

PY 2021-2024 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: Lancaster County Workforce Investment Board

Effective Date: July 1, 2021

INTRODUCTION

1. STRATEGIC PLANNING: Local Area Workforce and Economic Analysis

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

Overview.

Lancaster County, sometimes nicknamed the Garden Spot of America or Pennsylvania Dutch Country, is a county located in the south-central part of the Commonwealth of Pennsylvania. As of the 2019 census, the population was 545,712. Lancaster County forms the Lancaster Metropolitan Statistical Area, the 99th largest of 361 MSAs in the United States. The County of Lancaster is a popular tourist destination. The Lancaster County Workforce Investment Board, d/b/a Lancaster County Workforce Development Board, (LCWDB) or (The Board) oversees the workforce development activities of the local area. We recognize that we are in a unique and challenging time, and while most data in this report was based on trends prior to Covid-19, we understand that we need to maintain close communications with employers, educators, and jobseekers as we move through COVID and its local effects on workforce.

Between the 2nd quarter of 2019 and 2nd quarter of 2020, Lancaster experienced an employment change of -33,995 or 13.8%. In terms of volume, Accommodation and Food Services experienced the largest loss at almost -10,300 jobs. Lancaster County, well known for its vibrant live entertainment, experienced another devastating loss in the Arts and Entertainment industry, as 17% of overall employment was adversely affected. The Lancaster County Workforce Development Board is equipped to monitor and provide strategic direction to the county in terms of labor market information, while working towards recovery for both the hard- hit businesses as well ensuring clear and accessible opportunities for jobseekers.

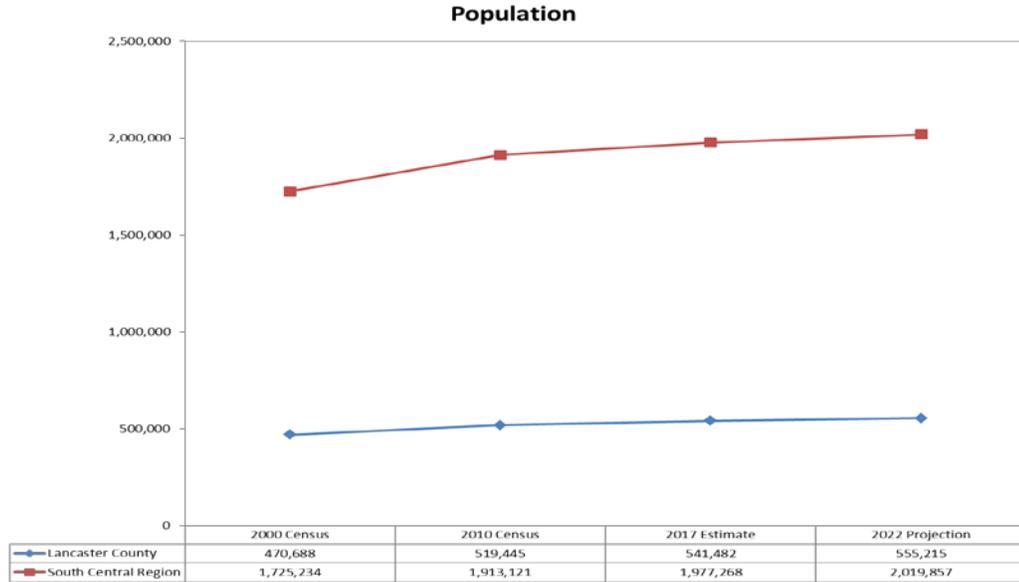
In December 2020, Lancaster County's labor force was reported at 283,400 with an unemployment rate at 4.9%. A year-over-year comparison indicates the labor force participation decreased by 5,300 workers. Health Care and Social Assistance continues to represent the largest sector employing 40,505, workers with average earnings of \$51,256. The next largest sectors include Manufacturing, employing 36,997 with average earnings of \$57,602 and Retail Trade employing 29,655 workers, with average earnings of \$30,497¹.

Population. Figure 1 The population in Lancaster County is estimated to have increased from 519,445 in 2010 to 545,712 in 2019, reflecting a 5.1% growth rate. A study conducted by the Lancaster County Planning Commission reports that over the next ten years, Lancaster County population is projected to grow to 613,208.

¹ JobsEQ 2.16.21

PY 2021-2024 WIOA Multi-Year Local Area Plan

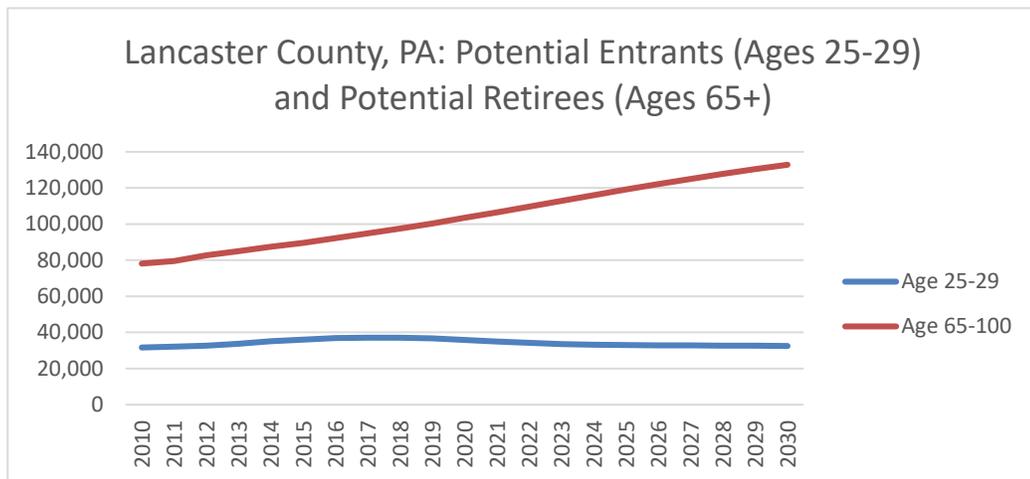
Figure 1



Source: JobsEQ 2.9.21

Age Distribution. Figure 2 represents one of the most significant long-term challenges facing Lancaster County labor market. As seen in this graph, the rate of individuals age 65+ is projected to outpace the number of individuals entering the labor market. From 2010 to 2030, we expect to see an increase of nearly 60% of “potential retirees” while the age group of 25-29 shows a decline. Lancaster also shows a higher than the state and national average of those ages 75+ at 8% of the total population (6.4% nationally). With our vibrant retirement communities and healthcare facilities, the need for healthcare occupations continue to grow.

Figure 2. Potential Entrants



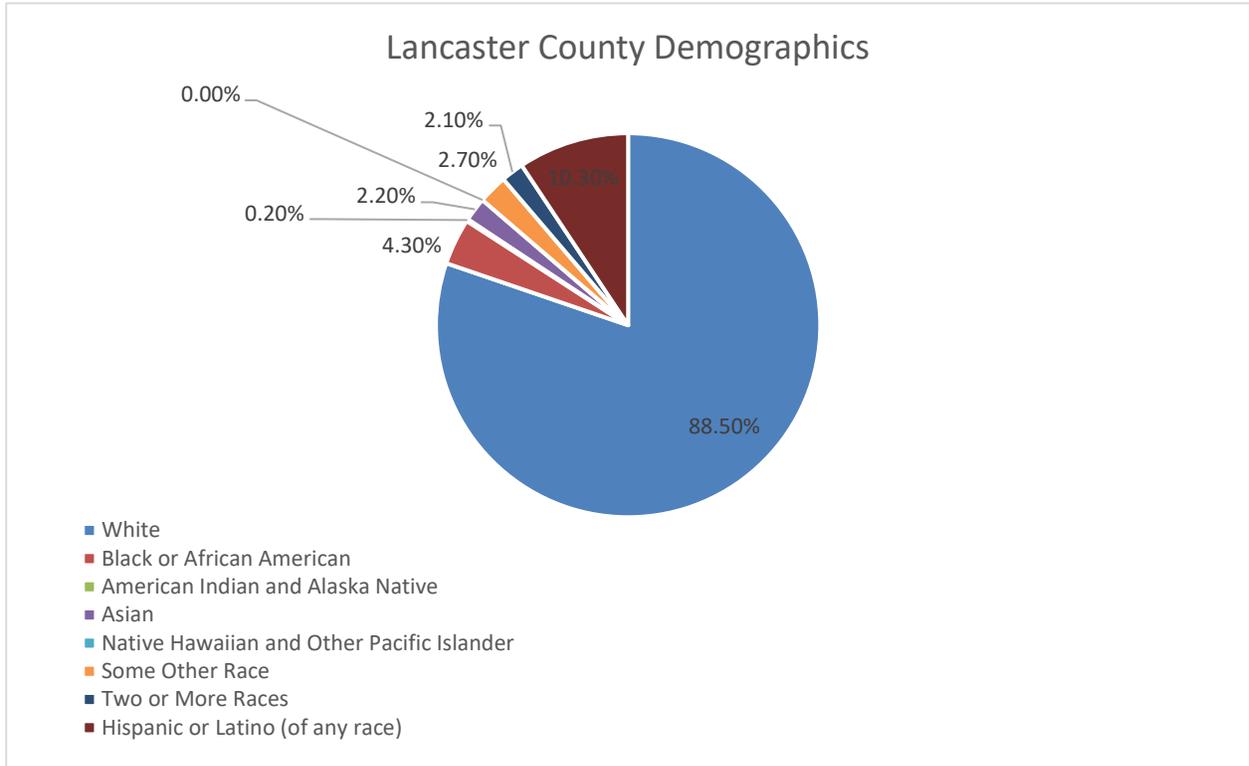
Source: JobsEQ 2.9.21

Reaching certified “Welcoming City” status in 2019, Lancaster City has been identified by BBC as “America’s Refugee Capital of the World” in 2017, resettling 20% more refugees per capital than the rest of the world. The diversity is astounding, with public schools here reporting over 70 languages spoken by students, giving Lancaster County a worldly identity belying its Pennsylvania Dutch image.

PY 2021-2024 WIOA Multi-Year Local Area Plan

According to the Census Bureau, over 31,000 county residents, or 5.7% of the population, were foreign born in 2018, the latest data available. The percentage rises to 11.6% in Lancaster city, where over 6,900 were born in other countries.

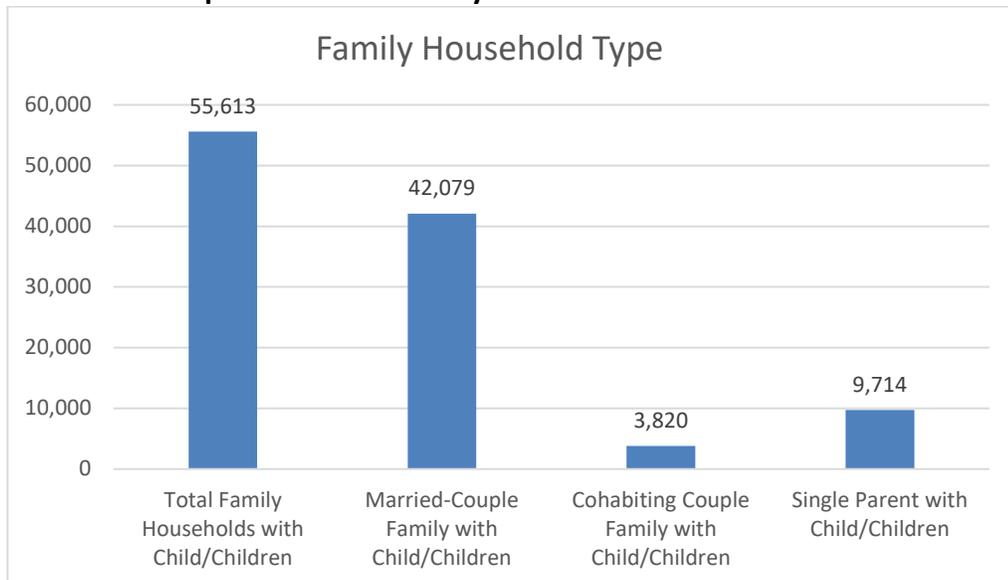
Figure 3



Source: JobsEQ® 2.9.21

Households. There are 55,613 families in the WDA. Of those, 42,079 consist of married couples with children while 9,714 are single-parent households (Figure 4). Children of single-family homes make up 24.5% of all children.

Figure 4. Household Make-up in Lancaster County



Source: JobsEQ® 2.9.21

Education.

Lancaster continues to emphasize the importance of Career Pathways and aligning educational training with the jobs available in Lancaster. **Figure 5** indicates that 56% of all jobs in Lancaster County require short or moderate on-the-job training, while 13% require long-term training or industry certifications. The remaining jobs require advanced training in the form of degrees or certifications. Lancaster residents potentially face underemployment, as the attainment of college degrees outpace the local job requirements. By increasing opportunities for on-the-job training, apprenticeships obtainment of industry recognized credentials and certificates, more people will be able to find employment and maintain residency in Lancaster County. **Figures 6 and 7** show long-term educational requirements forecasted through 2028, which indicate a growth in all educational levels as technology and innovation continue to shape our industries.

It is notable in Lancaster County that 13.6% of residents do not have a high school diploma, which is higher than the state (8.1%) and national level (11.2%). Lancaster County is unique in that it is home to a population of Amish and Anabaptist (Old Order Mennonites, Groffdale Mennonites, Mennonite Church, and Church of the Brethren) individuals. The Amish, Old Order Mennonites, and Groffdale Mennonites consider their education completed between the 8th and 10th grades.

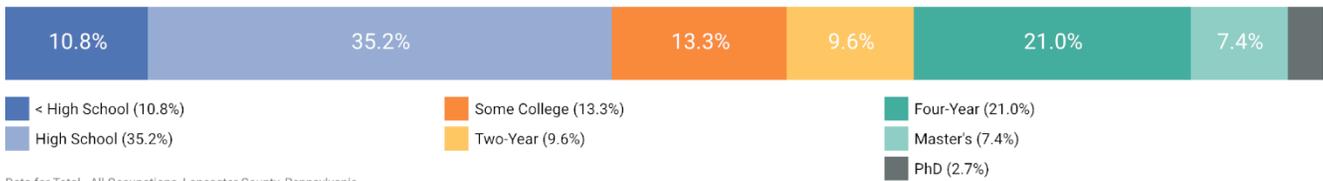
Figure 5

Education and Training Requirements



Data for Total - All Occupations, Lancaster County, Pennsylvania
Source: JobsEQ®. Data as of 2020Q3.

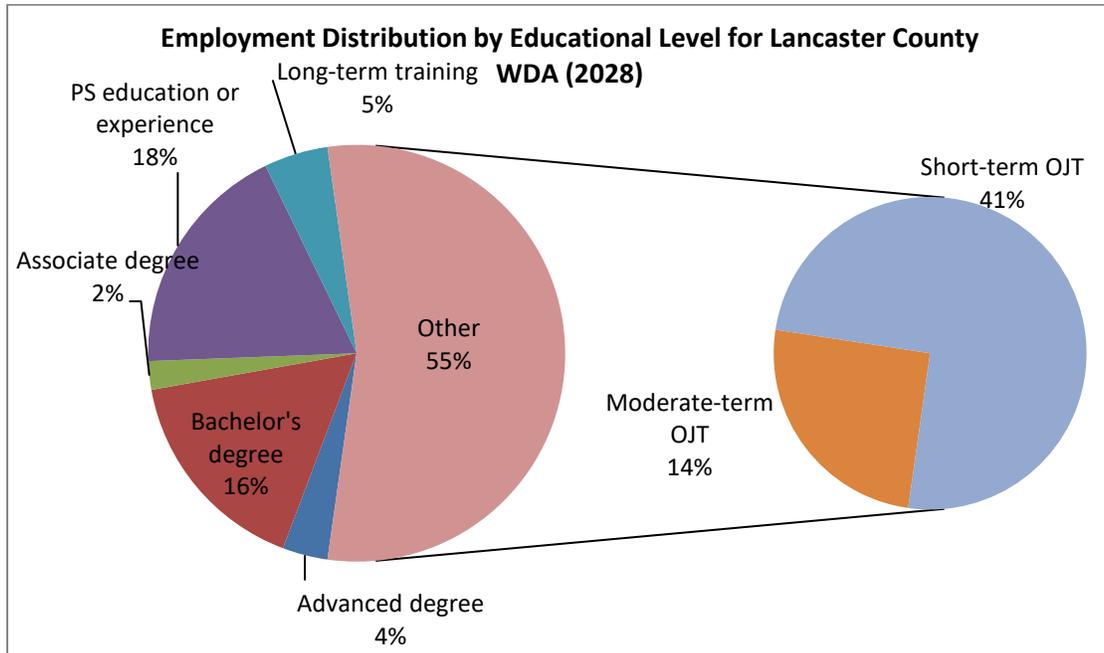
Educational Attainment



Data for Total - All Occupations, Lancaster County, Pennsylvania
Source: JobsEQ®. Data as of 2020Q3.

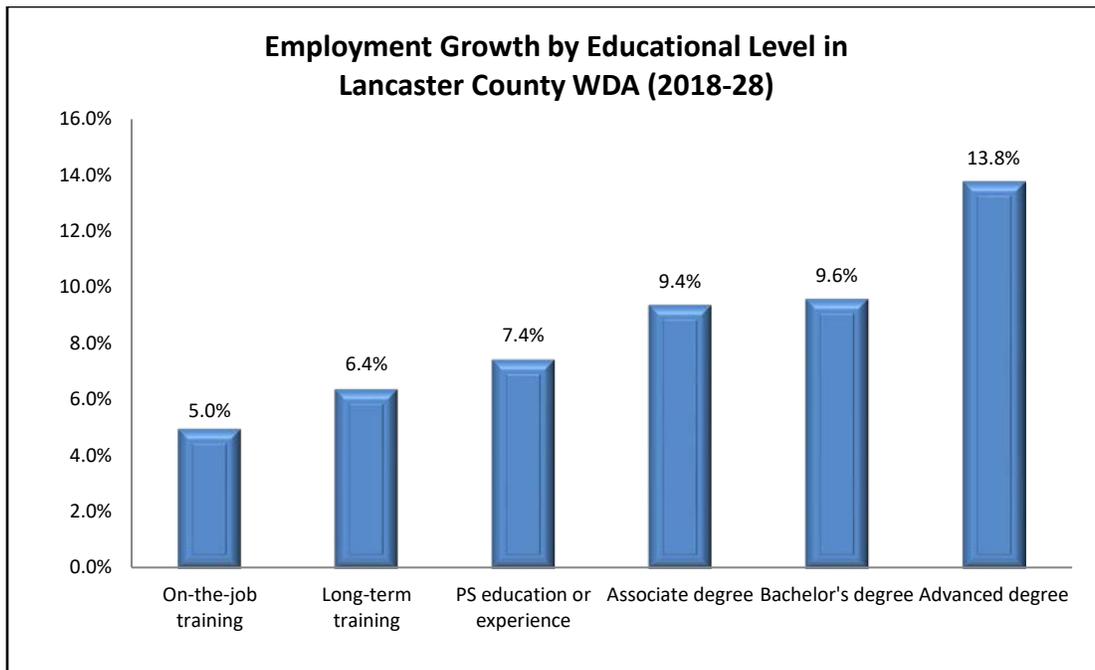
Source: JobsEQ® 2.9.21

Figure 6. Employment Distribution by Educational Level



Source: Center for Workforce Information and Analysis [CWIA]

Figure 7. Employment Growth by Education Level

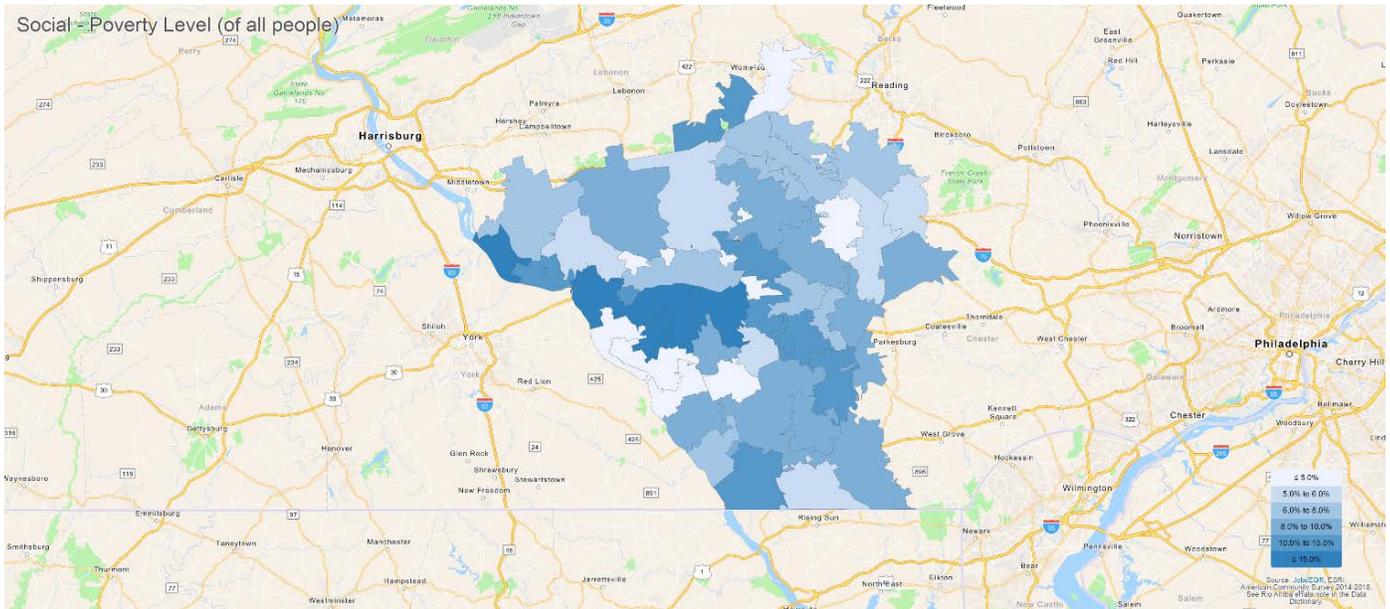


Source: JobsEQ® 2.9.2021

PY 2021-2024 WIOA Multi-Year Local Area Plan

Income. The median household income in Lancaster is \$63,823 which is slightly higher than the state and national value (\$59,445 and \$60,293 respectively). The per capita income is \$30,778 which is lower than the state and national average. The poverty level (of all people) hovers around 10% (**Figure 8**), lower than the state and national average. 8.9% of households are receiving SNAP (Supplemental Nutrition Assistance Program) and 12% are uninsured, which is almost the double the state average.

