

Pennsylvania WIOA Plans Submission Checklist  
Fiscal Year 2021-2024 WIOA Regional and Local Area Plans

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

X	Cover Letter <i>(see submission cover letter template and page 4 of guide for additional details)</i>
X	Regional Plan <i>(if in a planning region)</i> and Local Area Plan saved in Microsoft Word
X	Provided documentation of public notice/public comment <i>(see pages 3-5 of guidance for additional details)</i>
X	Attestations Completed
X	Attachment 1: Local Area WIOA Title I Programs Performance Accountability Table
X	Attachment 2: Local Workforce Development System Organizational Chart
X	Attachment 3: Local Workforce Development System Program Partner-Provider List
X	Attachment 4: Local Workforce Development System Supporting Data
	Option 1 or 2 is only used when submitting a planned two-year <u>modification</u> :
	Option 1: WIOA Plan Review and Modification Form (Local Area Plan)
	Option 2: If in a planning region, the designated point of contact will complete the <u>WIOA Plan Review and Modification Form</u> (Regional Plan) <i>and will disperse</i> the <u>Planning Region CEO and LWDB Chair Dated Signatures Supplemental Form</u> (Regional Plan) to the rest of the planning region.  WIOA Plan Review and Modification Form (Local Area Plan)
	Only use Option 3 when submitting a modification <u>NOT within a two-year modification period</u> :
	Option 3: If in a planning region <i>and</i> the LWDB’s Local Area Plan modification is deemed to provide a minor impact on the Planning Region, the <u>Planning Region CEO and LWDB Chair Dated Signatures Supplemental Form</u> (Local Area Plan) is used.  WIOA Plan Review and Modification Form (Local Area Plan)



April 1, 2021

To: Sheila Ireland  
Deputy Secretary, Workforce Development  
Pennsylvania Department of Labor and Industry

On behalf of the Montgomery County Workforce Development Board, MontcoWorks, I approve the submission of the PY 2021-2024 WIOA Local Plan for Montgomery County and PY 2021-2024 WIOA Regional Plan for Montgomery, Berks, Bucks, Chester, Delaware, and Philadelphia counties. These documents are being submitted for your review with the concurrence, support and approval of the Montgomery County Workforce Development Board at its meeting on March 17, 2021 as per WIOA regulations WSP# 108-01, Change 1.

The local and regional plans provide the framework in defining how a designated area's workforce development system will achieve the purposes of WIOA. Therefore, the Montgomery County Workforce Development Board worked closely with local and regional partners to develop comprehensive strategic plans that meet compliance standards but also provide a framework for working collaboratively to rebuild a vibrant workforce system through pandemic recovery and beyond. Data received by the Pennsylvania Department of Labor and Industry Center for Workforce Information and Analysis was analyzed and combined with local and regional research to substantiate and establish priorities.

The Montgomery County Workforce Development Board solicited public input in accordance with WIOA Sec. 107 and 20CFR Part 679 for the period of February 24, 2021 through 4p.m. on March 26, 2021. The plans were available for review through an announcement on the MontcoWorks webpage, [www.montcoworks.org](http://www.montcoworks.org), that included links to the Local Plan at <https://www.chesco.org/DocumentCenter/View/62071/Montgomery-County-Local-Plan> and the Regional Plan at <https://www.chesco.org/DocumentCenter/View/62073/SE-PA-Regional-WIOA-Plan>.

The announcement that was posted on the website was sent to partners and workforce stakeholders via email. Additionally, legal notice was published in The Times Herald. A screen shot of the online posting and a copy of the legal notice with the date of public notification is included in the submission. A public meeting with presentations of both the Regional and Local plan was held on March 16, 2021 with additional public comment collected. Comments were received as referenced on page 76 of the submitted plan.

If you have any questions or need additional assistance, please do not hesitate to contact Jennifer Butler by telephone at (610) 278-7289 or via email at [jbutler@montcopa.org](mailto:jbutler@montcopa.org).

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

DocuSigned by:  
  
Best Regards,  
B1AD77E856FC4B7...

Dr. Valerie Arkoosh, Chair  
Montgomery County Board of Commissioners



April 1, 2021

To: Sheila Ireland  
Deputy Secretary, Workforce Development  
Pennsylvania Department of Labor and Industry

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

Best Regards,

DocuSigned by:  
  
40D9F7E5D30549E...  
Suzanne Ryan, Chair  
Montgomery County Workforce Development Board

**From:** [Arkoosh, Val](#)  
**To:** [Butler, Jennifer](#)  
**Subject:** MontcoWorks Local Plan  
**Date:** Thursday, June 17, 2021 9:24:07 AM

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Jennifer,

I approve of the final submission of the PY 2021-2024 WIOA Local Plan for Montgomery County and PY 2021-2024 WIOA Regional Plan for Montgomery, Berks, Bucks, Chester, Delaware, and Philadelphia counties, revised to incorporate feedback received from statewide workforce stakeholder agencies as facilitated by the Pennsylvania Department of Labor and Industry. The Montgomery County Workforce Development Board approved final submission of the PY 2021-2024 Montgomery County WIOA Local Plan and the PY 2021-2024 Southeast Pennsylvania WIOA Regional Plan at its full board meeting on June 11, 2021 as per WIOA regulations WSP# 108-01, Change 1.

Thank you,  
Val

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Valerie A. Arkoosh, MD, MPH  
Chair  
Montgomery County Board of Commissioners  
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Suite 800  
Norristown, PA 19404  
[varkoosh@montcopa.org](mailto:varkoosh@montcopa.org)  
PH 610.278.3031

**Resolution Number 04-06-21**  
**Submission of Workforce Innovation and Opportunity Act (WIOA)**  
**Program Years 2021-2024 Regional and Local Area Plans**

**Whereas**, the Pennsylvania Department of Labor and Industry has issued the policy entitled *Workforce System Policy: Program Years 2021 – 2024 WIOA Regional and Local Area Plans*, directing local areas in the development of four-year regional and local area plans;

**Whereas**, the 21-24 Montgomery County Local Area Plan was developed with input from board members, partners and staff while the 21-24 Southeast Pennsylvania Regional Plan was developed in collaboration with the Berks, Bucks, Chester, Delaware and Philadelphia workforce development boards;

**Whereas**, both the 21-24 Montgomery County Local Area Plan and the 21-24 Southeast Pennsylvania Regional Plan were posted for thirty-day public comment per Workforce System Policy on February 24, 2021;

**Whereas**, all public comment received was acknowledged with actions taken detailed within each respective plan prior to submission to the Pennsylvania Department of Labor and Industry;

**Whereas**, upon receipt and review, the Pennsylvania Department of Labor and Industry requested revisions to both plans based on statewide partner feedback;

**Whereas**, plan revisions made based upon statewide partner feedback were accepted by the Pennsylvania Department of Labor and Industry

**Therefore**, be it resolved that MontcoWorks, the Montgomery County Workforce Development Board, hereby supports final submission of the 21-24 Southeast Pennsylvania Regional Plan and approves final submission of the 21-24 Montgomery County Local Area Plan to the Pennsylvania Department of Labor and Industry.



Montgomery County  
Workforce Development Board  
Workforce Innovation and Opportunity Act  
**Local Area Plan**  
**Fiscal Years 2021-2024**

Effective Date: July 1, 2021

The Montgomery County Workforce Development Board (MontcoWorks) has established a Local Plan, designed to align workforce development services with provisions set forth under The Workforce Innovation and Opportunity Act. The plan includes an in-depth overview and analysis of current economic conditions in Montgomery County as well as proposed implementation strategies to best serve the county's businesses and job seekers.

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## Strategic Planning

### Section 1: Local Area Workforce and Economic Analysis

#### 1.1 Composition of Local Area's Population and Labor Force

**Prompt:** *Identify the composition of the local area's population and labor force*

*[20 CFR § 679.560(a)(3)]*

#### **POPULATION**

The population in Montgomery County is estimated to have increased from 799,874 in 2010 to 830,915 in 2019, resulting in a growth of 3.9%. The median age for residents in Montgomery County is 41.2, with 48.6% male and 51.4% female<sup>1</sup>.

Of Montgomery County's estimated population, most are identified as White Alone (79.1%), 9.2% are Black or African American Alone, 0.1% are American Indian and Alaska Nat. Alone, 7.6% are Asian Alone, 0.0% are Native Hawaiian and Other Pacific Isl. Alone, 1.4% are Some Other Race, and 2.6% are Two or More Races. Montgomery County's current estimated Hispanic or Latino population is 5.1%.

#### **HOUSEHOLD & INCOME**

The estimated number of households in Montgomery County is 316,206 with a median household income of \$91,546 (\$29,802 higher than Pennsylvania) and average household income of \$125,928 (\$41,079 higher than Pennsylvania).

#### **EDUCATION**

Just under half of the population (49.3%) in Montgomery County over the age of 25 have a bachelor's degree or higher, an increase of nearly 1.1% since 2017. The percentage of the population who did not graduate high school in Montgomery County is 5.6%, a decrease of .3% since 2017. It is estimated that 21.4% of the population age 25 and over in Montgomery County have earned a graduate or professional degree, 27.9% have earned a bachelor's degree (increase of .9% since 2017), and 23.6% maxed out with a High School Diploma or equivalency (a .5% decrease since 2017)<sup>2</sup>.

#### **HOUSING**

Most of the dwellings in Montgomery County (71.9%) are estimated to be Owner-Occupied as of the 2019 5-year American Community Survey, which is a .3% decrease from 2017. The median value of owner-occupied units increased from \$299,300 in 2017 to \$316,100 in 2019. The median monthly gross rent increased by \$84 from \$1,211 in 2017 to \$1,295 in 2019.

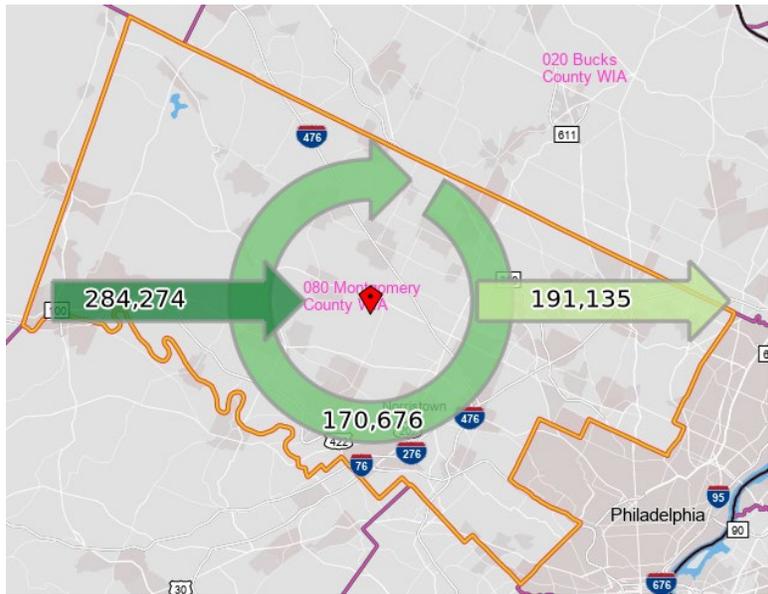
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<sup>1</sup> US Census - Quickfacts

<sup>2</sup> US Census ACS 5-year 2019

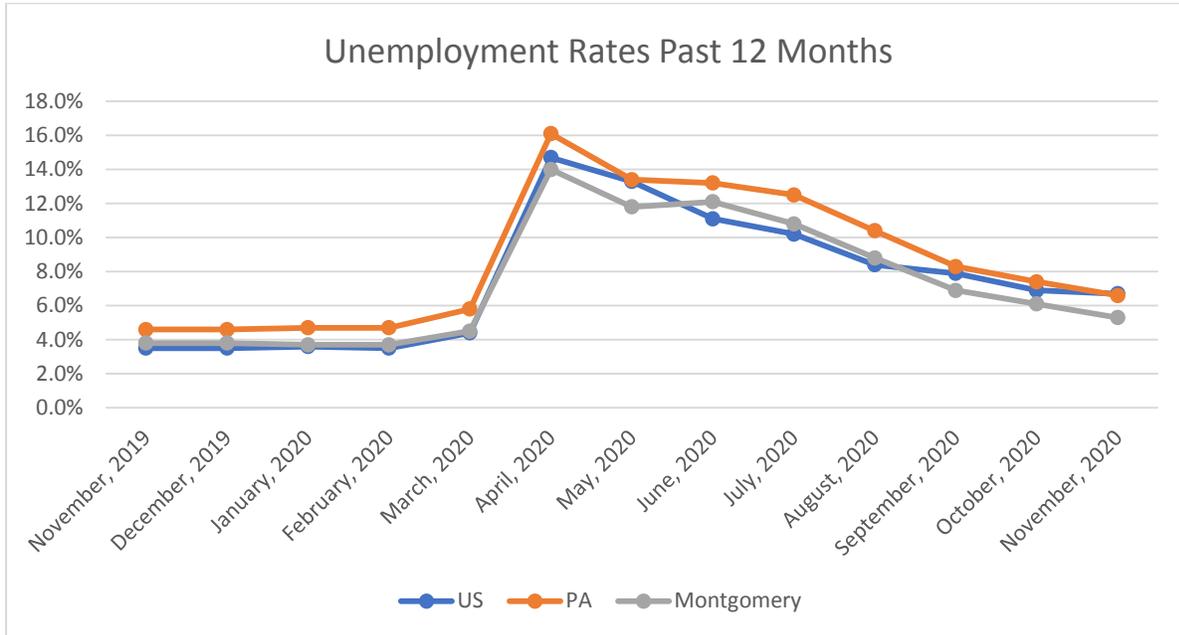
**EMPLOYMENT**

65.2% of individuals in Montgomery County over the age of 16 were employed civilians in 2019 compared to 64.6% in 2017 according to the US Census’ American Community Survey. The Civilian Labor Force has continually decreased since April 2020, when the impacts of the pandemic became visible, and has not leveled off just yet. The most recent preliminary results, for November 2020, indicate that the labor force includes 436,800 Montgomery County residents, which is 21,900 less than November 2019 (458,700). Overall employment in the county has followed a similar trend dropping from an average employment of 506,500 in 2019 Q2 to 434,416 in 2020 Q2<sup>3</sup>. While employment has decreased, the average weekly wage for all industries increased from \$1,297 to \$1,445 in the same timeframe. In 2019, 75.9% of the employed population in the county, down from 76.4% in 2017, drives alone to work with an average travel time of 27.2 minutes, up from 26.7 minutes in 2017. The percentage of residents working from home rose from 4.4% in 2017 to 4.9% in 2019 and will surely increase once the survey results of 2020 and 2021 are released. According to the U.S. Census inflow/outflow commuting report, Montgomery County is home to desirable employment opportunities with a net of over 93,000 individuals that live outside of, but travel into, Montgomery County.



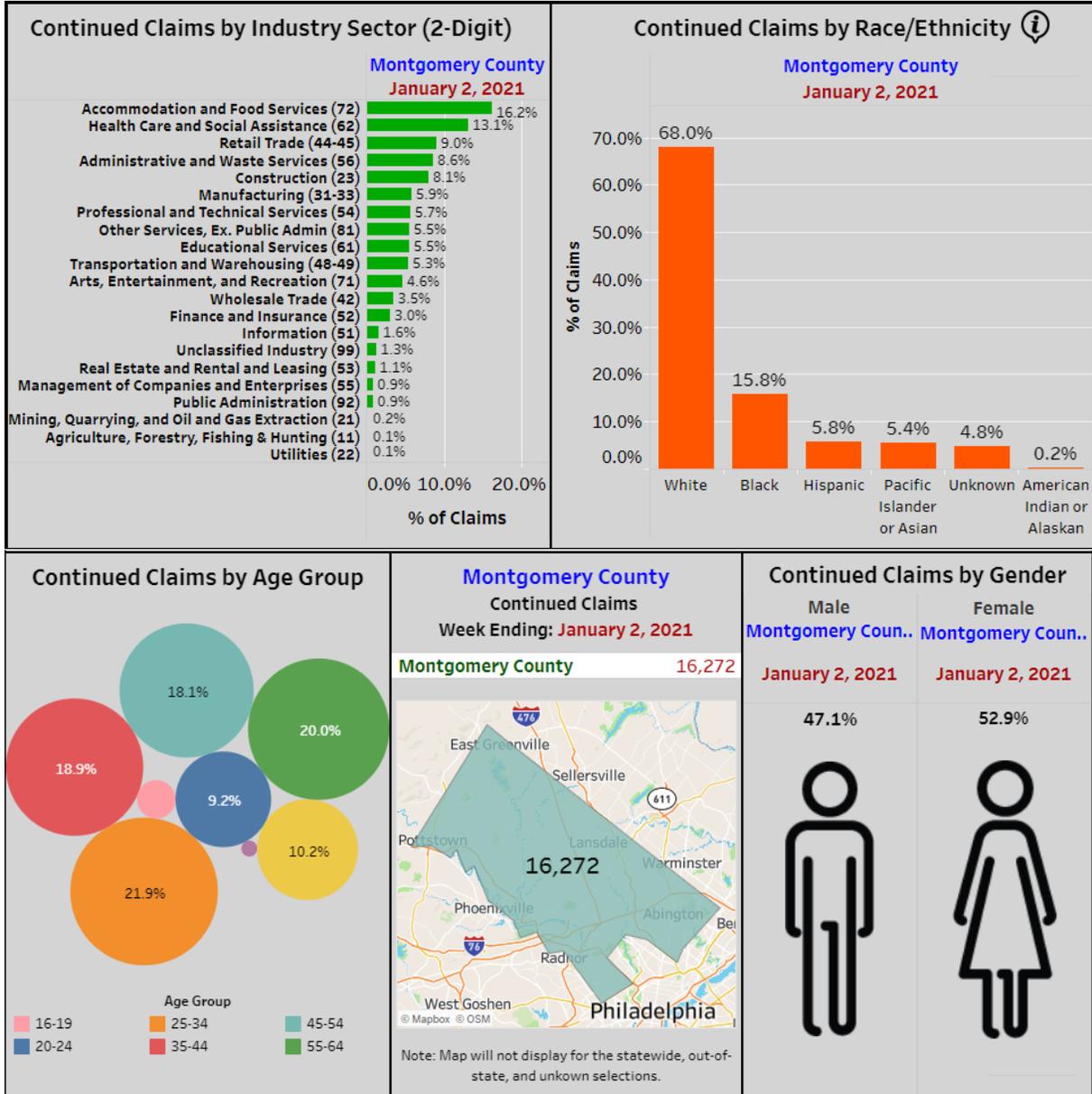
<sup>3</sup> Center for Workforce Information & Analysis

While the unemployment rate has started to return to a number closer to pre-pandemic levels, the workforce development system has a great task in connecting those out of work with employers that need to fill their openings as the economic situation begins to stabilize<sup>4</sup>.



<sup>4</sup> Center for Workforce Information & Analysis

The images below illustrate the snapshot demographic profiles of Unemployment Compensation continued claimants as of week ending January 2, 2021 that show the categories of individuals needing the focused services of the Montgomery County Workforce Development Board and its partners.



## POPULATION WITH BARRIERS

Poverty can be generational or circumstantial. While many factors contribute to the national poverty rate, economic downturns emphasize the relationship between household work levels and poverty. Simply put, 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. When looking at Montgomery County, 5.7% of the total population over the age of 16 is living in poverty and the unemployment rate in that demographic is 19.2% with a 43.1% labor force participation rate<sup>5</sup>. According to the 2019 5-year ACS, 4.0% of families are living in poverty, down from 4.3% in 2017. There are pockets of the County with higher percentages of families living in poverty (Norristown at 14.7% and Pottstown at 14.0%). Female heads of house are particularly impacted by poverty. 15.4% of families with female heads of house with no spouse are living in poverty. In Norristown, that number jumps to 23.5% and in Pottstown, a staggering 31.2% of that demographic is living in poverty<sup>6</sup>.

In Montgomery County, in 2019, there were 669 individuals released from the PA Department of Corrections, 113 having complete their sentences and 556 paroled. The average age of those released was 38 with over 91% being males<sup>7</sup>. The Montgomery County Workforce Development Board has gained valuable knowledge from operating the Linking to Employment Activities Prerelease (LEAP) grant beginning in 2015. Once the grant period ended, we had a solid foundation and were fortunate to have dedicated staff within our county jail to continue to help inmates secure documents needed for employment, access PA CareerLink® Online, update resumes, enhance skills, and generally assist inmates to reduce the time needed post release to get to a point where they were ready to return to work.

Language barriers also pose employment challenges to 4.3% of Montgomery County residents that have reported speaking English “less than very well”. A particular area of concern is those that endure poverty as an additional barrier. 16.9% of households that speak Spanish in the home fall below the poverty level<sup>8</sup>. Utilizing the Title II providers in Montgomery County as well as Community Based Organizations to aid in mitigating the language barrier will enable workforce programming to address the poverty barrier more effectively.

When looking at the 35,557 individuals with disabilities in Montgomery County (7.2%), we see the unemployment rate go up and the labor force participation rate go down. Individuals without a disability faced only a 3.9% unemployment rate while those with a disability saw more than double that, at 8.4%. The labor force participation rate for those without disabilities is 85.8% while for those with a disability it is only 52.1%. While the variance between those figures indicates a greater need for collaboration with OVR and other community-based partners, Montgomery County is among the lowest in the Commonwealth for disability

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<sup>5</sup> Center for Workforce Information & Analysis

<sup>6</sup> US Census ACS 5-year 2019

<sup>7</sup> PA Department of Corrections

<sup>8</sup> US Census ACS 2019

unemployment and among the highest in the Commonwealth for disability participation in the labor force. 3.8% of those employed have a disability, while 11.8% of those unemployed have a disability<sup>9</sup>.

Montgomery County is fortunate to have the Your Way Home (YWH) program, established in 2014, as the county's unified and coordinated housing crisis response system for families and individuals experiencing homelessness or at imminent risk of homelessness. While homelessness presents an immense barrier to employment, the work of YWH has seen positive results. The Point-in-Time count, required by HUD to measure sheltered and unsheltered homeless persons, saw a decrease from 310 individuals to 246 in 2019<sup>10</sup>. The collaboration with the Montgomery County Workforce Development Board enables referrals to and from YWH to help reduce the chance of an individual experiencing homelessness while also aiding the homeless to get the resources and opportunities needed to obtain and maintain family-sustaining wages.

Another barrier to employment for the youth population in Montgomery County is those in or aging out of foster care. From 2013 through 2017, there was a 10.7% increase in system services. Moreover, the increase is primarily for those aged 15-17 that saw a 23.9% increase and those aged 18-20 that saw a 12.9% increase<sup>11</sup>. These individuals are particularly vulnerable to not completing education or connecting to employment. The services offered through the Montgomery County WIOA Youth program and TANF YDF program play a vital role in engaging and reengaging this at-risk population.

## 1.2 Definition of Skills Gaps and Description of Skills Required to Meet Employer Needs

**Prompt:** *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?*

[20 CFR 679.560(a)(2)]

As the local workforce development board for Montgomery County, PA, MontcoWorks considers the implementation of programming that identifies and addresses skills gaps a top priority. The COVID-19 pandemic has placed a strain on employers and job seekers, creating greater disparity between the skills required to fill open positions and the resources available to job seekers, including dislocated workers.

MontcoWorks defines skills gaps by combining the ongoing review of data provided by the Pennsylvania Department of Labor and Industry's Center for Workforce Information and Analysis (CWIA) with employer conversations and partnership planning. The Training and Performance Subcommittee and PA CareerLink® Montgomery County partners review available training options, outreaching to broaden offerings across ETPL-approved programs, Customized

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<sup>9</sup> Center for Workforce Information & Analysis

<sup>10</sup> HUD – 2007-2019 Point in time estimates by CoC

<sup>11</sup> PaPartnerships.org – State of Child Welfare 2018

Job Training, Incumbent Worker Training, On-the-Job Training or other programs to align workforce-funding opportunities with employer needs.

MontcoWorks and PA CareerLink® Montgomery County staff and partners have analyzed skills needs based on the top industries in Montgomery County by employment. With the onset of the COVID-19 pandemic, this analysis has been complemented by in-depth conversations with employers and ongoing review of Worker Adjustment and Retraining Notification (WARN) letters throughout southeastern Pennsylvania.

