

WIOA Multi-Year Local Plan (PY 2021-2024)

SOUTH CENTRAL WORKFORCE DEVELOPMENT BOARD

Open for public comment February 23, 2021 – March 24, 2021

SCPa Works is pleased to present our **WIOA Local Plan for PY 2021-2024**. This strategic plan will drive our programs, services and investments in regional solutions for workforce development to align with industry demand, economic development trends and educational needs for our region.

The local area plan serves as a multi-year action plan to develop, align, and integrate service delivery strategies to support the commonwealth's vision, strategic and operational goals within local workforce development areas; as well as the regional goals and strategies.

SCPa Works' plan incorporates the input and perspectives of employers, economic development, community-based organizations and non-profits, labor and labor management groups and government agencies – it is meant to represent the diverse and dynamic needs of the region and to align these needs with the strategic service delivery strategies of the public workforce development system.

The South Central Workforce Development Board (SCPa Works) is the regional workforce development board that serves an eight-county region (Adams, Cumberland, Dauphin, Franklin, Lebanon, Juniata, Perry, York) and oversees the workforce development activities of Southcentral PA.

We recognize the timing of the release of this Local Plan coincides with many disruptions to the labor market due to the COVID-19 global pandemic. SCPa Works is committed to the strategies outlined in this plan and are also committed to revisiting, revising and reengineering the strategies in this plan as the regional economy recovers from these disruptions. To that end, we will review this document throughout the next two years to ensure that any subsequent modifications are reflective of the changing dynamics in our region's labor market as we rebuild from COVID-19.

SCPa Works deeply appreciates your interest and participation in this WIOA Local Plan – we are excited to work with you on making our region a place where the opportunity for growth and prosperity exists for all.

Jesse McCree, CEO

Local Plan Effective Date: July 1, 2021-June 30, 2025

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1. STRATEGIC PLANNING: Local Area Workforce and Economic Analysis

1.1. Identify the composition of the local area’s population and labor force. [20 CFR § 679.510(a)(3)]

The South Central Workforce Investment Board (SCPa Works) is the South Central Workforce Development Area and is comprised of the counties of Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Perry, and York in South Central Pennsylvania. This data covers the effective plan date of July 1, 2021.

The **population in the South Central PA Works was 1,430,896** per American Community Survey data for 2014-2018. The region has a **civilian labor force of 745,710** with a participation rate of **64.7%**.

The following table provides an overview of South Central PA’s population.¹

Summary ¹	Percent			Value		
	South Central PA Works	Pennsylvania	USA	South Central PA Works	Pennsylvania	USA
Demographics						
Population (ACS)	—	—	—	1,430,896	12,791,181	322,903,030
Male	49.2%	49.0%	49.2%	703,748	6,263,189	158,984,190
Female	50.8%	51.0%	50.8%	727,148	6,527,992	163,918,840
Median Age ²	—	—	—	41.0	40.7	37.9
Under 18 Years	21.9%	20.9%	22.8%	313,780	2,675,330	73,553,240
18 to 24 Years	8.6%	9.3%	9.6%	122,586	1,194,488	30,903,719
25 to 34 Years	12.4%	13.0%	13.8%	177,141	1,667,748	44,567,976
35 to 44 Years	11.9%	11.7%	12.6%	170,964	1,495,222	40,763,210
45 to 54 Years	13.8%	13.5%	13.2%	197,926	1,731,294	42,589,573
55 to 64 Years	13.9%	14.1%	12.8%	198,922	1,797,238	41,286,731
65 to 74 Years	9.9%	9.7%	8.8%	141,778	1,236,019	28,535,419
75 Years, and Over	7.5%	7.8%	6.4%	107,799	993,842	20,703,162
Race: White	86.2%	80.8%	72.7%	1,233,970	10,341,442	234,904,818

¹ Source: JobsEQ® | American Community Survey 2014-2018, unless noted otherwise

² Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

Summary¹						
	Percent			Value		
	South Central PA Works	Pennsylvania	USA	South Central PA Works	Pennsylvania	USA
Race: Black or African American	6.9%	11.1%	12.7%	99,264	1,423,319	40,916,113
Race: American Indian and Alaska Native	0.1%	0.2%	0.8%	2,103	24,847	2,699,073
Race: Asian	2.3%	3.3%	5.4%	32,451	427,892	17,574,550
Race: Native Hawaiian and Other Pacific Islander	0.0%	0.0%	0.2%	407	4,107	582,718
Race: Some Other Race	2.0%	2.0%	4.9%	29,023	258,694	15,789,961
Race: Two or More Races	2.4%	2.4%	3.2%	33,678	310,880	10,435,797
Hispanic or Latino (of any race)	7.0%	7.1%	17.8%	100,353	905,156	57,517,935
Population Growth						
Population (Pop Estimates) ³	—	—	—	1,451,591	12,801,989	328,239,523
Population Annual Average Growth	0.5%	0.1%	0.7%	6,427	13,513	2,146,799
People per Square Mile	—	—	—	317.6	286.1	92.9
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	64.7%	62.6%	63.2%	745,710	6,531,763	162,248,196
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	84.9%	82.7%	81.8%	462,440	4,044,281	104,136,254
Armed Forces Labor Force	0.1%	0.0%	0.4%	1,431	5,083	1,028,133
Veterans, Age 18-64	5.8%	4.3%	4.7%	49,821	340,814	9,398,789
Veterans Labor Force Participation Rate and Size, Age 18-64	82.4%	76.8%	76.3%	41,043	261,619	7,168,168
Median Household Income ²	—	—	—	\$62,690	\$59,445	\$60,293
Per Capita Income	—	—	—	\$31,748	\$32,889	\$32,621
Mean Commute Time (minutes)	—	—	—	25.0	26.9	26.6
Commute via Public Transportation	1.0%	5.6%	5.0%	6,719	337,633	7,602,145
Educational Attainment, Age 25-64						
No High School Diploma	8.8%	8.1%	11.2%	65,465	540,364	18,885,967