Figure 8: Poverty Level



Source: JobsEQ® 2.9.21

Housing. There are 209,870 total housing units in Lancaster, of which 32% are renter occupied. This is in line with the state and national averages. The median household value of owner-occupied units is \$200,400. Vacancy remains very low, at 1% for homeowners and 3.4% for rentals. Of the occupied housing units, 10.1% do not have a vehicle.

Of significance, according to the MIT Living Wage Calculator², a family of three typically spends \$12,252 annually, or \$1,021 per month monthly housing expenses. The living wage to support this household would be an \$27.40/hour for one working adult.

Employment. As shown in Figure 9, the COVID pandemic has significantly impacted the number of unemployed citizens in the WDA. However, a steady job recovery is indicated by the improved unemployment rate. Lancaster County was ranked with the third lowest unemployment percentage at 4.9% in December 2020, behind Gettysburg (4.4%) and State College (4.8%). Pennsylvania and the United States both experienced an unemployment rate of 6.7% in December 2020.

The stark number of Lancaster County residents who lost their job during the peak of the pandemic is listed below. An additional 30,000 Lancaster County residents found themselves unemployed from March to April.

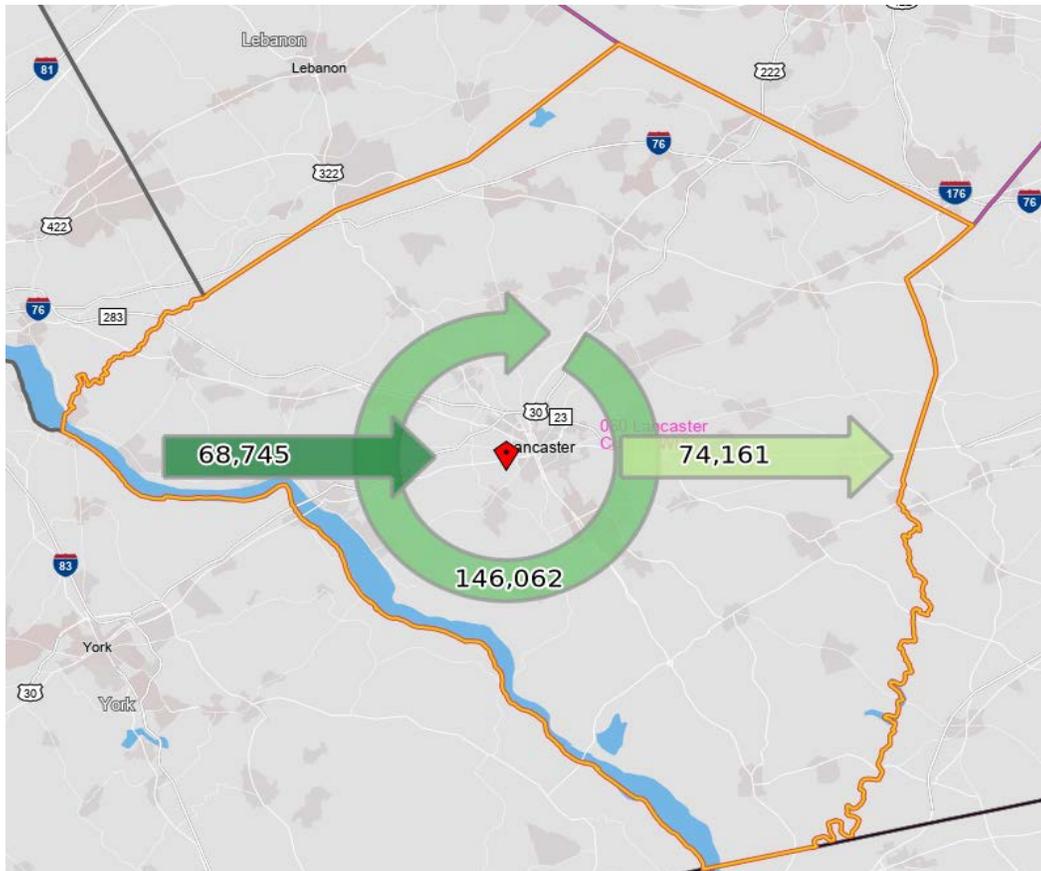
² 2021 Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology, "Living Wage Calculation for Lancaster County, Pennsylvania," 2021, <https://livingwage.mit.edu/counties/42071> (accessed February 17, 2021).

Figure 9: Total Civilian Labor Force, Employment, Unemployment, and Unemployment Rate

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	288,000	277,400	10,600	3.7
February	288,800	278,200	10,600	3.7
March	284,200	271,700	12,500	4.4
April	278,600	236,200	42,500	15.2
May	292,400	258,200	34,200	11.7
June	287,900	255,300	32,600	11.3
July	289,000	260,000	28,900	10.0
August	286,000	263,100	22,900	8.0
September	291,500	273,500	18,000	6.2
October	289,400	273,700	15,700	5.4
November	287,000	273,200	13,800	4.8
December	283,400	269,600	15,400	4.9

Source: Center for Workforce Information and Analysis [CWIA]

Figure 10 demonstrates Lancaster County attracts a higher number of commuters to our workforce than those working outside of our county. Lancaster County is home and the place of work to 68% (146,062) of those in the labor force, while 33.7% (74,161) of residents live here, but work outside the WDA. The mean commute time is 23.1 minutes with 1.2% of workers commuting via public transportation. Due to the size of the county and lack of public transportation that reaches the outer areas, transportation continues to be a barrier for workers in Lancaster.



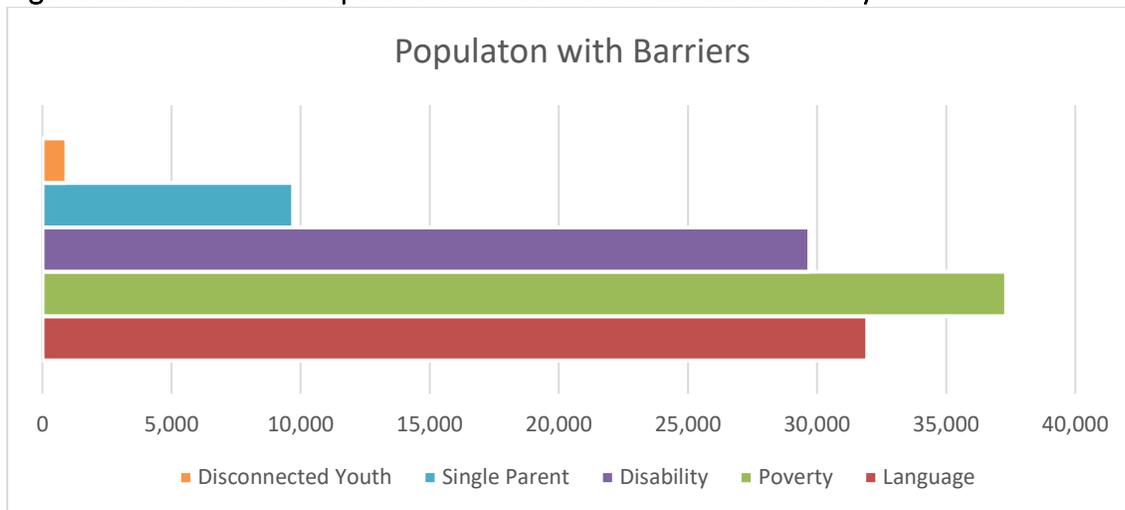
Source: Center for Workforce Information and Analysis [CWIA]

Population with Barriers. Figure 11 Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. 10% of Lancaster County residents live in poverty. According to the Urban Institute,³ most individuals released from prison held a job prior to incarceration and want legal, stable employment upon release. Research also suggests that the higher the wage, the less likely these individuals will return to crime. However, most former prisoners have trouble finding a job after release. During the time spent in prison, many individuals lose skills and are given little opportunity to gain work experience. The availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment, work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations.

Research obtained from Children’s Rights⁴ has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school diploma or equivalency compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a four-year college degree, while 36% of youth in the general population had graduated from college. In Lancaster County, approximately 40 children age out of foster care each year.

Language can be a barrier to employment, and Lancaster has 31,942 residents categorized as “Speak English less than very well”. Proportionately, only Lehigh and Philadelphia have higher language barriers than Lancaster. Contributed by our diverse refugee and immigrant population, LCWDB proudly partners with agencies like Church World Services, the Literacy Council of Lancaster/Lebanon and Lancaster-Lebanon Intermediate Unit 13 to assist jobseekers in remediating language barriers. We have also noticed many employers investing in on-site ESL classes to either provide English classes to workers, or to increase teach management language skills such as Spanish.

Figure 11. Overview of Population with Barriers in Lancaster County



Source: JobsEQ® 2.9.21

³ Urban Institute is a nonprofit organization dedicated to elevating the debate on social and economic policy. They conduct research and offer evidenced based solutions to improve lives and strengthen communities (www.urban.org).

⁴ Children’s Rights is a nonprofit organization dedicated to improving the child welfare system to ensure the rights of children in foster care are upheld (www.childrensrights.org).

In Lancaster County, 30,679 residents classify as having a disability. Statics show that of those individuals, roughly 48% are in the Labor Force. Unemployment disproportionately affects those with disabilities at a much higher rate of 10% for those identified as having a disability as opposed to 3.3% of those not identifying as having a disability.

According to Youth.Gov⁵, the high social and economic costs of teen pregnancy and childbearing can have short- and long-term negative consequences for teen parents, their children, and their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents. Specifically:

- By age 22, approximately 50% of teen mothers have received a high school diploma and 30% have earned a high school equivalency certificate, whereas 90% of women who did not give birth during adolescence receive a high school diploma.
- Approximately 10% of teen mothers complete a two- or four-year college program.
- Teen fathers have a 25 to 30% lower probability of graduating from high school than teenage boys who are not fathers.

Children who are born to teen mothers also experience a wide range of problems; they are more likely to:

- have a higher risk for low birth weight and infant mortality.
- have lower levels of emotional support and cognitive stimulation.
- have fewer skills and be less prepared to learn when they enter kindergarten.
- have behavioral problems and chronic medical conditions.
- rely more heavily on publicly funded health care.
- have higher rates of foster care placement.
- be incarcerated at some time during adolescence.
- have lower school achievement and drop out of high school.
- give birth as a teen.
- be unemployed or underemployed as a young adult.

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school.

According to the National Coalition for the Homeless, 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 in finding and maintaining employment.

⁵ youth.gov (formerly FindYouthInfo.gov) was created by the Interagency Working Group on Youth Programs (IWGYP), which is composed of representatives from 21 federal agencies that support programs and services focusing on youth. The IWGYP promotes the [goal](#) of positive, healthy outcomes for youth in four significant ways: Create and Support youth.gov, Create and Support YE4C (Youth Engaged 4 Change), Identify and Disseminate Effective Practices, and Promote Enhanced Collaboration.

PY 2021-2024 WIOA Multi-Year Local Area Plan

The Point-in-Time (PIT) count is the number of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care perform the PIT annually to determine the number of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2019, there were 264 individuals counted in Lancaster County.

The McKinney-Vento Homeless Assistance Act⁶ defines youth homelessness as:

- children sharing housing due to economic hardship or loss of housing.
- children living in "motels, hotels, trailer parks, or campgrounds due to lack of alternative accommodations".
- children living in "emergency or transitional shelters."
- children whose primary nighttime residence is not ordinarily used as a regular sleeping accommodation (e.g., park benches, vehicles.)
- children living in "cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations."

Per PA Department of Education, most recent data indicates there were 2,684⁷ students in Lancaster County who met this definition of homeless. This is the third highest number of students in Pennsylvania, only behind Philadelphia and Allegheny.

Within PA CareerLink® Lancaster County various partners including the Department of Human Services (Lancaster County Assistance Office), Title 1 Adult Re-Entry, Title 1 Out-of-School Youth, Title II Adult Education and Literacy, and Title III Wagner-Peyser and Title IV Office of Vocational Rehabilitation work together as a network to case manage, co-enroll to benefit the client, and strive for common measures such as a skills gain, credential attainment and employment retention and advancement.

Industry Snapshot

The largest sector in Lancaster County, Pennsylvania is Health Care and Social Assistance, employing 40,505 workers. The next-largest sectors in the region are Manufacturing (36,997 workers) and Retail Trade (29,655). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 1.76), Agriculture, Forestry, Fishing and Hunting (1.47), and Construction (1.38). Sectors in Lancaster County, Pennsylvania with the highest average wages per worker are Management of Companies and Enterprises (\$108,864), Utilities (\$95,851), and Finance and Insurance (\$84,942). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+3,974 jobs), Health Care and Social Assistance (+2,612), and Construction (+1,840).

Over the next 1 year, employment in Lancaster County, Pennsylvania is projected to expand by 302 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.4% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+570 jobs), Accommodation and Food Services (+70), and Educational Services (+40).

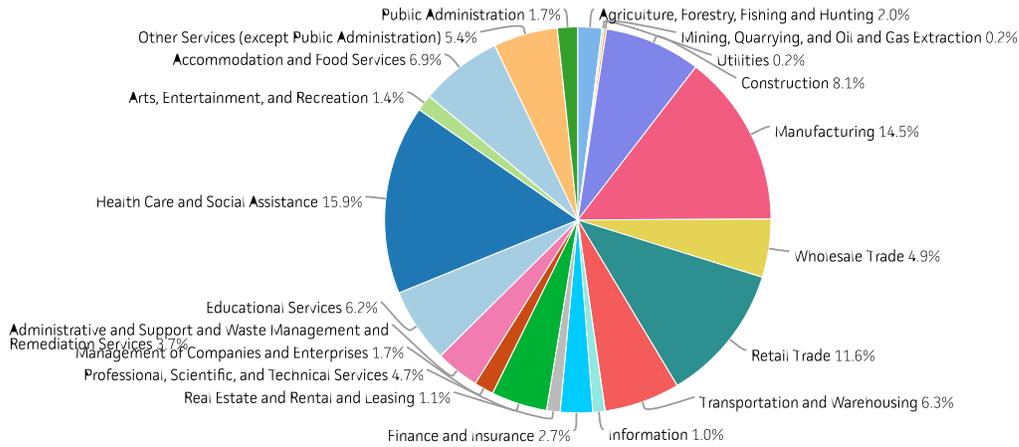
⁶ The **McKinney-Vento Homeless Assistance Act of 1987** (Pub. L. 100-77, July 22, 1987, 101 Stat. 482, 42 U.S.C. § 11301 *et seq.*) is a United States federal law that provides federal money for homeless shelter programs. It was the first significant federal legislative response to homelessness, and was passed by the 100th United States Congress and signed into law by President Ronald Reagan on July 22, 1987. The act has been reauthorized several times over the years. (Source: https://en.wikipedia.org/wiki/McKinney%E2%80%93Vento_Homeless_Assistance_Act)

⁷ PA Dept. of Education, Education for Children and Youth Experiencing Homelessness Program 2018-19 County by Entity, December 2020, <https://www.education.pa.gov/Documents/K-12/Homeless%20Education/Reports/2018-19%20Pennsylvania%20ECYEH%20Counts%20by%20Entity.pdf>

PY 2021-2024 WIOA Multi-Year Local Area Plan

Figure 13

Total Workers for Lancaster County, Pennsylvania by industry



Source: JobsEQ®, Data as of 2020Q3

Source: JobsEQ® 2.9.21

Occupation Snapshot

The largest major occupation group in Lancaster County, Pennsylvania is Office and Administrative Support Occupations, employing 31,492 workers. The next-largest occupation groups in the region are Transportation and Material Moving Occupations (28,020 workers) and Sales and Related Occupations (25,574). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 1.59), Transportation and Material Moving Occupations (1.31), and Construction and Extraction Occupations (1.30). Occupation groups in Lancaster County, Pennsylvania with the highest average wages per worker are Management Occupations (\$102,200), Healthcare Practitioners and Technical Occupations (\$81,800), and Architecture and Engineering Occupations (\$77,100). The unemployment rate in the region varied among the major groups from 2.2% among Legal Occupations to 14.3% among Personal Care and Service Occupations.

Over the next year, the fastest growing occupation group in Lancaster County, Pennsylvania is expected to be Healthcare Support Occupations with a +2.1% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+263 jobs) and Food Preparation and Serving Related Occupations (+118). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Transportation and Material Moving Occupations (3,571 jobs) and Office and Administrative Support Occupations (3,565).

PY 2021-2024 WIOA Multi-Year Local Area Plan

Figure 14

Lancaster County, Pennsylvania, 2020Q3¹

SOC	Occupation	Empl	Mean Ann Wages ²	Current			5-Year History			Total Demand	1-Year Forecast			Ann % Growth
				LQ	Unempl	Unempl Rate	Online Job Ads ³	Empl Change	Ann %		Exits	Transfers	Empl Growth	
43-0000	Office and Administrative Support	31,492	\$39,200	0.96	1,798	5.5%	961	-1,369	-0.8%	3,325	1,506	2,059	-240	-0.8%
53-0000	Transportation and Material Moving	28,020	\$36,100	1.31	2,722	8.9%	1,498	2,319	1.7%	3,602	1,293	2,278	30	0.1%
41-0000	Sales and Related	25,574	\$42,600	1.04	1,892	7.1%	1,472	-1,759	-1.3%	3,375	1,371	2,132	-128	-0.5%
51-0000	Production	23,793	\$40,800	1.59	1,911	7.6%	845	-863	-0.7%	2,490	922	1,768	-199	-0.8%
35-0000	Food Preparation and Serving Related	18,869	\$24,300	0.95	3,138	13.9%	1,093	-1,821	-1.8%	3,432	1,351	1,963	118	0.6%
47-0000	Construction and Extraction	15,531	\$46,600	1.30	1,657	9.2%	359	952	1.3%	1,714	496	1,202	17	0.1%
11-0000	Management	15,084	\$102,200	0.90	432	2.9%	687	751	1.0%	1,293	438	839	16	0.1%
29-0000	Healthcare Practitioners and Technical	13,798	\$81,800	0.93	311	2.3%	944	1,194	1.8%	916	370	434	111	0.8%
31-0000	Healthcare Support	12,602	\$30,300	1.11	681	5.1%	509	1,022	1.7%	1,928	804	861	263	2.1%
25-0000	Educational Instruction and Library	11,719	\$54,200	0.81	774	6.3%	349	-21	0.0%	1,093	479	571	44	0.4%
49-0000	Installation, Maintenance, and Repair	11,091	\$47,600	1.14	577	5.2%	633	272	0.5%	1,103	352	733	19	0.2%
13-0000	Business and Financial Operations	9,568	\$69,300	0.67	320	3.3%	544	854	1.9%	935	263	653	19	0.2%
37-0000	Building and Grounds Cleaning and Maintenance	8,030	\$28,700	0.95	721	7.5%	397	-137	-0.3%	1,114	460	609	45	0.6%
39-0000	Personal Care and Service	5,931	\$28,800	0.88	976	14.3%	163	-580	-1.8%	966	403	516	47	0.8%
21-0000	Community and Social Service	4,935	\$44,100	1.10	117	2.4%	323	-75	-0.3%	633	194	366	73	1.5%
15-0000	Computer and Mathematical	4,051	\$73,700	0.52	124	3.0%	334	376	2.0%	329	69	235	24	0.6%
27-0000	Arts, Design, Entertainment, Sports, and Media	3,999	\$48,000	0.88	380	9.4%	150	-423	-2.0%	406	154	272	-20	-0.5%
17-0000	Architecture and Engineering	3,659	\$77,100	0.82	106	3.0%	221	495	2.9%	290	88	201	0	0.0%
33-0000	Protective Service	2,749	\$48,800	0.49	140	4.4%	141	138	1.0%	338	151	182	5	0.2%
45-0000	Farming, Fishing, and Forestry	2,132	\$31,600	1.25	240	9.2%	21	266	2.7%	329	83	257	-10	-0.5%
19-0000	Life, Physical, and Social Science	1,839	\$63,100	0.80	60	3.4%	297	323	3.9%	176	36	135	5	0.3%
23-0000	Legal	1,068	\$69,100	0.49	25	2.2%	21	53	1.0%	75	27	44	4	0.4%
Total - All Occupations		255,534	\$47,500	1.00	19,105	7.0%	11,965	1,968	0.2%	29,924	11,311	18,311	302	0.1%

Source: JobsEQ® 2.9.21

PY 2021-2024 WIOA Multi-Year Local Area Plan

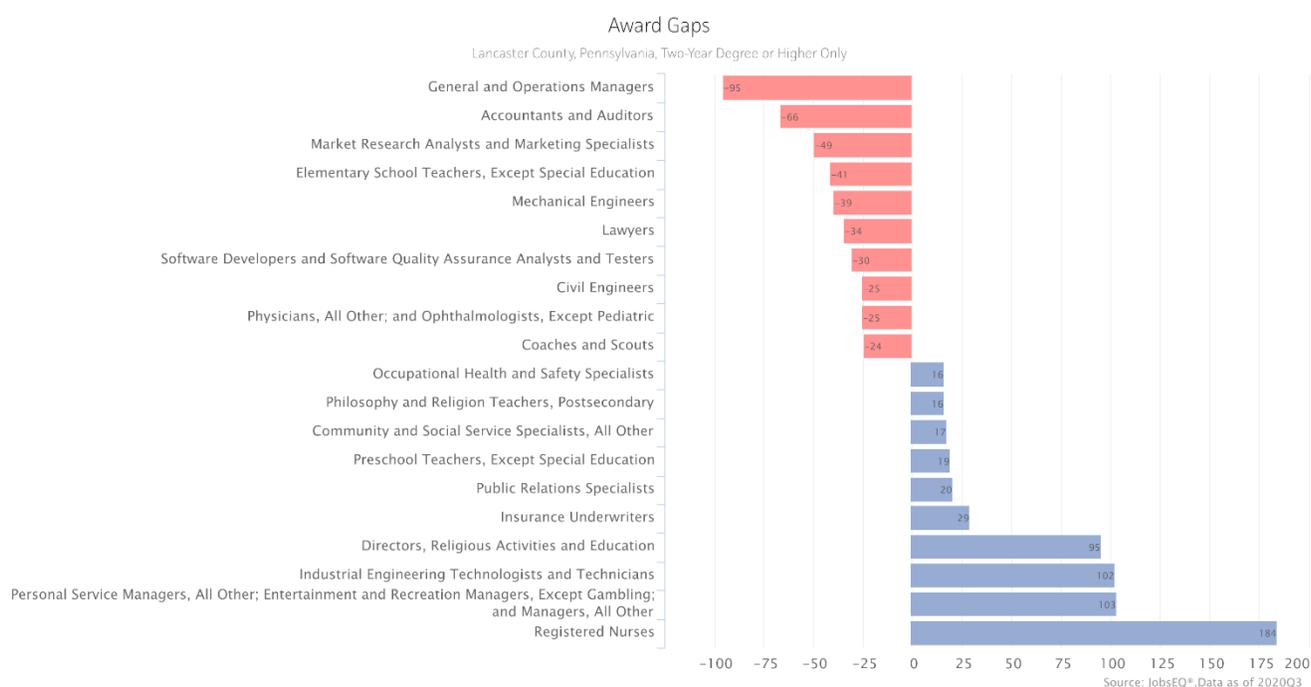
- 1.2. *How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region and local area?*

The term “skills gap” describes a fundamental mismatch between the skills that employers rely upon in their employees, and the skills that job seekers possess. This mismatch makes it difficult for individuals to find jobs and for employers to find appropriately trained workers.