**Montgomery County Top Industries, Second Quarter 2020**

RANK	INDUSTRY DESCRIPTION	NAICS CODE
1	Elementary and secondary schools	6111
2	Restaurants and other eating places	7225
3	Scientific research and development services	5417
4	Individual and family services	6241
5	General medical and surgical hospitals	6221
6	Management of companies and enterprises	5511
7	Grocery stores	4451
8	Pharmaceutical and medicine manufacturing	3254
9	Computer systems design and related services	5415
10	Insurance carriers	5241

*Source: Pennsylvania Department of Labor and Industry Center for Workforce Information and Analysis*

**Top Certifications**

Top 20 Certifications	December 2020
Driver's License	3,055
First Aid CPR AED	605
Registered Nurse	470
American Heart Association Certification	257
Licensed Practical Nurse (LPN)	245
Basic Life Saving (BLS)	218
Certified Nursing Assistant	212
Basic Cardiac Life Support Certification	167
Project Management Certification	153
Home Health Aide	134
Security Clearance	119
Certified Public Accountant (CPA)	119
Child Development Associate (CDA)	103
Project Management Professional (PMP)	89
CDL Class A	81
ServSafe	76
Advanced Cardiac Life Support (ACLS) Certification	72
Certification Certified Medical Assistant	64
Pharmacy Technician Certification Board (PTCB)	61
Certified Pharmacy Technician	61

*Source: Pennsylvania Department of Labor and Industry Center for Workforce Information and Analysis*

Additionally, CWIA has projected Detailed Work Activities through 2026. While the projections were completed prior to the COVID-19 pandemic, a 2020 Employer Needs Analysis completed in partnership with Montgomery County chambers of commerce confirms a continued need for the represented skills. Two hundred fifteen county employers from varying industries provided valuable feedback through one-on-one interviews. The responses collected guided early planning around MontcoWorks' COVID-19 response and emphasized the need to continually address skills gaps.

#### **Top Ten Detailed Work Activities, 2016-2020**

- 1 Order materials, supplies, or equipment.
- 2 Calculate costs of goods or services.
- 3 Sell products or services.
- 4 Monitor inventories of products or materials.
- 5 Greet customers, patrons, or visitors.
- 6 Collect deposits, payments or fees.
- 7 Prepare documentation for contracts, transactions, or regulatory compliance.
- 8 Clean work areas.
- 9 Maintain records of sales or other business transactions.
- 10 Answer customer questions about goods or services.

*Source: Pennsylvania Department of Labor and Industry Center for Workforce Information and Analysis*

#### **Top Ten Tools and Technologies, 2016-2020**

- 1 Spreadsheet software
- 2 Office suite software
- 3 Data base user interface and query software
- 4 Word processing software
- 5 Personal computers
- 6 Desktop computers
- 7 Electronic mail software
- 8 Notebook computers
- 9 Internet browser software
- 10 Presentation software

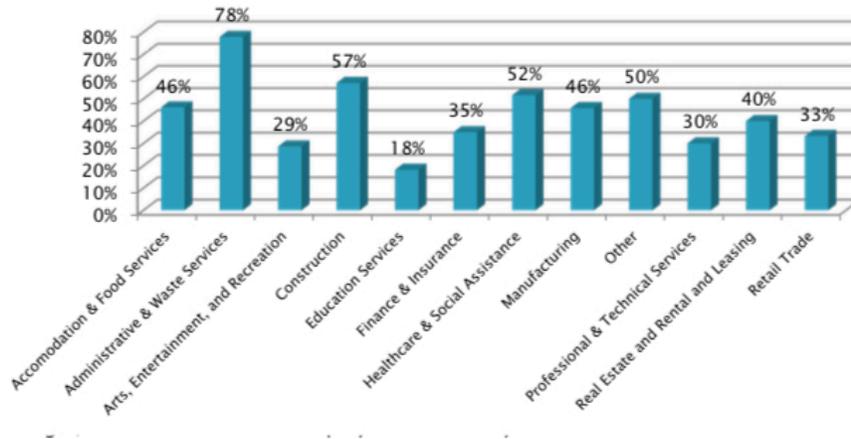
*Source: Pennsylvania Department of Labor and Industry Center for Workforce Information and Analysis*

The most in demand certifications are Driver's License, Certification in Cardiopulmonary Resuscitation, Certified Registered Nurse, HAZMAT, OSHA, Commercial Driver's License, continuing education, security clearance, accounting, and First Aid. Overall, the needed skills and certifications align with the top industries in Montgomery County, by NAICS employment, specifically as relates to the following industries: Education, Restaurants and Other Eating Places, Scientific Research and Development Services, General Medical and Surgical Hospitals, Management of Companies and Enterprises and Computer Systems Design and Related Services. Job Posting Reports through PA's workforce system of record indicate an increase in openings in Healthcare and Manufacturing since March 2020.

MontcoWorks’ performance team has created an Ad-Hoc report in PA’s workforce system of record that assists in matching the needs of the employer with the skill history of a job seeker. The report enables staff to view all job seekers that have held a job based on a series of keywords related to skills or job titles provided by the employer. The report can be generated according to city, county or region, depending upon the need of the employer.

**Skilled Workforce**

42% of the businesses surveyed indicated a need for additional skilled workers. Within their given industries, the highest rate needing skilled workers were Administrative & Waste Services (78%), Construction (57%), and Healthcare & Social Assistance (52%). Administrative & Waste Services is a broad industry that includes establishments supporting the ongoing operations of other organizations by assisting with daily tasks and maintenance.



**Source: MontcoWorks COVID-19 Employer Needs Analysis**

The chart above reflects the results of MontcoWorks’ COVID-19 Employer Needs Analysis, illustrating employers by industry that have had a continued need for skilled workers. The long-term impact of the COVID-19 pandemic on Montgomery County industries will have subsequent impact on skills gap planning. Unless or until a determination can be made that merits another course of action, MontcoWorks will proceed with the assumption that recovery will balance real-time skills needs with projections. Training options must not only match employer skills needs but also customer aptitude and aspirations. Eligible youth, adults and dislocated workers are coached through potential barriers to employment and imminent financial needs to develop career pathway plans that can incorporate short-term goals and long-term success.

### 1.3 Challenges in Aligning Existing Labor Force Skills and Education / Training Activities with the Needs of Employers

**Prompt:** *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?*

The workforce system in Montgomery County, with an array of available quality education and training options, supports ongoing alignment of labor force skills to employer need. However, many challenges still exist that prevent a seamless connection. Prior to the COVID-19 pandemic, conversations with employers to address these challenges centered on requests for ‘soft skills’ development.

Many Montgomery County employers have indicated that the technical skills required to perform specific job duties can often be taught to employees through work-based learning and professional development. PA CareerLink® Montgomery County staff actively promote Incumbent Worker Training and On-the-Job Training as a means to nurture employees or candidates who may not possess all of the specific job skills required by the employer.

Whether through outreach, guided surveys or ongoing conversations with workforce development stakeholders, employers have stressed the need to have a reliable workforce possessing the following skills, particularly for those employees filling entry-level positions:

- Adaptability
- Communication
- Customer service
- Conflict resolution
- Emotional intelligence
- Honesty
- Integrity
- Leadership
- Problem solving
- Teamwork
- Time management
- Work ethic

Addressing an employer-identified soft skills gap requires a multi-faceted approach from the workforce system as a whole. While training programs designed to develop these critical employment skills can have a positive and lasting impact, soft skills training cannot be the only solution. Issues that can manifest as an apparent soft skills deficit can develop from workplace culture and wage, foundational education or barriers to employment.

While addressing issues that can reflect as a soft skills deficit for employers, the need to address barriers to employment becomes more apparent. Workforce stakeholders in Montgomery County work collaboratively to address specific barriers to employment that inhibit alignment of labor force skills with employer need. Stakeholders strive to innovate programming that addresses both the unique and mutual needs of all job seekers:

- Job seekers with Limited English Proficiency
- Incarcerated individuals, returning citizens and justice-involved job seekers
- Job seekers with disabilities
- Job seekers with substance use disorders

- Public assistance recipients and economically disadvantaged job seekers
- Veterans seeking employment
- Job seekers without a high school diploma or equivalency
- Basic skills deficient job seekers
- Job seekers who have been denied equal employment opportunity because of race, color, sex, national origin, religion, age, disability, marital status, pregnancy, sexual orientation, gender identity, genetic information, or any other non-merit-based factor

Barriers that inhibit employment success often also inhibit an individual's access to quality education or skills training. In 2017, MontcoWorks and PA CareerLink® Montgomery County representatives joined leaders from across Montgomery County to strengthen the workforce system by strengthening the safety net accessed by the economically disadvantaged residents, including the unemployed and working poor. The Safety Net Resiliency Initiative is a ten-year project created by HealthSpark Foundation, a private, independent foundation whose mission "invests in nonprofit organizations, networks and coalitions promoting a more just and healthy community."

HealthSpark Foundation has developed and sustained this initiative, hosting virtual community conversations during the spring and summer of 2020 that focused on disparities underscored by the COVID-19 pandemic as well as national attention to structural racism. The resultant *Blueprint for a Better Safety Net* addresses many of the issues that are often prohibitive of skills attainment, including the digital divide and inequitable access to services. The blueprint turns these conversations into actionable items to develop collaboratively through the community and economic recovery of the COVID-19 pandemic.

The relocation of PA CareerLink® Montgomery County to the Montgomery County Human Services Center further exemplifies MontcoWorks' and the PA CareerLink® Montgomery County partners' commitment to connecting job seekers to available supports while developing employment skills. The building houses county departments and outside entities that provide a range of services:

- Office of Drug and Alcohol
- Office of Behavioral Health & Developmental Disabilities
- Veterans Affairs
- Office of Public Health
- Office of Housing including Your Way Home
- Early Learning Resource Center
- Commerce Department
- YWCA Tri-County High School Equivalency and English as a Second Language Programs

To best navigate access to available services, the Montgomery County Human Services Center is also home to one of six Community Connections Navicates. A Navicate helps any individual access public and private resources and services through thoroughly vetted resource and referral.

The new one-stop location also boasts an expanded computer lab, with access to additional space as needed. Providers offering onsite and virtual workshops and classes target another critical employer need – computer skills ranging from basic to more advanced. As determined in Section 1.2 above, employers across several industries require some level computer usage, particularly data entry, spreadsheets and email. The adaptability of the PA CareerLink® Montgomery County partners and providers to meet these needs has become increasingly evident during the COVID-19 pandemic.

The COVID-19 pandemic has also solidified the importance for Montgomery County’s workforce system to connect all job seekers with available positions in ways that generate a mutual benefit for both parties and therefore the system as a whole. To that end, MontcoWorks has taken steps to introduce more employer feedback to the board subcommittee that convenes Community-Based Organizations to address barriers to employment collectively. Beginning in 2021, the quarterly MontcoWorks Local Management Committee meetings will feature an employer spotlight, giving workforce stakeholders a better understanding of employer needs and provide opportunities for dialogue.

#### 1.4 Analysis of Local Area Workforce Development Activities

**Prompt:** *Provide an analysis of local area workforce development activities, including education and training.*  
[679.560(a)(4)]

MontcoWorks engages Montgomery County employers, partners, providers and stakeholders to develop activities that match industry needs and are responsive to a variety of workforce challenges. Services provided through PA CareerLink® Montgomery County meet employer needs for prepared and qualified workers that allow Montgomery County businesses to be competitive in a global economy while developing the relevant skill sets of job seekers. MontcoWorks focuses on positioning local training providers to bridge the gap between existing and future skill needs of the employer community.

Emphasis is placed on providing On-the-Job Training (OJT) opportunities to eligible applicants who need extra training to become proficient on the job and may have otherwise been overlooked for the position without the additional support. OJT continues to benefit employers who require a specific skill set for employment. Employers invest substantial training time and resources into the development of newly hired employees. OJTs help employers offset some of the high costs associated with hiring a new employee and training them over the course of the first few months.

MontcoWorks continues to develop and maintain strong partnerships with Community-Based Organizations (CBO) to collaboratively serve and support our job seekers with overcoming challenges that deter the ability to engage in and maintain employment that offers a family sustaining wage.

MontcoWorks offers workforce training and education in the High Priority Occupations within Montgomery County and the surrounding areas. Short-term and long-term training that offers industry-recognized credentials are available and achieved through partnerships with the county’s five vocational-technical schools, Montgomery County Community College, colleges, universities, and training facilities located in and around Montgomery County. Many training components are offered both in-person and virtually. Skills attainment is also achieved through pre-apprenticeships, apprenticeships, Customized Job Training and work experience.

Workforce programming in Montgomery County meets the needs of both employers and job seekers through a diverse range of skill-building strategies. The COVID-19 pandemic highlighted several areas where local workforce programming was poised to meet unprecedented need but similarly magnified obstacles. The tables below summarizes the strengths and weaknesses of these activities and services, referred to here as Advantages and Challenges to promote solutions-based action:

<b>Assessment</b>	
In-depth assessments align job seeker needs, career interests, proficiency and aptitudes to career pathways, including available training options.	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Provides customers with the information necessary to make informed decisions about training</li> <li>• Increases the feasibility of successful completion of WIOA-funded training, impacting local performance</li> </ul>	<ul style="list-style-type: none"> <li>• May delay training start</li> <li>• Virtual options are limited, often necessitating in-person delivery</li> </ul>

<b>Business Services</b>	
The Business Services Team at PA CareerLink® Montgomery County works closely with employers to address their workforce needs and help the community become more familiar with the range of available workforce development services.	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Industry-specific Business Service Representatives are prepared to meet the needs of employers</li> <li>• Customizes recruitment services to meet employer needs</li> <li>• Designated Retention BSR addresses employer concerns to prevent job loss</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach to inform employers of available services</li> <li>• Outreach to increase candidate participation through PA CareerLink® Online</li> <li>• Aligning available candidates to employer requirements/needs</li> </ul>

<b>College and Career Readiness</b>	
<p>Activities to prepare Youth for transition to post-secondary education, training and work experience.</p>	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Career exploration for ISY; youth participants attend industry tours throughout the year to learn of occupations and career paths in in-demand fields</li> <li>• Large-scale career fairs have been moved to a virtual platform, increasing capacity</li> <li>• Info-sessions with Job Corps Recruiter held within schools and libraries for youth participants</li> <li>• Youth participants visit colleges where they would qualify for financial aid and other tuition assistance</li> <li>• Engages schools throughout Montgomery County in ongoing career preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with schools and employers for quality participation</li> <li>• Transportation coordination (and associated costs) when appropriate</li> <li>• Managing the ISY/OSY ratio</li> </ul>

<b>Career Coaching and Case Management</b>	
<p>Career Coaches guide individuals into programs and services that will provide them with an effective pathway to their career goals. Case managers incorporate similar services with connections to available resources and services while aligning activities with program requirements for public assistance recipients and youth.</p>	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Counsels customers through short and long-term education/training and employment goal setting</li> <li>• Designated Priority of Service Career Coach works with customers who identify as having a barrier to employment and request additional support</li> <li>• Coordinates resources and other support services to meet participant’s barriers to employment or education</li> <li>• Development of system of record Ad Hoc reporting to trigger follow up and additional services</li> </ul>	<ul style="list-style-type: none"> <li>• Requires customer engagement for follow-up</li> <li>• Developing procedures to provide quality services remotely when necessary</li> <li>• Coaching through career transitions precipitated by the COVID-19 pandemic</li> </ul>

<b>Customized Job Training (CJT)</b>	
Skill-specific training developed to meet the needs of an employer or group of employers to fill multiple open positions. Can be delivered by employer or training provider	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Policy adopted by MontcoWorks details reimbursement based on employer size</li> </ul>	<ul style="list-style-type: none"> <li>• Under-utilized in Montgomery County</li> </ul>

<b>Digital Literacy</b>	
Acknowledges the importance of ensuring every job seeker in Montgomery County possesses basic computer skills in order to effectively search for positions and perform a range of tasks.	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• A menu of available training options gives job seekers an opportunity to increase basic and advanced computer skills needed in most jobs in today’s labor market</li> <li>• Eases job search efforts, including use of virtual interview platforms, networking, effective use of email and registration on PA CareerLink® Online</li> </ul>	<ul style="list-style-type: none"> <li>• Although some classes are available on-line, not all services are accessible by all county residents</li> <li>• Costly to deliver without affecting training targets</li> </ul>

<b>Individual Training Account (ITA)</b>	
Directly connects job seekers to training programs listed on the statewide Eligible Training Provider List (ETPL) for careers in High Priority Occupations (HPO)	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Allows job seekers to increase skills associated with specific HPOs</li> <li>• ETPL includes multiple offerings for virtual training (increased during the COVID-19 pandemic), making training more accessible to more job seekers in Montgomery County</li> <li>• ITA policy revision allows training costs to exceed the \$3,500 approved cap when specific grant funding allows. The National Dislocated Worker Economic Transition Grant has allowed Montgomery County job seekers to attend ETPL-listed programs that otherwise would have been cost-prohibitive</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing attention needed to ensure barriers are cleared for successful completion</li> <li>• Follow-up needed to ensure job retention and advancement</li> <li>• Expansion of ETPL programs within parameters of performance requirements (social security # reporting)</li> <li>• Continue efforts to dually-enroll WIOA youth to best leverage resources</li> </ul>

<b>Incumbent Worker Training (IWT)</b>
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Provides reimbursement grants to businesses to cover a portion of the costs for preapproved, direct training for incumbent workers.	
Advantages	Challenges
<ul style="list-style-type: none"> <li>• Reimbursement for training that results in a promotion or wage increase or that prevents a job loss</li> </ul>	<ul style="list-style-type: none"> <li>• Under-utilized in Montgomery County</li> </ul>

Job Search / Job Readiness Workshops	
Offering a full menu of workshops for all job seekers with topics ranging from resume preparation to virtual interviewing.	
Advantages	Challenges
<ul style="list-style-type: none"> <li>• Essential component of job seeker and incumbent worker success</li> <li>• Added topics specific to virtual job searching during the COVID-19 pandemic</li> <li>• Virtual workshops introduced prior to the COVID-19 pandemic to expand accessibility; increased during pandemic</li> <li>• Ongoing surveys gage feedback for adjustments</li> </ul>	<ul style="list-style-type: none"> <li>• Although multiple virtual workshops are available to complement in-person offerings, there are still job seekers in Montgomery County with limited access to transportation and technology sufficient to participate and benefit.</li> <li>• Outreach to increase participation</li> <li>• Costly to deliver without affecting training targets</li> </ul>

On-the-Job Training (OJT)	
Employers invest substantial training time and resources into the development of newly hired employees. On-the-Job Training supplements the wages of candidates who require additional training to successfully onboard.	
Advantages	Challenges
<ul style="list-style-type: none"> <li>• Connects job seekers to positions they may otherwise not have obtained</li> <li>• Promotes the financial stability of the job seeker while acquiring a new skill set for continued employment</li> <li>• Continues to benefit employers who require a specific skill set for employment</li> </ul>	<ul style="list-style-type: none"> <li>• Requires in-depth coordination to ensure continued employment</li> <li>• Requires ongoing follow-up</li> <li>• Compliance and contracting sometimes negate the benefit for employers</li> <li>• Continue efforts to dually-enroll WIOA youth to best leverage resources</li> </ul>

<b>Registered Apprenticeship and Pre-Apprenticeship</b>	
Industry-driven method through which employers gain a skilled workforce and job seekers a sustainable wage through a registered program to earn while learning.	
<b>Advantages</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Meets the needs of employers and candidates with an investment in training and long-term commitment to retention; a gateway to well-paying, skilled employment with sustainable wages.</li> <li>• Support through WIOA can cover costs through ITA or OJT funding streams</li> <li>• Allows employers more control over skills attainment</li> <li>• MontcoWorks implemented several awareness events through available Apprenticeship Expansion funding in 2019 and 2020 and is continuing those sessions virtually to reach employers across multiple industries</li> <li>• PA CareerLink® Montgomery County Title I Business Services Supervisor participated in the ApprenticeshipPHL Apprenticeship Intermediary program, completing in 2020, to help advance apprenticeship models in Montgomery County in the top six high growth Industries - IT, Business &amp; Financial Services, Health &amp; Human Services, Construction &amp; Infrastructure, Manufacturing &amp; Logistics, &amp; Retail &amp; Hospitality</li> </ul>	<ul style="list-style-type: none"> <li>• Under-utilized by employers in several industries that would most benefit, particularly healthcare and manufacturing</li> <li>• Requires significant employer investment</li> </ul>

Title II Services	
<p>Services can include Adult Basic Education, High School Equivalency, English as a Second Language, Civics/Citizenship, Family Literacy, College/Career Readiness</p>	
Advantages	Challenges
<ul style="list-style-type: none"> <li>Increases educational functioning level and therefore workforce/educational opportunities</li> <li>Teaches workplace soft skills</li> <li>Eliminates/reduces barriers to education/employment/training</li> <li>Introduces computer literacy</li> <li>Introduces Career Pathways</li> <li>Refers foreign-born professionals for credential evaluation and/or other professional opportunities</li> <li>Programs available throughout the county</li> <li>Cooperates and collaborates with partners to co-enroll customers with multiple needs</li> </ul>	<ul style="list-style-type: none"> <li>Not all services may be accessible by all county residents due to transportation barriers and/or access to technology</li> <li>Not all customers take next steps to follow through with barrier referrals</li> </ul>

Work Experience	
<p>Work experience allows program participants to gain invaluable on-the-job experience and can be paid or unpaid. While not intended to lead to permanent employment, many work experiences have resulted in just that for program participants. Work Experience can take multiple forms depending upon participant eligibility, local policy and program implementation:</p>	
<p><b>Adult, DW, TANF, Youth</b></p> <ul style="list-style-type: none"> <li>❖ Transitional Employment</li> </ul> <p><b>TANF</b></p> <ul style="list-style-type: none"> <li>❖ Community Service</li> <li>❖ Subsidized Employment</li> </ul>	<p><b>WIOA Youth/Young Adults</b></p> <ul style="list-style-type: none"> <li>❖ Internship</li> <li>❖ Job shadowing</li> <li>❖ Pre-apprenticeship</li> </ul> <p><b>TANF, WIOA Youth/Young Adults</b></p> <ul style="list-style-type: none"> <li>❖ Paid Work Experience</li> </ul>
Advantages	Challenges
<ul style="list-style-type: none"> <li>Builds necessary networking and employability skills while allowing the job seeker to build a resume</li> <li>MontcoWorks is exploring implementation of Transitional Employment to connect candidates with a limited work history or significant employment barrier to subsidized employment opportunities with additional work supports</li> <li>Can be set up to align with Career Pathways</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability of individual while participating</li> <li>Employer participation</li> </ul>

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

**Prompt:** Describe strategic planning elements including a regional analysis of economic conditions.  
[20 CFR 679.560(a)(1)(i) and (ii)]

Economic and workforce development partners in the Southeast Pennsylvania region have a long history of working together to achieve maximum collective impact in producing a highly skilled workforce available to existing and prospective employers on a regional scale. The partners embrace the vision of the Governor's Combined State Plan and its focus on sector-based planning and career pathways.

As part of the Southeast Pennsylvania Workforce Region, the Montgomery County Workforce Development Area aligns with the geographic boundaries of Montgomery County, Pennsylvania. The county covers 487 square miles and is home to 830,915 residents as indicated by the U.S. Census Quickfacts for Vintage Year 2019<sup>12</sup>. With an October 2020 labor force of 439,800, down from the 2019 annual average of 456,400, Health Care and Social Assistance continue to account for the largest sector with 75,392 workers with average annual earnings of \$53,872 as of 2020 Q2. The next largest sectors include Professional and Technical Services (employs 53,484 with average annual earnings of \$114,452) and Manufacturing (employs 43,676 with average annual earnings of \$93,600). Retail Trade, which has previously employed the second largest number of workers in Montgomery County, has fallen to fourth due to the COVID-19 pandemic, with 40,552 employees with annual average earnings of \$37,128<sup>13</sup>.

High location quotients (LQs) indicate sectors in which a region has a high concentration of employment compared to the national average have so far seen minimal changes as a result of the pandemic with the top three remaining the same but in a different order. As of June 2020, the sectors with the largest LQs in Montgomery County include Finance and Insurance (LQ=1.77), Professional and technical services (LQ=1.72), and Management of companies and enterprises (LQ=1.61). When looking at 4-digit industry data through BLS, Pharmaceutical and medicine manufacturing continued to account for the largest employment increasing from an LQ of 9.94 in December 2019 to an LQ of 10.66 in June 2020<sup>14</sup>.

Employment trends have changed slightly due to the COVID-19 pandemic. Industry and occupational projections for Montgomery County play a key role in planning for the Business Services Team and the need for identification or development of training opportunities in partnership with our education and employer communities.