³ Census 2019, annual average growth rate since 2009

Summary¹						
	Percent			Value		
	South Central PA Works	Pennsylvania	USA	South Central PA Works	Pennsylvania	USA
High School Graduate	36.7%	32.4%	25.8%	273,684	2,169,402	43,699,272
Some College, No Degree	16.7%	16.6%	21.0%	124,053	1,113,849	35,525,113
Associate's Degree	9.7%	9.4%	9.1%	72,499	629,316	15,389,737
Bachelor's Degree	18.3%	20.8%	20.8%	136,094	1,395,023	35,261,652
Postgraduate Degree	9.8%	12.6%	12.1%	73,158	843,548	20,445,749
Housing						
Total Housing Units	—	—	—	608,855	5,673,599	136,384,292
Median House Value (of owner-occupied units) ²	—	—	—	\$177,394	\$174,100	\$204,900
Homeowner Vacancy	1.4%	1.6%	1.7%	5,668	57,564	1,304,850
Rental Vacancy	4.4%	5.8%	6.0%	7,550	96,671	2,822,053
Renter-Occupied Housing Units (% of Occupied Units)	28.9%	31.0%	36.2%	162,646	1,557,665	43,285,318
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	6.7%	11.0%	8.7%	37,499	552,690	10,424,934
Social						
Poverty Level (of all people)	10.0%	12.8%	14.1%	139,900	1,578,949	44,257,979
Households Receiving Food Stamps/SNAP	10.4%	13.2%	12.2%	58,383	663,466	14,635,287
Enrolled in Grade 12 (% of total population)	1.3%	1.3%	1.4%	18,301	161,007	4,442,295
Disconnected Youth ⁴	2.1%	2.2%	2.6%	1,515	15,031	438,452
Children in Single Parent Families (% of all children) ⁵	32.8%	34.6%	34.3%	98,153	883,096	23,973,249
Uninsured	6.7%	6.2%	9.4%	94,934	785,624	29,752,767
With a Disability, Age 18-64	10.5%	11.3%	10.3%	89,934	877,368	20,240,504
With a Disability, Age 18-64, Labor Force Participation Rate and Size	45.8%	42.1%	41.6%	41,215	368,954	8,421,018
Foreign Born	4.9%	6.8%	13.5%	69,943	865,720	43,539,499
Speak English Less Than Very Well (population 5 yrs and over)	3.4%	4.3%	8.5%	45,453	515,501	25,647,781

⁴ Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

Population

Regarding the population of South Central PA, there are a number of key characteristics and trends that are notable and relevant to the on-going growth of our region.

- The labor force participation rate is 64.7%, which is 2.1% higher than the rest of Pennsylvania. However, with the disruption to the labor market due to COVID-19, we are closely analyzing the on-going trends in labor market participation, especially with regards to those who are long-term unemployed.
- Of individuals 25 to 64 in the South Central PA, 28.1% have a bachelor’s degree or higher which compares with 32.9% in the nation.⁵
- The population in the region is projected to grow at 0.5% annually, which is slightly below the population growth of the U.S. (0.7%), but five times the rate in the rest of Pennsylvania (0.1%). This population growth will have an impact on the workforce supply/demand analysis, which will be discussed further in this plan.
 - **Households** – The number of households in the SCPa Works area increased from 548,789 in 2010 to 567,179 in 2017, resulting in an increase of 3.4%. Since 2017, the number of households in the local area has increased to 608,000, an increase of 7%. This underscores the fact that South Central PA is a region that is growing at a faster rate than the rest of the state.
- The poverty rate in South Central PA is 10%, which is 2.8% lower than the rest of Pennsylvania.

Demographics

In South Central PA, the current population estimates are as follows:

- White - 86.9%
- Black of African American – 6.9%
- American Indian and Alaska Native – 0.1%
- Asian – 2.3%
- Hispanic or Latino (of any race) – 7.0%

Race/Ethnicity	2010 (%)	2010 (%)	2010 (%)	2010	2017	2017
White	4.2%	4.9%	5.1%	25,621	248,127	5,680,702
Black or African American	11.5%	12.7%	10.8%	5,291	79,568	2,048,291
American Indian and Alaska Native	12.0%	13.4%	11.4%	130	1,525	130,438
Asian	4.7%	5.2%	4.6%	797	11,175	416,808
Native Hawaiian and Other Pacific Islander	0.0%	7.2%	7.8%	0	151	22,573
Some Other Race	10.2%	10.9%	7.2%	1,380	12,998	564,571
Two or More Races	10.3%	11.5%	8.8%	1,147	12,306	340,160
Hispanic or Latino (of any race)	9.4%	10.4%	6.9%	4,086	41,294	1,842,477