Two approaches to close the skills gap are to better align our incoming workforce with the educational awards needed to support our economy, as well as understand the skills (both soft and hard) needed by local employers, and ensuring we have programs, training options, and support in place to assist jobseekers with obtaining these skills. By using real-time job posting data, we can see what skills employers are seeking.

Figure 15 shows potential award gaps for 2-year degrees or higher. The awards listed at the top of the chart show a gap, while those at the bottom show a surplus.

Figure 15



Implemented in 2020, Career Ready Lancaster! is a career pathways partnership that is focused on preparing our incoming workforce through the secondary school systems with relevant work-based learning opportunities and ensuring that our “profile of a graduate” includes the standard soft and hard skills needed for success in the job market. For example, the top skill needed in over 900 active job postings is Microsoft Office. The top soft skills include Communication, Cooperative/Team Player, Customer Service, Self-Motivated and Detail Oriented.

With a strong emphasis placed on partnerships and relationships throughout the business and education community, LCWDB continues to develop and enhance its understanding of current and future skills needs. This information becomes part of regular program design and training development occurring in partnership with training providers. LCWDB has invested in staff development to better understand labor market data and enjoys the benefit of a local economist at the Economic Development Company of Lancaster, who meets regularly with LCWDB staff. These meetings led to a common position among workforce and economic development agencies, that focuses on business retention and expansion of strong local businesses with little emphasis on new business recruitment.

PY 2021-2024 WIOA Multi-Year Local Area Plan

Figure 16 and **Figure 17** show the top 20 work activities and tools/technology needed for employment in the coming years. The most common work activity in demand by employers will be ordering materials, supplies and equipment and roughly 3/4 of all positions will be looking for workers who have experience with spreadsheet software and database user interface & query technologies.

Figure 16. Top 20 Detailed Work Activities Required by Employers for Lancaster County

Detailed Work Activity	Percent of Annual Demand
Order materials, supplies, or equipment.	18.0%
Record operational or production data.	15.3%
Calculate costs of goods or services.	14.5%
Sell products or services.	14.0%
Clean work areas.	12.7%
Greet customers, patrons, or visitors.	11.8%
Clean food preparation areas, facilities, or equipment.	11.6%
Monitor inventories of products or materials.	11.3%
Cook foods.	10.9%
Serve food or beverages.	10.9%
Collect deposits, payments or fees.	10.6%
Prepare documentation for contracts, transactions, or regulatory	10.3%
Process customer bills or payments.	10.0%
Maintain records of sales or other business transactions.	9.8%
Answer customer questions about goods or services.	9.8%
Answer telephones to direct calls or provide information.	9.7%
Clean food service areas.	9.3%
Explain technical product or service information to customers.	9.2%
Arrange tables or dining areas.	8.8%
Reconcile records of sales or other financial transactions.	8.6%

Sources: CWIA Occupational Projections; and, U.S. Department of Labor's Occupational Information Network (O*NET) database

Figure 17. Top 20 Tools and Technologies Required by Employers for Lancaster County

Tools & Technologies	Percent of Annual Demand
Spreadsheet software	81.3%
Data base user interface and query software	74.9%
Office suite software	71.5%
Word processing software	68.4%
Personal computers	67.3%
Electronic mail software	56.9%
Desktop computers	54.9%
Notebook computers	46.0%
Internet browser software	45.9%
Enterprise resource planning ERP software	43.5%
Operating system software	40.1%
Presentation software	39.9%
Accounting software	35.2%
Project management software	33.6%
Calendar and scheduling software	31.7%
Screwdrivers	27.2%
Scanners	25.9%
Computer aided design CAD software	25.7%
Medical software	25.6%
Laser printers	24.9%
Forklifts	24.9%

Sources: CWIA Occupational Projections; and, U.S. Department of Labor's Occupational Information Network (O*NET) database

As outlined earlier, only 51,967 persons in the local area have some level of college and another 138,558 possess only a high school diploma. An internal audit concluded that all required certifications and degree programs needed for Lancaster County can be met by the plethora of quality post-secondary institutions located locally.

To close the skills gaps on jobs requiring less than a college degree, the WDB has invested in short-term prevocational training in partnership with Lancaster-Lebanon IU13 and United Way of Lancaster County. These trainings prepare jobseekers for work as Direct Care providers, Administrative Assistants, and Teacher Assistants. We also offer various multi-level digital literacy classes, including in-person assistance. Through our SkillUp® Lancaster initiative, Lancaster residents have access to over 5,000 business and desktop courses through Metrix Learning. This catalog is accessible 24/7 via internet access and provides the opportunity to earn an industry recognized credential or close an individual's skills gap by providing a Career Pathway assessment which in turn recommends the needed courses. We have seen a 60% increase in utilization during Covid-19. There are over 20 community partners and local schools using Metrix Learning to assist jobseekers in gaining skills needed to be competitive in today's market.

In 2020 the WDB has allocated funding to incumbent workers. This strategy allows business to invest/upskill its current workforce which in turn can avert layoffs, and open lower skill positions, which may be easier to fill.

PY 2021-2024 WIOA Multi-Year Local Area Plan

The Board's Business Services Team continually validates and updates the labor market information through its real-time interactions with area employers, including data received during Rapid Response interactions. Using this information, the Board bridges skills gaps and prepares qualified candidates by enrolling individuals into a variety of education and training programs that are readily available through the numerous providers detailed in the **response to 1.3 below**.

- 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?*

Like so many areas, the Lancaster County labor market faces challenges to meet the labor demand, match job seeker skills to jobs, enhance incumbent worker training, reduce barriers to employment, and deal with the supply-demand mismatches. While unemployment is low, there are critical shortages of talent. As part of its ongoing efforts to help better align resources in the community, the LCWDB actively participated in the Places 2040 long-term planning efforts led by the Lancaster County Planning Commission.

Places 2040, a plan for Lancaster County, PA, published by the Lancaster County Planning Commission in October 2018:

Lancaster County has a diverse economy with companies ranging in size and industry. Lancaster County is a hub for industry clusters – from its roots in agriculture and food, to the modern technology of pharmaceuticals, to the creative and highly innovative field of live event production – the county is home to a diverse and skilled set of companies and employees who impact the world. One of the five guiding principles of Places 2040 is to involve the public, private, and nonprofit sectors to establish strong collaboration among key individuals, organizations, agencies, and local governments to accomplish one of the priorities, employment, supporting 21st-century industries and jobs. The goal is to strengthen existing industries, invest in emerging ones, and prepare our workforce for the future.

The LCWDB Executive Director is on the Board of the EDC; there is excellent communication and an effective working relationship/partnership.

The Economic Development Company of Lancaster County (EDC) notes that food processing and agriculture have long been a key part Lancaster County, putting Lancaster County in the top 20 of U.S. counties for the agriculture and related businesses industry with business like Tyson, Pepperidge Farm, Kellogg's and Turkey Hill creating products in the County.

EDC reports that the manufacturing industry accounts for \$12.5 billion in annual sales and employs 13% of the county's workforce. Traditional industries such as agriculture, food processing, and tourism remain strong, but newer industries account for much of our employment, wage, and sales growth. These industries include healthcare, education, professional and technical services, finance and insurance, wholesale, and retail trade as well as live entertainment.

The EDC highlights that the Clair Bros. began their family sound business in the early 1960's. Despite their low profiles, Clair Global, Tait Towers and others are very much in demand to provide technology and live entertainment services for events from large music concerts, television productions, and the Olympic Games in London.

PY 2021-2024 WIOA Multi-Year Local Area Plan

Fortunately, Lancaster County offers a variety of opportunities to build or improve the occupational skills and knowledge base of the area's labor force through the offering of a wide range of training resources—including classroom style, online, and on-the-job training. LCWDB provides a variety of workforce development programs and resources through strategic partners, including higher education institutions, small business, and nonprofit organizations.

Lancaster County has a wealth of technical and work-based training institutions, including Thaddeus Stevens College of Technology, Harrisburg Area Community College (HACC), Central Penn College, and Lancaster County Career and Technology Center. It is also home to many technical education facilities, as well as four-year institutions (both public and private). These include Millersville University of Pennsylvania, Franklin and Marshall College, Elizabethtown College, Pennsylvania College of Health Sciences, and Pennsylvania College of Art and Design, Lancaster Bible College, Lancaster Theological Seminary, and Eastern Mennonite University-Lancaster as well as other regional higher education institutions.

The LCWDB leads the Career Ready Lancaster! (CRL!) initiative. Facilitated by one of LCWDB members, the group of business leaders, educators, community agency leaders, and students, CRL! is driven to ensure a relevant Career Pathway System is in place for every student as well as every jobseeker entering the workforce. CRL! operates at a local/community level, consisting of a partnership among employers and employer organizations, postsecondary colleges, universities and training providers, career technology centers, primary and secondary schools, workforce and economic development agencies, labor groups, and social service providers to offer a variety of Pathways Programs of Study for youth and adult learners. The Career Pathways System has defined expectations, processes, and policies to guide the development and delivery of Pathways Programs of Study and clarifies the roles and responsibilities of all involved stakeholders.

The LCWDB offers SkillUp® Lancaster, a Career Pathways E-Learning tool from New York Wired to all Lancaster County community members. SkillUp® Lancaster is actively used by middle and high school students as well as community members. Skillup® Lancaster offers cohort trainings on the most in-demand skills identified by local and regional employers. The pandemic provided our community with the opportunity to utilize virtual services in relationship to skills most in need. Calling upon the many opportunities in SkillUp® Lancaster, the LWA has been offering programs to cohorts of residents who need to develop or enhance skills and earn credentials.

In addition, the LCWDB with support of the Youth Council targets the K-12 education system through funding and overseeing a variety of career and STEM-oriented programs such as:

- Community-based Career Counselors embedded in the school setting, to support guidance and career planning
- A variety of paid internships, long-term career exposure activities, and incentivized career awareness programs
- Access to certifications and credentials, including the ACT® National Career Readiness Certificate
- Opportunities for pre-apprenticeships and apprenticeships
- Camps or activities that promote STEM education and occupational skills training targeted to under-represented populations
- Public access to EdgeFactor, an engaging multi-media tool that showcases careers, industries, and virtual workplace tours

PY 2021-2024 WIOA Multi-Year Local Area Plan

In 2020, LCWDB began to authorize incumbent worker training. These funds are reserved to support the development of workers who demonstrate the skills and desire to further their career. As employers' partner in these investments, the BST ensures that the opportunities opened through this upskilling, are integrated into job posting procedures. Additionally, the businesses are provided relevant referrals to those openings. The LCWDB is continuing work toward establishing hubs throughout the county to meet the employment needs of target populations in their own community rather than expecting them to come to the PA CareerLink® Lancaster County. These partnerships will provide jobseekers and businesses with access to PA CL services, right in their backyard.

It goes without saying that workforce continues to be one of the top challenges facing the business community. Lancaster County, although rich in many assets, is no different with workforce challenges. However, it should be recognized that Lancaster County has strong leaders, non-profit entities, for-profit entities, government, and associations. Time and time again, the leaders across each of these areas have come together to identify ways to collectively address economic and workforce challenges, reduce duplicative services, enhance services to provide equitable access to quality training and work, and seek funding to support county efforts. One of the most notable activities was two companies, both located in Northern Lancaster County, working with the Lancaster Chamber and United Way, to establish a van that picked up and dropped off employees who otherwise would not be able to get to work at their companies.

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

Lancaster County continues to have strong workforce development activities. Local Elected Officials, non-profit and other community leaders, as well as representatives from business and foundations regularly engage in meetings, planning, forums, and other workforce events. One of the areas recognized as a growth area is in Diversity, Equity, and Inclusion in the system. As such, leaders are intentional to monitor how well our community demographics are represented.

Priority Sectors. The local area's priority sectors are based on demand and location quotient (measure of the relative size of the selected region's industry employment compared to the national average). Both Healthcare and Social Assistance and Manufacturing continue to lead in GDP, total employment and demand. Concentrated sectors in our area by LQ are Agriculture, Construction, and Transportation and Warehousing.

PY 2021-2024 WIOA Multi-Year Local Area Plan

Figure 18

Priority Sectors in Lancaster County, Pennsylvania, 2020Q3¹

NAICS	Industry	CURRENT			5-YEAR HISTORY			1-YEAR FORECAST				
		Empl	Avg Ann Wages	LQ	Empl Change	Trend	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	40,505	\$51,256	1.07	2,612		1.3%	4,400	1,883	1,947	570	1.4%
31	Manufacturing	36,997	\$57,602	1.76	-639		-0.3%	3,553	1,417	2,426	-290	-0.8%
23	Construction	20,598	\$57,548	1.38	1,840		1.9%	2,029	724	1,294	10	0.0%
48	Transportation and Warehousing	16,203	\$47,605	1.34	3,974		5.8%	1,764	733	992	39	0.2%
11	Agriculture, Forestry, Fishing and Hunting	5,147	\$43,254	1.47	38		0.1%	522	237	319	-33	-0.6%
	Priority Sectors	119,451	\$53,466	1.34	7,826		1.4%	12,313	4,994	6,978	341	0.3%
	Total - All Industries	255,534	\$48,539	1.00	1,968		0.2%	28,140	11,902	15,935	302	0.1%

Source: JobsEQ®
 Data as of 2020Q3
 Note: Figures may not sum due to rounding.
 1. All data based upon a four-quarter moving average
 Exits and transfers are approximate estimates based upon occupation separation rates.

Source: JobsEQ® 2.9.21

Variety of Education and Training Providers. The Lancaster County Workforce Development Area is home to a broad array of quality education and training providers that are willing and able to adapt curricula and services as needed to meet the needs of the area’s employers. At the onset of the pandemic of 2020, all the local training providers immediately shifted instruction, ensuring students were able to continue to learn the skills being sought by employers.

Workforce Strategies that promote Diversity, Equity, and Inclusion. WIOA allows for a range of work-based learning (WBL) models including Pre-Apprenticeship, Apprenticeship, Internships, Customized Training, Incumbent Worker Training, Transitional Jobs, and On-the-Job Training. These models target youth, adults, dislocated workers, veterans, unemployed and long-term unemployed, incumbent workers, those with barriers to employment and employers. WBL benefits the needs of employers by identifying industry specific skills and training needed to keep the business competitive. WBL also benefits the worker by adding benefits like supportive services, company provided skills training, mentoring, and on-the job learning all while earning. WBL increases opportunities to diversify skilled labor and leadership within companies by removing systemic barriers that have traditionally affected marginalized populations such as poverty, low education attainment, lack of housing near good jobs, higher unemployment, and lack of quality childcare and healthcare. Upskilling the workforce also supports the workforce pipeline by creating new entry level openings which can be backfilled¹ with new workers entering the labor force.

Comprehensive Case Management System. The Board continues to participate in a local coalition of local non-profit organizations that have implemented the Empower Lancaster human service case management system. It provides a common case management system for jobseekers, and other individuals seeking work-related services across the county. This inter-related database and case management system will allow the PA CareerLink® Lancaster County staff to receive and provide referrals faster and more efficiently, better coordinate common service needs, integrate supportive services efforts, and maintain common information. It is important to note that this system will complement, and not replace, the PA CareerLink® system of record. It should also be noted that Empower Lancaster does not contain WIOA client information or use of services.

Demand-Driven Activities. The Board established a successful Ready2Work program that is part of an integrated approach of assessment, counseling, workshops, and limited technical training along a career pathway related to the sectors and clusters most likely to lead toward career-oriented employment providing a livable wage. Individual Training Accounts (ITAs) and work-based learning, such as on-the-job training (OJT) are available to eligible individuals to close the gaps between their current skill sets and those needed to obtain family-sustainable employment.

Alternative Funding Sources. The Board has secured several alternative funding resources, enabling it to serve diverse groups that may not otherwise be eligible for its primary funding streams. For example, the Board was the lead on a collaborative United Way grant for the last three years, a CARES Act grant through the Lancaster County Commissioners, multiple capacity building grants through the Lancaster County Community Foundation, and several programs for persons returning to the community from prison funded by the PA Department of Corrections, and a local community foundation.

Customer-Focused Services. Pre-COVID, the Board used an integrated Welcome Center in the PA CareerLink® Lancaster County center. Personnel utilize a triage process to ensure each customer receives a warm greeting along with an in-depth inquiry to determine his or her specific needs. Based on the responses, the person is referred directly to the services and providers that best meet the specific requirements. Once the pandemic hit, the Board instructed the Title I provider to transition all services virtually. The Board continues to track calls, walk-ups, and purpose of contact. Customers are channeled to the appropriate PA CareerLink® team member for same day service.

Integrated Team Approach. The Resource Room within the center is the hub of core activities for the system. The Board's functional approach to staffing allows use of a multi-agency workforce (with the Bureau of Workforce Partnership and Operations (BWPO) providing most workers and staff members are trained in their individual roles and work together as cross-functional teams.

Relationships with Community-Based Organizations (CBOs). Lancaster County CBOs have a strong commitment to work together to serve people with barriers to employment. The Mayor of Lancaster City recently organized a commission to look at the issue of poverty in the community. One of the key outcomes of that commission is the importance of one good job in eradicating poverty. Lancaster County strongly believes in "no wrong door to service."

The PA CareerLink® Lancaster County staff has a strong relationship with the Lancaster County Assistance Office of the Penna. Dept. of Human Services. Representatives of both meet monthly to discuss the approach to best serve individual clients.

Lancaster County is also home to Tec Centro, a training facility that places emphasis on servicing the training needs of the Hispanic Community. Our partnership with Tec Centro provides cohesive referrals between programs. There is Tec Centro representation on the LCWDB.

Weaknesses

Limited Work-Based Learning Opportunities. Many careers in Lancaster County may be best addressed by learning on the job and/or through a mix of work and learning activities. However, the workforce system does not currently provide a robust array of relevant work-based learning opportunities to fill these needs. The challenges of COVID, clearances, and secondary education requirements are key factors in these challenges.

Limited Public Transportation. The current transportation system does not provide adequate access to all parts of the county where career opportunities are available and is limited in providing service to employees on second and third shift.

Limited Childcare Services. The area may not have enough childcare providers for individuals who are currently working or interested in working the second or third shifts.

Gaps in Youth Services. There are currently no standardized mechanisms for job shadowing and/or internship opportunities for youth, and no specific business education model to teach youth about the world of work, including soft skills training, completing job applications, preparing resumes and cover letters, interviewing, or using a timecard.

Limited Resources. As indicated in the **response to 1.1 above**, many of the area's unemployed workers possess some sort of barrier to employment. Typically, the workforce system utilizes additional staffing and/or funding to help overcome or eliminate these obstacles. However, the Board may not have the depth of resources required to fully serve all those in need.

Affordable Housing. Limited affordable housing options in the community make it difficult for people to be successful on less-than-family sustaining wages. Even a starting salary of \$12 per hour provides only \$666 per month in recommended proportion of income-to-housing.

Cliff Effect. The WDB would like to see a more gradual reduction in supportive services for individuals and families to ease the transition as they move from welfare-to-work.

Communication. Lack of coordinated messaging about employment needs in the community:

- What are the in-demand jobs of today and tomorrow?
- What skill sets are needed?
- What resources are available, such as transportation, and childcare? (Note: The WDB has prepared a workforce services directory aimed at employers to help them understand what resources area available.)

Awareness of Resources. Sometimes the services and resources available to jobseekers and businesses at the PA CareerLink® Lancaster County appear to be one of Lancaster County's best-kept secrets. However, through the Board's new and expanded outreach efforts across the county, it anticipates community awareness and participation to increase.

1.5. Describe strategic planning elements including a regional analysis of economic conditions.

While the community hoped 2021 would launch a clean slate for physical and economic health, the reality of the pandemic continues to barrel down across the nation. South Central PA Workforce Region is no exception. Overall, however, the region, is rebounding at a quicker rate than expected.

Lancaster County, and the South-Central Pennsylvania region, continue to house a strong manufacturing sector, health care sector, and business service sector. These industries contribute a significant amount of labor opportunities across the region, that provide family-sustaining wage careers. While jobs are plentiful, the region is like many other areas in the country, where labor availability is not in sync. Several factors play into this mismatch.

PY 2021-2024 WIOA Multi-Year Local Area Plan

1. Shift work: many of the industries with large number of openings require shift work. A disproportionate number of those entering the workforce are seeking part-time work or first shift opportunities.
2. Wages vs. Cost of Living: While the average wage for the region is competitive, the cost of living has outpaced wages for years. Jobseekers are struggling to find job opportunities that pay livable wages.
3. Transportation: Nationally and locally, young people are holding off on getting their license. The lack of a solid and cohesive public transportation system enhances the challenge for young people to accept a job offer.

Over the next three years, South Central PA, as a region, expects occupations in the Health and Social Service industry and Construction Industry to provide the largest number of family-sustaining wages. As the region continues to rebound from the pandemic, these industries will be critical to our overall economic vibrancy. Investments in skilling and upskilling underemployed and unemployed residents in our region will afford qualified candidates looking to return to the workforce.

As a region, we will face an aging workforce while experiencing a decline in the number of individuals who are working, overall. As such, employers across the region will be faced with heightened competition. As regional workforce systems leaders providing labor market data that demonstrates the reality of available labor, we are committed to working with our Elected Officials, businesses, training providers, and community partners to maintain a stable economy.

2. STRATEGIC PLANNING: *Vision and Goals*

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

Vision. The Lancaster County Workforce Development environment is characterized by innovative opportunities for job seekers, employers, and community partners to achieve their maximum potential.

Mission. The Lancaster County Workforce Development Board seeks to align fiscal resources and provide strategic direction for Lancaster County jobseekers and employers.

The Lancaster County Workforce Development Board (LCWDB) sees the opportunity to take the lead and influencing role within what is really a network of systems. It envisions a workforce that is adequate in numbers and equipped with a work ethic, foundational academic skills, and specific occupational skills that fit the needs of local employers and that rival those of other areas with which it is in competition. It sees a diverse workforce and prospective workforce with equal access to educational resources, career exploration opportunities and a diverse job market where there is equal opportunity for all workers and prospective workers. In addition, it sees an environment where individuals find success and satisfaction in their careers and in the financial rewards that flow from them. It envisions a system that is responsive to workforce needs as they emerge with the power and influence to make change happen.