The future of the Leisure & Hospitality sector is still undetermined as the role of pandemic and post pandemic procedures have yet to be clearly defined. However, the Montgomery County workforce development system is poised to meet the growing demand of our historically high growth sectors. The industries within these sectors are not only projected to have the most growth, but also the fastest growth which emphasizes the need to build upon existing

<sup>12</sup> Population estimates per U.S Census Bureau

<sup>13</sup> Center for Workforce Information & Analysis

<sup>14</sup> Bureau of Labor Statistics Quarterly Census of Employment and Wages

partnerships with industry representatives and training institutions to further define and expand on opportunities.

Long-Term Industry Projections for Montgomery County WDA (2018-28) <sup>15</sup>				
Industry	Employment -2018	Employment Change (2018-28)		
		Projected - 2028	Volume	Percent
Education & Health Services	110,440	125,360	14,920	13.5%
Leisure & Hospitality	40,220	44,350	4,130	10.3%
Construction	22,740	25,010	2,270	10.0%
Professional & Business Services	103,710	111,930	8,220	7.9%

Similarly, the long-term occupational projections in Montgomery County continue to show Healthcare Practitioners, Technicians, and Support; Protective, Food, Building, and Personal Service; and Computer, Engineering, and Science as the occupational clusters with the greatest need as we look towards 2028. While we currently have employer relationships and training opportunities that align with these trends, MontcoWorks will look to develop existing connections to meet the needs of the future workforce.

Long-Term Occupational Projections for Montgomery County WDA (2018-28) <sup>16</sup>					
Occupational Title	Employment -2018	Projected -2028	Employment Change (2018-28)		
			Volume	Percent	Annual Demand
Healthcare Practitioners, Technicians & Support	47,560	54,690	7,130	15.0%	4,594
Protective, Food, Building & Personal Service	86,540	96,230	9,690	11.2%	14,816
Computer, Engineering & Science	40,940	45,030	4,090	10.0%	3,785
Construction & Extraction	19,350	21,040	1,690	8.7%	2,378

Employer needs generally align with future growth in industry and occupation with the exception of the current demand for Pharmaceutical Preparation Manufacturing, which due to the pandemic, is showing an increased demand in job postings from 640 in November 2019 to 969 in November 2020<sup>17</sup>. Additionally, and also due to the pandemic, the current need for online shopping and related occupations is also showing a predominant need that may not necessarily align with future growth. The current need for healthcare, education, and food services workers demonstrate the current and future needs for Montgomery County’s workforce.

<sup>15</sup> Center for Workforce Information & Analysis – Industry Projections

<sup>16</sup> Center for Workforce Information & Analysis – Occupational Projections

<sup>17</sup> Center for Workforce Information & Analysis – Online Job Postings

### Growing Industries

WDA	Industry Title	November 2020	November 2019	Volume Change
Montgomery	Pharmaceutical Preparation Manufacturing	969	640	329
	Colleges, Universities, and Professional Schools	499	264	235
	Electronic Shopping	175	34	141
	Limited-Service Restaurants	332	212	120

### Growing Occupations

WDA	Occupation Title	November 2020	November 2019	Volume Change
Montgomery	Laborers and Freight, Stock, and Material Movers, Hand	332	151	181
	Combined Food Preparation and Serving Workers, Including Fast Food	369	240	129
	Stock Clerks, Sales Floor	192	105	87
	Medical Assistants	162	78	84
	Nursing Assistants	371	289	82
	Home Health Aides	202	122	80

In order to further supplement the needs of employers that are not clearly defined through online job postings, MontcoWorks conducted its own Employer Needs Analysis in May 2020 to gather feedback, particularly pertaining to the COVID-19 pandemic. 215 employers from the ten key industry sectors were interviewed to determine their needs ranging from personal protective equipment and general safety concerns to skill needs and their willingness to further engage with MontcoWorks. The full analysis is available on the MontcoWorks website - <https://www.montcopa.org/DocumentCenter/View/29142/Montgomery-County-Employer-Needs-Analysis-Report-10-2020?bidId=>. While we have already responded to several of the key needs identified, the need for a skilled workforce was a priority for 42% of respondents. Within their given industries, the highest rate needing skilled workers were Administrative & Waste Services (78%), Construction (57%), and Healthcare & Social Assistance (52%).

The combination of projection data, online job posting data, and the Employer Needs Analysis paint a clear picture of the need to further invest in training opportunities to support both job seekers and employers in Montgomery County. Additionally, ongoing collaboration with regional workforce development areas poises Montgomery County to address shared workforce challenges:

- Addressing the aging workforce
- Engaging youth
- Coordinating employer needs with education and training programs in the region
- Job creation through small business development
- Developing a sustained and coordinated outreach and public relations campaign

Through strategic planning and development of specific regional goals, the Southeast Workforce Planning Region has made strides in the expansion of strong collaborations to enhance employer engagement and talent pipeline development through career pathways.

When large-scale layoffs occurred in the region, the partnership was prepared to collaboratively address both the economic and workforce impact. The region is ready to address new challenges now, moving forward through the economic and workforce recovery from the COVID-19 pandemic.

In response to the COVID-19 pandemic, the Southeast Workforce Planning Region revised regional strategies to further align with the broad goals set forth in the combined state plan and allow ongoing response to the evolving impact of the pandemic.

The table below displays the Southeast Workforce Planning Region’s goals as they relate to the broad goals of the Pennsylvania Combined Workforce Development Plan.

**Southeast Workforce Planning Region Goals**

Pennsylvania Combined WIOA Plan Broad Goals	Southeast Workforce Development Region Goals 2021
<p>1. <b>Career Pathways and Apprenticeship:</b> Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.</p>	<ol style="list-style-type: none"> <li>1. Promote Career Pathways as language of the system &amp; connection for education &amp; training to employers.</li> <li>2. Develop career awareness messages that can be used by all workforce areas, with emphasis on array of pathways for young adults.</li> <li>3. Work collaboratively with employers, industry partnerships, community organizations and educators to broaden the messaging.</li> <li>4. Develop regional framework for creating micro-credentials (competency-based certifications that verify attainment of specific skills) and positioning of credentials on Career Pathways.</li> </ol>
<p>2. <b>Sector Strategies and Employer Engagement:</b> Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.</p> <p>2. <b>Sector Strategies and Employer</b></p>	<ol style="list-style-type: none"> <li>1. Create a regional strategy for leveraging Rapid Response funds to address Incumbent Worker Training needs in key Industry sectors.</li> <li>2. Promote sector strategies and employer engagement as a regional activity through joint events (job fairs, career awareness events, etc.).</li> <li>3. Coordinate service approaches for key employer programs (OJT, incumbent worker training) to make them more user-friendly for employer customers.</li> <li>4. Align policies for Incumbent Worker Training and On-the-Job Training to ensure seamless access to job seekers and employers who have a presence in multiple local areas within the SEPA region.</li> <li>5. Increase frequency of regional Workforce Board Chairs and Directors meeting to quarterly through COVID-19 recovery; use meetings as venue for connecting to regional economic development</li> </ol>

<p><b>Engagement (continued)</b></p>	<p>groups &amp; industry sector leaders/associations.</p> <ol style="list-style-type: none"> <li>6. Continue LWDB representation in SE Regional Economic Development PREP meetings to ensure close coordination and alignment with Economic Development Partners.</li> <li>7. Work directly with economic development partners and chambers of commerce throughout the region.</li> <li>8. Explore the option of a large-scale gathering (frequency TBD) of all SEPA LWDB members.</li> <li>9. Expand sector-based employer engagement via Industry Partnerships, apprenticeships, and other programs.</li> <li>10. Continue the proven best practices of jointly reviewing local High Priority Occupations (HPO) lists across the region to make sure that critical occupations in key industry sectors are identified and supported without regard to local boundaries.</li> <li>11. Streamline promotion of projects and partnerships</li> </ol>
<p>3. <b>Youth:</b> Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.</p>	<ol style="list-style-type: none"> <li>1. Develop a plan to outreach to youth and young adults (16-24) who are off-track regarding education or employment.</li> <li>2. Develop a plan to address access to technology and connectivity issues for youth and young adults (align with plan to address this issue for adults and dislocated workers).</li> <li>3. Develop a plan to align existing apprenticeships to pre-apprenticeship opportunities.</li> <li>4. Continue to regionally promote and support projects that develop a talent pipeline in high priority occupations (including exciting regional career-oriented student competitions such as the “What’s so Cool About Manufacturing?” video competition or the new “LibertyBots” battling robots competition).</li> </ol>
<p>4. <b>Continuous Improvement of the Workforce Development System:</b> Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.</p>	<ol style="list-style-type: none"> <li>1. Development and implement a plan to continuously review local service strategies, curricula and other resources to leverage when possible, including the ongoing review of provider best practices.</li> <li>2. Continue to partner with the PA Department of Labor and Industry to ensure consistency of guidelines and technical assistance/monitoring practices across the region to enhance leveraging opportunities.</li> <li>3. Expand train-the-trainer opportunities for service delivery staff from multiple areas.</li> </ol>

	<ol style="list-style-type: none"> <li>4. Continue SEPA Regional Director’s meetings on a bi-monthly basis.</li> <li>5. Identify strategies for regional data sets through alignment of data resources.</li> <li>6. Develop and implement a bi-annual regional report to highlight best practices, opportunities for collaboration and service delivery comparisons where appropriate, measuring regional versus local benefits.</li> <li>7. Work collaboratively to identify and pursue relevant funding opportunities and identify additional methods of revenue generation through fee-for-service programs that can allow for more flexible local and regional resources.</li> </ol>
<p>5. <b>Strengthening the One-Stop Delivery System:</b> Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.</p>	<ol style="list-style-type: none"> <li>1. Develop a plan to regularly review and leverage resources and best practices as well as challenges evolving from Title I provider contracts, especially in instances when the same provider is used for services (at least twice per year).</li> <li>2. Share resources for public &amp; employer awareness of programs &amp; services.</li> <li>3. Engage PA Department of Labor and Industry as a partner to advocate where appropriate for customers receiving Unemployment Compensation.</li> <li>4. Align regional messaging as relates to one-stop services.</li> <li>5. Plan to jointly address access to technology and connectivity issues for job seekers (align with plan to address for youth and young adults).</li> </ol>

## Section 2: Vision and Goals

### 2.1 MontcoWorks’ Strategic Visions and Goals

**Prompt:** *What are the local board’s strategic vision and goals for preparing its workforce?*  
 [WIOA Sec. 108(b)(1)(E); 20 CFR § 679.560(a)(5)]

The Montgomery County Workforce Development Board, doing business as MontcoWorks, is responsible for design and oversight of workforce development activities in Montgomery County. MontcoWorks’ mission is to function as the keystone for connecting workforce and economic development systems by providing regionally planned, locally delivered, easily accessible, market-driven information and services. Workforce programming recognizes the needs of and develops solutions for the dual customers of employers who need workers and a diverse population that needs skills, supports and connections to access high-quality jobs. Services are structured to empower all customers with tools to make informed choices, advancing the workforce system throughout Montgomery County.

MontcoWorks' vision is to provide a system where job seekers have equitable access to information and resources to obtain the highest level of employment possible, and where employers of all sizes in all industry sectors have information and resources to meet current and future hiring needs. The envisioned system does not compete with private sector resources, but rather uses a spirit of collaboration to increase productivity and efficiency while complementing services available in the private sector.

The COVID-19 pandemic has illuminated the strength of strong workforce and economic development partnerships in Montgomery County. These partnerships have fortified MontcoWorks' vision of a workforce system based on equitable access to information and services. However, the pandemic also confirmed that too many Montgomery County workers had been living on the edge of poverty. Therefore, engaging Community-Based Organizations as well as workforce stakeholders in Montgomery County will be critical as MontcoWorks strives to build back a vibrant workforce system through the following strategic goals:

- Build upon the strong relationships that exist between the private and public sectors in the county to continue to develop innovative solutions to workforce development issues.
- Meet current workforce needs with a clear plan for the future workforce system through investment in strong career pathway development that incorporates apprenticeship and barrier remediation, providing all job seekers with an opportunity to earn a family-sustaining wage. MontcoWorks firmly stresses the importance of both barrier remediation and apprenticeship to the strength of the workforce system. Both are the key to providing access to opportunities for job seekers and a skilled workforce for employers. MontcoWorks considers apprenticeship a gateway to well-paying, skilled employment with sustainable wages.
- Guide the PA CareerLink® Montgomery County partners in identifying and addressing current skills gaps while developing a plan for projected future need. Engage employers as stakeholders through innovative sector strategies.
- Focus countywide efforts on outreach to disconnected youth, attaching those most in need to a full range of intensive services.
- Inventory, assess and broker support services to facilitate the seamless delivery of education, training and employment services to the county's adults, dislocated workers, incumbent workers, and youth as a key enabler for economic growth in the county.
- Fully develop one-stop access to services for both employers and job seekers, with services for employers including access to economic development assistance as well as workforce assistance and services to job seekers including access to training, assistance with job placement and connections to a wide range of social services available from partner organizations in the county.

## 2.2 Strategy to Work with the Entities that Carry Out the Core Programs to Align Resources and Achieve the Strategic Vision and Goals for Montgomery County

**Prompt:** *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?*

*[WIOA Sec. 108(b)(1)(F); 20 CFR § 679.560(a)(6)]*

MontcoWorks successfully connects workforce development and economic development resources to meet the needs of employers, job seekers and youth in the county. Innovative strategies, developed through data and market analysis, enable MontcoWorks to implement and maintain a seamless delivery of workforce services that support the needs of all customers.

The Board's vision and goals focus on the need to identify and bridge skills gaps in the county's workforce system through the continued development and expansion of employer-driven partnerships, career pathways and apprenticeship, and strong public and private partnerships.

MontcoWorks serves Montgomery County by cultivating local workforce and economic development systems, providing regionally planned, locally directed, easily accessible, market-driven information and services that support the workforce needs of a diverse population. Job seekers are empowered to make informed choices about future employment. The Board remains focused on results while promoting the economic advantage for Montgomery County by matching workforce skills of job seekers with available and future employment opportunities. MontcoWorks will continue to direct resources to attract and support employers who pay above-average wages. Likewise, MontcoWorks will meet the needs of employers by addressing and employment barriers with a clear plan for skills development.

The Training and Performance Sub-Committee focuses on ensuring that opportunities available to job seekers align with in-demand occupations and employer needs. The Research and Performance Officer reports regularly across all programs, giving the board an opportunity to strategize best practices for the provision of services.

MontcoWorks has also developed a supportive services division, working with the Local Management Committee to leverage resources and develop plans for job seekers with a range of barriers to employment including but not limited to housing, literacy and language needs, criminal history and transportation.

Using a combination of knowledgeable and dedicated administrative personnel, invested partners and contracted providers, MontcoWorks is committed to the identification and delivery of impactful services through the existing workforce development system, across all programs.

Since the implementation of service delivery through the Workforce Innovation and Opportunity Act (WIOA, 2014), MontcoWorks has procured a One-Stop Operator with a clear plan to engage all PA CareerLink® Montgomery County partners and providers that carry out programming aligning with the vision and goals for Montgomery County. All partners are actively involved in ongoing planning and the Operator reports progress toward goal attainment to the board.

### 2.3 Alignment to the Governor's Vision and Goals for the Commonwealth Workforce Development System as well as those of the Southeast Pennsylvania Workforce Development Planning Region

**Prompt:** *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?*

*[WIOA Sec. 108(b)(2); 20 CFR § 679.560(b)(1)(ii)]*

As described in Section 1.3 above, the Governor's Broad Goals for the Commonwealth Workforce Development System are reflected in actionable goals by the Southeast Pennsylvania Workforce Development Planning Region. Likewise, MontcoWorks has aligned goals to advance the workforce system both locally and regionally:

***Build upon the strong relationships that exist between the private and public sectors in the county to continue to develop innovative solutions to workforce development issues.***

By engaging partners, employers, providers, CBOs and other stakeholders, MontcoWorks believes we can play a decisive role in advancing workforce programming in Montgomery County and the Southeast Pennsylvania region toward all five of the Governor's Broad Goals for the Commonwealth Workforce Development System.

Through these relationships, barriers to employment are addressed as longer-term solutions. These relationships have also contributed to a system that can meet the needs of employers through extensive use of work-based training/learning and clear career pathways. Paid Work Experience (youth-specific), On-the-Job Training, Customized Job Training and Incumbent Worker Training have met immediate workforce needs while beginning conversations around the cultivation of apprenticeship and pre-apprenticeship.

***Meet current workforce needs with a clear plan for the future workforce system through investment in strong career pathway development that incorporates apprenticeship and barrier remediation, providing all job seekers with an opportunity to earn a family-sustaining wage.***

This goal aligns directly with the Commonwealth goal of developing "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." While MontcoWorks has promoted connections to existing registered apprenticeships and pre-apprenticeships in the past, participation in Apprenticeship Expansion and Apprenticeship Ambassador grant-supported initiatives, including the certification of our Business Services Supervisor as an Apprenticeship Intermediary, has poised us to guide employers through the development of new programs.

To make this goal actionable in 2021 and beyond, MontcoWorks has committed to promoting Pre-Apprenticeship and Apprenticeship as a viable workforce solution to employers experiencing post-COVID labor shifts. Beginning in July 2021, PA CareerLink® Montgomery County will include an employer-focused workshop on its ongoing calendar that will provide an overview of Pre-Apprenticeship and Apprenticeship benefits and processes. The session will include representation from specific trades (union and non-union), newly developed apprenticeships and an ongoing spotlight on non-traditional programs. We believe this ongoing interaction will continue to promote apprenticeship while engaging existing sponsors and employers. As more employers look to apprenticeship and pre-apprenticeship as an option, the Business Services Team is prepared to work with the Apprenticeship Training Office to guide them through the process and MontcoWorks staff are versed in providing funding support through Individual Training Account, On-The-Job Training, Customized Job Training or Incumbent Worker Training as appropriate.

Additionally, MontcoWorks understands that the entry-points to both pre-apprenticeship and apprenticeship are part of Career Pathways development for industries within Montgomery County's workforce system. Therefore, the board's Training and Performance Committee is currently exploring provider options to analyze skills gaps and refresh Career Pathways post-COVID in an effort to meet employers current needs while growing a relevant talent pipeline.

***Guide the PA CareerLink® Montgomery County partners in identifying and addressing current skills gaps while developing a plan for projected future need. Engage employers as stakeholders through innovative sector strategies.***

By engaging our employers as partners and planning through their needs with clear sector strategies and strong Industry Partnerships, MontcoWorks aligns with the broad goal of developing **Sector Strategies and Employer Engagement**.

***Focus countywide efforts on outreach to disconnected youth, attaching those most in need to a full range of intensive services.***

MontcoWorks believes this goal will be critical to the long-term recovery from the COVID-19 pandemic. Since implementation of WIOA, MontcoWorks has taken pride in the development of youth programming that can meet the diverse needs of Out-of-School Youth while creating College and Career Readiness resources for In-School Youth. With the knowledge that the number of youth that have disconnected or are in danger of disconnecting through the course of the COVID-19 pandemic is indeterminate at this time, focus as relates to the broad goal of serving **Youth** is now on connecting Montgomery County youth to a range of available opportunities.

***Inventory, assess and broker support services to facilitate the seamless delivery of education, training and employment services to the county's adults, dislocated workers, existing workers, and youth as a key enabler for economic growth in the county.***

The commonwealth goal that focuses efforts on “Continuous Improvement of the Workforce Development System” is developed in Montgomery County as a goal of ensuring all Montgomery County job seekers have equitable access to services and opportunities.

***Fully develop one-stop access to services for both employers and job seekers, with services for employers including access to economic development assistance as well as workforce development assistance and services to job seekers including access to training, assistance with job placement and connections to a wide range of social services available from partner organizations in the county.***

Our ongoing goal to continuously strengthen one-stop services as delivered through PA CareerLink® Montgomery County directly aligns to the broad goal of “Strengthening the One-Stop Delivery System: Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.”

### 2.4 Negotiated Performance Levels and Relationship of Goals to Achievement of Performance Levels

**Prompt:** *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?*  
 [WIOA 116(c); 20 CFR § 679.560(b)(16)] [WIOA Sec. 108(b)(17); 20 CFR § 679.560(b)(5)]

The chart below displays the final 2020 and 2021 negotiated performance levels. Additional detail is included as *Attachment 1: WIOA Title I Programs Performance Accountability Table*.

<b>Montgomery WDA</b>		
<b>Negotiated Performance Levels</b>		
	<b>PY 2020 Final Level</b>	<b>PY 2021 Final Level</b>
<b>Adult</b>		
<b>Employment Second Quarter after Exit</b>	73.0%	75.0%
<b>Employment Fourth Quarter after Exit</b>	72.0%	72.0%
<b>Median Earnings Second Quarter after Exit</b>	\$6,050	\$6,100
<b>Credential Attainment Rate</b>	82.0%	82.0%
<b>Measurable Skill Gains</b>	30.0%	30.0%
<b>Dislocated Workers</b>		
<b>Employment Second Quarter after Exit</b>	83.0%	83.0%

<b>Employment Fourth Quarter after Exit</b>	81.0%	81.0%
<b>Median Earnings Second Quarter after Exit</b>	\$9,675	\$9,675
<b>Credential Attainment Rate</b>	83.0%	83.0%
<b>Measurable Skill Gains</b>	30.0%	30.0%
<b>Youth</b>		
<b>Employment Second Quarter after Exit</b>	72.0%	72.0%
<b>Employment Fourth Quarter after Exit</b>	70.0%	70.0%
<b>Median Earnings Second Quarter after Exit</b>	\$2,150	\$2,150
<b>Credential Attainment Rate</b>	50.0%	50.0%
<b>Measurable Skill Gains</b>	66.0%	66.0%

MontcoWorks’ goals focus policy, planning and service delivery on creating an efficient and impactful workforce development system in Montgomery County that benefits the needs of employers and residents, especially those considered hard to serve. While we continually monitor and project performance to identify areas needing attention and maintain goals and accountability, we also operate under the notion that with meaningful service delivery, the performance will take care of itself.

The overall demographics of Montgomery County will continue to result in high-negotiated performance levels while the Priority of Service Policy drives programs and funding toward the hardest to serve. MontcoWorks is committed to addressing this challenge through strong relationships with PA CareerLink® Montgomery County partners, CBOs and the employer community.

## Operational Planning

### Section 3: Local Workforce Development System and Investment Strategies

#### 3.1 Governance Structure for the Montgomery County Local Workforce System

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

The Montgomery County Commissioners are comprised of a three-member board that designates the Department of Economic and Workforce Development to act in the capacity of the WIOA fiscal agent. As such, the Department is audited and monitored by the County and operates in compliance with all county policies and procedures. The Commissioners’ Chair acts as the Local Elected Official (LEO).

The Commissioners are committed to fostering economic growth and enhancing the conditions that will enable local businesses and residents to thrive and prosper. Members of the Montgomery County Workforce Development Board, MontcoWorks, are selected by the Commissioners and appointed to serve for fixed and staggered terms. Membership is comprised of a minimum of 51% members representing businesses/employers. The remaining membership represents labor organizations, community-based organizations, Title II providers, higher education, economic and community development, Wagner-Peyser, and Title I of the Rehabilitation Act. MontcoWorks focuses on strategic planning, policy development and oversight of the local workforce development system.

The Montgomery County Department of Economic and Workforce Development operates as The Commerce Department to promote the symbiotic relationship of economic and workforce development efforts throughout the county. Commerce Department staff assigned to the MontcoWorks board provides ongoing administrative, fiscal, research, planning and oversight functions pertinent to service delivery.

The service delivery network is centralized and coordinated from the PA CareerLink® Montgomery County office in Norristown. The PA CareerLink® Montgomery County is comprised of the following partner agencies: Montgomery County Department of Economic and Workforce Development, through the direction of the Montgomery County Commissioners and MontcoWorks, Department of Education Perkins authorized programming including Manor College and Montgomery County Community College, Title II entities including Keystone Opportunity Center, and the YWCA Tri-County Area, Title IV through the Office of Vocational Rehabilitation, Unemployment Compensation Program, the Montgomery County Community Action Development Commission, Title V services through AARP, Trade Adjustment Assistance, Jobs for Veterans, Foreign Labor Certification, WIOA Title III Wagner-Peyser, Temporary Assistance for Needy Families (TANF), Rapid Response, the Reintegration of Offenders Program through Opportunities of Industrialization of America, and the Council of Three Rivers American Indian Center. Additional non-mandated partners are continually developed.

All mandated partners are required to make their services available in PA CareerLink® Montgomery County. The One-Stop Partner details their services and the financial support they will make available within the one-stop through a Memorandum of Understanding (MOU). In addition, various partners including community-based organizations and educational institutions will provide services at locations off site and customers are appropriately referred to these locations.