There are some very concerning factors in terms of unemployment in the region that SCPa Works is committed to incorporating in our on-going strategic planning process. Of note, the racial inequities in terms of unemployment are staggering.⁶

Black or African-American unemployment rate is nearly three times the rate of that white unemployment (4.2% vs. 11.5%). It is critical that the workforce development system recognize these inequities and build programs, services and investments that improve equity and access to all people in our region.⁷

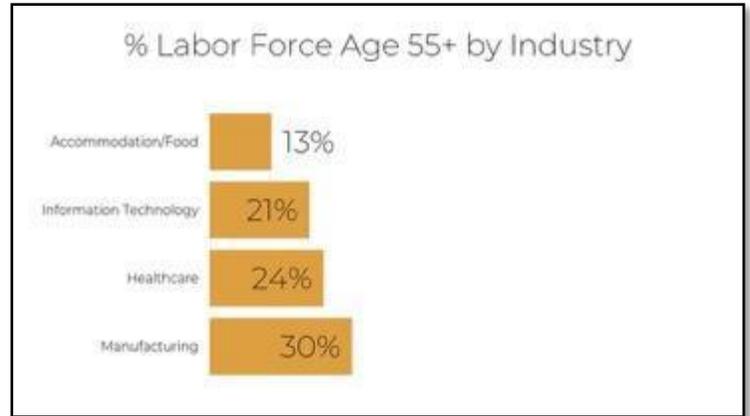
⁶ Source: JobsEQ® | American Community Survey 2014-2018.

⁷ Source: JobsEQ® | Data are for the four quarters ending 2019Q3

The median age for our region is 41.0, which is a slight decrease from the 2017 report. Overall, the age of our workforce continues to stay at about the same level, although the considerations of certain industries that are beginning to “age-out” (such as Manufacturing, with 30% of the labor force aged 55 or older⁸).

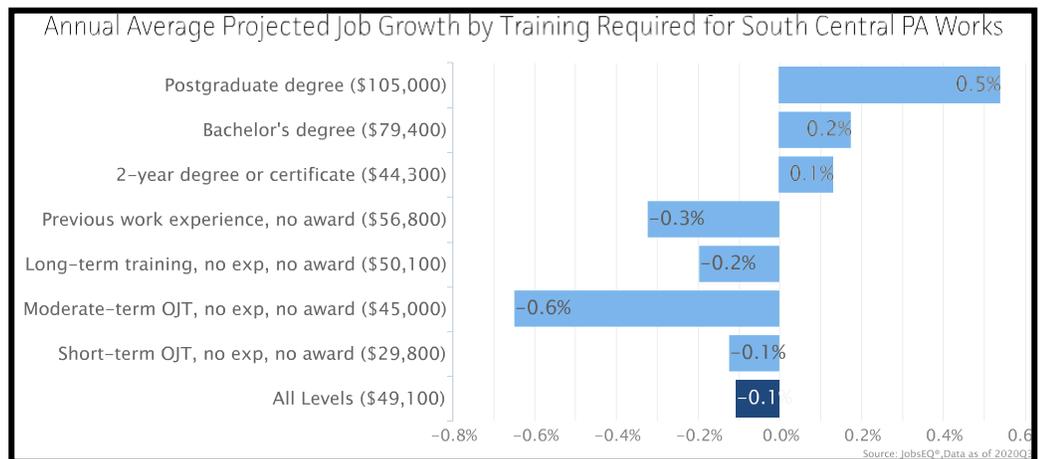
As we analyze the region’s population age with consideration to the industry, SCPa Works notes there are trends and characteristics that merit further focus from a workforce development perspective.

Manufacturing has the highest percentage of the labor force age 55+ (30%) as compared to Healthcare (24%), IT (21%) and Accommodation/Food Service (13%). Assisting the manufacturing sector with career awareness, pipeline development and recruitment strategies will be a critical part of our region’s workforce strategy as their skilled workforce ages out over the next 5-10 years.



Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in South Central PA is projected to contract 0.1% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.5% per year, those requiring a bachelor’s degree are forecast to grow 0.2% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.1% per year.⁹



⁸ Data are for the four quarters ending 2019Q3

⁹ Employment by occupation data are estimates are as of 2020Q3. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

Educational Attainment of Population (Ages 25 and older) by County - Volume¹⁰

County	Total	Less than high school graduate:	High school graduate (incl. equivalency):	Some college or associate's degree:	Bachelor's degree or higher:
Adams	72,022	8,041	28,744	19,188	16,049
Cumberland	174,663	13,382	55,840	41,545	63,896
Dauphin	191,077	19,506	63,426	49,252	58,893
Franklin	107,506	12,621	46,345	25,292	23,248
Juniata	17,294	2,888	8,439	3,467	2,500
Lebanon	95,909	12,309	42,216	21,550	19,834
Perry	32,714	4,111	15,503	7,653	5,447
York	310,366	31,421	122,789	79,011	77,145
South Central Total	1,001,551	104,279	383,302	246,958	267,012