The LCWDB is closely monitoring the impact of the COVID-19 pandemic and its effects on the projected needs of business, as needs and workflows have been changed and continue to evolve at this time. The vision remains the same, but the delivery on services may be altered over the next 2-3 years, as the impacts on business become more relevant.

The Board's goals flow from its vision of the economy, the workforce, and the community as it evolves in the years to come. It realizes that there are many general strategies that point toward the goals that it has set for its efforts. These broad and diverse strategies lead to action plans, that is, specific programs, projects, or tasks with specific and measurable outcomes that are regularly evaluated that become the focus of the Board, its staff, and its community partners.

LCWDB Strategic Priorities/Goals:

- 1. Effectively Convene and Collaborate with our Workforce Partners** - Establish better alignment of the Lancaster County Workforce Development Board organizational priorities to match the needs of the Lancaster community. Participation and activity funding decisions will be made based on current county climate of needs.

GOAL: Identify critical workforce development issues and key priorities for Lancaster County.

Tactics: Use data to set/evaluate priorities for WDB (Identify the data points to use)
Create a Leadership Team to identify a common, economic panel of metrics to measure performance and report out to the county.
Collection of testimonials from participant stories using surveys at various points of engagement.
Work with community partners to better understand the current and future needs of business.

GOAL: Identify the role of the LCWDB as leader, convener, collaborator with County workforce initiatives.

Tactics: Conduct an environment scan of organizations with related missions.
Inventory current partnerships, role of WDB role (as perceived by both the Board and partners).
Lead and facilitate the Career Pathways efforts with Career Ready Lancaster!
Create a feedback loop of regular priority review.

GOAL: Shift focus to be forward thinking and intentional regarding partnership roles.

Tactics: Identify broad needs and how we can use partnerships to advance workforce development in Lancaster County.
Continuous assessment of workforce system needs around labor statistics, demographics of our county and our educational system.
- 2. Innovative Resourcing for Workforce Development in Lancaster County** - Diversify our contract providers to stay current with innovative ideas. Broaden our communication and outreach efforts more intentionally.

GOAL: Develop a strategy for contracts and broaden our communication and outreach efforts more intentionally.

Tactics: Enhance the RFP process and increase outreach process to diversify providers.
Create a performance tool to better measure qualitative outcomes of providers.
Research technology systems for contract management.

GOAL: Identify broader group of providers for all program levels.

Tactics: Regular, informative emails with upcoming bid opportunities.
Use risk assessment tool to diversify service delivery providers.
Increase awareness of RFP issuance/identify additional communication vehicles.

GOAL: Develop a business plan to identify and pursue additional unrestricted funds.

Tactics: Draw upon financial acumen of Board members.
Identify approach to access networks of Board members.
Identify sponsorship opportunities.
Investigate possibility of contract grant researcher/writer.
Identify non-traditional funding sources/fundraising opportunities for Board recommended priorities/programs.

3. Intentional Outreach and Communication - Establish and grow our contacts list and social media followers and develop our brand and establish ourselves within the community.

GOAL: Establish and increase awareness of Workforce Development Board in Lancaster County.

Tactics: Evaluate internal and state resources and collaborate/partner with other Workforce Boards.

Redesign of website and branding standards, to help better communicate our value to the community at large.

GOAL: Demonstrate presence and build recognition of WDB as the resource for workforce data.

Tactics: Survey community partners about how workforce data can serve them better.

Continue to grow our partnership with the Center for Regional Analysis and look for new ways to collaborate and interpret data.

Develop standard and custom product offerings.

GOAL: Empower the Board of Directors to serve as ambassadors throughout the county.

Tactics: Share quarterly updates on all LCWDB initiatives and seek out ways for members to be more engaged.

4. Organizational Integrity, Sustainability and Business Operations - Intentional alignment of organizational priorities with individual goals to properly move the organization forward. Provide a structure by which all outwardly activities are weighed against.

GOAL: Increased engagement of Board Members and all internal processes for maximum efficiency to create business continuity/security.

Tactics: Revamp board orientation and develop job descriptions so that members know what is expected of them upon joining the board.

Develop quarterly review process and align staff goals with organizational priorities.

Ensure cross training of all staff and clearly define and revisit roles and responsibilities for each staff member.

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 Board's strategy to achieve its vision and goals reaches beyond the entities that carry out the core programs. Our Title I, Youth, Adult and Dislocated Worker programs are managed by vendors procured through the Request for Proposal process at the Board level. Core services are also supported by all required PA CareerLink[®] partners and oversight of all programs is by the One Stop Operator Committee. To ensure the vision of the LCWDB is a part of the program efforts of the PA CareerLink[®], the Site Administrator has a dotted line of supervision to the Chief Operating Officer of the LCWDB. Key staff, members, and partners serve on advisory councils with our local post- secondary institutions and collaborate on training opportunities with all local training providers. There is also a Local College President's consortium that have been meeting for several years, which the LCWDB is a key partner in the workforce conversation with the higher ed facilities. As an example, over the past few months the LCWDB has partnered with Thaddeus Stevens College of Technology to support their expansion of short-term training by providing leveraged financial support and labor market data, as well as have developed apprenticeship programs with the College. The LCWDB is currently leveraging resources within our school counselors (TANF) and BEP to recruit/provide workforce readiness training and career counseling for "Framing Futures" program (a 5-week program for recent HS Grads).

The Board is also committed to ensuring our programs and resources are meeting the needs of our community. In addition to advisory councils and committees that are supported, there is a concentrated effort put on our PA Smart Next Gen partnerships with the IT and Construction industries. Out of these

PY 2021-2024 WIOA Multi-Year Local Area Plan

efforts, the Lancaster/Berks Construction Connection has been formed and is a thriving partnership of resources to several construction companies in bringing awareness to the industry and career pathways within. Most recently, the LCWDB has hosted open webinar sessions for job seekers and employers, so we can first-hand hear what the barriers are to employment, in relation to COVID-19, and out of these sessions our hopes are to enhance our program and service offerings to better meet the job seeker needs and better address the workforce challenges that our local businesses are encountering. There are several key common themes that our workforce partners identified for consideration:

- To meet the needs of workforce shortfalls, financial commitments have been made to facilitate On-the-Job-Trainings and Incumbent Worker Training resources.
- Convening education and training providers along with employers from the priority sectors of **manufacturing, healthcare and social assistance, construction, agriculture/agribusiness, and transportation and logistics** to identify the specific skill needs and related training curricula that are required to fill the in-demand, growth, and emerging occupations of the local area.
- Identifying expanded and/or ancillary services as well as any new or additional community partners and resources that can further help the Board in reaching out to and assisting populations with barriers to employment as cited in the **response to 1.1 above**, including low-income, homeless, returning citizens, youth aging out of foster care, individuals with disabilities, and persons with limited English skills.
- Monitoring the effectiveness of existing education and training activities to identify the programs that have the strongest ties to employers' needs and the best success rates for producing graduates and job placements, as well as to identify those programs that are not meeting needs and requirements.
- Developing and expanding work-based learning opportunities to meet any unique/specific skill needs of employers in the region.
- Determining the potential need for incumbent worker training to move workers into mid-level positions as well as developing an approach to create a pipeline of qualified candidates to fill the entry-level positions vacated by the upskilled employees.
- Establishing performance benchmarks to support and promote the achievement of the Workforce Innovation and Opportunity Act (WIOA) performance accountability measures.
- Supporting the regional initiatives articulated in the South Central PA Regional WIOA Plan to further increase the economic vitality of the region.
- Shifting the focus of the PA CareerLink® Lancaster County partner meetings to include discussion of the workforce delivery system as a whole and the progress toward the strategic vision and goals of the local workforce development area.
- Align the Business Services Team goals with the strategic priorities, to ensure that all resources are provided to our local business community in helping them understand the skills needed to meet their workforce challenges.
- Defining the deliverables that will ensure the area is making progress toward its workforce development system goals.

The Board will take the lead in developing workgroups around these strategies to further explore required action steps, organization(s) responsible, timeline for completion, and planned outcome(s). It is envisioned that these workgroups will include representatives from the core partners along with other key stakeholders who are interested in participating.

PY 2021-2024 WIOA Multi-Year Local Area Plan

- 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?*

As discussed in the response to 2.1 above, the mission of the Board is ***The Lancaster County Workforce Development Board seeks to align fiscal resources and provide strategic direction for Lancaster County jobseekers and employers.*** The goals that it has established to support its mission are aligned with the governor's vision and goals as articulated in the Commonwealth's WIOA combined state plan. Moreover, these goals collectively promote the economic growth and self-sufficiency of Lancaster County by improving the overall quality of its labor force and increasing the productivity of its businesses and directing efforts to get more people into family-sustaining-wage jobs.

Commonwealth Goal 1: 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.

Career Ready Lancaster! is a career pathways partnership led by the Lancaster County Workforce Development Board that builds strong connections with employers, education, community-based organizations, students, and families. Identified in its mission to "Connect People to Careers", CRL! strives to provide equitable access to resources and opportunities to all learners and identify the multiple career pathways available in Lancaster County, and provide information on how to move within those pathways to advance your career. Established in 2019, CRL! identified initial goals to strengthen the career readiness of graduating high school seniors by ensuring all graduates have an attainable post-secondary plan. In alignment with Pennsylvania Department of Education, successful student outcomes include going directly into the workforce, the military, or continued education.

To increase awareness and promote inspiration and exploration of careers and industries, LCWDB purchased a virtual platform called Edge Factor which is free and accessible to the entire county. Edge Factor is a career awareness tool that uses cinematic storytelling to take people on a journey from "I have no idea what I want to do with my life" to discovering industries, careers, postsecondary programs, Soft Skills, STEAM and local opportunities. Explore "Lancaster has the Edge" here: <https://edgefactor.com/LancasterPA>.

To assist jobseekers and students identify the multiple career pathways available in Lancaster County, LCWDB, in partnership with CRL!, has created an interactive career pathways guide to use when exploring the skills and education required, salaries, and occupational demand. This guide can be found at https://www.nxtbook.com/nxtbooks/lcwdb/lanc_career_pathways_2122/ and is scheduled to be updated bi-annually.

Aligning with the Governor's goal of increasing registered apprenticeships and pre-apprenticeship, and reaching 26,500 registered apprentices in the Commonwealth by , the board is utilizing an Apprenticeship Expansion grant to support five local intermediaries to serve as "Apprenticeship Navigators". The role of the Navigator is to work with businesses, training institutions, and industry organizations to assist in preparing and presenting Registered Apprenticeship applications to the ATO. By increasing our technical knowledge and "boots on the ground" approach, these Navigators, along with the Keystone Apprenticeship Alliance, aim to add new apprenticeships annually in Lancaster County, focusing on non-traditional occupations and promoting diversity in traditional apprenticeships. Lancaster County has four registered pre-apprenticeships including Construction, Manufacturing, IT and STEM. Our goal is to include Agriculture, Healthcare, and Transportation and Logistics pre-apprenticeships to increase and diversify the current

PY 2021-2024 WIOA Multi-Year Local Area Plan

workforce pipeline by attracting underrepresented populations including women, minorities, individuals with disabilities, veterans, socioeconomic disadvantaged, those who speak English as a second language and those who were previously incarcerated.

Utilizing local data to prioritize investments in Career Pathways, LCWDB envisions opportunities at all levels to prepare and train people to move through Career Pathways. Career Pathways are not always a vertical path but can move between industries and skill levels. Ensuring job preparation and training is available at all levels including pre-vocational training and transitional jobs, pre-apprenticeships, certifications, workforce training, degree programs, apprenticeships, and incumbent worker training, while providing supportive services and career navigation ensures that Lancaster has a healthy workforce pipeline that attracts and retains talent locally.

Commonwealth Goal 2: 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:

The Board's Goal 1, "Convene and Collaborate" and, in part, the tactic of, "Work with community partners to better understand the current and future needs of business."

Internally, the Board developed goals for the Business Services Team of PA CareerLink® Lancaster County, with a focus on new initiatives to engage, serve, and better understand the needs of the local business community. Those goals include: Outreach consisting of job fairs; Increased number of employers on PA CareerLink® Local recruiting events, increased work-based learning training, specifically OJT and intentional employer information sessions/workshops. With the focus on these goals, our staff will have a better understanding of what the needs are of our local businesses and position themselves to assist in the recruitment from within our Adult, Dislocated Worker, EARN and Youth programs.

Over the last year, the COVID pandemic presented the team with many challenges, requiring us to quickly adapt to a remote environment. BST successfully continued outreach and communication with businesses to understand employment needs, in addition to implementing new services to connect employers with candidates faster and in a virtual world. Even though our traditional Fall and Spring job fairs did not happen, there were several virtual mini job fairs throughout the year that highlighted companies and their workforce needs. The uniqueness of this approach was even discovered as a best practice by L&I and Lancaster was asked to do a training to other sites on how we customized these virtual events and held on the spot interviews via zoom.

Also, this past year, the Board was asked to be part of the Recovery Lancaster initiative which was developed to help employees get back to business, specifically those who may have lost their jobs during the current COVID-19 health crisis. The Lancaster Chamber and the Economic Development Company of Lancaster County collaborated to create the Lancaster County Economic Recovery Plan. This Plan, released in late April 2020, provided Lancaster's business community with a road map to begin the process of economic recovery. The Plan includes strategies to address critical public health concerns businesses are facing, to ensure the breadth of business funding and financing options are understood and available to local businesses, and to develop analytical tools to track Lancaster's economic conditions in real-time. This County-wide initiative was an essential piece of ensuring our local businesses received all the support and services they needed to meet their needs. The Business Services Team has a page within the Recovery Lancaster website, to promote their services and assistance available to local businesses.

<https://recoverylancaster.com/business-guidance/pa-CareerLink/>

Commonwealth Goal 3: 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.

The Youth Council, a standing committee of the Board, has established three priorities of focus to invest funding to increase opportunities for youth. These include **STEM Education, Career Awareness, Exploration and Acquisition,** and **Business-Education Partnership.** Within each of these priorities are a component of work-based learning.

- **STEM Education:** In partnership with Lancaster STEM Alliance, North Museum, and Junior Achievement of South-Central PA, specific activities that increase STEM education including a registered STEM Pre-Apprenticeship, JA Inspire Career Fair, STEM Summit, free student and teacher STEM toolkits, and events such as Live Event Career Day at Rock Litz help connect youth to work-based learning experiences.
- **Career Awareness, Exploration and Acquisition:** In alignment with PA Department of Education’s Career and Education Work Standards (CEWS), the board invests in a three-tiered youth workforce program that builds on the student’s knowledge and is tailored to evolve with the youth’s career plan as it progresses. The first tier begins with middle school youth and serves to create career awareness by focusing on the student’s interest and abilities and exposing them to multiple industries and careers. Students learn employability skills and develop their own business model to promote entrepreneurship. Students are connected with community and business members to start thinking about a career path. The second tier promotes career exploration by connecting youth with job shadowing and paid or unpaid work experience. At this level, they are narrowing in on a more specific career path by interacting with mentors who help the student see opportunities, and they have the opportunity to develop specialized skills and training through pre-apprenticeships and certification training such as Workkeys or OSHA. The final tier is career acquisition. During this phase, students complete paid internships to gain real-life work experience and to continue to develop essential employability skills. For some youth, continued post-secondary training is identified to help them attain the job they are seeking, and for others obtaining fulltime employment is the goal. Workforce strategies such as Registered Apprenticeships and On-the-Job training can assist youth in obtaining jobs with family-sustaining wages.

Business-Education Partnership: Through the Career Ready Lancaster! career pathways partnership, the Work-Based Learning subcommittee sets quarterly and yearly goals to identify and increase opportunities for youth. These include creation of local 360 virtual tours, in-person company tours, career panels, Manufacturing Day events, career mentoring, and increased internship opportunities. By serving as the intermediary or “connector” the board brings education and business together by investing in innovating workforce solutions including pre-apprenticeships and apprenticeships. In Lancaster, we have four registered pre-apprenticeships including Construction, Manufacturing, IT and STEM. Our goal is to add Healthcare, Education and Agriculture by 2023 and increase the number of youth who choose pre-apprenticeship and apprenticeship.

- **Commonwealth Goal 4: 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

The Board's Goal 1, "Effectively Convene and Collaborate with our Workforce Partners" in particular the task of - *Shift focus to be forward thinking and intentional regarding partnership roles*. Board Goal 3, "Intentional Outreach and Communication", both of these internal goals seem in alignment with the Commonwealth Goal 4.

The Board's Goal 2, "Develop and maintain a workforce that is equipped with a work ethic, foundational academic skills, and specific occupational skills that fit emerging needs of local employers and rival those of other areas with which we are in competition" addresses the Commonwealth's Goal 2 to Invest in Talent and Skills for Targeted Industries and Strategic Partnerships with Employers and Educational Institutions.

The Board has worked with the Site Administrator of the PA CareerLink® Lancaster County to maintain the Operator and Partner meetings and implemented a new Leadership Team that consists of leaders from all the workforce partners of the system. This new team shares thoughts and ideas on how to better integrate the services they all perform and how to create a better hand off between mutual customers.

It is imperative that the Board staff stay involved in community partnership meetings and at the tables where workforce is discussed. Meetings such as college presidents, Lancaster Equity Board, Mayor meetings, Lancaster Chamber consortium meetings and several others are examples of being a proactive partner within our community. Our goal as an organization is that we are seen as the "go to" partner for all things workforce development. In order to reach that goal, it is important that we start playing a role in providing labor force data and business outlook/needs to all entities.

Funds have been identified to build a better website, where we can showcase the work that the Board does and what data elements we can assist businesses and organizations with in meeting their needs. A monthly newsletter has been established to share what opportunities are available for engagement from businesses and others. A proactive outreach and involvement campaign has been started and will grow now with these resources in place.

- **Commonwealth Goal 5: Strengthening the One-Stop Delivery System:** Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers

The lens of viewing accessibility was made clearer with the arrival of the pandemic and its impact on all customers. The single dimensional delivery of one-stop services was immediately inadequate for job seekers and employers. Instantaneously, the conversion from in-person instruction to a virtual platform was implemented to avoid a disruption of the delivery system. Although this unexpected and unplanned action came with challenges and barriers, it provided a wider net of reaching all customers and gave birth to new virtual platforms. These virtual tools provided the mechanism to reach the underemployed segment of job seekers considered essential workers. Employers benefited too by presenting them an outlet for an immediate response to their critical staffing needs. Multiple options allowed 24/7 access never available or imaged before for the delivery of services. These changes are now part of improvements that will continue alongside in-person services with a sharper eye on accessing the needs of all customers with a flexible delivery system to improve outcomes.

PY 2021-2024 WIOA Multi-Year Local Area Plan

With personal interactions halting overnight, the consequences of this occurrence would not be felt until months later when reengagement slowed for job seekers. As a result, the One-stop delivery system experience for customers was unmoored and required a refocus to maintain sustainability. A customer centered approach was the avenue to deliver a channel for customers to reestablish personal relationships and restore customer service. That channel was the advent of Career Specialists who served as greeters to triage and access customer needs immediately upon arrival at the Center. With a customer now the center, all interactions refocused a matching of need and services along with a plan. The strong response to this approach triggered a redesign of a model to deliver customer service going forward. To start the delivery of service with a focus on customer service is now the approach. This change is bound to improve outcomes for all customers.

Before the pandemic, discussions began on a strategic plan to go beyond the physical boundaries of a building and meet the customer where they are. The old framework of customers coming to us had less of a grip on the One-stop delivery system. It was time to rethink how that can be accomplished and it all started with the establishment of a hub that would supply the resources to break through the old boundaries. The hub would be a new One-stop center with reduced space to be nimbler and more flexible to assign resources for outreach and uncover more opportunities to reach all customers. New technologies are tasked to deliver live feed presentations to where the customers are allowing them to rediscover services and resources once thought of as out of reach. This hub is now a reality and on the verge of being tangible and in person.

Since the One-stop delivery system is composed of Partners, reengagement is a high priority to implement improvements. Within the new hub, a siloed model that waited for action from the customer will now be open and centered on use to pursue the customer. Now the Partners can reimagine their relationship with the One-stop system and how that impacts their own delivery of services. Without walls, a full integration into the system is expected with deeper collaborative initiatives for better customer results. Instead of knowing the Partner's room number, they will be getting to know each other and their services. Open communication is the goal for better relationships to take a seat at the table to deliver the services all customers are expecting from the One-stop system.

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?

As shown in the Performance Measures Table included as **Attachment 1**, the Board and the local elected officials have agreed to adopt the levels of WIOA performance that have been established by the governor for the Commonwealth.

The Board's five primary workforce goals discussed in the **response to 2.3 above**, fully support these measures and the Board further promotes performance achievement by including these factors as part of its expectations in agreements with subcontractors and the center partners.

The Board gauges its progress in meeting planned outcomes through the following indicators that are regularly reviewed and reported by the Performance Committee:

- Number of first visits and total visits to the PA CareerLink® Lancaster County center
- Number of *Ready2Work* graduates
- Number of persons completing occupational skill training and/or receiving certifications

PY 2021-2024 WIOA Multi-Year Local Area Plan

- Number of Metrix Learning users⁸
- Number of high school equivalency diplomas achieved
- Number of individuals enrolled in EARN⁹
- Number of individuals enrolled in Job Search Center
- Number of e-mail contacts; Facebook, Twitter, and LinkedIn followers

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.

Organization Chart. An Organization Chart that depicts the structure of the Lancaster County Local Workforce Development Area is included as **Attachment 2**.

Local Elected Officials. The local elected officials are the Lancaster County Commissioners. They appoint each Board member based on his or her knowledge and skills related to workforce development. They then rely on this expertise as they delegate employment and training activities to the Board for handling and oversight.

Fiscal Agent and Administrative Entity. The Commissioners have appointed the Board as the Fiscal Agent and Administrative Entity. As Fiscal Agent, the Board is responsible for maintaining effective control over and accountability for all funds, property, and all other WIOA assets, while safeguarding all such assets in accordance with generally accepted accounting principles. As the Administrative Entity, it serves as the employer of record and is responsible for hiring and managing the local workforce board staff.

Workforce Development Board. The Lancaster County Workforce Development Board is the successor to the Lancaster County Workforce Investment Board. It was established to carry out the enhanced and additional mandates of the WIOA of 2014.

The Board serves as the lead organization in Lancaster County for workforce planning. It is responsible for overseeing local workforce activities, including administering WIOA funding; analyzing the labor market to identify needs; selecting workforce program providers; coordinating services with education and other community partners; convening, brokering, and leveraging resources; engaging employers; developing Career Pathways Plans for targeted occupations. Additionally, it is charged with utilizing technology to improve services for employers and jobseekers; negotiating local performance accountability measures; identifying best practices to replicate and expand; and ensuring accessibility for individuals with disabilities.