As of January 10, 2020, MontcoWorks selected, through a competitive procurement process, Educational Data Systems, Inc. as the PA CareerLink® Montgomery County Operator. Operator expectations involve the observation of current customer flow and working with the board to implement and maintain a customer-centric center. Ongoing operator expectations include the following:

1. Functionally oversee welcome team staff to manage customer service at front desk

2. Utilize a Survey Monkey questionnaire to gage the level of satisfaction of job seekers and employers.
3. Monitor the full utilization of any PA CareerLink® Montgomery County intake forms.
4. Manage the effectiveness of the Priority of Service Policy, including the referrals for support services and other resources.
5. Functionally oversee PA CareerLink® Online enrollment including volume, level of assistance required, overall time spent, and determination of the priority of service.
6. Facilitate development of an online video that can be played for new customers providing an orientation to the center.
7. Quality control of procedures to identify any issues in the MontcoWorks approved Customer Flow.
8. Ensure proper creation of base records, effectively capturing demographic information, especially for those who are veterans, spouses of veterans and those with disabilities.
9. Schedule provider workshops and send a monthly calendar at least two weeks prior to the start of the next month to MontcoWorks for posting on the County web site.
10. Develop a strategy to deepen the relationship with one-time visitors, so they take advantage of additional services that lead to employment.
11. Hold partners accountable through partner performance evaluations for quality of service and completion of goals.
12. Schedule bi-weekly partner meetings, submitting minutes to MontcoWorks and partners.
13. Submit Project plan, timeline and results when new initiatives arise (e.g., rapid response sessions).
14. Submit community outreach plan, timeline and results to increase public awareness of PA CareerLink® Montgomery County services.
15. Implement MontcoWorks board policies, monitored by MontcoWorks compliance division via monitoring tool.
16. Provide a written and verbal update to the MontcoWorks board quarterly.
17. Implement Career Pathway approach across partners and services.
18. Hold partners accountable for effective and efficient case management, follow-up practices, and utilization of the full menu of resources; including soft skills, support services, training, financial literacy, etc.
19. Manage the logistics required for partners to host employer events and meetings.
20. Manage one-stop center logistics.
21. Manage an integrated service customer flow model to ensure customers have seamless access to partner services.
22. Increase the number of effective partnerships.
23. Oversee center resources using shared resources.

Many of the PA CareerLink® services can also be accessed online at <http://www.pacareerlink.pa.gov> . The website [www.montcoworks.org](http://www.montcoworks.org) provides a multitude of information about services to the job seeker and local businesses alike.

MontcoWorks takes responsibility for the development of workforce activities throughout Montgomery County. The full board meets quarterly but functions regularly through the following committees:

**Executive Committee** – The Executive Committee acts on behalf of the general MontcoWorks assembly on all administrative issues related to the work of the Board and the Montgomery County workforce development system. The Executive Committee includes eight members: the Chairperson, Vice Chairperson, Secretary, Treasurer, Youth Committee Chair, Training and Performance Chair, Local Management Committee Chair, and the Deputy Chief Operating Officer of Montgomery County. In addition to the Deputy Chief Operating Officer of Montgomery County, there are four representatives from local businesses, one representative from a local education and community based organization, one representative from adult education and literacy, and one representative from economic and community development.

The Executive Committee is empowered to act in all aspects of MontcoWorks operations, provided that actions of the Executive Committee are subsequently presented to the full Board for ratification. They define MontcoWorks' mission and develop the vision, its goals and policies for comprehensive strategic workforce development. They assure that the Montgomery County workforce system is performance-driven, meets the needs of our local area, and ensures compliance with the Workforce Innovation and Opportunity Act. They provide orientation to the new MontcoWorks members, manage the Board's by-laws and provide leadership and guidance to the MontcoWorks Standing and Special Committees. The Executive Committee typically meets in March, May, September, and December, prior to the MontcoWorks full board meetings. The full Board typically meets in January, April, June and October.

**Youth Committee** –The Workforce Innovation and Opportunity Act establishes Youth Committee membership composition requirements. The Youth Committee is composed of business representatives, agencies, community-based organizations, parents, eligible youth and education entities.

The mission of the Youth Committee is to develop targeted programs that empower the emerging workforce to become productive citizens. The Youth Committee establishes an integrated service delivery system for youth eligible for WIOA and TANF funding and develops and oversees programs for Montgomery County youth that increase their skill sets and self-esteem and enable them to make wise career decisions that will lead to self-sufficiency. The Youth Committee reports to the board on the following programs:

**MontcoWorks\*NOW** – Serves at-risk youth and young adults who reside in Montgomery County, are between the ages of 14-24, and are presented with a significant barrier to completing or advancing in education or obtaining employment. Programming provides comprehensive, year-round programs and services for eligible youth and young adults who are either in school, have left school without a diploma and are now motivated and re-engaged, or have graduated and are unemployed/underemployed.

TANF Youth Development Fund Program – Serves youth residing in TANF eligible households or 235% below the poverty level, ages 12-24 years old, and demonstrate specific barriers to success, and made a commitment to participate in year round program activities providing them with the skills, experiences, and confidence to graduate from high school and learn life skills, career goals, and employability skills for becoming productive Montgomery County residents.

**Youth Committee Goals:**

- Inventory, assess and broker employment support services for youth.
- Facilitate seamless delivery of education, training and employment support services to the county's youth for the growth and expansion of our County's economy.
- Build upon the strong relationships that exist between the public and private sectors in the County, including the Business Education Partnership.
- Recommend providers of youth programs in Montgomery County.
- Devise recruitment strategies to reach youth in need of services.

**Finance Committee** – The Finance Committee provides fiscal oversight of workforce development across all programs. The Finance Committee regularly reviews and updates the budget, provides financial planning, and reports on finances. The Finance Committee currently includes four members, including three representatives from local businesses and one from a community based organization.

**Local Management Committee (LMC)** - The LMC supports the board in oversight of the Employment Advancement and Retention Network (EARN) program, funded by the Pennsylvania Department of Human Services. The committee gathers partners along with representation from other DHS E&T programs to brainstorm best practices and leverage resources, building partnerships necessary to equitably serve job seekers and incumbent workers with barriers to employment. Committee members include representatives from the Montgomery County Assistance Office, Title II Provider Keystone Opportunity Center, PA CareerLink® Montgomery County, EARN Program, Work Ready / BCAP, PA WorkWear, KEYS / Montgomery County Community College, Montgomery County OIC, CADCOM, Senior LAW Center, Montgomery County Veterans Affairs, Norristown Vet Center, Partnership TMA, Early Learning Resource Center, ACLAMO, DHS/BEP, Office of Vocational Rehabilitation, Literacy Council of Norristown, Montgomery County Norristown Public Library, Manna on Main Street, Norristown Hospitality Center, and MontcoWorks NOW. Representatives from Nationalities Service Center, Council of Three Rivers, Montgomery County Housing and Community Development / Your Way Home, Montgomery County Community Connections, Montgomery County Health Department, Montgomery County Office of Mental Health, Legal Aid of SE PA, Fair Housing Rights Center of SE PA, and Title II Provider - YWCA have also attended meetings.

**Training and Performance Committee** - The Training and Performance Committee is responsible for the thorough evaluation of providers and programs to ensure performance measures are met or exceeded. Reports include overall programmatic performance to allow for improvement across programs. The committee also strategizes the development of registered

apprenticeship as a talent solution for employers, develops and promotes Career Pathways, and addresses skills gaps by expanding ETPL offerings. Current board members include representatives from the Keystone Opportunity Center, YWCA Tri-County Area, Montgomery County Community College, Pottstown Area Industrial Development, Merck, and LDC Education and Training.

The individual responsible for ensuring equal employment opportunities and civil rights protections is the Equal Opportunity Officer on the MontcoWorks board staff. In order to best align with the Code of Federal Regulation (CFR) 29, the Workforce Development Board Research and Performance Officer serves as the Equal Opportunity Officer, assuming the below responsibilities:

- Serving as the recipient's liaison with CRC;
- Monitoring and investigating the recipient's activities, and the activities of the entities that receive WIOA Title I-financial assistance from the recipient, to make sure that the recipient and its sub recipients are not violating their nondiscrimination and equal opportunity obligations under WIOA Title I and this part, which includes monitoring the collection of data required in this part to ensure compliance with the nondiscrimination and equal opportunity requirements of WIOA and 29 CFR 38;
- Reviewing the recipient's written policies to make sure that those policies are nondiscriminatory;
- Developing and publishing the recipient's procedures for processing discrimination complaints under 29 CFR 38.72 through 29 CFR 38.73, including tracking the discrimination complaints filed against the recipient, developing procedures for investigating and resolving discrimination complaints filed against the recipient, making sure that those procedures are followed, and making available to the public, in appropriate languages and formats, the procedures for filing a complaint;
- Conducting outreach and education about equal opportunity and nondiscrimination requirements consistent with §38.40 and how an individual may file a complaint consistent with §38.69;
- Undergoing training (at the recipient's expense) to maintain competency of the EO Officer and staff, as required by the Director; and
- If applicable, overseeing the development and implementation of the recipient's Nondiscrimination Plan under §38.54.

Source: US DOL 29 CFR Part 38.28

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A complete organizational chart depicting a clear separation of duties between the MontcoWorks board and the programmatic and service delivery entities can be found as Attachments 2 and 3.

### 3.2 Programs and Partnerships Included in Montgomery County's Workforce Delivery System

**Prompt:** *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?*

*[20 CFR § 679.560(b)(1)]*

MontcoWorks administers workforce programming throughout Montgomery County, collaborating with entities that are carrying out workforce program components 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.

The central access point for services of all partners in the county is the one comprehensive PA CareerLink® Montgomery County office physically located at the below address:

PA CareerLink® Montgomery County  
Human Services Center  
1430 Dekalb St.  
Norristown, PA 19401

**Mailing Address:**

PA CareerLink® Montgomery County  
Human Services Center  
PO Box 311  
Norristown, PA 19401

Phone: 610-270-3429

Fax: 610-270-3428

PA CareerLink® Montgomery County Operator: Craig Cuthbert  
PA CareerLink® Montgomery County State Supervisor: Clare Lawrence  
Title I, EARN & WIOA Program Manager: Julie Fernandez

The hours of operation are Monday – Friday 8:00 AM to 4:30 PM. The location, services provided, and hours of operation are all market driven by customer demand. If a company requires rapid response intervention during non-standard work hours, staff will accommodate the need. Additionally, job fairs and other events may occur during non-traditional hours.

MontcoWorks utilizes a combination of procured front-line staff and other contracted providers to both identify and provide services through the existing workforce development system, across all programs. MontcoWorks board staff have participated in multiple ongoing training sessions to develop a thorough understating of WIOA implementation. The team continuously

works with each provider to adjust existing services when necessary and further align programming when new system guidance is released.

Service Alignment occurs through monthly partner meetings that are data-driven and strategic while also allowing for solutions-based brainstorming. In addition, each mandated partner reports out on any changes that would impact ongoing service alignment or other general updates. Partners represented on the MontcoWorks board include a Title II, Title III, and Title IV representative as well as a Perkins recipient. The MontcoWorks Training and Performance, Youth and Local Management Committees expand upon this strategic planning toward ongoing service alignment by incorporating feedback from business representation and other workforce stakeholders.

With the onset of the COVID-19 pandemic and subsequent sudden impact on employment in Montgomery County, the interconnectedness of partners delivering direct service was paramount. Title I and Wagner Peyser staff worked immediately to prioritize and transition services, continuing this adaptability as the system moves toward recovery. Two Title II providers serving Montgomery County moved quickly to offer virtual services.

Through a strong partnership overseen by an effective One-Stop Operator, programming has been adaptable, cooperative and impactful throughout the pandemic. This is reflected in the goals and operational methods reflected in this local plan, developed with input from required partners and committee members as granular undertakings that support both the state and regional plans.

### 3.3 Partnership with Entities Carrying out Core Programs to Expand Access, Develop Career Pathways and Facilitate Co-Enrollment

**Prompt:** *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).*

[20 CFR § 679.560(b)(2)]

In order to expand access to services and meet the diverse needs of job seekers, MontcoWorks looks to workforce partners countywide for ongoing coordination and leveraging available resources. Much of this work is conducted through the ongoing work of the PA CareerLink® Montgomery County partners and the MontcoWorks subcommittees – specifically the Youth Committee, the Training and Performance Committee and the Local Management Committee.

Prior to the COVID-19 pandemic, PA CareerLink® Montgomery County partners developed plans to reach job seekers and dislocated workers who were geographically disengaged from services. Establishing that a rich system of referrals for supportive services and a proven system for connecting people to career pathways was available, access concerns shifted to outreach. A quick solution was to develop @PACLMontco social media pages, which are managed by the Operator and MontcoWorks staff and promote services, events, postsecondary training

opportunities and specific in-demand industries. MontcoWorks has established accounts on Facebook, LinkedIn, Instagram and Twitter to better connect with the public and share information about virtual workshops, job openings and services available.

Because of this partnership, MontcoWorks secured a provider for online/virtual workshops in 2019, including a virtual Welcome Aboard. Welcome Aboard Road Shows connect with residents in the farthest parts of the County. Training opportunities, eligibility requirements, and services are described with connections to career coaching. These events are open to the public and are held at the offices of our Title II providers, thereby offering those students a direct link to PA CareerLink® Montgomery County services.

Since the onset of the COVID-19 pandemic, PA CareerLink® Montgomery County partners have collaborated to innovate service delivery under unprecedented circumstances while also striving to expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment. The partners were able to quickly develop a method to complete eligibility and assessment remotely. The partners also laid the groundwork to streamline Point of Contact access and established a secure drop box for job seekers and dislocated workers to reach out for assistance.

In response to the COVID-19 pandemic, the Career Services Team at PA CareerLink® Montgomery County implemented remote and online services to accommodate the training and assessment needs of Montgomery County customers. The team engages with customers over the phone or via email, prescreening for WIOA Eligibility. Once a participant is determined eligible, they receive guidance to complete an online Skills/Interest Survey. The Career Coach reviews the results over the phone and then assists the customer in determining their next steps, whether training or job search. The Career Coach will complete the WIOA Eligibility Application over the phone with customers. In order to successfully complete the WIOA application while maintaining customer confidentiality, the team utilizes a secure email platform, NeoCertified, to obtain personal and sensitive documentation. Compliance forms are fillable and customers can provide an e-signature. Customers are able to complete their KeyTrain assessments remotely in the comfort of their own homes. They take WorkKeys at the Montgomery County Community College on assigned dates with COVID-19 precautions in place. If customers are uncomfortable taking the WorkKeys in person, they work with a Career Coach and Training Specialist to take the assessment via Learning Express. Once they pass WorkKeys, they are ready select a training program, funded through completion of an Individual Training Account, which can now be processed electronically using NeoCertified and DocuSign.

In February 2021, the partners introduced a monthly newsletter for customers and potential customers that highlights employment and training opportunities, partner services, upcoming events and other relevant topics. Sent through Constant Contact, the distribution list includes dislocated workers and any other job seekers who sign up. Partners will share the newsletter, along with weekly email blasts highlighting current news and events, to their partners and customers.

Another way MontcoWorks and the partners have innovated service delivery is by introducing a Program Liaison, who will facilitate program referrals and maximize customer opportunities through co-enrollment. The position was created as a youth liaison for the Employment Advancement and Retention Network (EARN) program, aligning services for EARN participants who are dually eligible for WIOA Youth and/or TANF Youth Development programming or have children who qualify. The Program Liaison can also connect Youth, Adults and Dislocated Workers who may be eligible for other programming. With a thorough understanding of eligibility across all workforce programs, the Program Liaison maintains communication with staff and customers, counselling through programmatic decisions.

The MontcoWorks Youth Committee focuses on key youth issues, engaging a wide range of individuals with expertise in youth workforce and education issues to advise the Board on youth policy and program priorities. Members include providers and board members as well as partner representation from Career Technical Education, school districts and chambers of commerce. The committee brainstorms best practices for service delivery. An example is the development of multiple methods to introduce youth, parents and educators to career pathways that involve in-demand occupations and industries to better prepare the workforce for employer needs:

- Industry-specific career fairs
- Career Pathway Posters
- Career Ready Montco website
- Industry Insights YouTube Videos
- Industry Forums for Parents and Educators
- Special Projects such as the What's so Cool about Manufacturing video contest

The Training and Performance Committee members focus on planning around all program performance metrics and customer-centered service delivery while ensuring there is ample available training opportunities to close skills gaps. In addition to analyzing information on high demand occupations and priority industry clusters to establish career pathways, committee members facilitate outreach to providers to develop more virtual offerings and continually expand the Eligible Training Provider List.

Developing Career Pathways with input from MontcoWorks staff, education, business, Title I, and Title II ensures multiple entry points and alignment with High Priority Occupations. In May 2021, MontcoWorks confirmed the significance of viable, accurate and current Career Pathways by issuing a Request for Proposal for virtual career development content that will incorporate ongoing feedback from employer and educational institutions for established Career Pathways. The Local Management Committee (LMC) coordinates TANF employment and training programs and works to establish and maintain relevant resources for job seekers with a range of barriers to employment. LMC membership includes the County Assistance Office, WDB Members, WDB Executive Director, WDB staff, service delivery provider staff, Office of Vocational Rehabilitation, Community Connections, Office of Child Day Care Services, Partnership Transportation Management Association, Office of Behavioral Health, Drug &

Alcohol and Developmental Disabilities, Office of Veterans Affairs, Your Way Home Montgomery County, Legal Aid of Southeastern PA. Beginning in 2021, the quarterly MontcoWorks Local Management Committee meetings will feature an employer spotlight, giving workforce stakeholders a better understanding of employer needs and providing opportunities for dialogue.

A Title I Priority of Service Career Coach specializes in supporting customers experiencing barriers to employment and/or training. This Career Coach customizes case management delivery and makes necessary accommodations to meet the needs of those customers who identify as having a barrier. With the support of the PA CareerLink® Montgomery County team, the Priority of Service Career Coach created and organized a Community Resource Guide that is shared with all customers. The guide helps connect job seekers with necessary services to help address and overcome barriers.

MontcoWorks leverages the array of resources available through local government in Montgomery County. A partnership with Montgomery County's Community Connections program streamlines leveraging by serving as a resource and referral hub for all county residents. Community Connections Navicates also serve as outreach partners - expanding knowledge of and access to one-stop services throughout Montgomery County. Community Connections sites are located throughout Montgomery County, including Pottstown, Pennsburg, East Greenville, Norristown, Lansdale, Willow Grove, Souderton, Lower Merion and Ambler. MontcoWorks' Support Services Coordinator serves as a connector, receiving direct referrals from the Community Connections Navicates for job-seeker services. The connector ensures that the job seeker, who otherwise may have been unaware of PA CareerLink® Montgomery County services, has direct access to workforce programming by assigning the appropriate programmatic connection.

PA CareerLink® Montgomery County customers are referred to one of two Title II providers in Montgomery County, depending on geographic location. Both entities provide in-depth Title II services including basic skills, high-school equivalency, English-language learning and citizenship. Likewise, virtual or in-person *Welcome Aboard* sessions introduce individuals receiving Title II services to the full range of resources available through PA CareerLink® Montgomery County.

To maintain fiscal responsibility and accountability, eligibility determination is conducted prior to enrollment in a service that is funded under the Workforce Innovation and Opportunity Act (WIOA) and is verified by MontcoWorks staff. Eligibility for any other funding sources are determined by the funding requirements and is also verified by MontcoWorks. MontcoWorks staff reviews files through random sampling to ensure that proper documentation has been collected and maintained. The team at PA CareerLink® Montgomery County work closely with customers to help obtain required documentation, often simultaneously ensuring documents required for employment are readily available.

Through strong relationships with required and additional partners, eligibility for non-WIOA services can be leveraged (by the customer themselves to maintain confidentiality), limiting the need for self-certification which is authorized only in extreme circumstances wherein obtaining supporting documentation is determined to be unattainable or unsafe.

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR Counselors work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal. Referrals made to Title II or other partners are likewise subject to eligibility as determined and documented by the partner.

In instances where an individual is eligible for multiple services, co-enrollment is encouraged and facilitated through the Program Liaison. The Program Liaison maintains a thorough knowledge of eligibility criteria across programming, maximizing service delivery while ensuring programmatic eligibility.

### 3.4 Strategies to Improve Business and Employer Engagement

**Prompt:** *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;*
- *Manage activities or services that will be implemented to improve business engagement;*
- *Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and*
- *Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.*

[20 CFR § 679.560(b)(2)]

MontcoWorks establishes and maintains partnerships with employers across a range of sizes and variety of industries. In addition to the transactional business services listed in Section 4.14, made available by PA CareerLink® Montgomery County business services staff, targeted sector strategies, industry partnerships, registered apprenticeship and pre-apprenticeship, On-the-Job Training (OJT), Customized Job Training (CJT), Incumbent Worker Training (IWT), Business Education Partnerships and work experience for youth and disadvantaged adults, developed through regional collaboration, provide for ongoing facilitation of employer engagement.

MontcoWorks begins expansion of employer engagement through its own membership, with a broad depth of business representation. Additionally, on-going partnerships exist with a number of business and economic development intermediaries, including over 14 chambers of commerce that operate in Montgomery County, the Delaware Valley Industrial Resources Corporation (DVIRC), Strategic Early Warning Network (SEWN), the Montgomery County Commerce Department, the Redevelopment Authority, and several regional partnerships including the Manufacturing Alliance of Bucks and Montgomery Counties, the Southeast Pennsylvania Partnership for Regional Economic Performance (SE PREP) and the Southeast Pennsylvania Workforce Development Planning Region.

The Southeastern Pennsylvania Workforce Development Planning Region has developed targeted sector strategies collectively, working together to brainstorm solutions for one or more employers. Much of this work is conducted through Industry Partnerships. Industry Partnerships convene industry leaders around shared goals and concerns. These partnerships enable employers to share business strategies, network with other industry representatives, discuss employment trends, participate in incumbent worker training programs and apply for funding when available and needed. The Industry Partnerships listed below serve one or multiple workforce development areas in Southeastern Pennsylvania.

**Southeastern Pennsylvania Workforce Development Region Industry Partnerships**

Name	Contact Entity	Website/More Information
Berks County Advanced Manufacturing Industry Partnership	Greater Reading Chamber Alliance	greaterreading.org
Greater Philadelphia Healthcare Partnership	1199-C Philadelphia	greaterphilahealthcare.org
Healthcare Connect	CCEDC	ccedcpa.com
Hospitality and Entertainment Industry Partnership	Philadelphia Works	philaworks.org/heip
ITAG – Innovative Technology Action Group	CCEDC	ccedcpa.com
Manufacturing Alliance of Bucks and Montgomery Counties	Manufacturing Alliance of Bucks and Montgomery Counties	Manufacturingalliancepa.com
Manufacturing Alliance of Chester and Delaware Counties	CCEDC	ccedcpa.com
The Smart Energy Initiative	CCEDC	ccedcpa.com
Southeastern PA Manufacturing Alliance (SEPMA)	Philadelphia Works	philaworks.org/sepma

MontcoWorks operates regionally to coordinate workforce services with our economic development partners through the regular Southeast Regional PREP meetings as well as in special initiatives including the Engage! grant. Engage! provides resources to directly interact with employers, discussing a range of economic and workforce development needs and arranging for aftercare. During the COVID-19 pandemic, the Engage! survey was modified to target COVID-specific solutions for employers.

In response to workforce disruptions resulting from the COVID-19 pandemic, MontcoWorks partnered with DVIRC, Pottstown Area Industrial Development (PAID) and eight local chambers of commerce in May 2020 to conduct in-depth survey-based interviews to identify key challenges faced by Montgomery County businesses stemming from the COVID-19 pandemic.

Based upon the results of the study, MontcoWorks worked with partners to offer the following services:

- COVID-specific customer service training for employees as IWT
- COVID-specific legal information sessions for employers
- Increased incumbent worker training allocation
- Development of virtual talent pipeline activities to allow employers to continue to engage with youth

A key theme of the surveyed employers was a need for skilled workers. MontcoWorks has worked with PA CareerLink® Montgomery County partners to strategize outreach to dislocated workers, connecting them with training opportunities that can both help our local businesses and lead to family sustaining wages. In partnership with the Montgomery County Commerce Department, MontcoWorks will conduct more in depth surveys through Engage!, seeking ways in which economic and workforce development efforts can assist in rebuilding and future growth.

As a proud partner of the American Job Center network, the PA CareerLink® Montgomery County Business Services Team strives to meet the needs of employers. In order to best meet those needs, the team conducts in-depth conversations to assist with facilitation of the above listed services while providing ongoing recruitment through job postings and events. A calendar of all recruitment events, including those that are virtual, onsite at PA CareerLink® Montgomery County or at a location requested by the employer, are distributed to partners weekly. Beginning in February 2021, the calendar is also distributed to dislocated workers through Constant Contact.