Educational Attainment of Population (Ages 25 and older) by County - Percent¹¹

County	Less than high school graduate:	High school graduate (incl. equivalency):	Some college or associate's degree:	Bachelor's degree or higher:
Adams	11.2%	39.9%	26.6%	22.3%
Cumberland	7.7%	32.0%	23.8%	36.6%
Dauphin	10.2%	33.2%	25.8%	30.8%
Franklin	11.7%	43.1%	23.5%	21.6%
Juniata	16.7%	48.8%	20.0%	14.5%
Lebanon	12.8%	44.0%	22.5%	20.7%
Perry	12.6%	47.4%	23.4%	16.7%
York	10.1%	39.6%	25.5%	24.9%
South Central Total	10.4%	38.3%	24.7%	26.7%

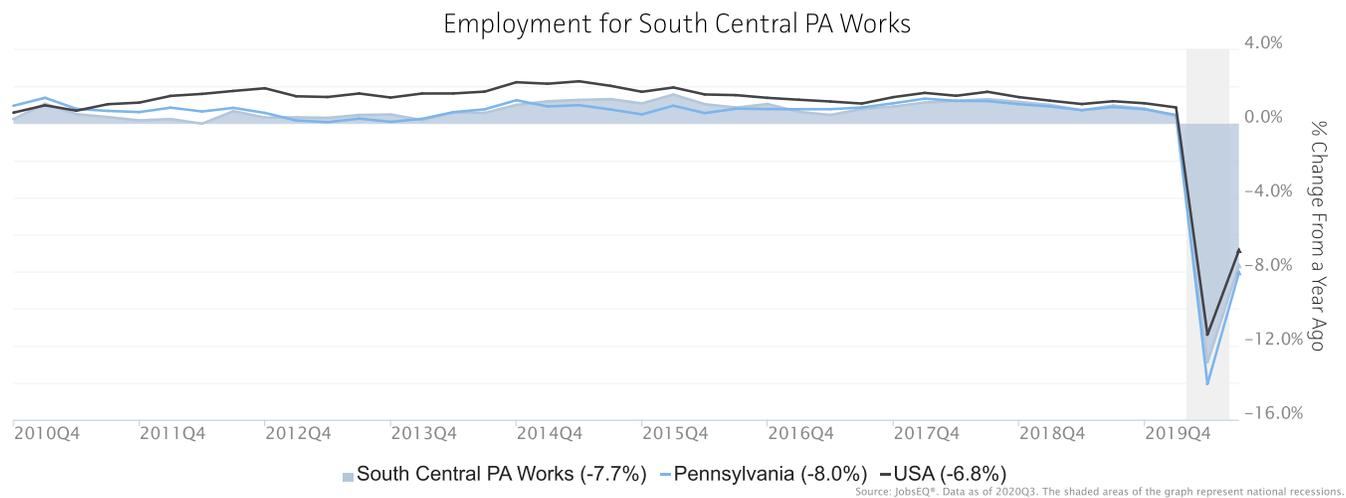
¹⁰ Source: American Community Survey, 5-Year Estimates; 2015-2019

¹¹ Source: American Community Survey, 5-Year Estimates; 2015-2019

The educational attainment across our region varies greatly (the rate of those with bachelor’s degrees or higher in Cumberland County is 2.5 times the rate in Juniata County) and speaks to the need for the workforce system to develop on-ramps and off-ramps for lifelong learning across the spectrum of educational attainment. Many jobs in manufacturing do not need a four-year degree. On-the-job training and apprenticeships may be appropriate levels of training for some of those occupations, which the largest occupational gap in our region (Registered Nurses) will often require some college/four-year degree.

Employment Trends

As of 2020Q3, total employment for the South Central PA Works was 673,155 (based on a four-quarter moving average). Over the year ending 2020Q3, employment declined 7.7% in the region.



Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

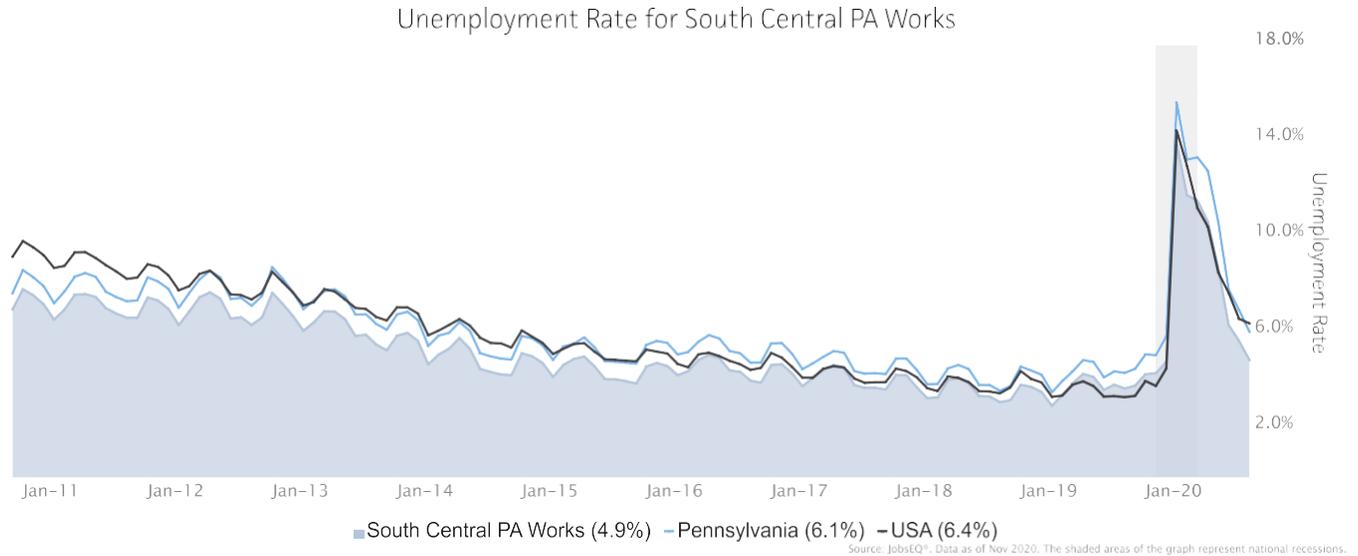
One of the most pressing challenges facing the South Central labor market is the disruption to the workforce due to COVID-19. As evidenced from the chart above, total employment is down 7.7% from the previous year (2020 Q3 vs. 2019 Q3). Based on these numbers we approximate there are somewhere between 40,000 – 50,000 people who were in the labor market last year that are not currently working.