The Board has created the PA CareerLink® Lancaster County center to serve as its primary one-stop service location. Using this structure, a multitude of employment, education and training, and social service organizations provide workforce assistance to employers, jobseekers, and others who are seeking to increase their skills.

Currently, the Board consists of 21 members, 14 of whom are from business and workforce, including representatives from the priority clusters. Additionally, the Board includes representatives from labor, education, social services, and elected officials. It meets bimonthly.

⁸ Metrix Learning is a self-directed on-line training platform that includes course offerings that assist in skills upgrading.

⁹ EARN - Employment, Advancement and Retention Network is a program for welfare and low-income individuals with serious barriers to gaining and maintaining employment by providing comprehensive case management, remediation, education with special emphasis on individuals with limited English proficiency, skills training, work activities, job placement and retention activities, as well as providing supportive services, including payment for childcare

Board Committees. The standing committees of the Board are the Executive Committee, the Performance Review Committee, the Finance Committee, and the Youth Council. Committee members may include non-Board members who are appointed by the Board Chair. Generally, the Committee Chairs are private sector members of the Board. Each group meets as needed to carry out the duties of its committee. In addition to the Board Standing Committees, the Board engages with community partners to develop strategies that address the barriers that low-income individuals and families face through a Local Management Committee.

An overview of each committee is provided below:

- **Executive Committee** acts for the Board in between its regularly scheduled meetings on those issues of policy that require timely action to meet statutory compliance. It does not usurp those specific functions, powers, and duties that are reserved by the Board under its agreement with the Chief Elected Officials.
- **Performance Review Committee** reviews the quarterly performance metrics for compliance with state measures, current reports provided by programs, and summaries of customer service surveys among other indications of effectiveness.
- **Finance Committee** assists with fiduciary responsibilities of the Board by reviewing financial reports, budgets, expenditures, and internal controls. It reviews the annual audit.
- **Youth Council** provides a forum for interested parties who provide youth leadership, expertise, and who actively engage in setting goals for youth activity and youth programs. It establishes strategies for the workforce development of youth residing in the local area.

Equal Employment Opportunity and Civil Rights Protections. The Board has processes that comply with federal and state regulation and policies for handling complaints and Equal Employment Opportunity (EEO) issues and civil rights protections. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution.

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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 Board works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. A One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as **Attachment 3**.

Service Alignment. Using the Consortium Model, the Board procured and selected Lancaster- Lebanon Intermediate Unit 13, Lancaster County Career and Technology Center, and EDSI as its One-Stop Operator in accordance with WIOA, the Uniform Guidance and its implementing regulations, and local procurement policy. The Consortium coordinates the local PA CareerLink® activities, functioning as the liaison between the Board and the system partners, and ensuring that all services and available resources are properly aligned to carry out the vision of the Board. Additional details about the programmatic and

PY 2021-2024 WIOA Multi-Year Local Area Plan

administrative functions of the One-Stop Operator Consortium are included in the **response to 4.1 below**.

Supporting its workforce efforts, the Board has established the comprehensive PA CareerLink® Lancaster County center that is located at 1016 N. Charlotte St., Lancaster, PA 17603 in the northern part of Lancaster City. Its primary phone number is (717) 509-5613. Partner and service information is also available on the website at <http://www.jobs4lancaster.com>. We are excited to relocate our primary PA CareerLink® center at the end of 2021. Moving a short ¼ mile from our current location, our new building will provide a professional and welcoming environment. Located at 1061 Manheim Pike, Lancaster PA, the one-stop center will occupy the entire first floor of this building, with the LCWDB occupying the second floor.

Prior to the pandemic, the center was available for all partners to deliver services to individuals and businesses. The hours of operation were 8:30AM to 5:00PM on Monday through Friday, except for Wednesdays, when the hours are extended until 7:00 p.m. When the pandemic forced a transition to virtual services, the PA CareerLink® Lancaster County Title I team transitioned services over night. The launch of a jobseeker hotline, business hotline, and YouTube Channel were established and operative in less than six hours. We continue to provide all services virtually, but we also have developed partnerships with a few local non-profit organizations, that provide us office space to serve customers within their location. When we can return to in-person activity, we will resume our previous operating hours. Based on customer demand as well as special events, such as career expos and/or job fairs, the center may also be open for alternative hours as needed.

The Career Resource Center serves as the focal point of the PA CareerLink® Lancaster County center. With respect to Self Service Career Services, staff are available to assist individuals in enrolling on the Internet-based system, browsing written material and signing up for scheduled workshops and events. A team approach is utilized to assist customers, which involves the cooperation and collaboration of staff from multiple departments (i.e., case managers, workshop facilitators).

Services are customer-focused, meaning each client is seamlessly connected directly to the programs and activities that best meet their specific needs and goals.

To make the best possible referrals, an intake form captures each person's contact information, employment history, veteran's status, possible barriers to employment, and reason for the initial visit. This information, along with a personal interview with the customer, helps staff identify the programs and services which may be most beneficial. Referral to the appropriate partner and/or outside organization is determined jointly by the staff person and the customer to ensure his or her specific needs and requirements are fulfilled.

The PA CareerLink® Lancaster County includes a wide variety of partners that customers may be referred to for specialized services. A brief overview of each along with their key services is provided below.

Veterans and their spouses are given priority of service. A triage form is used to help identify those veterans who may have special needs. The form is provided to the on-site veteran representative and the person is called in for specialized services. Based on individual need, the staff may refer the veteran to training options and/or job placement. Staff may also refer a veteran to the OVR or other social service agencies for help with disabilities or more comprehensive needs.

Individuals that are basic skills-deficient have their education needs met by the Adult Basic Education and Literacy providers. Currently, these providers are the Lancaster-Lebanon Intermediate Unit 13 and the Lancaster-Lebanon Literacy Council. Their services include assessment, remediation, high school

PY 2021-2024 WIOA Multi-Year Local Area Plan

equivalency preparation, and high school equivalency testing. As discussed in the response to the **response to 3.3 below**, the title II providers serve as important on-ramps into the workforce system. Referrals and co-enrollments are made between the workforce and education programs.

Individuals who receive public assistance are referred to the PA CareerLink® center by the Lancaster County Public Assistance Office. Through the Employment, Advancement, and Retention Network (EARN), they are assisted with job search, job development, and training programs based on their specific needs, interests, and requirements. EARN services and staff are fully integrated and co-located within the center.

Older individuals who may be eligible under Title V are referred to the AARP Foundation or the Lancaster County Office of Aging for Senior Community Service Employment Program (SCSEP) services. In addition, the PA CareerLink® Lancaster County center often serves as a host agency and may place these older workers as greeters. Moreover, older workers have additional resources available to them through the Social Security Administration Office, and OVR.

Returning citizens receive guidance and counseling to prepare for employment. PA CareerLink® staff who deal exclusively with reentry individuals encourage them to participate in workshops to help reinstate their driver's license as well as to have their record expunged, when applicable. Workshops geared to returning citizens focus on landing a job with a criminal background as well as financial literacy, credit rebuilding, and fair housing.

Individuals with disabilities who are eligible under WIOA Title IV access services provided by Office of Vocational Rehabilitation (OVR), a co-located partner in the PA CareerLink® Lancaster County center. OVR helps them secure and maintain employment and independence; helping them become qualified trained members of the workforce. Eligible customers receive multiple, individualized services such as, diagnostic testing, vocational counseling and guidance, vocational evaluation, restoration, occupational training, and job placement. OVR also provides both eligible and potentially eligible 14- to 21-year-old in-school youth with disabilities pre-employment transition services. OVR Business Services Team staff provides multiple services to the business community designed to assist them with onboarding of pre-screened qualified WIOA title IV eligible individuals with disabilities.

Underemployed individuals may access a range of Basic Career Services through the Career Resource Center of the PA CareerLink® Lancaster County center. Moreover, those individuals who are determined eligible for the WIOA Adult, Dislocated Worker, or Youth program may also receive Individualized Career Services and/or Training Services. Details about Basic Career Services, Individualized Career Services, and Training Services are provided in the **response to 4.13 below**.

Unemployed individuals are also served through the system. Staff participate in Rapid Response activities, Reemployment Services and Eligibility Assessment (RESEA) orientations. They provide re-employment services, the Unemployment Compensation Work Test, and Trade Adjustment Act services to help impacted workers return to work as quickly as possible.

Low-income individuals may access Community Services Block Grant (CSBG) home assistance and weatherization programs that help eligible families make minor home repairs and/or reduce energy consumption and overall energy bills through the installation of cost-effective energy conservation measures.

Persons with limited English proficiency are assisted by one of the bilingual staff members of the PA CareerLink® Lancaster County center, or through the telephone interpretation services of Propio, a language line. Such persons may also be referred to one of the partners providing Adult Basic Education and Literacy services, such as the Lancaster-Lebanon Intermediate Unit 13 or the Lancaster-Lebanon Literacy Council.

Migrant or Seasonal Farm Workers (MSFWs) are not a significant population in Lancaster County. However, these individuals can access services through the center. They receive the full range of employment services, benefits, and protections, including counseling, testing, and job and training referrals. In providing such services, staff will consider the preferences, needs, and skills of the individual MSFW.

Overall, this strategic alignment of workforce programs under the PA CareerLink® Lancaster County umbrella helps the Board maximize the resources available in the community and promote increased accessibility for employers and individuals, including those who may have barriers to employment.

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

- *Expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.*
- *Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).*

The Board is working with organizations throughout Lancaster County to expand access to employment, training, education, and supportive services, particularly to those individuals who have barriers to employment; and to facilitate the development of Career Pathways and co-enrollment processes within the PA CareerLink® Lancaster County system. An overview is described below.

Eligibility Validation. Individuals must be determined “eligible” prior to enrollment into any type of WIOA-funded services. The Board 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 forms and 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 on-line 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. Moreover, in certain instances, they may accept an individual’s self-certification as to support specific eligibility criteria; however, hard-copy documentation is always preferred. If eligibility has not yet been determined and individuals need financial assistance in obtaining documents that would validate eligibility, the Board has raised unrestricted funds to accommodate such needs. (Sources include participation in the annual community-wide fund-raising effort called the Extra-ordinary Give, which in addition to allowing the board to raise funds also provides an outreach platform.)

As eligibility information is provided by the customer, staff verifies it by examining it, or by speaking with official representatives of authorized agencies. They also document eligibility information in case

PY 2021-2024 WIOA Multi-Year Local Area Plan

files by maintaining physical evidence such as copies of documents (where legally permitted) and completed and signed telephone records and/or document inspection forms.

Of note, 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.

Of note, eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator.

In addition to face-to-face meetings, to collect eligibility documentation, the LCWDB purchased licenses for staff to utilize a secure platform (DocuSign) to collect electronic signatures and documentation. To truly meet the customers where they are in their employment journey, this platform allows for a seamless eligibility process and has really streamlined the eligibility phase for our customers.

Career Pathways. Once WIOA eligibility has been determined, the Contractor and the customer develop a specific, customized career strategy called an Individual Employment Plan (IEP). It identifies the customer's particular career goals, occupational interests, work experience, job skills, training needs, and employment barriers. As part of this process, they review the targeted sectors in the local area to determine a customer's suitability and interest in these occupations and industries. They also identify the customer's need for supportive services, such as transportation and/or childcare assistance.

As indicated in the **response to 2.2 above**, the Board will focus on defining career pathways within the priority sectors of **agriculture, manufacturing, healthcare and social assistance, construction, and transportation and logistics.**

Referrals and Community Connections. The Contractor discusses the full array of services offered by the PA CareerLink® Lancaster County system, and based on the customer's specific needs, makes referrals to the appropriate organizations. For example, individuals needing help with high school equivalence exam preparation, improving English language skills, and/or increasing basic skills are referred to local educational partners, such as the Lancaster-Lebanon Intermediate Unit; while persons stating they possess a disability are sent to OVR for eligibility determination for vocational rehabilitation services if desired. Both have offices within the PA CareerLink® Lancaster County center. When the center has outreach events for students/young adults, the staff includes OVR Early Reach Coordinator. The Contractor also refers customers to other services in the community as may be needed, including organizations that provide help with mental health, substance abuse, and domestic violence issues.

Co-Enrollment and On-Ramps. The Board actively promotes the co-enrollment of customers into multiple programs to maximize its funding resources as well as to improve its performance results. For example, all WIOA-eligible customers are also co-enrolled into the Wagner-Peyser system.

Moreover, the Title II programs serve as on-ramps to begin career pathways for adults who are basic skills deficient. Programming includes beginner level literacy instruction to support college and career readiness. Instruction is also provided for English language learners and workforce and workplace preparation activities. Extensive case management is provided to participants that help students address barriers to participate (such as transportation, childcare, housing, and healthcare). The local area works in tandem with title II staff, referring customers between education and workforce programs,

supporting the alignment of core programs and system partners. Additional information regarding Title II services is provided in the **responses to 4.10 and 4.12 below**.

Additionally, as customers are referred by the WIOA Contractor to other programs, (and vice versa), they may also be enrolled into those additional programs, such as veterans' services, mature services, vocational rehabilitation, and others. For example, contracts between the Board and the Department of Human Services connect Temporary Assistance for Needy Families (TANF¹⁰)-program customers into the regular processes of the PA CareerLink® Lancaster County center.

The planned universal use of the *Empower Lancaster* case management system between the center partners as well as by other community organizations further promotes the co-enrollment of individuals into other programs in the local area. It is important to note that individualized case management provides for the special and unique needs of each customer, especially those with barriers to employment. This model allows the staff of the PA CareerLink® Lancaster County to connect with probation officers, school counselors, and others from throughout the social service system; leveraging the resources that are available for this important function. Specifically, Empower Lancaster is used as a way for local organizations to refer potential jobseekers to the PA CareerLink® Lancaster County. Currently, this system is only being used as a referral – out system for customers who are solely funded under the United Way grant received by the LCWDB. It should be noted that PA CareerLink® will remain the system of record for all WIOA customers and business activity.

Postsecondary Credentials. Through the Board's guidance and direction, the center implemented its *Ready2Work* initiative that provides consistent expectations and a clear process for every jobseeker, including those with barriers to employment, such as veterans, dislocated workers, returning citizens, EARN participants, Out-of-School Youth, incumbent but underemployed individuals, English language learners, homeless persons, as well as other special populations.

It requires that job seekers complete foundational services that either lead to a direct referral to career opportunities, or to additional assistance and/or training services based on the individual's specific needs. Of key significance, it actively promotes the achievement of industry-recognized postsecondary credentials. The Board's *Ready2Work* process includes:

- **Evaluating Work Readiness**
 - Participating in an orientation of PA CareerLink® Lancaster County services
 - Assessing math, reading, and observation skills; as well as career interests
- **Certifying Employability**
 - Completing the ACT National Career Readiness Certificate®(NCRC)¹¹
 - Completing Metrix Learning Employability Skills training¹²
 - Achieving the *Ready2Work* Credential
- **Beginning a Career**
 - Preparing a resume
 - Interviewing for a career
 - Securing initial employment

¹⁰ The Temporary Assistance for Needy Families (TANF) program is designed to help needy families achieve self-sufficiency. States receive block grants to design and operate programs that accomplish one of the purposes of the TANF program. Source: <https://www.acf.hhs.gov/ofa/programs/tanf>

¹¹ ACT's NCRC is made up of three fundamental assessments: (1) Applied Mathematics, (2) Workplace Documents, and (3) Graphic Literacy

¹² The Metrix Employability Skills training covers eight critical soft skills: (1) Attitude, (2) Communication, (3) Planning and Organizing, (4) Critical Thinking, (5) Interpersonal/Social Skills, (6) Teamwork, (7) Professionalism, and (8) Media Rules

PY 2021-2024 WIOA Multi-Year Local Area Plan

- **Attaining Occupational Skills**

- Enrollment in occupational skills training, work-based learning, or a combination
- Receiving recognized skills certification or credential

Of note, as described in the **response to 2.2 above**, as part of its new strategies to continue to improve the workforce system, the Board is considering expanding its use of work-based learning activities.

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;*

Business Services. Providing employers with a “work-ready” prospective employee has been the focus of the Board’s reinvention of the PA CareerLink® Lancaster County center since the implementation of WIOA. It defines a “work-ready” employee as one who is literate, has job readiness skills, and has a certain level of hard-skills that they bring to the career.

The Board has adopted innovations to promote an individual’s readiness for work. These include using WorkKeys assessments to quantify skill and comprehension levels, identifying a person’s suitability for a career, providing workshops to prepare customers for the world of work, and funding training programs for skills achievement and certification.

Currently, the Board is working to expand its existing business services with a focus on growing the number of work-based learning activities such as On the Job Training. It is envisioned that these will include the increased involvement and engagement of employers who will contribute to, assist with, and commit to individuals learning while working.

Activities that the Board is exploring for implementation and expansion include job shadowing, paid internships, OJT, incumbent worker training, customized training, and apprenticeship programs. The Board will ask employers and the sectors they represent will assist with the development by providing employer panels for employment search, assisting with mock interviews, developing employer-based career pathways, and becoming active leaders and advisors to guide center activities.

Registered Apprenticeships serve as the “gold star” model of work-based learning because of their highly effective structure. RA’s include multiple elements of WBL such as On-the-Job Training and related technical instruction (RTI). The portable credential and the mentoring are two aspects of apprenticeship that contribute to very high retention rates and employee/employer satisfaction. In our local effort to increase the types and number of RA’s and apprentices in Lancaster County, we are also focused on ensuring there are pathways to the apprenticeships through a Registered Pre-Apprenticeship. We currently offer four pre-apprenticeships in the areas of Construction, Manufacturing, IT and STEM and hope to offer more aligned with local Registered Apprenticeships. With the support of Career Ready Lancaster!, pre-apprenticeships will contribute to a skilled workforce by preparing youth with industry recognized skills and credentials upon graduation from secondary education, as well as offer a pathway for those seeking to enter apprenticeships.

As referenced in 2.3 **above**, the Board will serve as the lead organization in facilitating a career pathways initiative called Career Ready Lancaster!, focused on ensuring that all high school seniors graduate with a well-informed post-secondary plan where they have engaged in various career exploration opportunities hosted by our local employers.

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

Employer Engagement, BST, and Personnel. The Board’s Business Services Team (BST) is responsible for cultivating and maintaining strong employer relationships in the community. It works directly with businesses to determine their workforce needs and collaborates closely with the PA CareerLink® staff to coordinate activities and services to meet these demands. The team is made up of staff from many different partners, including L&I that helps with layoff aversion and Rapid Response activities, as well as OVR that offers specialized services to employers hiring individuals with disabilities.

The BST members make personal visits to employers at their locations and work one-on-one as needed to provide individualized service. At the same time, they communicate information about employers’ job requirements to all PA CareerLink® Lancaster County staff who are responsible for making referrals.

When outreaching to employers, the BST educates them about the menu of services available through the PA CareerLink® Lancaster County center, such as recruiting, pre-screening, job matching, job fairs, tax incentives, training opportunities, vocational rehabilitation assessments, and literacy services, as well as Rapid Response and layoff aversion assistance. As needed, they also supply labor market information, wage data, Equal Opportunity Compliance, industry and occupation projections, and new hire reporting guidelines to employers.

Additionally, the BST is responsible for connecting companies with other resources they may need for economic development and/or productivity enhancements. It interacts frequently with other groups such as the Lancaster Chamber, the Economic Development Company, the United Way, the Lancaster Society for Human Resources Management, and others.

The BST includes participation from all the partners in the PA CareerLink® Lancaster County center. As a result of the Board’s recent reinvention of its business service strategy, the team now works closely with the Board’s Strategic Innovation Officer. Moreover, the Executive Director of the Board along with other Board staff also guide overall the local area’s employer efforts as part of the implementation of the strategic plan.

The Board’s involvement in business services promotes alignment with the county, regional, and state plans to help achieve broader workforce objectives. Weekly meetings provide opportunities for members to share updates from local businesses, measure their progress in meeting goals, and identify new strategies to enhance the opportunities.

Additionally, building the sector-focused workforce readiness system allows the Board to get information from companies regarding job descriptions, career ladders, and entry-level jobs at unprecedented levels of detail. At the same time, WorkKeys provides a common language regarding knowledge and skill requirements.

Lastly, the BST is created a Workforce System brochure that will be used as a quick reference guide to that employers and others in the community can use to identify the multiple organizations that contribute to the workforce system of Lancaster County.

As part of its business service strategy, the WDB also fully utilizes its collaborative partnerships with the economic development efforts identified in the **response to 3.5 below** to actively engage employers. As discussed, they serve as a powerful network of experts who can help businesses access critical state and federal resources, such as loans, grants, technical assistance, or other support.

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

Service Benchmarks. The BST is charged with implementing the outreach objectives that are defined by the Board. Its members periodically meet with the Executive Director and other Board staff to review,

update and plan for continuous improvement of services to high priority sectors and their employers. At these meetings, sharing of information around the case management of employers and around projects that require the attention of multiple partners occurs. The Executive Director as well as the Strategic Innovation Officer consistently remind the BST of its connections to the broader strategies of the WDB through formal monitoring and informal consultation.

To support and promote the achievement of the WIOA performance measures, the Board has established specific service benchmarks for the BST.

Industry Partnerships. Over the years, the Board has established Industry Partnerships in some of its key sectors. Through these successful relationships, it has prepared and trained hundreds, if not thousands, of new and incumbent workers. A great emphasis has been focused in upgrading the technical skills of workers who are already employed.

Shared training with multiple employers participating that is directed at raising the skills of the regional talent pool is a clear best practice in which Lancaster County and Pennsylvania have excelled. The Board has begun to build on these successes and shift its current Industry Partnerships into Next Generation Sector Partnership models. Examples include the Lancaster-Berks Construction Connection and the IT Sector Partnership.

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

Unemployment Insurance Linkages. The local area complies with the Commonwealth's Register for Work and Work Search law by helping unemployed individuals register on the PA CareerLink® system. It also provides telephones in the PA CareerLink® Lancaster County center so that Unemployment Compensation (UC) Claimants can call the statewide toll-free UC Call Center number regarding any benefits questions they may have. Phone service temporarily suspended due to the pandemic. Additionally, individuals who are likely to exhaust their benefits are identified by the State through the Reemployment Services and Eligibility Assessment (RESEA) program. These individuals are directed to come to the center for job search assistance.

Through the center, they are provided online services and are given an initial assessment to determine their specific workforce needs. Based on their unique circumstances, they may be referred to additional services and resources, such as job search workshops, staff assisted job search activities, partner programs, supportive services, and/or training activities to help them secure a new job or begin a new career.

Any potential UC eligibility issues identified during RESEA, or any other UC Claimant interaction are referred to the State's Unemployment Insurance department for resolution.