In Montgomery County, the foundational platform for engaging employers as partners has been the partnership to meet specific skill needs through training. MontcoWorks has made great strides over the past several program years, particularly in occupational skills training and on-the-job training with 118 and 15 participants respectively in PY 2019. This current year, PY 2020, which has been disrupted due to the COVID-19 pandemic, 110 and 25 are expected to enroll in occupational skills training and in On-the-Job training, respectively. The Board will continue its emphasis on OJT as well as build in additional incumbent worker training to help current employees build their skills, apprenticeships to encourage youth to enter in demand industries, and customized training to help businesses grow internal positions with their own staff.

MontcoWorks had been taking active measures to grow apprenticeship, particularly in non-traditional high priority occupations, prior to the COVID-19 pandemic. Through Apprenticeship Expansion grant funding received in 2019, MontcoWorks implemented several awareness events to reach employers across multiple industries, connecting employers and training providers to the support needed to develop pre-apprenticeship and apprenticeship models. Additionally, a PA CareerLink® Montgomery County Title I Business Services Supervisor participated in the ApprenticeshipPHL Apprenticeship Intermediary program, completing in

2020, to help advance apprenticeship models in Montgomery County in the top six high growth industries - IT, Business & Financial Services, Health & Human Services, Construction & Infrastructure, Manufacturing & Logistics, and Retail & Hospitality.

Central Montco Technical High School successfully developed their construction program as a pre-apprenticeship, serving as a feeder for the Southeast PA Associated Builders and Contractors Registered Apprenticeship. This collaboration, developed with grant funding through which MontcoWorks served as fiscal agent, demonstrated the value of these critical work-based learning connections.

Looking toward recovery of industries most impacted by the pandemic, MontcoWorks has committed to promoting and supporting pre-apprenticeship pathways. Planning is currently underway to develop a culinary arts model that will help establishments regrow their workforce post-COVID.

MontcoWorks and PA CareerLink® Montgomery County staff have worked with the Pennsylvania Department of Labor and Industry's Center for Workforce Information and Analysis as well as the Apprenticeship Training Office to provide funding support for pre-apprenticeships and apprenticeships in High Priority Occupations beyond PA Smart grants whenever possible. While serving as fiscal agent for several grants to develop or grow pre-apprenticeships and registered apprenticeships, MontcoWorks has also entered into contracts for WIOA youth and young adult skills training, ITA, OJT, CJT or IWT as appropriate for components of these programs. The team in Montgomery County looks forward to additional training support from the ATO in 2021 to further develop these opportunities.

During the COVID-19 pandemic, MontcoWorks has particularly promoted Incumbent Worker Training as a layoff aversion tactic, providing employers the means to develop their existing workforce to meet their needs. Through both employer and employee feedback, MontcoWorks has come to recognize the critical value of an employer's investment in their employees through training. Unfortunately, while it was often difficult for an employer to commit the time or resources to training an existing (or new) employee pre-pandemic, COVID-19 seems to have significantly exacerbated that difficulty. While participating employers are appreciative of the additional support through IWT, OJT and CJT, it has been challenging to promote the concept and work through documentation requirements under WIOA to attract more employers. Similarly, previous efforts to promote apprenticeship have often lost traction as the process moves forward. Ensuring that all staff involved in employer engagement are able to deliver the same consistent, clear messaging across all training opportunities is critical. In addition to ensuring a clear, consistent message through ongoing staff development, MontcoWorks will utilize the ongoing employer workshops (with subsequent email contact) to keep a consistent and knowledge-based conversation going.

With the incorporation of existing WIOA training programs into registered apprenticeship (RA) programs, our current and future RA programs are poised to streamline an entry point into training for eligible workers. With thoroughly researched established Career Pathways, entry

points could be based upon basic skills, English language proficiency or employability in addition to aptitude. This makes alignment critical as MontcoWorks seeks to attach economically-disadvantaged job seekers to careers with family-sustaining wages.

Coordinated Rapid Response efforts have enhanced service to employers while providing swift access to support for dislocated workers. Strong employer relationships proved to be critical during the pandemic, as individuals filing Unemployment Compensation (UC) claims were not immediately required to register through the PA CareerLink® Online system. Outreach efforts were often employer-driven.

Prior to the COVID-19 pandemic, PA CareerLink® Montgomery County daily foot traffic included those participating in the Reemployment Services and Eligibility Assessment (RESEA) program or otherwise complying with Pennsylvania’s UC law “Register for Work and Work Search.” In addition to using the UC-designated phone line, claimants were given assistance with registration and access to a Resource Area to conduct work searches.

While a direct-access, designated Unemployment Compensation phone line has not been made available inside the PA CareerLink® Montgomery County center since March 2020, staff across all partners have coordinated efforts to assist claimants experiencing issues with guidance or referrals to the Office of Unemployment Compensation for adjudication while simultaneously promoting services. The increased awareness and sense of true partnership that assisted over 5000 Montgomery County residents in 2020 will undoubtedly continue beyond the COVID-19 pandemic. With the return of the RESEA program in 2021, PA CareerLink® Montgomery County anticipates increased requests for assistance with reemployment in addition to unemployment. MontcoWorks coordinates programming through its procured providers to ensure RESEA participants have access to the “Welcome Aboard” orientation and subsequent career development services.

### 3.5 Coordination with Regional Economic Development Activities Specific to Montgomery County and Promotion of Entrepreneurial Skills Training and Microenterprise Services

**Prompt:** *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?*

*[20 CFR § 679.560(b)(4)]*

The County’s economic development efforts focus on the retention, expansion and attraction of business and industry. The Montgomery County Department of Economic and Workforce Development operates as The Commerce Department to promote the symbiotic relationship of economic and workforce development efforts throughout the county. This department actively markets and promotes the County’s competitive advantages. A variety of available resources include small business start-up assistance, demographic, economic and labor force information, financial assistance and job-placement assistance. These resources are organized on the

MontcoForward website [www.montcoforward.org](http://www.montcoforward.org) and promoted through cross-collaboration throughout county government.

In addition to MontcoWorks, the Commerce Department incorporates the work of the Montgomery County Industrial Development Authority and the Redevelopment Authority, which also acts as the Certified Economic Development Organization (CEDO) for Montgomery County. These entities work locally and regionally to drive economic and workforce efforts and initiatives. As indicated in the Southeast Pennsylvania WIOA Regional Plan, the primary forum for connecting workforce development and economic development goals and services at the regional level has been the Southeast Pennsylvania Partnership for Regional Economic Performance (SE PREP). Since 2015, the core partners of SE PREP have brought together the region's six county-based economic development organizations, six workforce boards, five small business development centers, and two industrial resource centers to address regional priorities, establish a foundation for ongoing collaboration, and create strategic goals to guide the individual strategies and tactics of each participating organization. The planning that resulted from the process focuses on the intersection of interests, challenges, and opportunities of the partners. The planning does not supersede any other plans but rather provides an overarching framework to focus on the core issue of primary interest to the Southeast Pennsylvania partners – creating a more highly-educated and trained workforce in the region as an enabler of business expansion and attraction.

An example of this cooperative partnership is the Engage! grant. This initiative, funded by the Pennsylvania Department of Community and Economic Development (DCED), encourages business retention and expansion by regularly and proactively interacting with targeted companies in the region. This industry-driven initiative features a robust team of experienced professionals who proactively listen to businesses across the state to identify their opportunities and challenges and offer targeted technical assistance and solutions. It is essential that all six local WDBs continue to support the Engage! grant business calling process as the most frequent request from regional companies is assistance in locating a skilled workforce. This joint project has aided data sharing between organizations and increased referrals between economic development and workforce development partners.

As part of the Commerce Department, MontcoWorks has worked collaboratively on numerous economic development projects that have both preserved and created jobs throughout the County and beyond. By furthering economic development across the County and working in collaboration with workforce development, the Commerce Department has assisted businesses as they adapt to changing workforce and industry demands, allowing for the flexibility and innovation needed to stay in touch with the County's growing business communities and generational divides while assisting Montgomery County residents' efforts to secure economic stability and career opportunities.

MontcoWorks recognizes the importance of promoting and supporting entrepreneurial skills and microenterprise services as a viable option for job seekers. Through ongoing workshops and special initiatives, Montgomery County job seekers receive exposure to and resources for

entrepreneurial career pathways. Ongoing partnerships with SCORE and Temple University's Small Business Development Center (TU SBDC) as well as with the Regional Office of the Small Business Administration continue in Program Year 2021. SCORE also provides free small business counseling on-site at the Upper Perkiomen Valley Chamber of Commerce office.

The Commerce Department also has relationships with the Community Development Financial Institutions that lend in Montgomery County. Would-be entrepreneurs seeking credit and technical assistance for their start-up or small businesses are referred to organizations that provide micro loans in addition to technical assistance. Additionally, many of the loan programs administered by the Commerce Department are geared toward small, emerging businesses.

The COVID-19 pandemic has taken an as-yet indeterminate toll on Montgomery County businesses. In response, the Commerce Department has facilitated several rounds of MontcoStrong grant funding, directing CARES Act funds to small businesses, restaurant and non-profit entities. As of February 2021, five rounds of MontcoStrong grants were awarded. Approximately \$3.9 million in grants has been distributed to non-profits and community-based organizations with over \$22 million given to small businesses through MontcoStrong grants with additional rounds planned.

## Section 4: Local Workforce Delivery System

### 4.1 Overview of the Montgomery County Workforce Delivery System

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

The Montgomery County workforce development system relies on a combination of required partners and other key stakeholders working together to ensure seamless service delivery for all customers. These ongoing collaborations are organized and developed through service providers procured by MontcoWorks with engagement occurring through board subcommittees and by the PA CareerLink® Montgomery County partners.

MontcoWorks competitively procured a one-stop operator in January 2016 with the selected entity, Educational Data Systems Inc. (EDSI) assuming the duties for the PA CareerLink® Montgomery County system on March 1, 2016. Concurrently, and as a separate request-for-proposals (RFP), the WIOA service provider for adult and dislocated workers was procured. EDSI was also selected for that role, as well as Employment Advancement and Retention Network (EARN) provider, with specific and separate duties outlined for the service provider as one of the core partners with functions to be coordinated by the one-stop operator. Note that while this was the original procurement of one-stop operator and Title I services under WIOA, both were competitively procured again in 2020. Details on procurement can be found further down in this section.

The overarching goals of these two contracts included the development of a stronger, more coordinated and more customer-centered workforce system under the provisions of WIOA in Montgomery County. With strides made toward these goals, both contracts were renewed

through June 30, 2020. Procurement in 2020 occurred prior to the widespread onset of the COVID-19 pandemic and again resulted in EDSI serving as One-Stop Operator and Title I/EARN service provider. This selection well in advance of July 1, 2020 eased the realignment of service delivery necessitated by the COVID-19 pandemic.

In 2017, the Montgomery County Intermediate Unit was selected as Title I WIOA Youth Provider. The selection of an intermediate unit, with its depth of resources and connections to schools countywide, has proven to be invaluable as the workforce system seeks to engage youth as they disengage from secondary education. A January 2021 competitive procurement has resulted in MCIU again being awarded a contract as youth provider.

Integration of some key components of EARN with Title I Adult, Dislocated Worker and Youth ensure service delivery to TANF recipients while ongoing partnerships provide for specified service delivery to returning citizens, seniors seeking employment and the county's homeless population.

For procurement of all cost-reimbursement contracts, MontcoWorks follows the policies and procedures of Montgomery County, utilizing the Montgomery County Purchasing Department through all steps of the process. A *Request for Proposal* is released by the Montgomery County Board of Commissioners. Once released, a representative from purchasing receives all questions and posts them publicly for all potential vendors to view. A representative from purchasing facilitates a bidder's conference. Once proposals are submitted, a committee comprised of MontcoWorks Board members scores them electronically based on narrative content and a weighted score is added based on costs. The committee then reviews final scores to make a recommendation to the MontcoWorks board for contract awards.

### **Operator**

The PA CareerLink® Montgomery County Operator provides functional oversight to partner representatives working inside the one-stop as well as daily operations including but not limited to:

- Coordination of partner roles and duties per MOU;
- Daily schedules and staffing
- Hours of operation
- Infrastructure
- Center certification requirements
- Availability and accessibility of services
- Staff development as pertains to operations

The operator ensures the overall coordination of partner services and reports regularly to all partners for future planning. The operator works with MontcoWorks staff to ensure performance metrics are met while maintaining customer service for all customers. Implementation of MontcoWorks policies pertaining to training, including Priority of Service is

also a critical aspect of this role.

### **Service Delivery – Title I Adult and Dislocated Worker**

EDSI facilitates a range of services available to customers through PA CareerLink® Montgomery County:

- Outreach
- “Welcome Aboard” orientation and overview
- Intake and initial assessments
- Job search and job placement assistance including recruitment events
- Access to information including LMI and provider information
- Support service resources and referrals
- Eligibility determinations for training and additional training related assistance
- Individualized career counselling and development of an Individual Employment Plan

In addition, EDSI staff connects customers to partners and providers for additional career services:

- In-depth assessments
- Career readiness workshops
- Job clubs
- Training leading to employment through ITA or OJT

### **Service Delivery – Title I Youth**

Montgomery County Intermediate Unit serves as the primary provider for youth services in Montgomery County. Those services, developed to meet all fourteen WIOA program elements through direct programming or partnerships:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention
- Alternative secondary school services or dropout recovery services
- Paid and unpaid work experience
- Occupational skill training
- Education aligned with workforce activities
- Leadership development
- Financial literacy
- Mentoring (12 months)
- Supportive services
- Follow up services
- Comprehensive guidance and counselling
- Entrepreneurial Training
- LMI
- Activities geared toward the transition to post-secondary education

### **Service Delivery – Title II**

Through collaborative efforts, two Montgomery County Title II providers have collaborated for reciprocal service delivery. Through this strong partnership, Title II services are now available throughout Montgomery County:

- Intake and assessment
- Leveled placement into ESL, ABE, or HSE instruction
- College and Career Readiness based instruction delivered via classroom, one-to-one, or group setting
- Referrals to CL partners for employment and training opportunities
- Assistance with CL Welcome Aboard Orientation
- Assistance with transition to postsecondary, employment, and/or training
- WIOA Measurable Skills Gain via pre and post-test assessment or high school equivalency diploma attainment

### **Service Delivery – Title III**

The Bureau of Workforce Partner and Operations (BWPO) staff facilitates and oversees state and federal programs while providing local services to Dislocated Workers

- Performs preliminary and comprehensive assessment for Unemployment Compensation recipients
- Provides intensive services to Veterans with Serious Barriers to Employment (SBE)
- Performs outreach to employers on behalf of Veteran population
- Provides assistance with Welcome Aboard informational sessions
- Informs Unemployment Compensation applicants regarding initial and continuing claims process
- Provides career guidance to Trade Adjustment Assistance (TAA) participants and initiates referrals to WIOA services
- Provides appropriate assistance in the Career Resource Center

### **Service Delivery – Title IV**

Customers who are eligible for services provided through the Office of Vocational Rehabilitation benefit from a Vocational Rehabilitation Counselor to provide diagnostic and evaluative services as well as ongoing career counselling and connection to training, adaptive services and pre-employment assistance, job placement and job coaching.

### **Workforce Stakeholders and Advocacy Groups**

Montgomery County's workforce system relies on the strong partnership of numerous workforce stakeholders, partner agencies, county departments and other advocacy groups. While specific services administered by some of these groups are acknowledged throughout this local plan, the impact of each one's contribution cannot be emphasized enough. Each organization is invited to participate in MontcoWorks Local Management Committee, which currently boasts over 45 member agencies. Each agency is invited to update the committee on their services and programs enabling collaboration and a unified network of resources for the residents of Montgomery County. For a full listing of programmatic partners and stakeholders, please reference Attachment 3: Local Workforce Development System Program Partner-

Provider List.

**Equal Opportunity and Civil Rights Protections**

The MontcoWorks Research and Performance Officer dually serves as a single point of contact for EEO information, training, and handling of local inquiries:

Jane Stein  
 Montgomery County Commerce Department  
 Montgomery County Workforce Development Board  
 PO Box 311  
 Norristown PA 19401

(610) 278-5950 MontcoWorks coordinates programming through its procured providers to ensure RESEA participants have access to the “Welcome Aboard” orientation and subsequent career development services.

jbutler@montcopa.org

4.2 PA CareerLink® Montgomery County One-Stop Partners

**Prompt:** 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).

[20 CFR § 679.560(b)(4)]

While a comprehensive list of all partners can be found in the required attachments as Attachment 3: Local Workforce Development System Program Partner-Provider List, an overview of partner services includes the following:

Organization	Description
Office of UC Service Centers	From MOU - “In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible to provide meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. “
Council of Three Rivers American Indian Center, Inc.	Provides programmatic support, including support services
Keystone Opportunity Center  YWCA Tri-County Area	Title II authorizes education services to assist adults in improving basic skills, completing secondary education and transitioning to employment, training, and/or post-secondary education. Title II supports partners with co-enrollment for clients with an educational need.
Educational Date Systems Inc	Provides One-Stop Operator and Title I Adult and Dislocated Worker services under procured contract with MontcoWorks
Montgomery County Intermediate Unit	Provides Title I Youth services under procured contract with MontcoWorks.
Montgomery County Norristown Public Library	Provides connected resources including PA CareerLink® Online registration assistance, computer skills, access to online workshops and testing preparation services (including KeyTrain) remotely at library locations as well as library

	<p>websites. Through this partnership, all Montgomery County residents are able to access the full range of tutorials in the LearningExpress library, an online learning management system with modules ranging from HSE and personal skills through career exploration and computer skills.</p>
<p>MontcoWorks</p>	<p>Montgomery County Local Workforce Development Board:</p> <ul style="list-style-type: none"> <li>• develops in partnership and submits a Local Plan and Regional Plan, strategic regional vision, goals, objectives, and workforce-related policies,</li> <li>• In cooperation other Local WDBs within the regional area, design and approve the PA CareerLink® system structure, designating an operator and determining duties</li> <li>• Approve annual budget allocations for operation of the PA CareerLink® system,</li> <li>• Help the One-Stop Operator recruit operational Partners and negotiate MOUs with new Partners,</li> <li>• Leverage additional funding for the PA CareerLink® system to operate and expand one-stop customer activities and resources, and</li> <li>• Review and evaluate performance of the Montgomery County WDA and One-Stop Operator.</li> <li>• Investigate and resolve elevated customer complaints and grievance issues,</li> <li>• Prepare regular reports and recommendations to MontcoWorks, and</li> <li>• Oversee negotiations and maintenance of MOUs with One-Stop Partners, in conjunction with the One-Stop Operator.</li> <li>• (LEAP-specific) - Ensure service delivery for returning citizens immediately after incarceration</li> </ul>
<p>PA Department of Labor &amp; Industry, Bureau of Workforce Partnership and Operations (BWPO)</p>	<p>Title III – amends Wagner Peyser Act of 1933 to integrate the US Employment Service (ES) and the One-Stop system authorized under WIOA:</p> <ul style="list-style-type: none"> <li>• Wagner-Peyser staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities.</li> <li>• Trade Act programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS))</li> <li>• JVSG is a BWPO administered program which assures the commonwealth will be able to provide special individualized services to disabled veterans. Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify veterans and establish an appropriate</li> </ul>

	<p>plan to meet the individuals’ employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience.</p>
Office of Vocational Rehabilitation	<p>Title IV programming under amendments to the Rehabilitation Act of 1973 authorizes employment-related vocational rehabilitation services to individuals with disabilities to integrate vocational rehabilitation into the One-Stop system.</p>
PA Department of Aging	<p>Title V programming under general provisions and the Older Americans Act of 1965 provides a full range of programmatic support.</p>
Montgomery County Opportunities Industrialization Center (OIC)	<p>Provides direct services to returning citizens; provides STEAM programming, which includes virtual training for students 7 to 14 through the TANF Youth Development Fund Program; provides literacy and HSE workshops with an onsite testing center for clients.</p>
Montgomery County Community Action Development Commission (CADCOM)	<p>Provides programmatic support, including support services</p>
Temporary Assistance For Needy Families (TANF) Program	<p>Provides programmatic support</p>
Rapid Response	<p>Rapid Response is an early intervention business service that assists workers and employers during the entire business cycle. Rapid Response coordinates layoff aversion and outplacement services for employers and workers affected by layoffs, plant closures, or natural disasters. It is not always event-driven; it is a pro-active approach to planning for and managing economic transitions. At its best, Rapid Response assist employers with their layoffs by coordinating outplacement services prior to layoff, while supporting the business by working with other state and local stakeholders who can then assist in job expansion. Rapid Response provides an introduction to the Workforce and Economic Development Systems and helps workers and employers navigate the Commonwealth's system of user-friendly resources and information to help transition workers into reemployment, and assist businesses.</p>
Manor College Montgomery County Community College	<p>Recipients of The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) grants funding provide ongoing programmatic support through supplementary content and remote access.</p>
(FLC) - Migrant And Seasonal Farmworkers	<p>Provides programmatic support through relevant resource sharing</p>
Montgomery County Housing Authority	<p>While MCHA does not offer specific workforce services at this time, MontcoWorks considers this partner agency a vital part of Montgomery County’s workforce system as a resource for housing stability. MCHA is represented on MontcoWorks’ Local Management Committee and business services assists with vendor hiring. MontcoWorks and MCHA understand the significance of a formalized partnership and are actively pursuing inclusion in the one-stop MOU with a goal of July 1, 2021.</p>

### 4.3 Provisions for Access to Services Provided through PA CareerLink® Montgomery County

**Prompt:** *How will the local board facilitate access to services provided through the one-stop service delivery system?*  
[20 CFR § 679.560(b)(5)(ii)]

MontcoWorks has established strong partnerships and referral relationships with a multitude of county agencies including the county's network of libraries serving as locations for and extension of services that all job seekers, including those in remote areas, may otherwise not have access to. Web-based software such as Learning Express Library is available through Montgomery County libraries (on-site and virtually) to compliment PA CareerLink® Montgomery County services and allow for remote access to High School Equivalency preparation, ABE and language services, and college prep assistance.

Title I staff utilize the libraries and other community resources to take job seeker services into remote areas based upon need. In addition, library staff have been trained in how best to assist job seekers using the PA CareerLink® Online system. Welcome Aboard Road Shows connect with residents in the farthest parts of the County. Training opportunities, eligibility requirements, and services are described with connections to career coaching. These events are open to the public and are held at the offices of our Title II providers, thereby offering those students a direct link to the PA CareerLink® Montgomery County services.

The PA CareerLink® Montgomery County Outreach Coordinator assists with identifying participants' needs (in-person or virtually), and then directs participants to the proper services (in-person or virtually). Adult education referrals are introduced to Career Pathways during Assessment reviews. The position was created as a means to assure Affirmative Outreach occurs through relationships with workforce partners and stakeholders. Career Coaches review results based on job seeker skills and interests and discuss various career pathways that might be a good fit. Career Coaches also discuss transferable skills with the customers to ensure they are moving in a direction that will align with their skills, interests and experiences for training or job search. The Priority of Service Career Coach additionally ensures that job seekers identifying with barriers to employment are able to access services.

Two Title II providers operate in Montgomery County and are active mandated partners, providing a range of services that assist job seekers in improving basic skills, completing secondary education and transitioning to employment, training, and/or post-secondary education. Title II supports partners with co-enrollment for clients with an educational need. With Title II represented on the Workforce Development Board and in the Training and Performance, Local Management and Youth Committees, opportunities to leverage resources are ongoing and consistent with overall workforce system continuous improvements. Examples of innovative ways this partnership is driving innovative solutions is through development of work-based English Language Learning as Incumbent Worker Training and exploration of service to formally assist job seekers with international degree translation.

Title II uses the Pennsylvania Department of Education's e-Data system for student data collection. The information collected in the e-Data system includes demographics (name, address, birthdate, contact info, race, and education), pre and post-test assessment, employment, barriers to employment, goals, class and/or tutor assignment(s), and attendance hours. Case management notes are maintained per agency procedures in accordance with Pennsylvania Department of Education specifications and utilized locally for the following purposes:

- Enrollment reports
- Measurable Skills Gain reports
- Agency program data to develop annual PDE Program Improvement/Professional Development (PIPD) plans
- Data check for final report for each program year
- Identify trends in employment among student population
- Individual class reports for attendance and performance
- Post testing eligibility reports
- Grant writing

Prior to the COVID-19 pandemic, both Title II providers expanded access to services by establishing locations in Willow Grove and Norristown. While most services have been virtual during the pandemic, a plan to return to in-person classes includes service in these two critical parts of the county. To gauge additional expansion needs, MontcoWorks will be analyzing skills gaps in 2021 – focusing on basic skills and employability skills in addition to work-based skills. While still considering whether this undertaking will be conducted in-house or procured as a study, MontcoWorks' goal is to complete the analysis in advance of Program Year 2022 planning in order to prioritize funding and service alignment accordingly.