Some of these individuals will return to the market once the pandemic impacts have subsided, but not all will. A critical component of our workforce strategy will be to:

1. Identify individuals who choose to return to the labor market;
2. Evaluate barriers to employment remaining once the pandemic disruptions have subsided;
3. Identify what sectors/industries those job seekers have been displaced from;
4. And coach individuals on alternate career pathways and educational opportunities to address skill gaps.

Unemployment Rate

The unemployment rate for South Central PA was 4.9% as of November 2020. The regional unemployment rate was lower than the national rate of 6.4%. One year earlier, in November 2019, the unemployment rate in the South Central PA Works was 3.7%.



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through November 2020.

- Since the start of 2020, 67% of those leaving the workforce are women.¹²
- Employers expect between 10%-15% of jobs to be displaced due to technology changes and automation over the next 5 years.¹³
- Our analysis shows that 6-7% of our regional workforce is currently displaced from the labor market – historically, studies have shown that long-term unemployment has serious negative consequences for future success.¹⁴

The dual impact of the pandemic recession and rapid shifts in the nature of how we work have only exacerbated these challenges. The regional labor market in South Central PA was already facing a significant shortage in workers pre-pandemic – that challenge has only worsened due to the pandemic. The primary goal for SCPa Works is to identify those most impacted by COVID, invest in targeted skills training for in-demand occupations, and connect job seekers to a broader and stronger social safety net.

¹² Center for American Progress, [“How COVID-19 Sent Women’s Workforce Progress Backward,”](#) 30 October 2020

¹³ World Economic Forum, [“Future of Jobs - 2020”](#);

¹⁴ Chmura Economics, *South Central PA Economic Impact Study: COVID-19*, 15 February 2021

Occupational Trends¹⁵

The largest major occupation group in South Central PA is Office and Administrative Support Occupations, employing 89,407 workers. Transportation and Material Moving Occupations (79,981 workers) and Sales and Related Occupations (59,513) are the next highest occupations by employment.

High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. Here are the major occupational groups with some of the largest LQs across the region:

- Transportation and Warehousing – 1.77
- Manufacturing – 1.47
- Public Administration – 1.40
- Management of Companies – 1.30

Occupation groups in South Central PA with the highest average wages per worker are:

- Management Occupations (\$109,000);
- Legal Occupations (\$86,500);
- Computer and Mathematical Occupations (\$79,800).

The unemployment rate in the region varied among the major groups from 2.4% among Healthcare Practitioners and Technical Occupations to 15.2% among Personal Care and Service Occupations.

Over the next 5 years, the fastest growing occupation group in South Central PA is expected to be Healthcare Support Occupations with a +1.7% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+2,708 jobs) and Healthcare Practitioners and Technical Occupations (+926). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Transportation and Material Moving Occupations (50,602 jobs) and Office and Administrative Support Occupations (49,482).

¹⁵ JobsEq® 2020Q3 data

Populations with Barriers

According to WIOA Section 3(24), the following can be applied to the term defined as “individuals with a barrier to employment”:

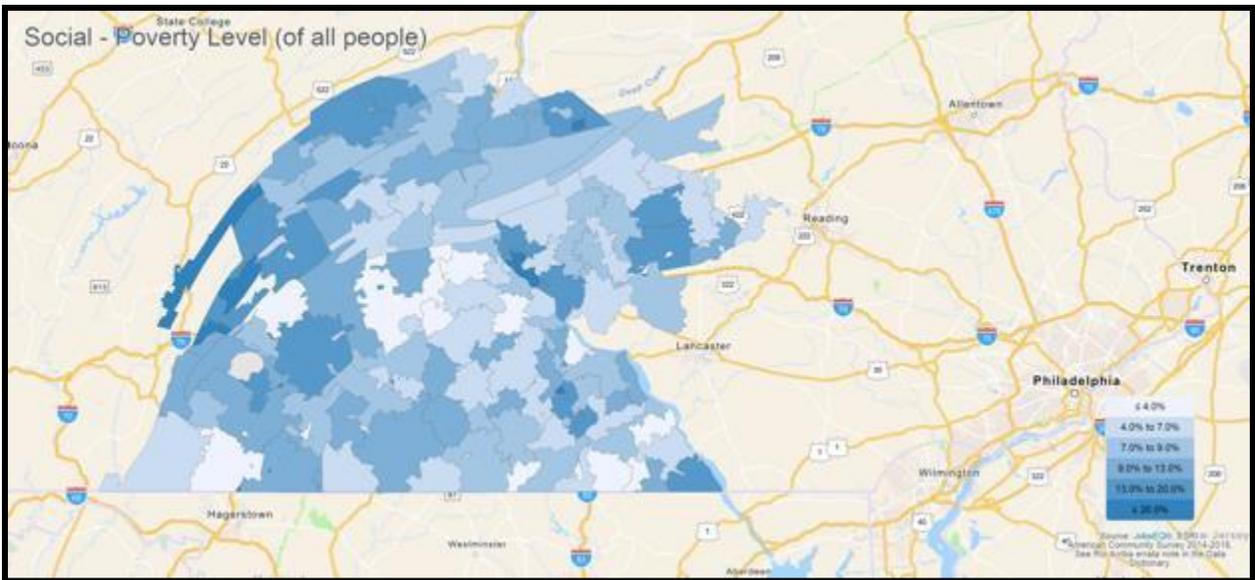
1. Displaced homemakers.
2. Low-income individuals.
3. Indians, Alaska Natives, and Native Hawaiians
4. Individuals with disabilities, including youth who are individuals with disabilities.
5. Older individuals.
6. Ex-offenders.
7. Homeless individuals
8. Youth who are in or have aged out of the foster care system.
9. English language learners
10. Eligible migrant and seasonal farmworkers
11. Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act
12. Single parents (including single pregnant women).
13. Long-term unemployed

As noted above, the primary goal for SCPa Works is to identify those most impacted by COVID, invest in targeted skills training for in-demand occupations, and connect job seekers to a broader and stronger social safety net. As is the case with many of these populations with barriers to employment, there are a number of key factors that provide challenges to serving these groups:

- In some instances, such as Opportunity Youth, finding them and recruiting them to be a part of workforce programming remains a challenge;
- Recidivism rates for justice-involved youth and adults has as much to do with trauma-informed care and holistic supportive services (such as cognitive-behavioral therapy) as it does with employment and training;
- COVID-19 will, unfortunately, add many into the category of long-term unemployed;
- Older workers have additional challenges if they have been displaced due to ageism and age-bias, as well as the monumental task of learning new skills and technologies in a fast-changing world.

Low-income individuals

The poverty rate in South Central PA is 10%, which is 2.8% lower than the rest of Pennsylvania. However, the discrepancy between zip codes and poverty rate is an important consideration when the public workforce system is considering where and how to align programs, services, investments and affirmative outreach.



There is significant rural and urban poverty across the eight-county region. The poverty rate in parts of Harrisburg City is between 30-33%, while western Juniata County's rate is nearly 22%. The challenges of delivering workforce services across a diverse and varied region in an equitable manner is a key priority in this plan, especially when considering the impact of COVID-19 on different populations.

When we consider the recent research from the United Way of Pennsylvania on the ALICE population (**A**sset **L**imited, **I**ncome-**C**onstrained, **E**mloyed)¹⁶, there is a tremendous amount of concern about the trends of the working poor. While some of the ALICE population would earn slightly more than would make them eligible for WIOA, many are still not able to sustain their family. According to UWP's research, 7% in Cumberland County live below the poverty line, while 26% are considered ALICE. It is imperative that SCPa Works and the public workforce system identify ways to invest in, evaluate and advance workforce development programs that not only serve those in poverty, but also creative and innovative ways to scale investments in the working poor.

¹⁶ See United Way of Pennsylvania's recent [ALICE report](#), *ALICE in PA: A Financial Hardship Study*

Individuals with disabilities

In the South Central Workforce Development Area, 10.5% of the population has a disability (approximately 90,000). The labor force participation rate for those between 18-64 with a disability is 45.8%, which is higher than the rest of the state average of 42.1%. It is imperative that the public workforce development system align programs, education and training for those with disabilities, especially in partnership with the PA Department of Labor & Industry Office of Vocational Rehabilitation (OVR).

According to the PA Department of Education, the following Intermediary Units in the region had the following students ages 14-21 with a disability:¹⁷

- IU#11: 2,681 (17.7%)
- IU#12: 14,013 (15.2%)
- IU#15: 16,747 (17.0%)

Older workers

As noted earlier, the median age in South Central PA is 41.0, although there are certain industries that have a higher average age than others.

Manufacturing has the highest percentage of the labor force age 55+ (30%) as compared to Healthcare (24%), IT (21%) and Accommodation/Food Service (13%). Assisting the manufacturing sector with career awareness, pipeline development and recruitment strategies will be a critical part of our region's workforce strategy as their skilled workforce ages out over the next 5-10 years.