Of significance, employers are invited to attend RESEA sessions to speak directly with participants. Moreover, the UC Workforce Development Representative conducts several seminars throughout the year for employers to learn more about UC Programs. Typical seminars include: UC 101; Separation Issues; UC Appeals and Hearings; Suitable Work; Relief from Charges.

- 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?*

Coordination with Regional Workforce and Economic Development Strategy. The Board is actively connected to regional economic development activities through its workforce system partners,

PY 2021-2024 WIOA Multi-Year Local Area Plan

including chambers, industrial development authorities, trade associations, community college/education providers, and community-based organizations. Additionally, it works in close cooperation with the lead organization for the local area, Lancaster Economic Development. It assists with attraction, retention, and expansion strategies; helping businesses access critical state and federal resources, including loans, grants, technical assistance, and other support, including business financing, government contracting, international trade, non-profit services, and transportation planning. The Board also provides information about the available labor pool and skill sets, and conducts outreach, including mass recruitments and job fairs.

Additionally, it is also working with WDBs outside of the South-Central Region on economic development efforts. For example, the Board worked with the Berks County WDB (Southeast Region) on the Crescent Region Industry Sector Partnership (CRISP) *Pathways to Middle Class Jobs That Pay and Expanding Career Pathways to the Middle Class for Post Millennial Youth*.

Additionally, it partnered with the Berks County WDB and the Lehigh Valley WDB on a Strategic Innovation Grant to provide employment and training assistance to underemployed adults, ex-offenders, and other individuals with barriers to employment.

Moreover, it also successfully worked with the Berks County WDB, Berks Career and Technology Center, Reading Muhlenberg Career and Technology Center, and the Lancaster County Career and Technology Center on the Innovation Grant-funded *Reading – Lancaster Partnership for Youth Careers*.

Moving forward, it will expand on its existing relationships through the following activities:

- More focused attention on all types of manufacturing-related employers and the career pathways for the Production industry.
- More aggressive use of social media and Constant Contact.
- Building the existing relationship with the Spanish American Civic Association and its new Tech Centro project.
- Offering more value-added services to businesses (and fee-generating activities for the workforce system).
- Closer alignment with the Lancaster Chamber to reduce duplicative services.
- Implementing a fully credentialed and fee-generating career counseling service at the PA CareerLink® Lancaster County center; and
- Upgrading the capacity of the BST for value-added selling.

Training for Self-Employment. Entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

- Taking initiative.
- Creatively seeking out and identifying business opportunities.
- Developing budgets and forecasting resource needs.
- Developing a customer-centered environment.
- Understanding various options for acquiring capital and the tradeoffs associated with each option; and
- Communicating effectively and marketing oneself and one's ideas.

PY 2021-2024 WIOA Multi-Year Local Area Plan

Although the PA CareerLink® Lancaster County center provides a variety of workshops each week that include many employment-related topics, the Board has not identified a specific career track for entrepreneurial skills training and microenterprise services. Rather, individuals who are interested in self-employment are referred to community partners, such as the Small Business Administration, to receive specialized assistance that includes:

- Entrepreneurship education that introduces the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may also include simulations of business start-up and operation.
- Enterprise development which provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operation and by providing more individualized attention to assist in the development of viable business ideas.

4. OPERATIONAL PLANNING: Local Area Workforce Delivery System

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

PA CareerLink® Operator. In compliance with the WIOA and related federal and state regulations, the Board completed its competitive procurement process to secure its One-Stop Operator Consortium consisting of Lancaster-Lebanon Intermediate Unit 13, Lancaster County Career and Technology Center, and EDSI.

The Site Administrator manages the day-to-day operations in the PA CareerLink® Lancaster County, with assistance from managers of partner agencies, including BWPO and Title I.

In accordance with WIOA, the One-Stop Consortium is responsible for the management of the PA CareerLink® Lancaster County. This management occurs through the Site Administrator, who reports directly programmatic responsibilities include:

- Ensure that the role of all required partners in the PA CareerLink® Lancaster County center has been defined, identified, and integrated into the service delivery system.
- Implement and augment the integrated services structure within the PA CareerLink® Lancaster County center, as designed by the Board and enabled via the Memorandum of Understanding (MOU) with all core and required partners operating at the site.
- Monitor operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Evaluate service delivery (e.g., timing, type, format) across providers and partners as well as across customer segments and identify opportunities to optimize services.
- Develop, implement, and monitor customer service standards across the centers. Continuously assess customer needs via customer feedback mechanisms at the center and make recommendations to the Board for continuous improvement.
- Implement and monitor the negotiated One-Stop partner MOU.
- Develop an understanding of and use all required technologies to access and report on necessary data (i.e., PA CareerLink®).

PY 2021-2024 WIOA Multi-Year Local Area Plan

- Establish and monitor metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams.
- Develop and implement a plan for continuous improvement that engages all partners operating at the centers.
- Convene a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Hold regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.
- The administrative responsibilities of the One-Stop Operator will include:
- Convene regularly scheduled meetings and/or conference calls with Board staff.
- Present a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.
- Assign a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Board staff.
- Provide a monthly activity report to the Board.

WIOA Providers. The entities providing WIOA Title I, Title II, Title III, and Title IV services are detailed in the One-Stop Location and Program Services Chart included as **Attachment 4.3** In addition to the One-Stop Location providers, several other local community based organizations are engaged and collaborate with the PA CareerLink® to meet the job seeker and business needs. Those entities consist of the Lancaster Chamber and Economic Development Company, who assist in outreach and networking with our local business community. Partnerships like these are crucial to understand the business climate and needs of our local businesses to ensure we are providing the workforce they need.

Procurement Process. The Board has the following policy for competitively procuring services:

Requests for Proposals (RFPs) are used to competitively procure providers of services. They may also be used where off-the-shelf offerings do not meet the needs of the local area, and non-ITA training services when the Board determines that there is an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs.

1. Issuance

- a. A legal notice will be sent to the local newspaper announcing the availability of the RFP and the process to receive the RFP package.
- b. The LCWDB may choose to notify interested bidders that the RFP and related documents are available online. Information regarding the postings will be clearly outlined in all notices to potential bidders.
- c. Letters inviting bidders to contact the LCWDB for the RFP packet may be mailed or emailed sent by LCWDB staff using agencies/businesses that are on the "Inventory of Potential Service Deliverers." Lists may be developed using electronic searches for specialized providers, such as audit and tax services.
- d. The Board will forward the RFP to interested bidders under a cover letter which contains, at a minimum:

PY 2021-2024 WIOA Multi-Year Local Area Plan

- i. time and date proposals must arrive at the Board, and
 - ii. name and telephone number of the Board contact person.
- e. Under normal circumstances, the Board will issue the RFP at least 30-calendar days prior to the due date for submission.

2. Duration

Generally, RFPs are released for up to three years with an option to renew for up to two additional years.

3. Format and Content of the RFP

- a. The RFP contains information in sufficient detail to ensure full and open competition among qualified contractors.
- b. In the case of the selected contractor, the proposal will become part of the formal contract.

4. Pre-proposal Conference

At the discretion of the Board, a pre-proposal (bidders) conference may be held to afford the Board an opportunity to emphasize portions of the RFP considered especially important, allow the Board to formally respond to written questions previously submitted by bidders, and allow the bidders to ask the Board additional questions in writing on forms provided during the pre-proposal conference. If held, a written transcript of all questions and answers will be mailed or posted on the specified website to all recipients of the basic RFP no later than five workdays after the conference to give contractors maximum response time. Responses become a formal part of the RFP.

5. Receipt of Proposals

Proposals will be time and date stamped and their receipt recorded as they are received by the Board. Proposals will be reviewed for completeness and compliance with the RFP format provided. Proposals meeting compliance standards will then be forwarded to the review committee for evaluation and completion of the RFP rating form.

6. Selection of Service Providers

Service providers will be selected consistent with the Act and rules and regulations of the funding sources and to the extent possible, will be selected on a competitive basis. For all contracts, the Board will establish standards to be followed in making determinations of demonstrated performance.

All such determinations will be in writing and completed prior to the award of a contract. All proposals will be evaluated utilizing the criteria set forth in the WIOA Regulations. Proposals will be scored using an award criterion and point system.

7. Awards to Service Providers

Awards are made to organizations possessing the demonstrated ability to perform successfully under the terms and conditions of the proposal. Once determination is made that the contractor has the capacity to meet the requirements of the RFP, the Committee recommends contracts for Board approval.

After approval by the Board, staff from the Board begin to negotiate the terms and conditions to be contained in the final contract. Concerns which may have come up during the selection process are addressed and must be resolved satisfactorily prior to contracting. When negotiations are completed, the Executive Director signs the agreement on behalf of the Board. Significant changes to the scope of work or budget will be presented to the Board for approval.

Note: The local Board may explore other options to solicit service providers. These grants or contracts will be awarded on a competitive basis in response to local needs.

PY 2021-2024 WIOA Multi-Year Local Area Plan

8. **Projected Procurement Summary.** The following narrative provides the projected procurement timeline for the One Stop Operator for period July 1, 2022. The Board will release the One Stop Operator Procurement in the winter of 2021. A 30-day period will be provided for potential bidders to respond to this procurement. It is expected that by early Spring 2022, the One Stop Operator is selected and notified. Any required transition between Operators will occur before July 1, 2022.

9. **Equal Opportunity and Civil Rights.** As identified in the response to 3.1 above, the Board has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution related to equal employment opportunities and civil right protections.

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).

Required Partners:

- PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations
 - Wagner-Peyser, Trade Act, Rapid Response, Jobs for Veterans State Grant, Foreign Labor Certification
- PA Department of Labor & Industry, Office of UC Centers
 - State Unemployment Compensation Programs
- Educational Data Solutions, Inc.
 - WIOA Title I
 - TANF/EARN
- PA Department of Human Services
 - TANF
- PA Department of Labor & Industry, Office of Vocational Rehabilitation (OVR)
 - Rehabilitation Act Title I parts A and B programs
- Harrisburg Area Community College (HACC)
 - Title II – Adult Education and Family Literacy Act
 - Carl D. Perkins Vocational and Applied Technology Education Act
- Lancaster County Career & Technology Center (LCCTC)
 - Title II – Adult Education and Family Literacy Act
 - Carl D. Perkins Vocational and Applied Technology Education Act
- Thaddeus Stevens College of Technology
 - Title II – Adult Education and Family Literacy Act
 - Carl D. Perkins Vocational and Applied Technology Education Act
- County of Lancaster
 - Senior Community Service Employment Program, Title V of the Older American Act of 1965
- AARP Foundation
 - Senior Community Service Employment Program, Title V of the Older Americans Act of 1965
- PA Department of Community and Economic Development (DCED)
 - Community Services Block Grant Employment and Training Activities
- ResCare Workforce Services
 - Job Corps
- Lancaster-Lebanon Intermediate Unit 13
 - Adult & Literacy / WIOA Title II

PY 2021-2024 WIOA Multi-Year Local Area Plan

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

The Board will continue to facilitate access to services provided through the PA CareerLink® system as follows:

Strategically Located Center. 2021 will be an exciting and challenging year regarding the comprehensive PA CareerLink® Lancaster County center, currently located at 1016 N. Charlotte St., Lancaster PA 17603. Operating in this location since 2001, location has been a priority of the Board and Local Elected Officials. As we approached the end of a long-term lease, the analysis of needs, costs, and real estate became apparent. Although originally set to commence in December of 2020, because of Covid-19, PA CareerLink® will be occupants in a brand new, state of the art, accessible building located just 1/4 mile from its previous location in December of 2021. With pedestrian bridges and walkways, as well as access to public transportation and major routes throughout the county, this 18,250 sq. ft building located at 1046 Manheim Pike, Lancaster, PA will greatly enhance the reputation and visibility of this public service. Incorporating visual and communication technology, flexible space for meetings and classroom instruction, opportunity for coworking and maker spaces, and specially designed with public health concerns in mind such as automatically opening doors, hygienic restrooms including a family restroom with breastfeeding amenities, the new PA CareerLink® center embodies the vision and core values of the Lancaster County Workforce Development Board.

Providing Access in Remote Areas. The Board will provide and expand services in the remote locations of Lancaster County through the following strategies:

- Promoting use of the PA CareerLink® Lancaster County services available at <http://www.paCareerLink.pa.gov>
- Encouraging and allowing the use of technology, including text messaging, social media, online video conferencing, internet searches, and other state-of-the-art methods to locate, communicate, and contact jobseekers and industry personnel.
- Expanding our existing network of community partnerships to include additional community-based entities, faith-based organizations, employer-sponsored groups, and government organizations to increase access throughout the local areas. Utilizing community hubs such as Columbia Life Network, Solanco Family Life Network, The Factory Ministries, Northern Lancaster Hub provide strategic and direct outreach to clients in a holistic setting.

Utilizing Case Management Systems. The system utilizes PA CareerLink® and paCareerLink.pa.gov to provide specific information to jobseekers and employers in their respective efforts to obtain employment and find the best employees. To promote the timeliness and accuracy of information, Case Managers and BST personnel are required to enter information into the systems within 24 hours of customer interaction.

Additionally, as discussed in the **response to 1.4 above**, the Board supports utilization and continued maintenance of the PA CareerLink® Referral mechanism, which includes internal and external partners. This will allow tracking and follow-up to ensure an effective referral system that supports common service needs, integrate supportive services efforts, and maintain common information.

Coordinating with Adult Education. To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality jobs, the WDB will work with its Adult Education partners to identify strategies that improve access. For example, dual enrollment into Title 1 and Title 3 programs will be encouraged, including an Individual Service Strategy and or Individual Employment Plan that works towards common program goals. A coordinated approach to recording Common Measures in PA CareerLink® will provide the best outcomes possible.

Meeting the Needs of Individuals with Barriers to Employment. PA CareerLink® Lancaster County helps individuals with barriers to employment by providing an individualized approach to case management and service delivery. This holistic approach includes working with specialized partners when identified, accessing community resources, utilizing supportive services and incentives when applicable, outlining clear processes and procedures for service access, maintaining consistent expectations, promoting long-term career pathways, and encouraging life-long learning including credential attainment. The PA CareerLink® is equipped with a TTY telecommunication device for deaf individuals.

Improving Access to Services for English Language Learners and Individuals Who are Deaf or Hard of Hearing. As part of its service strategy, the Board requires that the PA CareerLink® Lancaster County center provide translation and/or interpretation services. It encourages partners to staff the facility with highly qualified personnel who mirror the center’s demographics; utilizing bi-lingual personnel as needed. Telephone-based translation services may be used for languages other than English, and the Board encourages the PA CareerLink® centers to provide workshops in Spanish. Individuals who are deaf or hard of hearing are afforded equal communication and programmatic access, including the scheduling and use of a PA certified American Sign Language interpreter.

Working with Other Partners in the Community. Lead by LCWDB, Career Ready Lancaster! Is a career pathways partnership connecting people with careers? This multi-sector collaborative partnership includes representation from Community Benefit Organizations, Employers and Education. Strong community partners include United Way of Lancaster County, Community Action Partnership, Lancaster STEM Alliance, Boys and Girls Club of Lancaster, Lancaster Chamber, Economic Development Co. of Lancaster, and more.

UC Assistance. Additionally, UC Courtesy phones and UC PCs are also available at the PA CareerLink® centers for those customers who need access to such services. Virtual services are available year-round, as well as when the PA CareerLink® offices may be physically closed.

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

The Board requires that the PA CareerLink® Lancaster County center and any affiliated sites are fully accessible to any individuals who may be interested in receiving employment and training services. Each site is certified annually for compliance by the Office of Equal Opportunity, Labor and Industry (L&I). The OEO conducts compliance reviews and technical assistance training. OEO certified Lancaster County Workforce Development Areas through December 31, 2021.

Overall, the Board promotes full accessibility by requiring that its Operator, Partners, and Site Administrator:

- Conduct and participate in training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach and referral to agencies within the local area, including OVR that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.

PY 2021-2024 WIOA Multi-Year Local Area Plan

- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available within the PA CareerLink® Lancaster County and throughout the local area and coaching them on how to apply for needed resources.
- Utilize a Limited English Proficiency policy, including the use of bilingual personnel in the center as well as providing access to language interpretation services.
- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and/or adjustable workstations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- Coordinate staff training on assistive technology and equipment to ensure that personnel are fully trained in usage and application.
- Help individuals with disabilities who may require additional assistance with the registration process.
- Maintain required federal and state notices and postings.

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 Board ensures the continuous improvement of eligible training providers through the system through its regular monitoring of PA CareerLink® Lancaster County outcomes and processes by its Performance Review Committee.

The goal of this fiscal and programmatic monitoring is to provide contractors and staff with technical assistance, make recommendations for program improvement, discover potential errors before they become an issue, and identify best practices. Monitoring procedures include general policies and practices for the type, content, and frequency of reviews for WIOA and Department of Human Services funding that is managed by the Board. It allows for risk assessments in determining the type and frequency of monitoring. The PA CareerLink® Lancaster County, Service Provider Agreements, OJT Agreements, Purchase of Service Agreements, and the Board Fiscal System are all covered by the Plan.

The Performance Committee meets quarterly to review performance measures, both federal and local. In addition, all monitoring reports are shared with the Board's Executive Committee annually and youth monitoring reports are shared with the Youth Council.

With the expansion of work-based learning by the Lancaster Workforce Development Board, the Board will utilize the Local Training Provider List (LTPL) to catalogue, list and evaluate the work-based learning established by the Board. It will maintain this list on PA CareerLink® and will approve the list consistent with Board procedures. Based on state guidance, it will generate a scorecard for all training programs. The Board will follow the guidance as provided on Workforce System Policy 04-2015, Eligible Training Providers and adopt local policy based on this guidance and WIOA.

The Board will use the criteria available and allowable in WIOA to reach out to private, public, for profit and non-profit organizations that are licensed to do business or conduct business in Pennsylvania. It will expect the Business Service Team to be primarily responsible for Employer Centric (Work-Based) Training. This request will be completed by the BST and forwarded to the Board for approval. The Employer-Centric

PY 2021-2024 WIOA Multi-Year Local Area Plan

Training will be reported regularly and evaluated by the Board for acceptance, performance, and outcomes like other contracts monitored by the Board.

The Board anticipates that System-Centric Training will be developed by a much broader constituency including but not limited to the BST, PA CareerLink® partners, Trade Associations, Economic Development Agencies, and many others. This request will also be submitted in concert with and through the Site Administrator to the Board for its approval. The Employer Centric Training will be reported regularly and evaluated by the Board for acceptance, performance, and outcomes like other contracts monitored by the Board.

The Board anticipates posting this information not only on PA CareerLink® but also on its website, PA CareerLink® Lancaster County website and other areas to ensure broad public understanding, acceptance and use of the LTPL.

To ensure the courses needed by job seekers are made available, the Board outreaches to local providers to inform them of any skill and certification requirements that h

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.

The Board regularly reviews the type of programs available to adult and dislocated workers in the local area including training services available through the Eligible Training Provider List as described in the **response to 4.5 above**. This process is completed through a review of current activities related to performance, surveys of local employers and their intermediaries, and a comparison of program delivery type/availability to peer best-in-class local workforce development areas both within the Commonwealth as well as in other states. Through this review, the Board identifies service gaps, confirms the need for specific services with employer and sector groups, and adjusts policies and programming to address identified needs as may be required.

For example, because of the Board's most recent program analysis, it has identified a need for additional work-based learning activities. Therefore, as described in the response to 2.2 above, the Board is exploring the development and expansion of OJT, customized training, work experience, internships, co-op programs, job shadowing, apprenticeships, transitional jobs, and similar programs to meet any unique/specific skill needs of employers in the region. The Board often conducts gap analysis to identify any potential gaps in services.

The WDB provides access to workforce services at the PA CareerLink® Lancaster County center. In addition to partner programs, it also competitively procured services as needed to meet local labor market needs.

Upon entry in the system, individuals are directly referred to the specific services that best meet their needs. As may be required, interpretation and/or translation services may be utilized to assist customers who are not native English speakers.

Adult and Dislocated Worker workforce activities are provided under the broad categories of Basic and Individualized Career Services, including Training Services. Basic Career Services are available to any customer, while Individualized and Training Career Services are reserved for individuals who meet WIOA eligibility requirements. Details of these services are provided in the response to 4.13 below.

With the implementation of WIOA, there is no longer a sequence of service requirement. Therefore, individuals who are determined eligible and suitable for Adult or Dislocated Worker services do not have to participate in any type of Individualized Career Service activity prior to being enrolled into Training Services.

Priority of Service. Priority of Individualized Career Services and Training services is given as follows:

Level 1 Veterans and eligible spouses who meet the statutory priority (public-assistance recipient, other low-income individuals, including the underemployed or basic-skills deficient) and Adult program eligibility receive the **highest level** of priority for services.

Level 2 Other individuals (not veterans or eligible spouses) who meet the statutory priority and Adult program eligibility receive the second level of priority for services.

Level 3 All other veterans and eligible spouses who meet Adult program eligibility receive the third level of priority for services.

Level 4 Other individuals (not veterans or eligible spouses) who do not meet the statutory priority but do meet Adult program eligibility receive the fourth level of priority for services.

The intake process requires that all customers be identified in one of four categories and all required documentation to support this level determination are collected. The customer is identified as level one, two, three, or four; to align with the afore mentioned levels.

The Board uses the Test of Adult Basic Education (TABE) to determine if an individual is basic skills deficient. The Board will consider serving customers who reside outside of Lancaster County as funds are available.

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

Training Services Overview. Historically, the Board has primarily used ITAs to fund occupational skills training activities for its customers. Based on a customer's specific needs and circumstances, they may choose to enroll in training activities using an ITA or a work-based learning program. Moreover, an ITA-funded training may also be completed in conjunction with work-based learning activities, such as OJT, customized training, apprenticeships, and internships. Such coordination will be clearly identified in the customer's IEP.

Each customer will be given the option of selecting the training provider that best meets his or her needs from any of the entities that are included on LTPL as well as any organizations that have been deemed suitable for work-based learning activities.

An overview of the Board's ITA and work-based learning policies is as follows:

ITAs. The Board may enroll individuals who are determined eligible and suitable for training services into occupational skills training programs utilizing an ITA. The Board has adopted the following policies for the provision of ITAs.

Cost - Adult, Youth and Dislocated Worker

- \$10,000 funding cap over a two-year (104 week) funding period.
- Other required costs of training as outlined in the school catalogue are included in the cap.
- If the participant qualifies for funding from other sources, reimbursement from these sources will be considered and the level of WIOA funding will be reduced accordingly.
- If WIOA funds and those from other sources are insufficient to cover full tuition and other costs, the provider is required to assess the customer's need and to assist in the arrangement for private funding.

Labor Market Demand

- Training must be in a demand occupation within the local labor market.
- Training is oriented to full-time, unsubsidized, permanent employment in the occupation(s) trained for at a competitive wage.