MontcoWorks' strong partnerships with other County departments and community agencies allows for vital information, such as events and resources, to be shared quickly through various email distribution lists and also postings on our websites and on social media. In February 2021, the partners introduced a monthly newsletter for customers and potential customers. Sent through Constant Contact, the distribution list includes dislocated workers and any other job seekers who sign up. Partners will share the newsletter, along with weekly email blast highlighting current news and events, to their partners and customers. Monthly workshop offerings include MS Office Suite, on-line job search strategies including LinkedIn and other internet platforms and social media.

For dislocated workers, services include assistance with filing for Unemployment Compensation. Prior to the COVID-19 pandemic, PA CareerLink® Montgomery County daily foot traffic included those participating in the Reemployment Services and Eligibility Assessment (RESEA) program or otherwise complying with Pennsylvania's UC law "Register for Work and Work Search." In addition to using the UC-designated phone line, claimants were given assistance with registration and access to a Resource Area to conduct work searches.

While a direct-access, designated Unemployment Compensation phone line has not been made available inside the PA CareerLink® Montgomery County center since March 2020, staff across all partners have coordinated efforts to assist claimants experiencing issues with guidance or referrals to the Office of Unemployment Compensation for adjudication while simultaneously promoting services. The increased awareness and sense of true partnership that assisted over 5000 Montgomery County residents in 2020 will undoubtedly continue beyond the COVID-19 pandemic. With the return of the RESEA program in 2021, PA CareerLink® Montgomery County anticipates increased requests for assistance with reemployment in addition to unemployment. MontcoWorks coordinates programming through its procured providers to ensure RESEA participants have access to the “Welcome Aboard” orientation and subsequent career development services.

To ensure access to services for participants who identify as English language learners, the service, Over-the-phone-interpreting, is used and a bilingual staff member is available to assist, if applicable. Additionally, a dedicated workstation is available on-site, in the one-stop center to assist individuals who may require adaptive computer equipment.

As of May 2021, the following accessible provisions are becoming available in the PA CareerLink® Montgomery County center at 1430 Dekalb Street in Norristown:

- Language line
- PC headsets
- TTY Line
- Alternate mini keyboard
- Alternate track ball and mouse
- Foam wrist supports
- Screen magnification software
- Speech output software
- Low glare screen filters
- Adjustable monitor arms
- Adjustable height tables and chairs

An American Sign Language interpreter will be provided as a communication accommodation for deaf individuals upon advance request.

MontcoWorks' involvement in several partnerships and regional collaborations also ensure that job seekers have access to employment and training opportunities throughout Montgomery County and beyond. The Board continues to collaborate with community-based organizations and agencies to ensure appropriate services to job seekers in remote areas of the county are available. Examples of some of those partnerships are listed below:

**HealthSpark Foundation – Safety Net Resiliency Initiative** - in 2017, MontcoWorks and PA CareerLink® Montgomery County representatives joined leaders from across Montgomery

County to strengthen the workforce system by strengthening the safety net accessed by the economically disadvantaged residents, including the unemployed and working poor. The Safety Net Resiliency Initiative is a ten-year project created by HealthSpark Foundation, a private, independent foundation whose mission “invests in nonprofit organizations, networks and coalitions promoting a more just and healthy community.”

**Upper Perkiomen Valley Chamber of Commerce PerkUp Initiative** - supports the Greater Upper Perkiomen Valley’s development of a competitive workforce and catalyzes economic recovery and growth. PerkUp represents the best of public and private partnerships working together to protect and (economically) leverage natural resources, encourage business development, and provide local education opportunities. This initiative provides a base on which MontcoWorks can better meet the needs of this community.

**Tri-County Community Network** – the TCN Workforce Development Committee provides career development opportunities for the unemployed and underemployed in the Greater Pottstown community.

**Montgomery County Community Connections** – through Community Connections, those job seekers who may not otherwise readily access one-stop services can be connected through a strong partnership with Community Connections Navigates. Community Connection sites are located throughout Montgomery County, including Pottstown, Pennsburg, East Greenville, Norristown, Lansdale, Willow Grove, Souderton, Lower Merion and Ambler and can be accessed on-line and by phone.

**YWCA Tri-County Area Dignified Advancement Workforce Navigation (DAWN) Program** – program participants receive one-on-one support from trained AmeriCorps members as they build employment-related skills, including job readiness, job search, and digital literacy. AmeriCorps members also provide support through skills assessments, setting goals and career coaching. Adults who complete the AmeriCorps DAWN program gain the skills necessary to gain jobs providing a living wage and/or to continue with education or training for a new job or career. DAWN participants also will have access to high school equivalency classes and testing, English as a Second Language classes, and tutoring in math and reading through YW’s Education and Training Center, located inside the Montgomery County Human Services Center, home of PA CareerLink® Montgomery County.

**YWCA Tri-County Area Dignity Kitchen** – Planned to launch in 2021 as Montgomery County works to rebuild the critical restaurant industry, Dignity Kitchen’s food service operations will provide occupational skills training in various aspects of food service while offering breakfast and lunch to workers in the Montgomery County Human Services Center. A 12-week culinary arts and food service management-training program, the goals of Dignity Kitchen include improving job skills and career opportunities for adults while enhancing nutrition in young children.

The Dignity Kitchen training program will offer three cohorts of 6-12 students each per year. Program participants will gain skills in culinary arts applied to real-world food service employment openings while gaining job readiness and other life skills. The curriculum is designed to lead to sustainable, meaningful employment and additional training opportunities. Participants completing the program will demonstrate kitchen prep and management skills and earn safe food handling certifications.

Dignity Kitchen will utilize the Catalyst Kitchens model. Catalyst Kitchens supports nonprofits as they create and grow food service programs that provide job training and social enterprise, offering expertise, best practices, and a collaborative network of members. Catalyst Kitchens' curriculum integrates on-the-job training with classroom instruction. The curriculum is divided into two components: culinary skills and life skills:

- Core culinary skills include topics such as cooking terms and technology, cooking equipment and utensils, knife skills, and safe food handling.
- Supplemental culinary skills include additional cooking terms and techniques and additional knife skills, kitchen calculations and measures, baking, dressings, stocks and sauces, working with different food categories (dairy, fruits, vegetables, herbs, pasta, etc.)
- A student meal project engages groups of students in menu planning and meal preparation, practicing teamwork, time management, and customer service.
- Additional culinary curriculum includes Front of House training for servers and hosts and barista skills, and customer service.
- Life skills education includes communication, job search, goal setting, navigating setbacks, accepting feedback, and customer service.
- Job readiness training includes food service career exploration, communication skills, and resume writing.

**Team MontCo** – The Commerce Department partners with other local and regional organizations once per month to serve as a panel of a business assistance resources forum, sharing resources and services to those who may be eligible to receive them. Other Team MontCo partners include PECO, Temple University SBDC, PA SEWN, U.S. Small Business Administration, Ben Franklin Technology, DVIRC, Montgomery County Development Corporation, World Trade Center of Greater Philadelphia, and the Montgomery County Community College. By maintaining representation on Team MontCo, the Commerce Department engages with employers to address their economic and workforce development needs and help the community become more familiar with available departmental services, liaising with MontcoWorks and PA CareerLink® Montgomery County staff as needed.

### **Job Corps**

While Job Corps does not operate specifically in Montgomery County, Philadelphia Job Corps actively serves eligible Montgomery County Youth. Therefore, MontcoWorks has made space available to Job Corps representatives for recruitment events and ongoing outreach.

Additionally, Job Corps is represented in MontcoWorks' Youth Committee, ensuring that partners serving youth have access to this training option as a referral resource.

### **MaturityWorks**

*As an active, onsite partner, MaturityWorks helps Montgomery County job seekers, age 55 and older, increase their job skills through paid community service in local non-profit organizations.*

### **Council of Three Rivers American Indian Center**

As of July 1, 2021, Council of Three Rivers American Indian Center will no longer be an onsite partner of PA CareerLink® Montgomery County, moving instead to a permanent remote model. Continuing to be an active mandated partner in Montgomery County, Three Rivers' Eastern Pennsylvania regional representation will continue to receive referrals for customers who are eligible for services and will continue to refer WIOA-eligible customers. Three Rivers' Eastern Pennsylvania region covers over 22,000 square miles of the Commonwealth. This move to a remote model will better position the Three Rivers' Eastern Pennsylvania regional representative to serve customers from other areas beyond Montgomery County.

### **Montgomery County Employment, Advancement and Retention Network (EARN)**

MontcoWorks has taken pride in service delivery to recipients of Temporary Assistance to Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP), referred directly by the Montgomery County Assistance Office to participate in EARN. While key components of EARN had been integrated with Title I Adult, Dislocated Worker and Youth to ensure in-depth service delivery to TANF recipients, the location of both the Montgomery County EARN Center and PA CareerLink® Montgomery County inhibited ongoing access to the full range of services.

MontcoWorks has sought to leverage services by procuring a PA CareerLink® Montgomery County Title I service provider who dually serves as the primary EARN program provider. This ensured ongoing access to career and business services. However, EARN customers would often need to travel to PA CareerLink® Montgomery County to participate in workshops and recruitment events.

In August 2020, PA CareerLink® Montgomery County relocated to the Montgomery County Human Services Center, finally collocating these programs. While both centers have had limited foot traffic during the COVID-19 pandemic, the anticipated result for EARN participants is expanded and equitable access to services.

## **4.4 Compliance with WIOA Section 188 and Applicable Provisions of the Americans with Disabilities Act of 1990**

**Prompt:** *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?*

*[20 CFR § 679.560(b)(5)(iii)]*

MontcoWorks requires that the PA CareerLink® Montgomery County and any affiliated sites must be fully accessible to all individuals who desire access to employment and training services. Each site is certified annually for compliance with EO/ADA requirements by the Office of Equal Opportunity, PA Department of Labor and Industry. Overall, the Board promotes full accessibility by requiring that its One-Stop Operator and One-Stop Partners:

- 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 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.
- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available via the PA CareerLink® Montgomery County and throughout the local area and coaching them on how to apply for needed resources.
- Make provisions for access to bi- and multi-lingual personnel to assist customers with language barriers.
- Provide assistive technology items for persons with disabilities: PC headsets; TTY Line; alternate mini keyboard, track ball and mouse; foam wrist supports; screen magnification software; speech output software; low glare screen filters; adjustable monitor arms; adjustable height tables and chairs
- 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 that may require additional assistance with the registration process.
- Maintain required federal and state notices and postings.

The individual responsible for ensuring equal employment opportunities and civil rights protections is the Equal Opportunity Officer on the MontcoWorks board staff. In order to best align with the Code of Federal Regulation (CFR) 29, the Workforce Development Board Research and Performance Officer serves as the Equal Opportunity Officer, assuming the below responsibilities:

- Serving as the recipient's liaison with CRC;
- Monitoring and investigating the recipient's activities, and the activities of the entities that receive WIOA Title I-financial assistance from the recipient, to make sure that the recipient and its subrecipients are not violating their nondiscrimination and equal opportunity obligations under WIOA Title I and this part, which includes monitoring the collection of data

required in this part to ensure compliance with the nondiscrimination and equal opportunity requirements of WIOA and 29 CFR 38;

- Reviewing the recipient's written policies to make sure that those policies are nondiscriminatory;
- Developing and publishing the recipient's procedures for processing discrimination complaints under 29 CFR 38.72 through 29 CFR 38.73, including tracking the discrimination complaints filed against the recipient, developing procedures for investigating and resolving discrimination complaints filed against the recipient, making sure that those procedures are followed, and making available to the public, in appropriate languages and formats, the procedures for filing a complaint;
- Conducting outreach and education about equal opportunity and nondiscrimination requirements consistent with §38.40 and how an individual may file a complaint consistent with §38.69;
- Undergoing training (at the recipient's expense) to maintain competency of the EO Officer and staff, as required by the Director; and
- If applicable, overseeing the development and implementation of the recipient's Nondiscrimination Plan under §38.54.

Source: US DOL 29 CFR Part 38.28

The MontcoWorks Research and Performance Officer dually serves as a single point of contact for EEO information, training, and handling of local inquiries:

Jane Stein  
 Montgomery County Commerce Department  
 Montgomery County Workforce Development Board  
 PO Box 311  
 Norristown PA 19401  
 (610) 278-5950  
 jstein@montcopa.org

Additionally, MontcoWorks has established a Title I Outreach Coordinator position to ensure that all job seekers are connected to services. The Outreach Coordinator assures Affirmative Outreach to by connecting to entities that serve diverse populations across Montgomery County.

#### 4.5 Continuous Improvement of Eligible Providers

**Prompt:** 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.  
 [20 CFR § 679.560(b)(5)(i)]

MontcoWorks has an established subcommittee on Training and Performance to assist with the measurement of effectiveness and performance of the eligible training providers and the one-stop delivery system providers in Montgomery County. The Training and Performance Committee is comprised of public and private stakeholders as well as the MontcoWorks

Training and Education Coordinator and the Research and Performance Officer. This group meets quarterly to discuss the performance and effectiveness of the workshop providers and training providers. They review LMI to ensure that ITAs are continually aligning with the in-demand industries and occupations of Montgomery County and proposing new providers or courses when the need arises. They also review in person and online workshop surveys to measure the satisfaction of customers in relation to the specific workshops they attend. Training provider success is measured by this subcommittee based on the percentage of individuals that successfully completed their training and become employed in their field of study. This group is also charged with the Training Provider policy, which outlines the contractual expectations for all institutions working with MontcoWorks customers. The Research and Performance division works with the One Stop Operator to measure efficiencies and deficiencies and reports findings to the MontcoWorks management team and one-stop partners on a monthly basis. Measures include daily and monthly foot traffic, frequency of visits, services per visit and other topics as requested. All sub committees report back to the full board on their findings and suggestions for modifications and continuous improvements to enhance the customer experience.

The board's Training and Performance Committee regularly reviews the availability of training courses through the approved Eligible Training Provider List. Employment related training activities are evaluated by the board based upon jobseeker needs. Additional services that may be of need to job seekers are reviewed by the Supportive Services Coordinator and the Local Management Committee for alignment with career pathways and overall need of the jobseeker.

MontcoWorks will continue to monitor the progress and success of its training availability by utilizing standard reports as well as Ad Hoc reports created within PA's workforce system of record to track or identify any additional indicators related to the performance and improvement of the offerings. Guidance on funds will be a joint venture between the Finance Committee and the one-stop partners to maintain fiscal responsibility while still keeping the customers and businesses of Montgomery County at the forefront.

The MontcoWorks board also call upon its Finance Committee to discuss the financial standing of the workforce delivery system including, but not limited to, allocations, spending, grants and other financially relevant material. The Finance committee is comprised of public and private stakeholders as well as the MontcoWorks Fiscal Compliance Officer and Commerce Department Deputy Director of Fiscal Operations. This group meets quarterly to review financial materials for board presentation.

MontcoWorks monitors all providers for quality assurance using an approved monitoring tool and in accordance with local Risk Assessment Policy to determine method (on site or desk monitoring). In addition to reviewing ongoing programmatic and fiscal compliance, MontcoWorks reviews alignment with local performance goals. While MontcoWorks requests all customer satisfaction documentation at the time of monitoring, board staff also conduct participant interviews. A summary of results, including any concerns and findings, are sent to

each provider. If the results include any findings, a deadline for corrective action is included.

All monitoring results are formally reported to the MontcoWorks board quarterly with ongoing access to reports available for planning purposes.

#### 4.6 Adult and Dislocated Worker Employment and Training Activities in Montgomery County

**Prompt:** Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area

[20 CFR § 679.560(b)(6)]

The primary services available to adults and dislocated workers in Montgomery County include the following:

##### **Job Seeker/Employment Services**

- Eligibility
- Outreach, intake (including worker profiling) and orientation to the information and other services available through the PA CareerLink® delivery system
- Information on high demand occupations, priority industry clusters and career pathways
- Assessment of career interests, skill levels, aptitudes, abilities, and supportive service needs
- Job search and placement assistance including career coaching, career planning, employment plan development and career pathway consultation
- Access to information about available pre-apprenticeship and registered apprenticeship programs
- Basic and intermediate computer skills
- In-person and virtual job search and career planning workshops
- Employment statistics information and labor market information such as job vacancy listing, job skills necessary to obtain jobs, local in demand occupations, earnings, and skill requirements
- Performance information and program cost information on eligible providers of training services
- Information relating to the availability of supportive services available in the local area
- Information regarding filing claims for unemployment compensation
- Assistance in establishing eligibility for TANF activities and programs of financial and assistance for training and education programs
- Follow-up services, including counseling regarding the workplace
- Adult education and literacy activities geared toward the obtainment of a High School Equivalency or increase in literacy levels
- Case management for job-seekers receiving training services, supportive services or are participating in the Employment, Advancement and Retention Network (EARN) program or Title I Youth
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and

professional conduct to prepare individuals for unsubsidized employment or training.

### **Training Services**

- Occupational skills training in a High Priority Occupation
- On-the-Job training
- Programs that combine workplace training with related instruction which may include cooperative education
- Training programs operated by the private sector
- Transitional Employment
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Staff within PA CareerLink® Montgomery County initiated chair side intake to provide the customer with a more intimate setting than the standard classroom orientation and intake process. Customers will still be provided an opportunity to participate in a classroom setting for the overview of PA CareerLink® Montgomery County services – Welcome Aboard. However, individuals will meet with a member of the welcome team at a computer to complete intake and answer any questions. Staff also has mobile capabilities that enable them to conduct intake interviews both on and off site. In response to the COVID-19 pandemic, provisions were made to conduct intake virtually. Pennsylvania’s workforce development system of record (CWDS) has been continually enhanced to provide a smooth and easy means for staff to manage their caseloads electronically.

#### 4.7 Delivery of Training Services

**Prompt:** *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.*  
[20 CFR 679.560(b)(18)]

Training remains the key to providing Montgomery County employers with a skilled workforce. In order to best facilitate a continuous and equitable process, Title I staff at PA CareerLink® Montgomery County follow a firm process for delivery of training services.

Once a customer has been determined eligible for WIOA services, received career coaching and expressed a training need, verified through assessment, the customer is registered for a Training Information Session. The customer is directed to the Eligible Training Provider List and local High Priority Occupations so they may start the selection process in accordance with their career pathway as reviewed with a Career Coach. The customer will take an employability skills assessment test to establish their proficiency in the related field of choice. ACT WorkKeys measures foundational skills as an indicator of training and employment success in a specific field. The WorkKeys assessment accommodates participants with disabilities when the disability is documented by a diagnosing professional.

Once they complete and pass this assessment, they conduct a job search to learn more about the companies that are hiring for their desired field of study. Once all steps have been completed, the customer will sit down with the PA CareerLink® Montgomery County Training and Assessment Specialist to fill out the Individual Training Account (ITA). The ITA is signed by both parties as well as the Fiscal Compliance Officer, Executive Director and training provider. Once all signatures are received, the customer can begin training.

MontcoWorks has ensured that contracted service delivery includes thorough customer assessment and career coaching. If employment is unattainable with a customer's existing skillset, Career Coaches, along with Training & Assessment staff, work with training-eligible customers to ensure the alignment of chosen training programs with career pathways. Customers are required to explore three training program offerings whenever possible, including program statistics as reported in PA's workforce development system of record. All options are reviewed with staff before a specific program is chosen and the ITA is completed. Beginning in Program Year 2016, the MontcoWorks Training & Performance Committee developed a report to provide the public with up-to-date performance data for training providers, as that performance pertains to the placement of Montgomery County job seekers once they have completed training.

The Education and Training Coordinator, through coordination with the Training and Performance committee, ensures that a variety of training opportunities that are either virtual or are located in the County or surrounding areas are available to customers. Every effort is made to work with training providers to ensure that the training leads to an industry-recognized credential that is aligned with local workforce needs and that will prepare students for employment opportunities that pay a family sustaining wage. MontcoWorks staff is well aware of the state's High Priority Occupations Policy and uses the High Priority Occupation list available on [www.paworkstats.pa.gov](http://www.paworkstats.pa.gov) and employer staffing needs to construct and maintain the ETPL on behalf of the Board.

MontcoWorks reinforces the state policy that once individuals are made eligible for WIOA-funded training and that training supports their career pathways, those individuals can choose from any of the programs on the ETPL, as long as the training provider agrees to follow the MontcoWorks policies and procedures as evidenced by signing a contract. For example, WDB staff has worked with providers outside the Southeast Region to provide quality online training programs when classroom training was not available. These offerings have increased during the COVID-19 pandemic as more customers seek online training programs.

To make sure customer choice is informed, PA CareerLink® Montgomery County staff guides participants to review performance outcomes for training providers on the PA workforce system of record and encourages the use of the new digital tool, [TrainingProviderResults.gov](http://TrainingProviderResults.gov). The website displays training provider outcome information at a program of study level allowing a look at training provider performance. The eligible training provider performance

reporting requirements are intended to support consumers in making informed choices regarding training programs.

Per WSP 04-2015, MontcoWorks requires all training providers to submit training programs and/or courses electronically through the PA workforce development system of record on-line application in order to receive WIOA Adult and Dislocated Worker training funds for residents of Montgomery County. To remain eligible to provide training services and receive training funds, training providers must submit and meet performance levels on an annual basis. MontcoWorks staff uses the following performance measures stated in the WIOA Provider Desk Aid On-Line Version CWDS Procedures—revised June 2020.

Five (5) performance criteria have been established for two (2) distinct populations: 1) WIA/WIOA and 2) ALL (WIA/WIOA and Non-WIA/WIOA). Non-WIA/WIOA would include private pay students, Trade Act, EARN, etc. All training courses/programs must meet at least seven (7) of the ten (10) following measures. However, if a course/program serves no WIA/WIOA clients, the course/program must meet at least four (4) of the five (5) measures for the ALL population.

1. Program Completion – 64%
2. Entered Unsubsidized Employment, 2nd quarter – 41%
3. Entered Unsubsidized Employment, 4th quarter – 42%
4. Median Quarterly Wage – \$5211
5. Program Graduate/Credential – 52%

While data must be reported, in an effort to not arbitrarily exclude programs from the list that serve a small universe of students, performance levels will be considered met if a program serves less than ten (10) students in either population for WIOA and/or All. If the population for each is less than ten (10), all performance measures will be waived.

Training providers regularly communicate with MontcoWorks staff to alert them of new training programs within High Priority Occupations. Both new and returning training providers receive the WIOA Provider Desk Aid On-Line Version CWDS Procedure.

Currently, MontcoWorks has set an approved cap of \$3,500 for ITA training. The board's *ITA Policy* indicates that tuition contributions can exceed the cap in the event additional grant funding is received specific to that purpose. In 2019, MontcoWorks received National Dislocated Worker Economic Transition Grant funding to allow dislocated workers to complete degrees programs or shorter-term training programs that support high priority occupations and lead to family-sustaining wages. Due to the overwhelmingly successful outcomes of the participants training through these funds, MontcoWorks will review the existing cap, seeking BWPA approval if a decision is made to increase it, to maximize opportunities for dislocated workers. (Is this last sentence still true?)

#### 4.8 Assessment of Youth Workforce Development Activities in Montgomery County

**Prompt:** Provide a description and assessment of the type and availability of youth workforce investment activities in

*the local area.*

[20 CFR § 679.560(b)(8)]

The Montgomery County Youth Committee is a subset of the Montgomery County Workforce Development Board. The chair of the committee is board member Kyle Longacre, Program Administrator for College and Career Readiness with the Montgomery County Intermediate Unit, and also the service provider for WIOA Youth programming. Membership includes other individuals serving on the larger board as a whole as well as TANF Youth services providers, member of the education community, and training providers. Meetings are held quarterly, and information is shared with both the Executive Committee and the full board. The purpose of the committee is to serve the needs of local youth by fostering employment and training programs and linking the community to organizations serving local youth. The committee also ensures that service delivery to WIOA eligible youth aligns with the 14 program elements outlined in the WIOA legislation.

