left.

Local Plan Committee Update: Mr. Dominic Cappelli

- The board-approved draft of the Local Plan received no public comments and was submitted to the Department of Labor and Industry on April 1.
- As expected, L&I requested additional information about operational details, however no major changes were recommended to the six goals identified in the Delaware County Local Plan.
- In the board packet the highlighted edits are additions to the Local Plan.
- If there are no additional questions, I motion for final approval of the 2021-24 Delaware County Local Plan and Southeastern Regional Plan.
- Motion made by Ms. Cathy Judge Cardillo and seconded Dr. Karen Kozachyn
- Unanimously approved.

DRAFT

Youth Council Report: Ms. Cathy Cardillo, Chair DCWDB

- Ms. Cardillo began with a quick overview of the Youth Committees' roles and responsibilities. The new meeting schedule will be 4-5 times annually and Youth Committee members were identified.
- Ms. Cardillo outlined the WIOA and TANF Request for Proposal process. For 2021-22, Leadership Development and Financial Literacy RFPs were issued to strengthen and supplement programs in response to the Youth committee recommendations and a new Pre-Apprenticeship RFP was issued. Ms. Cardillo identified and thanked the review team members for their participation. A chart of contracts the committee recommended to the WDB was presented.
- Ms. Cardillo then discussed the collaborative Regional study for disconnected youth and explained the study's goals.
- Ms. Cardillo ended by providing information on the Delaware County Chamber of Commerce Youth Leadership Academy and Career Awareness

Finance Committee Update, Ms. Eileen Nelson

- Congrats to Mr. Danish on his Delaware County Chamber of Commerce Lifetime Achievement award.
- For the 2021-22 budget there is an overall 18% increase in funding. The Finance Committee met and reviewed the proposed budget at end of packet.

Chairman's Report Mr. Danish

Approval of Budget

- A request was made to approve the PY21 Budget
- Motion made by Mr. Dominic Cappelli, seconded Mr. Mike Brady
- Unanimously approved.
- Mr. Ed Coleman, Mr. Bill Tyson, Ms. Catherine Judge Cardillo, Ms. Liz Brenner, Dr. Karen Kozachyn abstaining

Approval of contracts

- A request was made to approve the PY21 Contracts
- Motion made by Ms. Eileen Nelson, seconded Mr. Dominic Cappelli
- Unanimously approved.
- Mr. Ed Coleman, Mr. Bill Tyson, Ms. Cathy Judge Cardillo, Ms. Liz Brenner, Dr. Karen Kozachyn abstaining.

Approval to hire Communications Manager and Title 1 Supervisor

- A request was made to approve the hiring of Communications Manager and Title 1 Supervisor
- Motion made by Ms. Marybeth Ferguson, seconded Ms. Cathy Judge Cardillo

DRAFT

- Unanimously approved

Board Engagement Update

- 16 board members are active on at least one WDB committee
- Chair, an Executive Committee member, and Kate will continue to have individual calls with board members on Friday mornings to know you, your organization and how can we help each other.

Employer Engagement Committee Update, Mr. Mike Brady

- Congratulations to Mr. Danish on his Chamber award
- The Employer Engagement Committee held its first meeting to identify trends in the growing industries

Board Feedback Questions

- Is your company providing vaccination incentives for new or existing workers?
- Ms. Trish McFarland, Chamber of Commerce and Ms. Laura Goodrich Cairns, Commerce Center have a cool project called VIP, Vaccinate Incentive Program, for businesses to offer discounts to vaccinated customers.
- County pop-up vaccination sites can come to employers' locations.

Adjournment:

- Mr. Albert Danish requested a motion for adjournment.
- Motion by Mr. Dominic Cappelli, seconded by Ms. Cathy Judge Cardillo.
- The meeting of the Delaware County Workforce Development Board adjourned on June 3, 2021 at 9:34 a.m.

Thank you everyone and have a great and safe summer.

Submitted by:

Helen Schwabe

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Quick Steps Zoom

Re: Request for email reply- Workforce Development



Taylor, Monica
To McGeever, Kate



Mon 9:45 PM

To Whom This May Concern:

As the Vice Chair of the Delaware County Council, I am aware that the Delaware County Workforce Development Board developed Local and Regional Plans for 2021-24. The final version of these plans was approved by the Delaware County Council-appointed Workforce Development Board on June 3, 2021. I consent to the final submission of the plans.

Dr. Monica Taylor
Vice Chair Delaware County Council