Location

- Training, if conducted in person, must be located within Lancaster County or an adjacent county that is within reasonable commuting distance unless training is not available in that market area.
- A legitimate request outside the area will be considered on an individual basis if costs are reasonable and customary for the service and travel and lodging expenses are not encumbered by the Board.

Other

- All other factors being substantially equal, the Board reserves the right to select the most cost-effective training option.
- The Executive Director may waive conditions contained in this policy for extraordinary circumstances and funding considerations.

Work-Based Learning. The Board has implemented the use of work-based learning programs, such as work experience, internships, co-op programs, apprenticeships, and transitional jobs to meet any unique/specific skill needs of employers in the area. Policies it will consider as it moves forward include:

- Targeting high-growth industries for potential work-based learning opportunities.
- Educating employers, including chambers and industry associations, about how work-based training can enhance their businesses by decreasing turnover and improving productivity.
- Assisting businesses by streamlining work-based learning paperwork requirements.
- Assessing job candidates to determine their eligibility and suitability for work-based learning opportunities.
- Identifying career pathways in the targeted sectors that align with work-based learning activities.
- Including work-based learning as part of its agendas and topics of discussion during business forums and summits
- Requiring the BST to actively promote work-based learning as key service for local businesses.
- Establishing time periods and caps for work-based learning activities.

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

Overview. The Youth Council of the Lancaster County WDB has been engaged in providing high-quality youth development activities to target population youth and their families for the last 15 years. It closely follows the demand-driven connection of the Board to local and regional area industries, area priority occupations, and the career pathways that support them.

Moving forward the Youth Council plans to extend the availability of youth development activities and offer more varied activities to a wider group of youth populations in Lancaster County through various funding sources (i.e., TANF, WIOA, and other grant opportunities). It intends to expand outreach to serve

PY 2021-2024 WIOA Multi-Year Local Area Plan

more youth and young adults with a greater variety of services throughout the summer break and the school year.

Through partnerships and strategic collaborations, the Board and Youth Council will:

- Support and continue to work with school districts targeting youth with barriers by aligning programming and services in alignment with PA Department of Education's Career and Education Work Standards and utilize the PA Future Ready Index as a common form of measurement and progress.
- Continue to lead and actively contribute to Career Ready Lancaster!, a business-education partnership that uses a data driven, supply and demand approach to ensure youth and residents of Lancaster are Career Ready.
- Implement innovative resourcing to support work-based learning, career awareness, exploration, and acquisition with a focus on STEM careers.
- Strengthen partnerships with youth serving organizations to identify, engage, recruit, and enroll as many target population youth and young adults as possible. This collaboration will serve to engage school districts and community partners to provide career education and career-connected learning including job shadowing, service learning, internships, postsecondary educational tours, employer presentations, STEM assembly presentations from community-based organizations, and career exploration that is linked to high priority careers.

Youth Council. The Youth Council reviews the strategies, investments, procurement, program models/services, progress, and performance related to youth and young adult services. Council membership consists of Board members and non-members that collectively constitute a broad representation of key stakeholders and youth-serving partners, including employers, labor unions, higher education institutions, and others. The Youth Council leverages its members' experience, expertise, and insight to coordinate and expand the availability of high-quality workplace preparation strategies for youth and young adults.

The Youth Council reviews and determines the direction for youth program design, including the development of models/services provided by its providers. This oversight ensures youth and young adults, especially priority populations, have access to the WIOA Youth 14 program elements directly and/or through referral as needed. The Youth Council supports program policies and procedures that connect youth and young adults with co-enrollment opportunities based on the youth Individual Service Strategy (ISS) and goals. Through an emphasis on the ISS plan to outline benchmarks, goals, achievements, and outcomes youth and young adults along with assistance from program staff can maximize the leverage resources. These opportunities include programs such as WIOA Adult, Adult Basic Education, Job Corps, and TANF.

To meet its planned 75% WIOA expenditure rate, the Board provides fiscal direction to the Youth Council as it pertains to utilizing WIOA funding. The Youth Council also ensures that services are aligned with WIOA Youth priorities and local needs in alignment with WIOA requirements.

The Youth Council oversees work experience activities, policies, and expenditures to make certain that Lancaster County's youth and young adults can participate in summer employment and other employment-related activities available throughout the school year including Career Exploration, pre-apprenticeship programs, internships, and post-secondary attainment.

WIOA Youth Eligibility Requirements. The Board and Youth Council review and approve all outlines and tools for WIOA Youth documentation requirements, including the policy for “requires additional assistance to complete an education program or to secure and hold employment” for eligibility and enrollment for WIOA Youth program services. To enroll in WIOA Youth programming, a youth must provide documentation to determine eligibility for the following requirements:

- Age (In-School Youth are 14-21 years old and Out-of-School Youth are 16-24 years old)
- Authorization to Work
- Residency
- Selective Service Registration (if applicable)
- School Status
- Low Income Determination (if applicable)
- Barrier Status (School drop-out; pregnant/parenting; youth with a disability; individual in foster care/aged out; homeless or runaway; offender; basic Skills deficient; English language learner; requires additional assistance)

The Board has adopted the following policy regarding an eligible youth who “requires additional assistance to complete an educational program, or to secure and hold employment”, as a youth or young adult who meets one or more of the following criteria:

- Has a poor work history (been fired from one or more jobs within the last six months, OR has a history of sporadic employment, such as “has held three or more jobs within the last 12 months, and is no longer employed”)
- Has received a low score on a pre-employment skills assessment or letter from employer stating youth does not possess skills required for employment
- Has been actively seeking employment for at least two months but remains unemployed or underemployed. This includes a youth with no employment history, a youth with limited part-time experience (those working on an as needed or seasonal basis), and youth actively seeking full-time employment, but have only achieved part-time employment.
- Is currently at risk of dropping out of school, as determined by referral from a school staff person, probation officer, or other responsible person with documentation evidencing chronic poor attendance or discipline problem during the last 12 months, or has educational underachievement (i.e., less than a cumulative 2.0 grade point average).

Job Corps. In our region, a Job Corps Career Transition Specialist is co-located at the PA CareerLink® Lancaster County. This allows a direct connection with Title 1 Youth and OVR Youth who are co-enrolled in Job Corps. Additionally, an Admission Counselor located out of Berks County, PA utilizes the PA CareerLink® Lancaster County for in-person meetings with Lancaster youth. Job Corps conducts outreach and presentations to local school districts and participates in PA CareerLink® activities such as Job Fairs and Youth Workshops.

TANF Youth Development: TANF YDP funding allows us to serve an additional 200 youth in a variety of programmatic activities such as career counseling, career exploration and awareness, and paid work experience. Our tiered structure allows us to serve youth as young as 12 years old (or completed 5th grade) up to age 24 starting with a Middle School Career Awareness. This stipend-based program allows youth to explore one of 6 career tracks, complete job shadowing and company tours, use Edge Factor

PY 2021-2024 WIOA Multi-Year Local Area Plan

to develop soft skills and financial literacy, and complete a project demonstrating their new skills. Youth ages 16-24 are able to participate in stipend-based career exploration program which includes hands on occupational experience. This program also includes the WIOA 14 elements and can include an industry certification. In partnership with the local school districts, students can be referred to a Career Counselor for assistance with developing and completing a Career Path Plan that includes post-secondary plans such as workforce, military or continued education and training. Students enrolled in career planning have the opportunity to go on in-person or virtual field trips, earn a credential, complete job-shadowing, and participate in paid work experience. Lastly, TANF will support 65 youth in a paid work experience with a local employer at a minimum of \$12/hour. This is an increase from \$10.35/hour and can be authorized up to \$15/hour depending on industry/occupation. All WIOA Youth Program Elements are incorporated into TANF YDP programming. The following chart outlines the estimated percentage of youth served in these areas and the providers:

PY 2021-2024 WIOA Multi-Year Local Area Plan

WIOA YOUTH PROGRAM ELEMENT	LOCAL PROVIDER ORGANIZATION	ACTIVITY TIME	GOALS
Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.	EDSI; Local school districts	Year round	140 of 200 Youth = 70%; 90% of students enrolled in our career counselor initiatives will complete a career path plan, which includes support ensuring successful secondary school completion. Career path plans include awareness and knowledge of post secondary options to advance their career. Students in the high schools who are referred to us from the school districts as at risk of dropping out will work with our mobile dropout prevention career counselor (target of 20 youth).
Alternative secondary school offerings or dropout recovery services	EDSI; Local school districts; IU13; Community Partners	Year round	20 of 200 Youth = 10%; 90% of the students enrolled with our mobile dropout prevention career counselor will develop a career path plan; when students decide to drop out, referrals to our Out of School Youth program will be made 100% of the time by our mobile dropout prevention career counselor.
Paid and unpaid work experiences with an academic and occupational education component.	EDSI; Local business partners; Local school districts	Year round	135 of 200 Youth = 68%; 65 youth and young adults will enroll in our Paid Work Experience program; 40 students will participate in our Long Term Career Exposure activities and 30 12-15 years will participate in the youth career awareness program.
Occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations.	EDSI; Local school districts	Year round	6 of 200 Youth = 3%; Students will participate in occupational skills training activities.
Leadership development activities, e.g., community service, peer-centered activities.	EDSI; Local school districts; Community Partners	Year round	70 of 200 Youth = 35%; All youth within our long term career exposure activities and youth career awareness program will experience leadership development activities whether it's peer-centered or instructor led.
Supportive services.	EDSI	Year round	6 of 200 Youth = 3%; Supportive services will be provided to any and all students who express need.
Adult mentoring.	EDSI	Year round	135 of 200 Youth = 68%; Youth at PWE sites will be offered mentorship opportunities in alignment with their internship sites; All youth within our long term career exposure activities and youth career awareness program will be asked to connect with adults within their areas of interest to build employability skills and learn more about successful career path planning.
Follow-up services for at least 12-months after program completion.	EDSI	Year round	20 of 200 Youth = 10%; Around 10% of all youth served within TANF Youth Programming will be offered follow-up services as needed upon program completion.
Comprehensive guidance and counseling, including drug and alcohol abuse counseling.	EDSI	Year round	6 of 200 Youth = 3%; any enrolled participant who is in need of comprehensive guidance and counseling, including drug and alcohol counseling, will be referred to a community partner.
Integrated education and training for a specific occupation or cluster.	EDSI	Year round	40 of 200 Youth = 20%; 40 students will participate in our Long Term Career Exposure activity which is a 6 week incentivized program developing essential entry level skills to high priority occupations and other career pathways. Students will have access to Journeys which provides courses for various career pathways, including many high priority occupations.
Financial literacy education.	EDSI, Edge Factor, Wells Fargo	Year round	200 of 200 Youth = 100%; 30 12-15 years will receive financial literacy during the youth career awareness program and 40 youth through the long term career exposure activity will receive it as well. Students will participate in financial literacy lessons designed to prepare them for a successful future. Through Edge Factor, all youth will have interactive lessons and activities to learn about the importance of financial literacy. Wellsfargo videos, webinars, and quizzes will also be available to provide additional support.
Entrepreneurial skills training.	EDSI	Year round	70 of 200 Youth = 35%; 30 12-15 years will receive entrepreneurial skills training during the youth career awareness program and 40 youth through the long term career exposure activity will receive it as well. EDSI will provide entrepreneurial activities, events, and lessons for students as young as 12 years old. Interactive speakers, field trips, and video workshops will be provided to expose youth and young adults to successful entrepreneurship skills and training.
Services that provide labor market information about in-demand industry sectors and occupations.	EDSI; Local business partners	Year round	200 of 200 Youth = 100%; All youth served will receive local labor market information. Through our youth programming, participants will receive labor market information and are offered opportunities to attend business engagement panels where local Lancaster businesses come and share about local in-demand positions, different training opportunities and ways to advance within their company/industry.
Postsecondary preparation and transition activities.	EDSI	Year round	140 of 200 youth = 54%; Through our career counselor initiatives, all students served will initiate a career path plan which focuses on developing a plan for post secondary goals including: college, technical school, military and workforce.

The Business Services team at PA CareerLink® Lancaster County identifies prospective businesses during business engagement to serve as host organizations for youth. Businesses are able to contribute in monetary or non-monetary ways such as 1. Increasing the youth's pay 2. Extending the youth's internship 3. Participating in employer activities such as conducting a workshop, speaking to the youth,

PY 2021-2024 WIOA Multi-Year Local Area Plan

participating in PA CareerLink® activities. They also collaborate with youth serving organizations such as Boys and Girls Club of Lancaster, The Mix, The Factory Ministries and Impact Missions. The Youth staff works closely with the County Assistance Office to send letters of interest directly to families who are receiving TANF benefits. Our programmatic goal is that 50% of youth served are receiving one type of TANF benefit such as cash, medical, or SNAP and the other 50% are eligible based on income. Incentives are built into the TANF YDP program to reward and encourage participants to complete work-based learning and activities. An incentive structure is approved by the Board at the start of the program year and aligns with the Board incentive policy, PP #206. The incentive structure is presented to the youth at the time of enrollment.

The compliance manager at the WDB is responsible for program monitoring on a quarterly basis. This includes file, program and fiscal monitoring. Letters to the providers are provided indicating any areas of non-compliance or needs improvement.

LWDB Tracking and Reporting:

Valerie Hatfield (717) 735-0333 vhatfield@lancastercountywib.com

TANF Provider:

Educational Data Systems, Inc

PA CareerLink® Lancaster County, 1016 N. Charlotte St. Lancaster, PA 17603

Contact: Liz Swirniuk (717) 509-5613 lswirniuk@jobs4lancaster.com

LWDB DocuShare:

Valerie Hatfield (717) 735-0333 vhatfield@lancastercountywib.com

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 Board, in collaboration with the Commonwealth's Rapid Response Coordinator, has established a Rapid Response Team that is composed of key workforce partners including representatives from L&I, PA CareerLink® Lancaster County staff, organized labor, and others. The Board assembles these partners to ensure the system implements a strategic and comprehensive approach to address area dislocations. Working together allows for the coordination of services and information-sharing which focus the use of public resources aimed at supporting workers to generate greater outcomes/economies of scale and establish a system that is relevant and responsive. Specifically, the local, regional, and state representatives on the team share the responsibilities for providing the information and services to affected workers.

Additionally, the team also coordinates its efforts with the regional Strategic Early Warning Network (SEWN) Coordinator. Moreover, to further promote collaboration and coordination, the Board has a representative who serves on the SE PA Regional SEWN Advisory Council.

Beginning in 2020, the board has implemented an Incumbent Worker Training policy to assist employers in layoff aversion by retaining a skilled workforce.

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).

To connect and coordinate workforce programs with relevant secondary and postsecondary education offerings and to avoid duplication of efforts, the WDB has agreements with the Title II Provider to deliver

PY 2021-2024 WIOA Multi-Year Local Area Plan

Adult Career Education classes to increase academic skills and personal development skills. The Board further promotes local Career and Technical Centers and secondary schools through dual enrollment programs. Additionally, it utilizes Chapter 339 Career Guidance Plan Development as a coordinated effort for college and career readiness. The Board provides access to postsecondary opportunities and financial aid information through the PA CareerLink® Lancaster County system, and its statewide list of approved training providers.

The Lancaster County WDB collaborates with local Perkins recipients such as Lancaster County Career and Technology Center, Thaddeus Stevens College of Technology, Harrisburg Area Community College (HACC), School District of Lancaster, and Octoraro School District to ensure that training programs align with industry needs and high priority occupations. The post-secondary educational institutions engage in the PA CareerLink® Lancaster County as partners. Lancaster County board staff participates in Advisory committees and Perkins meetings and provides labor market information including High Priority Occupation, demand, and wage data.

The local area's Title II Adult Education and Family Literacy Program enhances workforce services by providing Adult Basic Education (ABE), Adult Secondary Education (ASE), and English Language Acquisition (ELA) activities where there is a need. It also supports a tutoring program that offers one-on-one and/or small group instruction or volunteer classroom aides.

This program prepares students for and supports them in achieving a successful transition to postsecondary education/training or employment. It integrates digital literacy, employability skills and workforce preparation activities into its services. Its basic skills instruction incorporates activities that require the use of technology, promote critical thinking, and build self-management skills, such as utilizing resources and information, understanding systems, and working with others.

The Adult Education and Family Literacy Program also integrates career awareness and career planning activities, including using those activities as the context for basic skills instruction. Case management activities in support of transition are offered in a variety of ways: integrated into instruction, stand-alone group activities, and one-on-one case management support. The activities include introducing students to and helping them use the resources available through L&I and the PA CareerLink®; helping students identify employment and career pathways that align with their skills and interests and that lead to jobs that pay; and supporting students through the application process for employment or training.

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.

Coordination of Roles and Responsibilities. The PA CareerLink® Lancaster County center is managed by a Site Administrator. This position is supported as a shared cost amongst PA CareerLink® partners and is overseen by the One Stop Operator Consortium. The Site Administrator's employer of record is the Lancaster County Workforce Development Board. The Site Administrator functionally supervises all staff, including Wagner-Peyser staff, coordinates services, and is accountable for the center's performance measures. The Site Administrator oversees all teams to ensure the services and operations of the center are executed efficiently and in adherence with the WIOA and TANF rules and regulations.

The Site Administrator and staff work cohesively to provide cross training so that all customers are connected to the resources, staff, and/or programs to meet their needs. Consistent use of data, internal communications and process systems are embedded in the service delivery model to assure service quality, customer satisfaction and mitigate duplication of services.

PY 2021-2024 WIOA Multi-Year Local Area Plan

The model of service delivery within the PA CareerLink® Lancaster County center is designed to ensure improved service for all customers regardless of the funding source; promote a culture emphasizing customer satisfaction, embed continuous improvement and communication; and apply more effective gathering and use of data. The center staff, both contracted staff and the merit staff, are charged with delivering:

- An increased number of customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and service.
- More customer connections to partner program services when needed, wanted and available.
- A focus on both skills and jobs with personalized and customized workforce advice and recommendations.
- A service concentration with the fewest service entry procedures as possible to maximize customer satisfaction.
- Easy access to a comprehensive series of services that are responsive to the needs of the individual.
- An increased set of options for how services are accessed including a virtual presence to reach customers outside of the center.

Improving Program Partner Integration. Currently, program partner integration is addressed through regular discussions and guidance from the Board to each center's Site Administrator regarding the quality of their functional supervision and service coordination. The Board recognizes the importance of the coordination and will charge the One-Stop Operator to provide this function. The Operator will be responsible for assessing current gaps in the service delivery system, strengthening current partnerships, and facilitating seamless referrals between partners.

Referral Mechanism. Following assessment and determination of service needs, referrals are made through both formal and informal processes, such as electronic referral systems, in-person introductions, or emails to establish appointment times. Staff members document these referrals through case notes in PA CareerLink®. The One-Stop Operator will formalize processes for all partners and standardize these processes.

Orientation and Customer Flow. An orientation is presented at the PA CareerLink® Lancaster County center. It is the gateway for WIOA registration and participation in WIOA Individualized Career Services and Training Services. All customers are urged to attend this session, in person or virtually, especially those interested in or in need of WIOA services, including: (a) customers who are potentially interested in WIOA-funded services, (b) customers who inquire by phone or at the center about WIOA-funded services, including Training Services, and (c) customers who are referred by community organizations and partners.

The orientation includes an overview of PA CareerLink® Lancaster County center services, including WIOA. The WIOA program is described as "services" (not as a program) comprising two categories: (a) Supported, Structured Job Finding Services and (b) Training for Employment Services. Customers attending the orientation who are interested in either, or both, of these services are invited to remain for a one-on-one with a Workforce Advisor or to schedule an appointment to return within a week.

The registration form is a uniform document that captures all data needed for PA CareerLink®. Staff members also use a customized IEP to assist the jobseeker in goal setting. Copies are shared with partner programs, with the individual's permission.

Staff Development. When the PA CareerLink® Lancaster County center was initially integrated, cross-program training was conducted regarding all available services within the system. When the One-Stop Operator is in place, they will be tasked with establishing a formal professional development process for the system.

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

Both the Adult Education and Workforce System make cross-referrals between Title I and Title II programs. Co-enrollment in Title I and Title II is also promoted. To further coordinate services, Adult Education offers presentations on its programs to workforce customers on-site at the PA CareerLink® center. Moreover, as described in the response 3.3 above, the Title II programs serve as on-ramps for adults who are basic skills deficient so that they may begin career pathways via the workforce system.

The Board believes that the Title II services are necessary for its customers and critical in the overarching mission of its work. It is committed to continue working in partnership with the Title II providers as they develop their local applications. The Board will review the RFP for Title II programming to ensure that educational opportunities will align with the targeted employment needs of the region. Specifically, the Pennsylvania Department of Education (PDE) will establish procedures, and accompanying rubrics and documentation, for Title II application to be provided to local boards to review for alignment with their local plan. After reviewing and evaluating the applications, the local boards will be responsible for submitting recommendations to PDE and will also be responsible to provide technical assistance later in the process.

Representation of Title II Adult Education and Literacy exists within the system. Regular communication and active participation are necessary on both Title II and the Board's part for smooth and integrated services of its customers. The Board invites the Title II Adult Education and Literacy to present their local applications at both a PA CareerLink® Lancaster County staff meeting as well as at a Board meeting.

While the COVID pandemic challenged our ability to bring partners together, our community was able to provide input into our local plan through the 30-day review period.

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?

Outreach and Intake. Outreach, intake, and eligibility, including the identification of an individual's potential barrier(s) to employment are discussed in the response to 3.3 above.

Overall, the PA CareerLink® Lancaster County center offers a wide variety of in-person and virtual services to assist customers with job preparation and job search. The Career Resource Center (CRC) offers computers with internet access, as well as printing, mailing, phone and fax services during regular business hours. Further assistance is available through in-person scheduled and on-demand video workshops that address topics such as resume and cover letter development, mock interviewing, job postings and job search tip sheets. Jobseekers can meet with employers conducting on site/ interviews and sign up for job readiness workshops. Specialized information is available on high school equivalency attainment, UC, Youth programs, and career services for veterans, persons aged 55 and over, and individuals with disabilities. The menu of services available to jobseekers, including individuals with barriers to employment is as follows:

Basic Career Services Include:

- Information about services available through the PA CareerLink® Lancaster County and virtual services via PA CareerLink® website.
- Initial assessment of needs
- Referral to appropriate services
- Self-directed or staff-assisted job search
- Workshops, such as resume writing, interviewing skills, and job search
- Information:
 - Labor market
 - Training provider
 - Supportive service
 - Unemployment
 - Financial aid
 - Relocation assistance

Individualized Career Services Include:

- Eligibility determination
- Comprehensive assessment
- IEP defining the customer's specific goals and pathway for achievement
- Career counseling and planning
- Short-term prevocational services
- Internships and paid work experience
- Workforce preparation activities
- Financial literacy services
- Supportive services, including activities designed to eliminate barriers to employment, such as assistance with transportation, work-related tools, or clothing, and childcare

Training Services include:

- ITA and OJT
- Customized training
- Job readiness training
- Workplace training/co-op programs
- Skills upgrading and retraining
- Pre-apprenticeship / Apprenticeship
- Transitional jobs
- Incumbent worker training

PY 2021-2024 WIOA Multi-Year Local Area Plan

To be enrolled into a Training Service activity, individuals must meet programmatic eligibility requirements and must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, need training to obtain or retain self-sufficient employment or higher wages, and have the skills and qualifications to participate in training (i.e., appropriateness for training).