Ex-offenders and re-entrants

Each year, according to the PA Department of Corrections, nearly 30,000 people return to the South Central region after being in a county jail and almost 3,000 after being in a state correctional facility.¹⁸ The number of individuals in our region who were formerly incarcerated is growing – the challenge is not only helping these individuals obtain employment, but also the training, education and supportive services to reduce recidivism rates and promote long-term economic success.

Regarding justice-involved youth, there were 3,118 delinquency dispositions in the region in 2019.¹⁹

¹⁷ PA Department of Education, Special Education Bureau; [“Enrollment by LEA”](#)

¹⁸ PA Criminal Justice Advisory Boards Data Dashboards; PA Department of Corrections Calendar Year Releases 2018-2019

¹⁹ 2019 Juvenile Court Annual Report

Homeless individuals

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. U.S. Department of Housing and Urban Development (HUD) requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2019, there were 739 individuals counted in Harrisburg and York Continuums of Care.²⁰

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

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

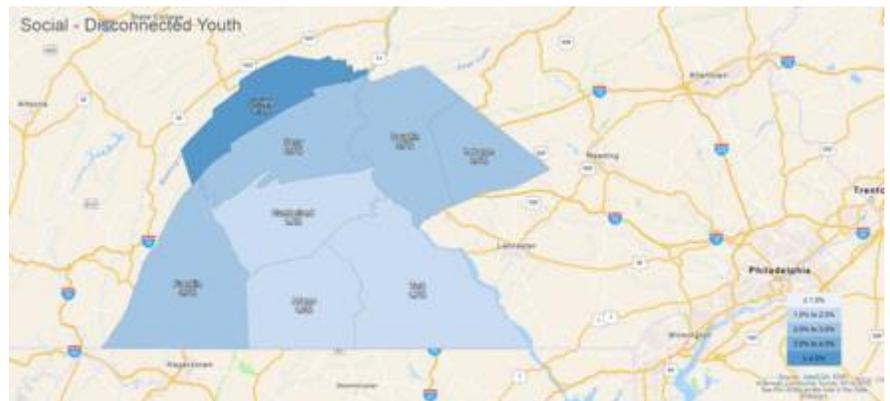
In 2016, there were 2,524 youth in the SCPa Works area who met the McKinney-Vento definition of homeless.

Youth who are in or have aged out of the foster system

Regarding youth that have aged out of the foster system, PA Partnerships for Children estimate that in 2019, nearly 1,000 children left the foster care system in our region, and 8% were due to aging out of the system.

Disconnected youth are a key focus area for the Workforce Innovation and Opportunity Act (WIOA). Across the region, statistics estimate between 1,500

– 2,000 young adults are disconnected from the labor force and education in our region.²¹



²⁰ HUD Exchange, "[CoC Homeless Populations and Subpopulations Reports](#)"

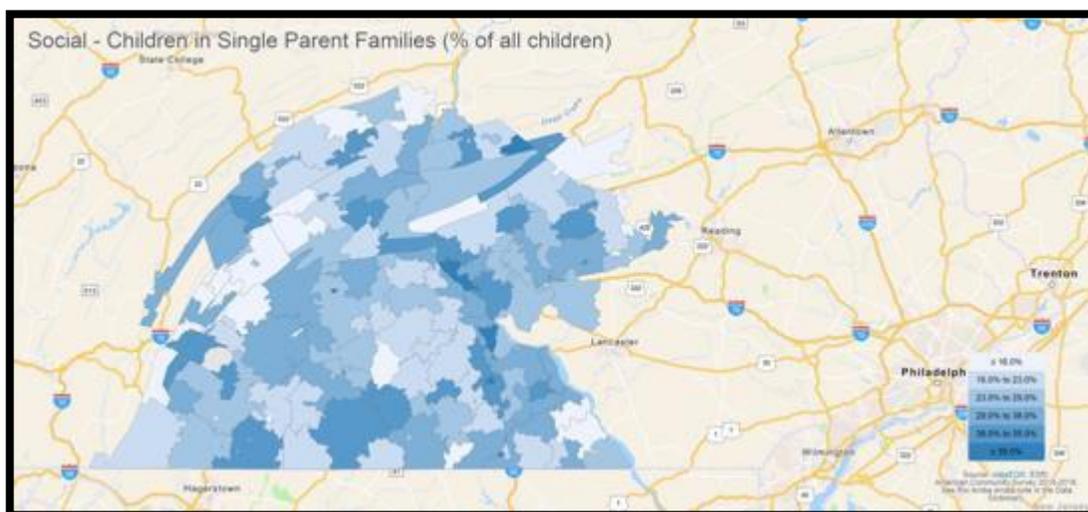
²¹ JobsEQ®, American Community Survey

English Language Learners

Three and four tenths percent (3.4%) of the population in South Central PA “Speak English Less Than Very Well (5 Years and older)”, representing about 45,000 individuals across the region. Serving this population well requires close collaboration with adult learning institutions and literacy councils. In many cases, these English Language Learners (ELL) have degrees, credentials and certifications in native countries that are not easily transferable to the United States. Thus, this group is a critical population for the workforce board to serve.

Single parents

Currently, 32.8% of all children live in a single-parent household. As with many of these population factors, there is a wide-range of discrepancy for these statistics based on zip code. Single-parents are also more likely to be living in poverty.