The WIOA Youth Program serves underserved youth and young adults who reside in Montgomery County, are between the ages of 16 to 24, and present with a significant barrier to completing or advancing in education or obtaining employment. The WIOA Youth Program, currently named the MontcoWorks\*NOW program, provides comprehensive, year-round youth programs and services for eligible youth and young adults who are either in school, have left school without a diploma and are now motivated and re-engaged, or have graduated and are unemployed/ underemployed. Eligibility for program enrollment can be found at <http://www.mciu.org/offices/office-of-student-services/now/mwneligibility-requirements/>. MontcoWorks\*NOW programming focuses on opportunities and experiences that incorporate the fourteen core program elements and include, but are not limited to, supportive and case management services, academic tutoring and study skills training, job readiness and workplace etiquette workshops, various occupational skills training programs that align with in-demand industry sectors in our area, paid and unpaid work experience, job shadowing, professional adult mentorship, leadership development opportunities, entrepreneurial skills training, industry tours, college tours, career fairs, mock interviewing, professional resume writing, and other activities that help participants transition to postsecondary education or gain meaningful employment.

Recruitment for WIOA OSY participants has historically been difficult. Given the current climate in our schools of mostly on-line learning, youth are becoming less engaged and are at a higher risk of dropping out. It is the intention of MontcoWorks\*Now, in collaboration with all local partners, to mitigate that risk by connecting with students prior to becoming disengaged. However, when that is not possible, MontcoWorks\*Now works with the local school districts to identify candidates for OSY programming so that staff can reach out to the youth and reengage them academically or through training or employment. Montgomery County has successfully maintained the appropriate ratio of ISY and OSY participants and will continue to monitor enrollments bi-weekly.

By engaging school districts in Montgomery County, MontcoWorks\*Now has been able to

recruit OSY upon disconnection from school. Outreach strategies have increased to recruit OSY who have already disconnected including targeted social media posts and mailers. Through strong partnerships, most OSY are referred from collaborating agencies that serve either the disconnected youth or their parents.

The best way to increase work experience opportunities for youth in Montgomery County is to follow a unified approach. Having employer representation at the Youth Committee meetings is certainly helpful but also engaging the Business Services Team and other partner agencies of the benefits of proving youth with paid or non-paid work experiences so that they can spread the word to their employer contacts. We will look to build upon existing relationships with local businesses that offered work experiences in the past and develop new opportunities to ensure we have ample opportunities for youth with varying career interests while still meeting the expenditure requirement.

The Montgomery County Workforce Development Board is fortunate to have the Montgomery County Intermediate Unit as a key partner in youth services both in their roles as service provider and as the unified network of educators from across the county. With the expertise of the MCIU and collaboration of the Youth Committee partners and the Training and Performance committee, career pathway discussions involve current data and trends with real-time opportunities for youth in Montgomery County.

Increasing the co-enrollment of youth into partner programming, in alignment with the participant's individual service strategy and goals, has naturally occurred because of the collaboration and resources shared at the quarterly youth committee meetings and through the monthly PA CareerLink® Montgomery County partner meetings. All partners are aware of the services each other provide and are eager to assist the youth of our county. A prime example of how these connections bolster co-enrollment is between our WIOA Youth and one of our Title II providers and how they have successfully dually enrolled participants needing both High School Equivalency (HSE) preparation or ESL assistance, while also needing the comprehensive services offered through MontcoWorks\*Now.

Temporary Assistance for Needy Families (TANF) funds are used to serve TANF-eligible youth between the ages of 12 (or having completed 5<sup>th</sup> grade) to 24 years old who reside in TANF-eligible households or whose personal gross income is below 235% of the poverty level. Programs and services include coordination of academic remediation and career-focused after school programs, a one-on-one mentorship program, instruction in work readiness preparation, college and industry tours, ESL instruction, cultural experiences, community service projects, hands-on science experiments to explore interests in STEM related careers, and other innovative year-round or summer programming. The overall goal is to get eligible youth excited about potential career pathways that will move them closer to future success.

The Montgomery County Workforce Development Board has issued an RFP for TANF Youth services beginning in PY21. Currently, though, MontcoWorks has procured 4 TANF YDP providers that have a primary focus of implementing 11 of the WIOA Youth Program Elements

to TANF eligible youth in Montgomery County for Program Year 2020-2021. These services will be provided Year-Round and 100% of youth are expected to participate in, at minimum, activities that fall within 3 of the WIOA Youth Program Elements. Our providers have tailored their programming to allow TANF YDP participants to engage in meaningful activities that represent multiple elements of WIOA goals.

Each provider is responsible for recruiting youth participants. Community engagement, word of mouth, school and partner referrals are the primary means for recruiting youth. MontcoWorks ensures that all partner agencies are aware of services available to all Montgomery County residents, including youth, the CAO, DHS, and the PA CareerLink® and its partners all meet regularly through the Youth Committee, Local Management Committee and PA CareerLink® Partner Meetings to share programming, recruitment needs and best practices. When a need arises for recruitment, all of these forums are available as a means to share services and a platform to get the word out.

The current primary provider for paid work experience is Equus Workforce Services and they currently provide paid work experience in private, public, and non-profit organizations for young adults at \$10.35 per hours for up to 120 hours per participant. Work experience positions are often in occupations related to the young adult's career pathway goal and are provided in conjunction with other workforce preparation activities such as academic remediation, occupational skills training, leadership development, or mentoring. Work experience is structured with specific learning objectives, both work readiness and occupational specific, identified prior to the beginning of the work experience and evaluated every two weeks by the supervisor. The development of written agreements with appropriate employers for the provision of structured work experience will be handled by Equus. They will also conduct an evaluation of the youth with the worksite supervisor. Equus conducts payroll processing and matches young adults with opportunities related to their career goals. As the primary provider for paid work experiences, Equus has a network of employers that are willing to provide this invaluable service to TANF YDP participants. They are a national workforce development company that has a broad reach for partnering with both national and local employers. Should the need for additional employer partners arise based on the need of the participant, Equus will recruit through their network and community partners. Through coordination of services between the TANF YDP PWE provider and MontcoWorks\*Now, TANF youth are prioritized and encouraged for co-enrollment to facilitate accompanying academic and workforce development programming.

MontcoWorks strongly encourages leveraging resources and partnerships throughout the County to better serve youth and expose them to an array of opportunities and influential individuals and organizations. Partners contributed time and expertise to the programs and activities, such as speakers and presenters geared toward youth, interactive workshops, tours, and one-day career exploration without monetary contributions. The Montgomery County Workforce Development Board will also look to leverage WIOA funds when applicable. There are several businesses and community partners that have served as worksites for youth engaged in Work Experience, that plan to continue, including: Olivette Boys and Girls Club,

Better Tomorrow's, TJMAX, Salvation Army, Kids Park, Wal-Mart, Prestige Play & Learn, Aclamo Family Centers, Regina Nursing Home, Dollar General, CVS, Ace Hardware, Allied Universal, and Home Depot. Businesses also provide non-monetary contributions by serving as hosts for ongoing STEAM mentorships including BNY Mellon, Jansen Pharmaceutical, and Vertex. Other partners and businesses engaged in tours, empowerment activities, workforce development initiatives, tutoring, and community service include Wells Fargo, TD Bank, BB&T and other corporations like DOW, Pfizer, Accenture Corporation, Victory Church, Johnson and Johnson, Kappa, Delta and other local fraternities and sororities, Accolades Insurance, Glaxo SmithKline, Citizens Bank, TD Bank, Lockheed Martin, Brown's Shoprite, Municipality of Norristown, Congressman Brendon Boyle's Office, Habitat for Humanity, and surrounding school districts.

Name, phone number and email address of the LWDB staff member responsible for implementation, tracking and reporting TANF YDF activities and expenditures:

Jennifer Butler  
Executive Director  
Montgomery County Workforce Development Board  
[JButler@montcopa.org](mailto:JButler@montcopa.org) (610) 278-7289

Name, phone number and email address of the LWDB staff member responsible for the compilation and submission of the DHS Qualification Spreadsheet on DocuShare:

Jane Stein  
Research & Performance Officer  
Montgomery County Workforce Development Board  
[JStein@montcopa.org](mailto:JStein@montcopa.org) (610) 278-3530

Tamara Hordijkeno, Fiscal Compliance Officer and Amanda Bangura, Contract Coordinator oversee monitoring. Staff follows the MontcoWorks Oversight Plan and Risk Assessment Policy to complete oversight of local providers. During the beginning of each program year Risk Assessment is completed for each provider. Based on the completed assessments, a rough oversight schedule is created for the program year. The schedule can be revised as necessary as the program year progresses. The three types of oversight include administrative, programmatic, and fiscal. Administrative oversight is completed annually for each provider. Informal programmatic oversight is completed quarterly for each provider. Fiscal oversight is completed based on the assessed level of risk, as detailed in the Oversight Plan.

TANF YDP activities complement existing services that meet the required elements under WIOA:

1. Tutoring, Study Skills, Training, Instruction and Dropout Prevention (**WIOA Youth Provider and TANF YDP Providers**) – coordinated by the Montgomery County Intermediate Unit (as WIOA youth provider) through College and Career Readiness ongoing activities within each district and Career Technical Center (CTC) as well as through TANF YDP year-round after school activities. MCIU's MontcoWorks\*Now career counselors provide individualized services for eligible youth enrolled in the program.
2. Drop-Out Recovery (**WIOA Youth Provider and TANF YDP Providers**) - The Montgomery

County Intermediate Unit operates The Andersen School, providing an alternative environment for student in need of additional support. In addition, ongoing collaboration with Montgomery County's school districts allows enrollment and intervention at the time of disconnection. Our TANF YDP summer and year-round programming focuses on reconnecting youth to school through family-focused outreach activities.

3. Paid and Unpaid Work Experience – **(WIOA Youth Provider and TANF YDP Providers)** facilitated by the MontcoWorks\*Now team, this activity is fundamental to the success of enrolled WIOA youth – facilitating experience as well as critical employment connections. The development of the Career Ready Montco platform will connect employers to students seeking internships and job shadowing experiences.
4. Occupational Skills Training **(WIOA Youth Provider and TANF YDP Providers)** - facilitated by the MontcoWorks\*Now team and based upon personalized career pathway on-ramps. MontcoWorks and MontcoWorks\*Now are actively partnering with Montgomery County Community College to develop stackable credentials. Job readiness and workplace etiquette workshops are ongoing. For PY 2021, occupational skills training will be included as part of TANF YDP summer programming, engaging youth in all aspects of a community gardening project.
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster **(WIOA Youth Provider and TANF YDP Providers)** - this activity occurs for both ISY and OSY with a primary objective always being attainment of a diploma (or equivalency), degree or credential. Programming can coincide or be offered as one comprehensive program, as evidenced by the Gateway to College program offered through Montgomery County Community College.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate **(WIOA Youth Provider and TANF YDP Providers)** - MontcoWorks\*Now facilitates ongoing leadership development and community engagement workshops. While these activities became virtual during the pandemic, the increase in participation merits ongoing consideration. A partnership that engaged WIOA youth in community gardening projects in 2020 resulted in a procured connection to a new TANF YDP provider for 2021.
7. Supportive services – are administered through MontcoWorks\*Now career counselors.
8. Adult mentoring - **(WIOA Youth Provider and TANF YDP Providers)** direct connections to adult mentors has occurred primarily through TANF YDP providers. However, the introduction of the Career Ready Montco platform will provide an opportunity to better facilitate connections. Ongoing mentorship training, first delivered through a Business Education Partnership grant, ensured that the experience is structured and productive.
9. Follow-up services for no less than 12 months - administered through MontcoWorks\*Now career counselors and overseen by MontcoWorks staff
10. Comprehensive guidance and counselling - **(WIOA Youth Provider and TANF YDP Providers)** administered through MontcoWorks\*Now career counselors and TANF YDP counselors.

11. Financial Literacy (**WIOA Youth Provider and TANF YDP Providers**) – available through ongoing Clarifi workshops for all youth program participants
12. Entrepreneurial Skills Training – (**WIOA Youth Provider and TANF YDP Providers**) while youth are referred to entrepreneurial skills training available through Montgomery County Community College, an effort to introduce more opportunity youth to entrepreneurship countywide is part of PY 2021 planning post COVID-19.
13. Labor Market Information Services – while ongoing Labor Market Forums have been part of MontcoWorks\*Now service delivery, providing critical information to educators, parents and student, the Career Ready Montco platform will incorporate this information also. During the pandemic, an Industry Insights YouTube Channel helped parents and students continue conversations.
14. Activities that help youth prepare for and transition to postsecondary education and training (**WIOA Youth Provider and TANF YDP Providers**) – another primary objective of youth programming in Montgomery County. Career Counselling, workshops, ongoing supports and a strong collaboration with Montgomery County Community College help facilitate this connection. College tours, facilitated by two TANF YDP providers

#### 4.9 Coordination with Statewide Rapid Response

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

*[20 CFR § 679.560(b)(7)]*

The MontcoWorks board, staff and providers are dedicated to providing Rapid Response services in Montgomery County when such services become necessary. Upon receipt of Worker Adjustment and Retraining Notification (WARN) letter, a designated Title I staff member will meet with the State Rapid Response Coordination Services representative who serves Montgomery County to plan collaborative and comprehensive efforts to best meet the needs of the impacted employees. At this initial meeting, the number of dislocated workers is discussed, and an outline of services is distributed.

Every attempt is made to visit the company prior to closure as part of the Rapid Response team to present PA CareerLink® Montgomery County services. At that session, a Rapid Response survey is completed by the job seeker, which includes demographic questions, employment history, wage expectations and other background information, which can identify barriers, and can be utilized in outreach to potential employers for job placement. At the Rapid Response session, the PA Careerlink® Montgomery County is introduced along with a brief overview of available services including job search, resume preparation, and training options. Additionally, a list of available job opportunities is available at the session(s), and a PA CareerLink® Montgomery County calendar is given to employees with the recommendation to attend a Welcome Aboard session where they will have an opportunity to learn about all available services and after, have the opportunity to meet one-on-one with staff to identify individual needs.

If the PA CareerLink® Montgomery County is not geographically desirable for impacted employees, sessions are arranged offsite in a location that is more convenient to the job seekers. PA CareerLink® Montgomery County staff are available to meet one-on-one with the job seeker to assist with PA CareerLink® Online registration, answer questions regarding Unemployment Compensation, meet Career Coaches, and the Business Services team to discuss the local labor market climate, On-the-Job Training opportunities, and other employment opportunities relevant to their career goals.

The Rapid Response survey results are entered onto a database and a Career Coach is assigned to remain in contact with the job seekers. Career Coaches share job leads, forward resumes to the Business Services Team, and extends invitations for hiring events. PA CareerLink® Montgomery County staff will remain in contact with job seekers through job placement and retention to ensure sustainability.

#### 4.10 Coordination of Relevant Secondary and Post-Secondary Education Programs and Activities

**Prompt:** *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).*  
[20 CFR § 679.560(b)(9)]

MontcoWorks collaborates with secondary and post-secondary educational institutions to facilitate job seeker engagement in relevant programs and activities. By maintaining board representation from educational institutions, including representation in the Training and Performance and Local Management Committees, the Board is able to keep a pulse on the coordination of employers' needs as they relate to educational program offerings. The Training and Performance Committee maintains up-to-date information on approved programs that support High Priority Occupations. The Local Management Committee works to ensure that all customers who are eligible for education, in alignment with career pathways have access to those programs and the supports necessary to succeed. In-depth assessment and ongoing Career Coaching through will include a thorough plan review per customer to ensure preparedness and that there is no duplication of services.

The Board works with educators and employers to develop, communicate, and execute flexible transitions from education to careers. This is accomplished through the promotion of learning opportunities in career and technical education at the five Career-Technical Centers (North Montgomery County Technical Career Center, Central Montgomery Technical High School, Eastern Center for Arts and Technology, Pottstown High School, Western Montgomery Career and Technology Center) that collaborate with MontcoWorks.

Throughout the COVID-19 pandemic, MontcoWorks has worked closely with training providers who offer online programs on the ETPL. Many participants were able to continue their training virtually thanks to the swift response of our providers to develop online platforms. Our Title II providers also adapted to online training for HSE and ESL courses.

MontcoWorks maintains representation on the Perkins Planning, Local Advisory and Occupational Advisory committees for each Career-Technical Center (CTE) as well as the MCCC Perkins committee to guide strategic planning and program development based upon employer need and future projections. Through this strong existing partnership, the Board works to help ensure that training programs are developed to align with high-priority occupations for in-demand industries. Therefore, Montgomery County transitioned collaboratively into Perkins V implementation.

MontcoWorks provides career pathway information, labor market information and uses the High Priority Occupation list to help rank programs by CIP code, establishing which programs would best benefit from Perkins V funding. Events funded through the Business Education Partnership (BEP) grant, including the ManuFest & More and Healthcare career expos, the What's so Cool About Manufacturing? video contest and industry tours have provided opportunities for CTCs to promote programs that lead to careers in-demand in Montgomery County. Additionally, these events bring together secondary school students with employers and program that offer relevant postsecondary certificates and degrees. With many of our high schools and middle schools participating in these programs, this reduces duplication of services by individual schools. With the onset of the COVID-19 pandemic, comparable programming that can be accessed virtually is in development.

Access to services is reliant upon access to technology. In addition to expanding available Wi-Fi in centers, MontcoWorks has partnered with libraries throughout the county for access to computers, Wi-Fi and digital literacy. Within each program, access to technology has become a component of supportive services. One critical concern that has developed during the COVID-19 pandemic has been the delivery of basic computer skills classes in a virtual environment. After conferring with partners and customers, PA CareerLink® Montgomery County was able to add a video-based basic computers skills workshop as a virtual offering in April 2021. MontcoWorks plans to expand upon this concept to increase access to digital literacy county-wide.

In addition to BEP activities that promote career pathways in High Priority Occupations, Teacher in the Workplace experiences have allowed educators throughout Montgomery County to experience the needs of employers firsthand across multiple industries. Grants funds have been used to arrange for class coverage so educators are free to attend. The experience is then incorporated into curriculum development. While this program will be evolving in the future, MontcoWorks will continue to assist with this invaluable experience.

Finally, MontcoWorks has continued to work with each CTC that offers CTE for adults to ensure the programs align with the High Priority Occupation list on the statewide system of record for approved programs.

**\*\*PLEASE NOTE: Due to Additional Incorporated Content, Public Comment is now located on page 84\*\***

#### 4.11 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 PA CareerLink® Montgomery County Delivery System

**Prompt:** 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.

[20 CFR § 679.560(b)(11)]

PA CareerLink® Montgomery County provides services with the assistance of staff from the mandated and non-mandated partners as well as contracted service providers. The PA CareerLink® Montgomery County Operator facilitates monthly partner meetings to evaluate programs and customer flow and to make adjustments where needed. Necessary adjustments that may improve the customer experience or performance are presented and implemented with the Board's buy-in. Strategic partnership planning guides decisions, modifications and improvements. Monthly meetings, reconciliations, ongoing communication and overall programmatic coordination identify, eliminate and prevent duplication of services.

In order for the committees, staff, contractors and Board to make informed decisions about the best ways to provide services without duplication is through accurate, ongoing, up-to-date reporting. The MontcoWorks Research and Performance Officer creates and distributes standard and ad-hoc reports to demonstrate efficiencies and areas for improvement.

Prior to the COVID-19 pandemic, PA CareerLink® Montgomery County partners met bi-monthly with sufficient integration of service delivery to meet the needs of customers. The pandemic, however, exacerbated several key workforce issues that the partners have worked collaboratively to address, particularly wage disparity and barriers to employment. Coming together to address the impact of COVID-19 on the county's workforce system has further solidified the partnership and facilitated integration to streamline remote service delivery. This practice, while borne of necessity, has increased a cooperative spirit around the implementation of services rather than programs.

Through ongoing cross-training and continued monthly resource sharing, this integration will only expand with a return to full-time in person operations. Partner cross training includes any changes to partner policies, data management or referral processes as well as focus on areas of expertise. A recent offering of Cultural Competency training, delivered by Penn State University as professional development, was attended by multiple partner representatives. The EO Officer will be providing monthly training opportunities for all staff on EO and ADA topics such as Workplace Bullying, Harassment, & Disability and Reaching Employers about Disability Inclusiveness

An example of this integration at work has been the gathering of resources to assist UC claimants with issues related to their claims that often uncovered basic needs and other barriers. While PA CareerLink® Montgomery County receive calls and walk-in requests for

assistance, the requests are documented for follow up across partners. During this process, individuals have been referred for a multitude of COVID-19 specific and other resources within Montgomery County.

The Welcome Aboard orientation is an example of cross-collaboration and partner integration – providing a thorough overview of all services. Welcome Aboard is delivered as a slide presentation (in person and now also virtually) by PA CareerLink® Montgomery County staff onsite and at partners' locations throughout Montgomery County. Information is presented on self-service use of PA CareerLink® Online tools (although a more in-depth workshop is also offered), assessment, resource center availability, career coaching and case management, workshops, ongoing in-house classes, job clubs, upcoming events, training opportunities and partner offerings.

Upon completion of Welcome Aboard, customers complete an assessment of workforce needs, goals and any possible barriers followed by a career consultation to determine next steps of participation. Individualized plans are submitted through the state system of record with referrals included for additional services, workshops, or to partner agencies.

MontcoWorks has developed the framework to facilitate CWDS referrals by inputting all agency contacts. MontcoWorks has also developed training to maximize use of CWDS for this purpose. While referrals occur organically through the strong partnership, a formal and documentable system has been sought for several years. Through ongoing monthly partner meetings, the system to refer through CWDS, including common intake, is expected to be fully implemented in 2021.

#### 4.12 Coordination of WIOA Title I Workforce Development Activities with Adult Education Literacy Activities under WIOA Title II

**Prompt:** *How will the local board coordinate WIOA Title I workforce investment activities with adult education literacy activities under WIOA Title II?*  
[20 CFR § 679.560(b)(12)]

With guidance from the Pennsylvania Department of Education, MontcoWorks participated in the statewide procurement of Montgomery County Title II providers by providing feedback on proposals. Three entities were selected through the process to serve as Title II providers beginning PY 18. While one of the three providers was unable to serve as a provider for the greater Norristown area, Keystone Opportunity Center and YWCA Tri-County quickly stepped in to provide in-depth Title II services in this critical area. MontcoWorks commits to continued partnership with the Pennsylvania Department of Education by providing feedback on implementation of Title II programming in Montgomery County. When appropriate, this feedback will be submitted through partnership with Montgomery County Title II providers.

Montgomery County Title II providers received a working draft of the WIOA Local Plan in advance of public comment to provide relevant content and overall feedback. They participate in all scheduled Partner Meetings with the goal of integrating service delivery to participants. A representative from one of Montgomery County's Title II providers serves on the workforce

development board, chairs the Training and Performance Subcommittee, and maintains a depth of knowledge related to training and service opportunities at PA CareerLink® Montgomery County.

The Title I Outreach Coordinator and Priority of Service Career Coach assist with identifying participants needs (in-person or virtually), and directs participants to the proper services (in-person or virtual). These can include adult education or basic education services to remediate deficiencies that prevent career advancement. Referrals are also received from our partnering agencies through a written referral form.

Concurrently, Title II providers facilitate a pathway for program participants to maximize service available through PA CareerLink® Montgomery County. Both Title II providers incorporate the use of <https://www.careeronestop.org/> encouraging participants to build a career profile while exploring certifications and career pathways to higher levels of employment and salaries. Participants are provided with an overview of the Keytrain/WorkKeys test and eligibility requirements for WIOA training funds. Prior to the COVID-19 Pandemic, Welcome Aboard Road Shows were held at both locations.

Activities are coordinated through reciprocal referrals. Title I and Title II work closely together, reviewing customer needs and courses of action. Based on individual customer plans activities can occur simultaneously or concurrently.

#### 4.13 Services, Activities and Program Resources Provided to Participants, Including Those Outlined in WIOA Sec. 3(24), *Individuals with a Barrier to Employment*

**Prompt:** *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?*

*Since mid-March 2020 and until it is safe to conduct services in-person, the majority of PA CareerLink® Montgomery County services are offered virtually, on-line, and by phone. Limited appointments are available for those who necessitate in-person service delivery.*

Welcome Aboard sessions provide an orientation that covers all of the services available through PA CareerLink® Montgomery County. This is the first step for all customers who are seeking services. A Title I staff person will conduct an initial assessment to review each person's individual situation, and how services available through PA CareerLink® could help. If the person is interested in taking the next step, their information is gathered to schedule an appointment with a Career Coach.

The targeted population includes Montgomery County residents who meet at least one of the barriers or criteria used to establish priority of service. Priority of service ensures that individuals in the targeted groups (public assistance recipients, other low-income individuals, individuals who are basic skills deficient and underemployed who are also low-income) are given priority over other individuals for receipt of individualized career services and training services funded by the WIOA Title I programs. Veterans within these groups receive priority

over non-veterans. Adult priority is determined for the targeted groups during eligibility and enrollment.