Training must be directly linked to an in-demand industry sector or High Priority Occupation, or a sector that has a high potential for sustained demand or growth. Such training may be delivered via an ITA, training contract, or a combination of both. Training providers are found through the Eligible Training Provider List which establishes eligibility and provides information about training institutions and their programs.

Services to Individuals with Disabilities. OVR provides eligible WIOA Title IV customers with individualized diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement services. Eligible and potentially eligible 14- to 21-year-old in-school youth with disabilities receive pre-employment transition services including work-based learning experiences, job shadowing and vocational counseling and guidance. Group training services for youth include workplace readiness, independent living skills, and self-advocacy skills.

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

The Business Services Team (BST) is part of the Title I WIOA Adult and Dislocated worker contract, a sub-contracted service currently provided by EDSI. The contract pays for representation from WIOA Title I Adult, Dislocated Worker, Out of School Youth, EARN, and Re-entry programs who report to a program manager. Additionally, staff from other partner agencies work cooperatively with this team. The specific requirements of the Business Services Team in the PA CareerLink® Lancaster County are:

- Serve as a single point of contact for businesses, responding to all requests in a timely manner
- Provide information and services related to Unemployment Insurance taxes and claims
- Conduct outreach regarding local workforce system's services and products
- Conduct on-site Rapid Response activities regarding closures and downsizings
- Develop On-the-Job Training (OJT) contracts
- Provide access to labor market information
- Provide customized recruitment and job applicant screening, assessment, and referral services
- Assist with the interpretation of labor market information
- Conduct job fairs
- Use of one-stop center facilities for recruiting and interviewing job applicants
- Coordinate with employers to develop and implement layoff aversion strategies
- Post job vacancies in the state labor exchange system and take and fill job postings
- Provide information regarding disability awareness issues
- Provide information regarding workforce development initiatives and programs
- Provide information regarding assistive technology and communication accommodations

The goals of the team are to ensure employers receive a consistent message from the team members, that employer visits are coordinated to maximize outreach efforts and diminish employer program fatigue, and to maximize job seeker placements through the sharing of hiring information. Much of the BST performance requirements is based on employer engagement and is measured through the following:

PY 2021-2024 WIOA Multi-Year Local Area Plan

- Overall market penetration
- Due to COVID-19 in-person job fairs are not currently possible. As such, the BST has transitioned to virtual job fairs, a newsletter, and jobseeker spotlight.

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 Board recognizes that supportive services are critical to the success of a jobseeker successfully completing training, education, and employment in the public workforce system. It understands the value of supportive services and includes the following as anticipated supportive services needs such as transportation, child and elder care, work clothes, shoes, and other special attire essential and required for successful work, and other items, as necessary.

The Board requires that this be based upon established need as determined in the IEP and/or Career Pathway Plan. Also, it requires that all community resources be reviewed to determine if these services and/or funds are available from other community resources.

Should all these resources be reviewed, and supportive services resources are not available, then the Board authorizes supportive services in accordance with their policy as appropriate, allowable (by the funding source) and based upon funds available.

Community partners are encouraged to co-locate at the one-stop center to provide seamless access to clients. Services such as subsidized childcare, WIC, utility assistance, and more is available through onsite partner services.

The Board has successfully collaborated with local employers to address and add transportation as for ensuring employment. The PA CareerLink® Lancaster County has an ongoing relationship with Red Rose Transit Authority (RRTA) Ride to Work program. While bus transportation is available during the regular hours, the RRTA's Access to Jobs program enables customers to travel to and from work at times when the bus system is not operating. Staff from the Ride to Work program with RRTA meet regularly with the center staff to review and update program offerings to ensure maximum use and coordination.

Additionally, the Board also works with Commuter Services as a transportation resource. Commuter Services helps employers, and their workers identify alternative methods of transportation to work, including carpools, vanpools, and ridesharing.

Lastly, the COVID pandemic provided an opportunity for LCWDB to lead a community-wide grant, providing much needed supportive service funds to those looking for work or struggling to keep a job because of the pandemic. This partnership enhanced the relationships and provided clarity among community partners' roles and responsibilities related to workforce, support services, and resourcing. We look forward to continuing these relationships and supporting the needs through of jobseekers through these partnerships.

WIOA Title I Youth

The provision of support services is one of the fourteen youth elements in WIOA. It is the policy of the WDB that the provider of WIOA youth services budget an appropriate amount of funds to provide those supportive services that may not be readily available from community resources.

WIOA Title I Adult and Dislocated Worker

It is the policy of LCWDB to provide funds for supportive services that may not be readily available from community resources in the following cases:

- When funds have been specifically budgeted for supportive services.
- As a requirement of specific funding.

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.*

Lancaster County’s workforce delivery system is built on the Memorandum of Understanding (MOU) that is executed between the Lancaster County Workforce Development Board (WDB), PA CareerLink® Lancaster County One-Stop Partners (Partners), and the Chief Elected Official (CEO), of the County of Lancaster. They are collectively referred to as the “Parties” in the MOU.

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the PA CareerLink® Lancaster County. The WDB provides local oversight of workforce programming in Lancaster County.

The WDB, with the agreement of the CEO, has, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations, selected the consortium of Educational Data Systems, Inc (EDSI), Lancaster-Lebanon Intermediate Unit 13 (LLIU13), and Lancaster County Career and Technology Center (LCCTC). as the one-stop operator for the PA CareerLink® Lancaster County.

The One-Stop Operating Budget and Infrastructure Funding Agreement establish a financial plan, including terms and conditions, to fund the services and operating costs of the PA CareerLink® Lancaster County. The Parties to the MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the PA CareerLink® Lancaster County.

All customers, including individuals with disabilities, should experience seamless service throughout the one-stop delivery system in Lancaster. The Site Administrator hosts all-staff PA CareerLink® Lancaster meetings, providing an opportunity for those working in the one-stop system, multiple opportunities to engage and identify strengths and disconnects. Our “no wrong door” approach to services encourages the integration of all partners in workforce sit at the table during planning and delivery of key workforce conversations.

The Board will utilize OVR expertise regarding assessment, career pathways development, education training and placement services. OVR has a very effective professional development program that will assist in assuring proper cross training of staff, technical assistance and sharing information. The Board will encourage the sharing of PA CareerLink® information that can assist in serving mutual clients. Because OVR serves as a full partner in the PA CareerLink® Lancaster County system and holds a seat on the Board, the local area is well-positioned to serve individuals with disabilities.

PY 2021-2024 WIOA Multi-Year Local Area Plan

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

The LCWDB 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 to the Board. The LCWDB 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 costs.

The WDB 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 Lancaster WDB. 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 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 WDB 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 lumpsum 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 Lancaster WDB 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 BWDA 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 LCWDB Solicitor.

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

LCWDB is committed to implanting actions necessary to remain a high-performing board. Currently, we believe LCWDB functions as a high-performing Board in that it consistently achieves the following:

- Attains the Governor's goals as described in the PA Combined Plan.
- Meets the local area negotiated federal performance goals.
- Sustains fiscal integrity.

PY 2021-2024 WIOA Multi-Year Local Area Plan

- Receives successful monitoring reports and other evaluations by federal and Commonwealth oversight staff.
- Research new and/or improved methods to assist individuals with barriers to employment.
- Achieves training expenditure targets; and
- Develops sector initiatives

In the future, it will implement the actions necessary to remain a high-performing Board in accordance with any guidance that may be issued by the Commonwealth. In the meantime, it is researching the following types of activities for action:

- Expanding its collaboration with the South Central PA Board and other local workforce boards that are contiguous to Lancaster County to implement broader-based regional workforce initiatives.
- Increasing the use of technology to further improve access for customers, including returning citizens, those with disabilities, and others with barriers to employment.
- Conducting board orientations for both new and experienced members to broaden their capacity and participation.

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 LCWDB developed teams to gather input from business representatives, education, labor organizations, One-Stop partners, and other entities. The LCWDB has conducted two jobseeker listening sessions, and has incorporated relevant information into the plan. Two business sessions are scheduled for the end of February. If necessary, changes will be incorporated during the comment period. A 30-day comment period, beginning February 21, 2021, will provide ample opportunity for interested entities to provide input to the plan.

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

To ensure an open opportunity for public comment, the Board published the Lancaster County Local WIOA Plan on its website for the 30-day period beginning February 21, 2021 and ending March 22, 2021. The South-Central Regional Plan will be forthcoming. Additionally, notification of the availability of both the Local and Regional WIOA Plans for public comment was also distributed via email to representatives of local businesses, labor organizations, educational institutions, and news media. Public notice was published in the primary newspaper, LNP, for the region.

The public notice of the plan specified that public comments be submitted to the designated WDB email Support@lanastercountywib.com. These comments will be reviewed by LCWDB staff as they are received and a summary of the comments along with any changes to the plan as result will be posted on the LCWDB website.

Comments that represent disagreement to the plan are to be summarized and included as an attachment to the LCWDB local plan and submitted to the State as part of the required South Central PA Regional Plan, no later than April 2, 2021.

Public comments to be added after the public comment period. No public comments were received.

PY 2021-2024 WIOA Multi-Year Local Area Plan

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and 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.

- ✓ The Lancaster County Local 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.
- ✓ Agreement between all counties and other local governments, if applicable, establishing the consortium of local and chief elected officials.
- ✓ Agreement between the chief elected official(s) and the fiscal agent if a fiscal agent is designated.
- ✓ Agreement between the local area elected official(s) and the LWDB.
- ✓ LWDB policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.
- ✓ Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.
- ✓ Local area procurement policy that must describe formal procurement procedures.
- ✓ Local area MOU.
- ✓ 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.
- ✓ Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.
- ✓ Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity and non-discrimination.
- ✓ Professional services contract(s) for administrative services such as staffing and payroll, if applicable.

ATTACHMENTS

Attachment 1. Local Area WIOA Title I Program Performance Accountability

Attachment 2. Local Workforce Development Area Workforce System Organizational Chart

Attachment 3. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Attachment 4. Local Workforce Development System Supporting Data

Attachment 1: WIOA Title I Programs Performance Accountability Table

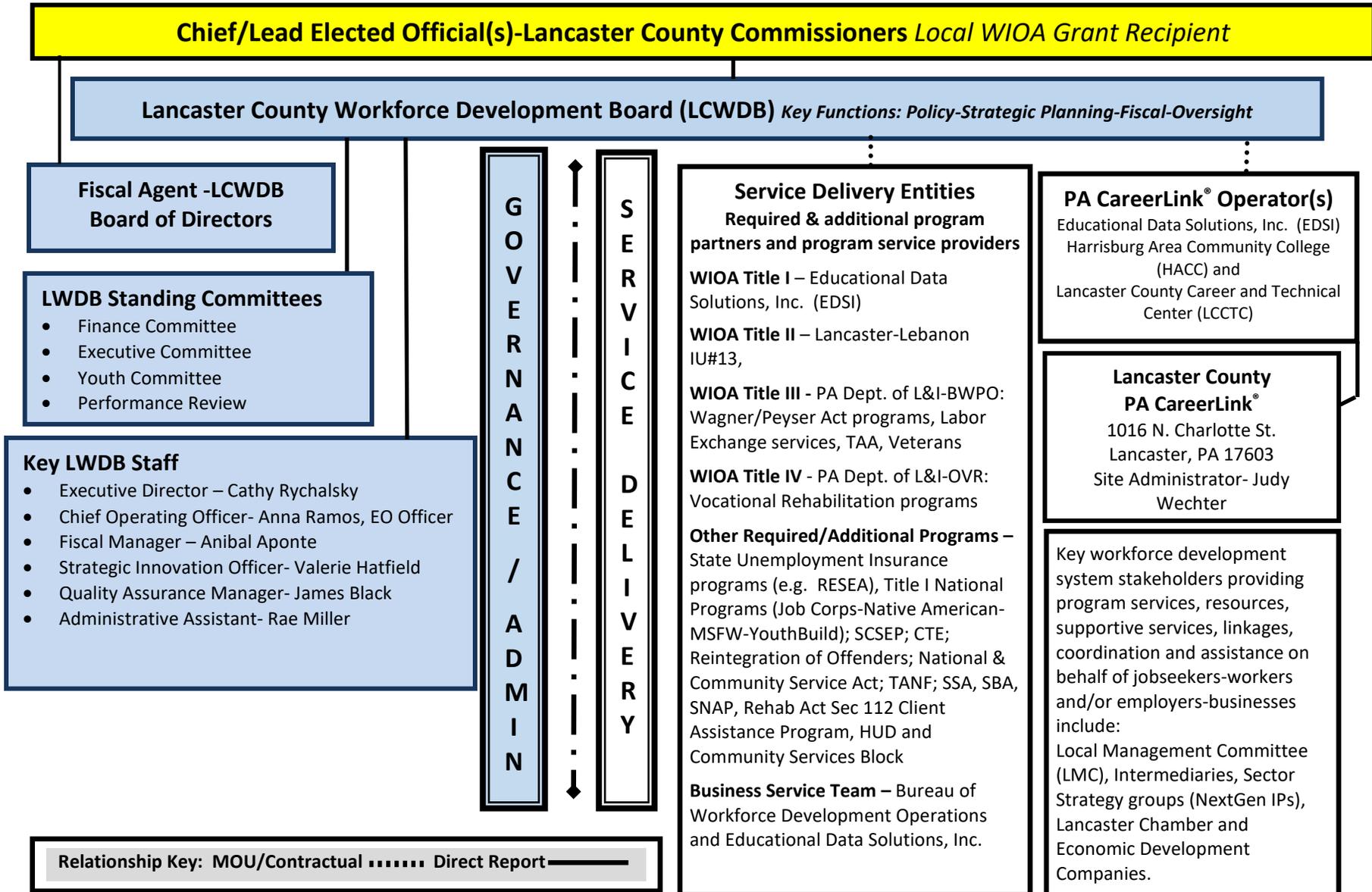
The Pennsylvania Department of Labor & Industry, or L&I, negotiates WIOA Title I programs performance goals with the U. S. Department of Labor on a two-year program cycle, which aligns with the WIOA planning requirement of reviewing WIOA Local Area Plans every two years. In an effort designed to meet or exceed the state WIOA performance goals, PA negotiates these same goals with PA’s local workforce development areas, or LWDA, to optimally set each local area’s WIOA Title I performance goal levels so that, collectively, the state negotiated performance goals are met or exceeded.

The *WIOA Title I Programs Performance Accountability Table* is for the benefit of the public and must be updated accordingly. Local boards must edit the table’s two columns with the appropriate program year(s) to correctly match the most recent* LWDA-negotiated performance goals and attained performance results. This completed table must be publicly posted with the local area plan. The LWDB does not need to perform a WIOA plan modification as this table is revised; email notification to local area workforce development stakeholders will suffice.

LWDA Name: Lancaster		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	LWDA’s WIOA Title I Programs <u>Negotiated Performance Goals</u> - *Program Year(s): 2019– 2020	LWDA’s WIOA Title I Programs <u>Attained Performance Results</u> - *Program Year: 2Q20
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	75%	76.4%
Dislocated Worker	82%	83.2%
Youth	75%	76.7%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	72%	72.8%
Dislocated Worker	80%	81.6%
Youth	70%	66.7%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,800	\$5,113
Dislocated Worker	\$8,000	\$9,257
Youth	\$3,000	\$2,682
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	65%	40.4%
Dislocated Worker	60%	27.3%
Youth	72%	86.4%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	38%	42.9%
Dislocated Worker	32%	36.5%
Youth	70%	5.10%

Attachment 2 - WIOA Local Workforce Development System Organizational Chart

The organizational chart is for the benefit of the public and must be used to describe the attributes of the local workforce development system. This chart should be reviewed annually for revisions. The local board may supplement this model with clarifying charts. If multiple pages are needed to represent the local system ensure that "Governance/Administrative" and "Service Delivery" information is displayed on separate pages respectfully. Use of model sub-titles is required. Publicly post the organizational chart with the local plan. A WIOA plan modification is not required when revision occurs with this document.



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

Local Workforce Development Area name: Lancaster County

Effective Date: 7/1/2021

Local Workforce Development Boards, or LWDBs, are requested to publicly post the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List to address the public's need for access to service as mandated by the Workforce Innovation Opportunity Act, or WIOA. The LWDB should ensure that the Program Partner/Provider List reflects the current PA CareerLink® Memoranda of Understanding(s). Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the list is posted on the LWDB public website.

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
EXAMPLE: WIOA Title I Adult/DW	WIOA Title I program	ABC Inc.
123 Main St. Anytown, PA 17001	XXX-XXX-XXXX	ABC.com/manager@abc.com
EDSI	WIOA, Title I, Adult/Dislocated Worker, EARN & Work Ready	Larry Melf Regional Director of Operations
15300 Commerce Drive N., Suite 200 Dearborn, MI 48120	570.301.2253	lmelf@edsisolutions.com
EDSI	WIOA Title I Provider - Youth (OSY)	Larry Melf Regional Director of Operations
15300 Commerce Drive N., Suite 200 Dearborn, MI 48120	570.301.2253	lmelf@edsisolutions.com
Wagner-Peyser	WIOA Title III	Keith Baker Assistant Regional Director Signer: Steve Wolf, Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov stewolf@pa.gov
Trade Adjustment Assistance	Activities authorized under Chapter 2 of Title II of the Trade Act of 1974	Keith Baker Assistant Regional Director Signer: Steve Wolf, Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov stewolf@pa.gov
Jobs for Veterans State Grant	Activities authorized under chapter 41 of Title 38 , United States Code	Keith Baker Assistant Regional Director Signer: Steve Wolf, Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov stewolf@pa.gov
HUD		No local entity
Second Chance		No local entity
Rapid Response	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal	Keith Baker Assistant Regional Director Signer: Steve Wolf, Director

	law)	
RESEA	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	Keith Baker Assistant Regional Director Signer: Steve Wolf, Director
Unemployment Compensation Programs	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	Nsungwe Shamatutu nshamatutu@pa.gov
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915 717-783-1951	kebaker@pa.gov stewolf@pa.gov nshamatutu@pa.gov
Temporary Assistance for Needy Families (TANF) Program	Programs authorized under part A of Title IV of the Social Security Act	Tanoa C. Fagan Director Bureau of Employment Programs
PA Dept. of Human Services	717-783-1980	tfagan@pa.gov
Office of Vocational Rehabilitation	WIOA Title IV – Vocational Rehab	Susan Richeson
PA Dept of Labor and Industry 2550 Kingston Road, Suite 101 York, PA 17402	717-771-4407	sricheson@pa.gov
Adult Education and Literacy	WIOA Title II	Tim Shenk Program Director of Community Education
PA Dept of Labor and Industry 2550 Kingston Road, Suite 101 York, PA 17402	717-606-1793	tim_shenk@iu13.org
Adult Education and Literacy	WIOA Title II	Cheryl Hiester Executive Director
Literacy & Learning Centers Lancaster/Lebanon 407 Lafayette Street Lancaster, PA 17603	717-295-5523	cheryl@literacysuccess.org
PA Dept. of Community Economic Development	Community Services Block Grant Act (42 U.S.C. 9901 es seq.)	Vanessa Philbert Chief Executive Officer
Community Action Partnership	717-299-7301	vphilbert@caplanc.org
Senior Community Service Employment Program - Federal Funds	Title V of the Older Americans Act of 1965	Veronica Brown Project Director
AARP Foundation SCSEP 400 Washington St, Suite 603 Reading, PA 19601	610-375-2576	vbrown@aarp.org
Senior Community Service Employment Program - State Funds	Title V of the Older Americans Act of 1965	Thomas Martin Employment/Volunteer Unit Supervisor
Lancaster County Office of Aging 150 N Queen St Lancaster, PA 17603-3562	717-299-7979	martinto@co.lancaster.pa.us
Indian and Native American Programs	WIOA, Title I	Kerry Jevsevar Program Director

Council of Three Rivers American Indian Center, Inc. 1855 New Hope St Norristown, PA 19401	412-782-4457 ext. 219	kjevsevar@cotraic.org
Job Corps		Kelly King Executive Center Director
Adams & Associates, Inc. 10400 Little Patuxent Parkway, Suite 320 Columbia, MD 21044	570-708-0400	king.kelly@jobcorps.org
Migrant and Seasonal Farmworker program		Nita D'Agostino Senior Vice President – Direct Services
Pathstone Corp. Pennsylvania, Virginia and New Jersey Operations 421 McFarlan Road Suite E Kennett Square, Pennsylvania.19348	610-925-5600 x103	ndagostino@pathstone.org
Postsecondary Career and Technical Education (Perkins)		Stuart Savin Ed.D. Administrative Director
Lancaster County Career and Technology Center 1730 Hans Herr Drive Willow Street, PA 17584	717-464-7069	ssavinr@lancasterctc.edu
Postsecondary Career and Technical Education (Perkins)		Timothy Bianchi Ph.D. Vice President, Academic Affairs
Thaddeus Stevens College of Technology 750 East King Street Lancaster, PA 17602	717-299-7793	bianchi@stevenscollege.edu
Postsecondary Career and Technical Education (Perkins)		Victor Rodgers Vice President Workforce Development
HACC 1641 Old Philadelphia Pike Lancaster, Pa 17602	717-221-1361	vrodgers@hacc.edu
Optional		Valentina Ross Lancaster Office Director Immigration and Refugee Program
Church World Service Refugee Resettlement 308 East King Street Lancaster, PA 17602	717-381-2894	vross@cwsglobal.org
Optional		Alexandra Schramm Interim Executive Director
Lancaster County Food Hub 812 North Queen Street Lancaster, PA 17603	717-291-2261	aschramm@lcfoodhub.org
Optional		Karla Trout Executive Director
Lancaster Library System 1866 Colonial Village Lane #107 Lancaster, PA 17601	717-207-0500	kt trout@lancasterlibraries.com

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 may reference the data location in the local area plan prompt narrative and move referenced data (e.g., charts, tables, etc.) to this attachment. The *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.

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) if using this form.

If a local board does not use this form, the LWDB must make note on this attachment that “all data is cited in the local plan narrative.”

LWDA Name: Lancaster County Workforce Development Board

All data is cited in the local plan narrative.