As part of the eligibility process, assessments and in-depth interviews will establish the service needs of job seekers, quantifying those that meet priority of services. The MontcoWorks Supportive Services Coordinator will work with the service provider to facilitate all necessary accommodations and resources to ensure success.

In addition to the Office of Vocational Rehabilitation, the Montgomery County Workforce Development Board has established partnerships and networks with organizations that provide services to individuals with disabilities to ensure that resources are available that will promote successful program completion leading to employment. Individuals with disabilities are encouraged to use the Montgomery County workforce system's full menu of services and will be guided through the process by direct service staff.

One example is the partnership with the Montgomery County Department of Behavioral Health's employment support programs. Each of the five counselling centers throughout Montgomery County have an employment and job search support component that combines case management with career readiness, offering additional support for job seekers with a behavioral health diagnosis. Additionally, the Partnership on Work Enrichment and Readiness (Power) Program, offered by the Montgomery County Community College through a partnership with Montgomery County's Department of Behavioral Health, is open to anyone with a mental health diagnosis to assist with the post-secondary transition. The 14-week career readiness and college preparedness course includes: Career Self-Assessment, The College Experience, Effective Communication, Study Skills, Time Management, Computer Skills, and Balancing School, Work & Life.

With the Office of Vocational Rehabilitation (OVR) as a partner, the board is able to maximize OVR's expertise and knowledge to provide input pertaining to ongoing staff development and adaptive equipment. In addition, a sharing of complementary resources per customer will provide an opportunity to customize employment plans to lead to gainful employment.

WIOA Title IV eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities.

#### 4.14 Services, Activities and Program Resources Provided to Businesses and Employers

**Prompt:** *What services, activities and program resources will be provided to businesses and employers in the local area?*  
[20 CFR § 679.560(b)(3)]

The Business Services Team based at the PA CareerLink® Montgomery County office provides multi-agency coordinated services to employers in the county including:

- Job matching and screening of applicants
- Assessment of skills, interests and aptitudes of applicants
- Applicant recruitment
- Assistance with Unemployment Compensation Cost Containment and connection to Shared Work
- Connection to federal bonding and Work Opportunity Tax Credit programming
- Apprenticeship development
- Development of Customized Job Training and On-the-Job Training applications
- Incumbent Worker Training
- Labor market information
- Coordination with other workforce development resources
- NAFTA/Trade Act applications
- Wage and salary information
- Rapid Response Initiatives
- Recruitment Events and Job Fairs
- Connection to resources / information sessions on topics ranging from legal matters to apprenticeship

MontcoWorks also engages employers through ongoing partnerships developed by networking through board membership, the Montgomery County Commerce Department, Southeast Pennsylvania PREP region, including Engage! interactions, chambers of commerce and other organizations representing businesses and business-education partnerships. Through these relationships, connections can be made quickly between economic and workforce needs.

With an aging workforce, talent pipeline development is a priority for many Montgomery County employers. MontcoWorks and MontcoWorks\*NOW facilitate partnerships through multiple avenues:

- Develop work-based learning options and experiences for teachers and youth.
- Determine where there are gaps in providing career-related opportunities for students with diverse needs and backgrounds.
- Provide coordination for linking students and teachers with business/industry along with a central point of contact for schools, businesses, and the community.
- Facilitate special projects such as Teacher in the Workplace to provide educators with a richer understanding of employer needs.
- Organize industry-specific career fairs such as ManuFest & More to promote in-demand careers through hands-on exhibits. With the onset of the COVID-19 pandemic, plans are underway to facilitate these career fairs virtually.
- Arrange industry tours and other career-specific field trips.
- Develop internship and mentorship programming.

OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include reasonable accommodation consultation, initial

probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability.

#### 4.15 Coordination of Activities with the Provision of Transportation and other Appropriate Supportive Services

**Prompt:** *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?*  
[20 CFR § 679.560(b)(10)]

Part of MontcoWorks' ongoing strategic planning process involves an analysis of individuals with barriers to obtaining and maintaining employment and what supportive services are needed to assist job seekers with these issues. These service needs are determined through a meeting with a career coach or case manager and through the use of various assessment tools. Several supportive service resources currently exist in the public and private sectors; the role of the Supportive Services Coordinator is to promote and facilitate these connections. Referrals to available resources within County departments or community agencies are made to assist job seekers with various needs including childcare, transportation, housing, clothing, health and wellness, employment accessibility, legal concerns and mental health or drug & alcohol counseling needs. Through the partnerships with Title II providers and other community-based organizations, there are opportunities for adult basic education and language services throughout the county. Additional resources are available or in development to be made available online through several Montgomery County libraries.

One example of our innovative support service is ongoing transportation assistance available through the Partnership Transportation Management Association's mobility hotline. This program provides job seekers with answers and options for transportation to work. Job seekers can call the hotline to obtain information on various transportation options to assist them with their commute to a new employer.

Another example is a partnership with the Montgomery County Department of Behavioral Health's employment support programs. Each of the five counselling centers throughout Montgomery County have an employment and job search support component that combines case management with career readiness, offering additional support for job seekers with a behavioral health diagnosis.

The Local Management Committee works collectively to develop viable solutions for job seekers with barriers. Legal Aid of Southeastern PA has been a member since 2014, and works individually to help job seekers with landlord/tenant issues, employment discrimination, and assistance with pursuing expungements.

The board has developed a transportation and gift card policy to provide for financial assistance when necessary to obtain employment. The board will also work to develop a plan to

accommodate participants in need of assistance to technology and internet services when necessary to obtain employment and/or training.

Finally, MontcoWorks collaborates with the Southeastern Pennsylvania Workforce Development Region to advocate for a transportation system in the region that ensure equitable access to employment opportunities for all job seekers in Montgomery County. As determined through the analysis of Southeastern Pennsylvania transportation data for the regional plan, most Montgomery County residents are commuting in vehicles alone to employers located throughout the region. Therefore, enhancements or expansions to public transit or access to reliable, safe, eco-friendly vehicular transportation is key to ongoing transportation planning.

## Compliance

### Section 5: Compliance and Attestations

#### 5.1 Cooperative Agreements that Define How Montgomery County Service Providers will Carry Out the Requirements for Integration of and Access to the Entire Set of Services Available in the PA CareerLink® Montgomery County Delivery System.

*[20 CFR § 679.560(b)(13)]*

The primary cooperative agreement through which mandated partners establish the coordination of access to services in the one-stop is the PA CareerLink® Montgomery County Partnership Memorandum of Understanding. All mandated partners contribute to a service delivery system that meets the needs of all customers within the parameters of the WIOA legislation. Although also a mandated signatory of the MOU, OVR is an effective and trusted partner, bringing a depth of knowledge to the partnership.

MontcoWorks and PA CareerLink® Montgomery County rely on OVR's expertise and knowledge to assist the PA CareerLink® Montgomery County staff in pertinent staff development, use of TTY adaptive equipment and software training, sign interpretation, development of an enhancement plan and job development practices. PA CareerLink® Montgomery County and OVR use a reciprocal referral approach to ensure that persons with disabilities receive necessary services.

#### 5.2 Process Used to Ensure the Collection of the Debts of Lower-Tier Sub-Recipients, Because of Audits

MontcoWorks fiscal staff reviews all costs before issuing payments requested from sub-recipient. In the event a disallowed cost is discovered, contact is made with the sub-recipient. This practice prevents the payment to a sub-recipient for disallowed costs.

In addition, MontcoWorks requires all sub-recipients, who are subject to the Single Audit provisions of the OMB Uniform Administrative requirements, to submit a copy of the audit report and corrective action plan to the Board. MontcoWorks fiscal staff reviews the audit

report and corrective action plan for any findings related to WIOA or state funds provided to the subcontractor to determine if it contains any questioned cost.

In the event a disallowed cost is discovered at audit, MontcoWorks will issue, in writing, the results of its review, requesting any possible delinquent debt and giving the audited entity 30 days from issuance of the letter to make payment or submit an appeal. If payment is not made, or an appeal is not requested, the matter will be forwarded to the Montgomery County Solicitor's Office.

### 5.3 Actions Toward Becoming a High-Performing Board

[20 CFR § 679.560(b)(17)]

While awaiting guidance detailing the actions that will be required to be considered a High-Performing Workforce Development Board, MontcoWorks operates as a high-performing board, ensuring the yearly attainment of goals, strategies and operational elements through its innovative training programs that are continually adapted to meet the needs of participants. Additionally, these innovative training programs serve individuals with barriers to employment and account for accommodations as needed. At the same time, our local Business Service Team actively engages with employers to better meet their needs.

MontcoWorks diligently strives to uphold its accountability to the workforce area stakeholders, and ensure that its fiduciary and administrative functions are performed in a professional manner in accordance with its mission and that of the PA State Workforce Development Board. The local board has implemented rigid internal controls and procurement policies to maintain their fiscal integrity. All sub-recipients are monitored on an ongoing basis according to an established *Risk Assessment Policy* to ensure that all requirements are met.

An example of the board's capability to develop and implement processes to maximize program outcomes within specific programmatic requirements is administration of the National Dislocated Worker Economic Transition Grant. The team, including board and Title I staff, were able to quickly develop a plan for recruitment, policy revision, processing of extensive supportive services and extended support for longer-term program completion, even at the onset of the COVID-19 pandemic that halted many in-person programs.

### 5.4 Opportunity for Input into the Development of the Local Area Plan

[20 CFR § 679.560(b)(19)]

Based on areas of expertise, MontcoWorks staff received Local Plan Prompts to facilitate input from partners, board members and other stakeholders as appropriate. Staff facilitated collaborative interaction through virtual MontcoWorks committee meetings to gain insight and content development for relevant plan prompts. The content was shared via email for comment and tracked recommended changes. This ensured that all board members, committee members, mandated partners and non-mandated partners had initial input in plan content, thusly inviting content development from representatives of business, education,

labor organizations, public agencies, and community stakeholders. The compiled response was presented to board members and partners for final feedback incorporation before posting the plan for 30-day public comment beginning on February 24, 2021.

### 5.5 30-Day Public Comment Period Prior to Plan Submission

[20 CFR § 679.560(b)(19)]

Thirty-Day public comment period began on February 24, 2021. Comment can be sent to Jennifer Butler at [jbutler@montcopa.org](mailto:jbutler@montcopa.org). A public meeting and information session was held on Tuesday March 16<sup>th</sup> at 9AM over Zoom and included an overview of both the local and regional plans, allowing time for feedback. The public comment period ended on March 36 26, 2021. While the board met on March 17, 2021 to approve plan submission with incorporation of public comment received to date as well as any additional public comment within the remainder of the public comment period, no additional public comment was received. For clarification, the resolution text is provided below:

**Whereas**, the Pennsylvania Department of Labor and Industry has issued the policy entitled *Workforce System Policy: Program Years 2021 – 2024 WIOA Regional and Local Area Plans, directing local areas in the development of four-year regional and local area plans;*

**Whereas**, the 21-24 Montgomery County Local Area Plan was developed with input from board members, partners and staff while the 21-24 Southeast Pennsylvania Regional Plan was developed in collaboration with the Berks, Bucks, Chester, Delaware and Philadelphia workforce development boards;

**Whereas**, both the 21-24 Montgomery County Local Area Plan and the 21-24 Southeast Pennsylvania Regional Plan were posted for thirty-day public comment per Workforce System Policy on February 24, 2021;

**Whereas**, any public comment received will be acknowledged with actions taken detailed within each respective plan prior to submission to the Pennsylvania Department of Labor and Industry;

**Whereas**, upon receipt and review, the Pennsylvania Department of Labor and Industry may request revisions be made to both plans based on statewide partner feedback;

**Therefore**, be it resolved that MontcoWorks, the Montgomery County Workforce Development Board, hereby supports submission of the 21-24 Southeast Pennsylvania Regional Plan and approves preliminary submission of the 21-24 Montgomery County Local Area Plan to the Pennsylvania Department of Labor and Industry for review, incorporation of requested revisions, and final submission and publication.

During the public comment period, feedback was received by the Pennsylvania Office of Equal Opportunity related to the individual named as the LWDA Equal Opportunity Officer. As a result of this feedback, the title and name of the individual serving as EO Officer was changed on pages 37 and 57.

For received public comments and responses regarding the regional plan, refer to the Fiscal Years 2021-2024 WIOA Regional Plan – Southeast PA Attachment 1 – Regional Plan Public Comment.

Attestations

**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 Montgomery 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:**

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

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

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

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

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

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

X Local area MOU.

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

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

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

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

## Attachment 1: WIOA Title I Programs Performance Accountability Table

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.

<b>LWDA Name: Montgomery</b>		
<b>WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures</b>	<b>LWDA's WIOA Title I Programs Negotiated Performance Goals - *Program Year: 2020</b>	<b>LWDA's WIOA Title I Programs Attained Performance Results - *Program Year: 2020 Q1</b>
<b>Employment (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	<b>73.0%</b>	<b>25.0%</b>
Dislocated Worker	<b>83.0%</b>	<b>77.4%</b>
Youth	<b>72.0%</b>	<b>58.3%</b>
<b>Employment (Fourth Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	<b>72.0%</b>	<b>77.8%</b>
Dislocated Worker	<b>81.0%</b>	<b>81.0%</b>
Youth	<b>70.0%</b>	<b>85.7%</b>
<b>Median Earnings (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	<b>\$6,050</b>	<b>\$5,315</b>
Dislocated Worker	<b>\$9,675</b>	<b>\$9,904</b>
Youth	<b>\$2,150</b>	<b>\$1,067</b>
<b>Credential Attainment Rate</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	<b>82.0%</b>	<b>80.0%</b>
Dislocated Worker	<b>83.0%</b>	<b>80.0%</b>
Youth	<b>50.0%</b>	<b>40.0%</b>
<b>Measurable Skill Gains</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	<b>30.0%</b>	<b>0.0%</b>
Dislocated Worker	<b>30.0%</b>	<b>1.7%</b>
Youth	<b>66.0%</b>	<b>20.8%</b>

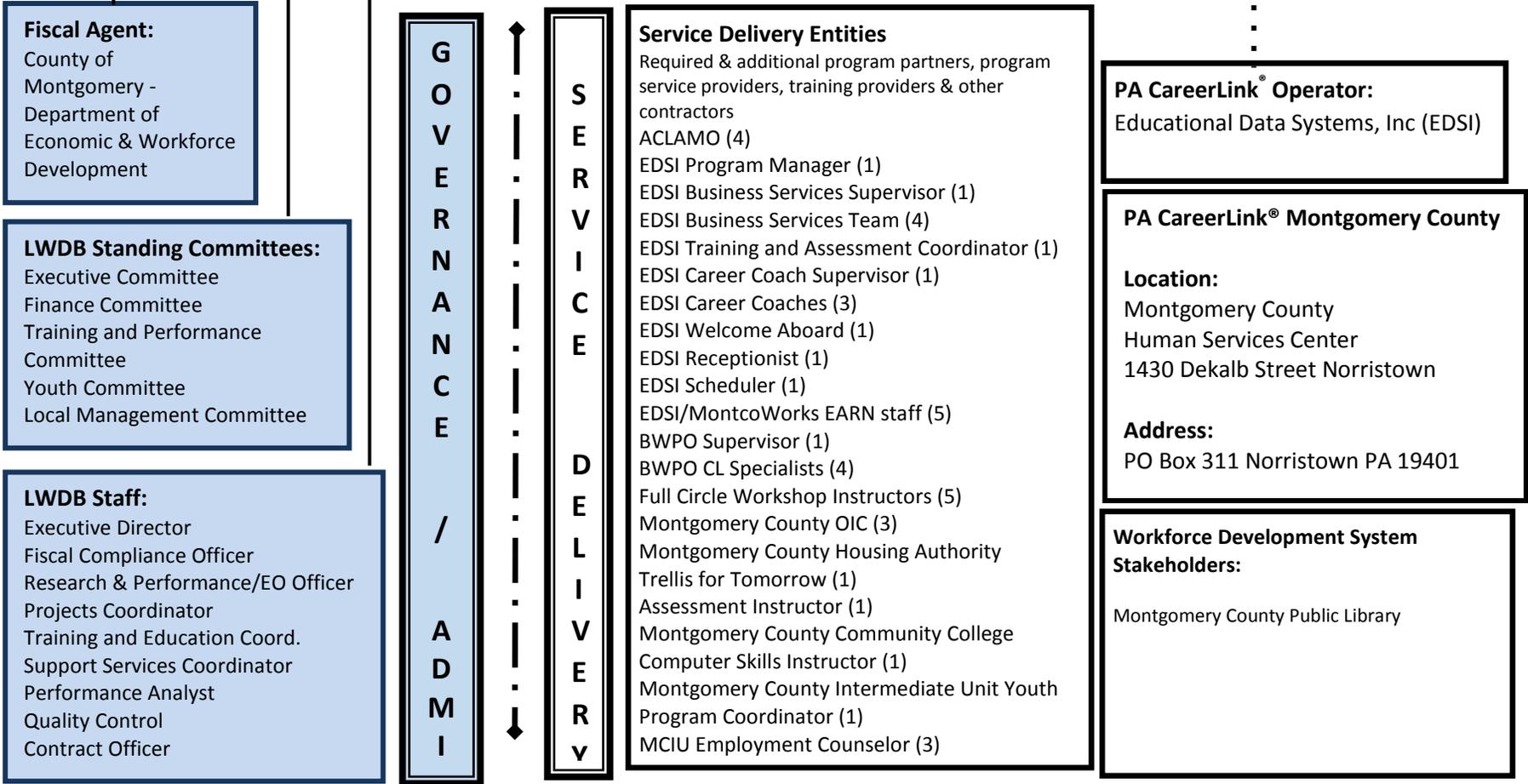
## Attachment 2: WIOA Local Workforce Development System Organizational Chart

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 area plan. A WIOA plan modification is not required when revision occurs with this document.

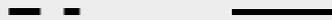
Please see the Montgomery County WIOA Local Workforce Development System Organizational Chart on the following page.

**Chief/Lead Elected Official(s):** Montgomery County Commissioners

**Local Workforce Development Board (LWDB):** MontcoWorks



**Relationship Key:** MOU/Contractual    Direct Report



### Attachment 3: Montgomery County Workforce Development Delivery System Program Partner-Provider List – Effective July 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.

Partner Program	Partner Organization	Authorization/ Category	Signatory Official	Contact Information
Unemployment Compensation Program	Office of UC Service Centers	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	William L Trusky, Jr, Deputy Secretary for UC Programs	<a href="mailto:witrusky@pa.gov">witrusky@pa.gov</a>
Native American Programs (National Program)	Council of Three Rivers American Indian Center, Inc.	WIOA Title I	Kerry Jevsevar, Program Director	610-292-3034, 800-341-3577 <a href="mailto:kjevsevar@cotraic.org">kjevsevar@cotraic.org</a>
Adult Education And Literacy Activities	Keystone Opportunity Center	WIOA Title II	Susan Clauser	<a href="mailto:sclauser@keystoneopp.org">sclauser@keystoneopp.org</a> 215-723-5430 x115
Adult Education And Literacy Activities	YWCA Tri-County Area	WIOA Title II	Veronica Barna	<a href="mailto:vbarna@ywcatricountyarea.org">vbarna@ywcatricountyarea.org</a> 610-323-1888 x218
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.)	PA Department of Labor & Industry, Bureau of Workforce Programs and Operations (BWPO)	WIOA Title III	Marybeth Ferguson, Assistant Regional Director – SE	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>
Programs authorized under Title IV of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741)	Office of Vocational Rehabilitation	WIOA Title IV	Stephanie Perry District Administrator	484-250-4340 x110, <a href="mailto:stperry@pa.gov">stperry@pa.gov</a>
Title I Service Provider	Education Data Systems	Title I	Andre Hardy	<a href="mailto:AHardy@edsolutions.com">AHardy@edsolutions.com</a>
Title I Youth Service Provider	Montgomery County Intermediate	Title I	Kendall Glouner	<a href="mailto:kglouner@mciu.org">kglouner@mciu.org</a>

	Unit			
Activities authorized under Title V of the Older Americans Act of 1965	PA Department of Aging	Title V	Diane Bullard, Project Director	<a href="mailto:dbullard@aarp.org">dbullard@aarp.org</a> , Office: 610-865-3002,
Career and technical education programs at the postsecondary level	PA Department of Education	Carl D. Perkins Career and Technical Education Act of 2006	Madeline Seltzer Retention Coordinator	<a href="mailto:mseltzer@manor.edu">mseltzer@manor.edu</a> 215-885-2360 X250
Trade	PA Department of Labor & Industry, Bureau of Workforce Programs and Operations (BWPO)	Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Marybeth Ferguson, Assistant Regional Director – SE	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>
Employment and training activities	Montgomery County Community Action Development Commission (CADCOM)	Community Services Block Grant Act (42 U.S.C. 9901 et seq.)	Rick Beaton Executive Director	<a href="mailto:rbeaton@cadcom.org">rbeaton@cadcom.org</a> 610-277-6363
Temporary Assistance For Needy Families (TANF) Program	Temporary Assistance For Needy Families (TANF) Program	Programs authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.)	MaryBeth Snyder Director MCAO	<a href="mailto:marysnyder@pa.gov">marysnyder@pa.gov</a>
JVSG - Veterans Job Counseling, Training And Placement Programs	Jobs for Veterans	Chapter 41 Of Title 38 U.S.C.	Marybeth Ferguson, Assistant Regional Director – SE	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>
Rapid Response	Rapid Response	Programs authorized under State Department of Labor and Industry	Marybeth Ferguson, Assistant Regional Director – SE	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>
Foreign Labor Certification (FLC)	(FLC) - Migrant And Seasonal Farmworkers	Programs authorized under State Department of Labor and Industry	Nita D'Agostino	<a href="mailto:ndagostino@pathstone.org">ndagostino@pathstone.org</a>
Housing	Montgomery County Housing Authority	Housing and Urban Development Section 3	Joel Johnson	<a href="mailto:jjohnson@montcoha.org">jjohnson@montcoha.org</a>
Pennsylvania Public Libraries	Montgomery County Norristown Public Library	PA Department of Education, Office of Commonwealth Libraries, Bureau of Library Development	Kathleen Arnold-Yeager Executive Director	610-278-5100

## 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.”

Template:

**LWDA Name: Montgomery County Workforce Development Area**

**All data is cited in the local plan narrative**

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## MONTGOMERY COUNTY

PENNSYLVANIA

ADMINISTRATION DEPARTMENTS DOING BUSINESS PARKS, TRAILS, & HISTORIC SITES STAY INFORMED

### 2021-2024 WIOA LOCAL PLAN AND SOUTHEAST PENNSYLVANIA REGIONAL PLAN

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and workforce regions to develop and publish a strategic plan every four years that details workforce service delivery and compliance. The Montgomery County Workforce Development Board, MontcoWorks, is proud to post the Fiscal Years 2021-2024 WIOA Local Plan along with the Southeast Pennsylvania Regional Plan for 30-day public comment beginning on **February 24, 2021**.

The plans will be available through following links beginning on 2/24/21:

Montgomery County Local Plan

- o <https://www.chesco.org/DocumentCenter/View/62071/Montgomery-County-Local-Plan>

Southeast Pennsylvania Regional Plan

- o <https://www.chesco.org/DocumentCenter/View/62073/SE-PA-Regional-WIOA-Plan>

A public meeting will be held on Tuesday March 16, 2021 at 9 a.m. via Zoom.

Please email Jennifer Butler, Executive Director, MontcoWorks, to submit public comment or to request the link for the public meeting.

PHILADELPHIA GROUP

**AFFIDAVIT OF PUBLICATION**  
307 Derstine Avenue • Lansdale, PA 19446

**MONTCOWORKS**  
1430 DEKALB ST. 5TH FLR

**PO BOX 311**

**NORRISTOWN, PA 19404**  
Attention:

**STATE OF PENNSYLVANIA,  
COUNTY OF MONTGOMERY**

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

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and workforce regions to develop and publish a strategic plan every four years that details workforce service delivery and compliance. The Montgomery County Workforce Development Board - MontcoWorks - is proud to post the Fiscal Years 2021-2024 WIOA Local Plan along with the Southeast Pennsylvania Regional Plan for 30-day public comment beginning on February 24, 2021.

The plans will be available through following links on 2/24/21:

- Montgomery County  
o <https://www.chesco.org/DocumentCenter/View/62071/Montgomery-County-Local-Plan>
- Regional Plan  
o <https://www.chesco.org/DocumentCenter/View/62073/SE-PA-Regional-WIOA-Plan>

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**MONTCOWORKS**

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Sworn to the subscribed before me this 2/23/21.

Maureen Schmid

**Notary Public, State of Pennsylvania  
Acting In County of Montgomery**

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