Teen pregnancy and childbearing can have short- and long-term negative economic and social consequences for teen parents, their children, and their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents.²²

- By age 22, only around 50 percent of teen mothers have received a high school diploma and only 30 percent have earned a General Education Development (GED) certificate, whereas 90 percent of women who did not give birth during adolescence receive a high school diploma.²³
- Only about 10 percent of teen mothers complete a two- or four-year college program.²⁴
- Teen fathers have a 25 to 30 percent lower probability of graduating from high school than teenage boys who are not fathers.²⁵

PA Department of Health county profiles outlines the number of teen births per thousand in each of the counties in the South Central region, ranging from 6.2/1000 in Adams to 23.7/1000 in Dauphin.²⁶

²² Youth.gov

²³ Centers for Disease Control and Prevention (CDC), 2011; Hoffman & Maynard, 2008

²⁴ Hoffman & Maynard, 2008

²⁵ Covington, Peters, Sabia, & Price, 2011; Fletcher & Wolfe, 2012

²⁶ [PA Department of Health County Profiles](#)

Long-term unemployed

The statistics on the long-term unemployed will be critical to watch and analyze during the time frame of this local plan. Due to COVID-19, most of the long-term unemployed have not yet been captured by the unemployment data through 2020Q3 – however, this is a core component of our strategic service delivery strategy throughout the next program year or two. Once federal and state unemployment benefits begin to taper off, the region will likely get a better sense of how many people have not re-entered the workforce. Studies have found that workers who have been unemployed because of job displacement often experience persistent subsequent earnings losses, earnings volatility, and later periods of job loss.²⁷ When a household member is unemployed, household finances suffer: savings are often depleted, debt increases, and households may have trouble paying their rent or mortgage. There is also strong evidence that long-term unemployment affects mental and physical health in addition to economic mobility. Considering the importance of this issue, more will be discussed in the local plan regarding outreach to the Unemployment Compensation exhaustees (UCX) in our region. (Also see Section 4.4 for more on affirmative outreach.)

²⁷ [“An analysis of long-term unemployment.”](#) *Monthly Labor Review*, BLS, July 2016

1.2. How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region and local area? [20 CFR 679.560(a)(2)]

As a core component of our workforce development programs, services and initiatives, South Central PA Works analyzes our region’s labor force with regards to skills gaps. Skills gap data provides an overview of the supply and demand of certain skills and knowledge that outlines a region’s ability to meet employer demands for these skills in the labor force. This data allows workforce development boards, training providers, educators and other agencies/organizations to invest in the programs that help meet the need of the largest or most critical skills gaps. This data is one of the most important evaluations as to the efficacy of our investments and programs.

South Central PA Works utilizes a number of different data points to validate skills gaps in the region.

1. Long-term industry projects and occupational projections from the PA Department of Labor & Industry’s Center for Workforce Information and Analysis (CWIA)
2. Labor market analytics and projections from Chmura Economics’ JobsEQ® application
3. Validation of these data by employers and business leaders through business surveys (Engage! program), NextGen sector partnerships, and economic development agencies

Long-Term Industry Projections for South Central WDA (2018-28)²⁸

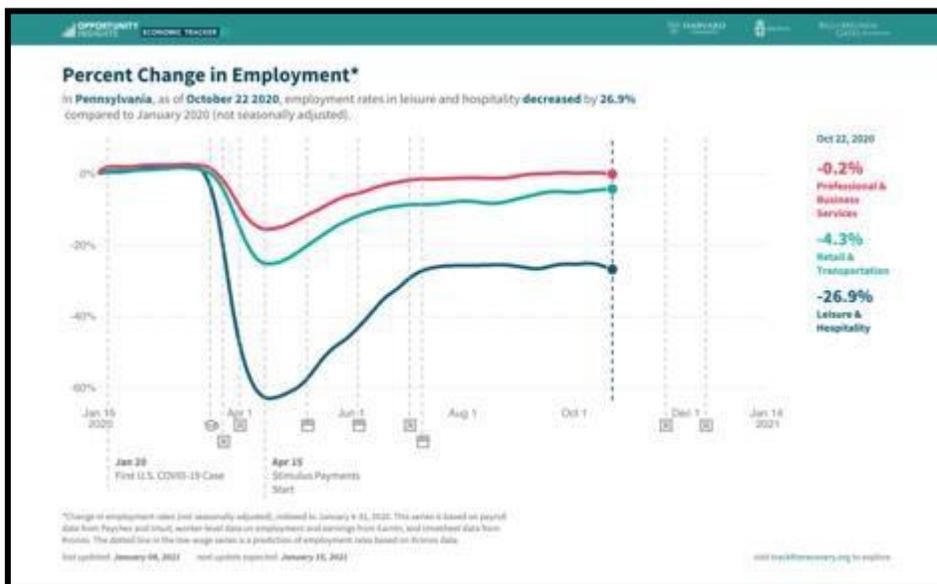
Industry	Employment (2018)	Projected Employment (2028)	Employment Change (2018-28)	
			Volume	Percent
Total Jobs	715,510	761,640	46,130	6.4%
Goods Producing Industries	122,000	125,700	3,700	3.0%
Agriculture, Mining & Logging	13,480	13,960	480	3.6%
Construction	27,590	30,510	2,920	10.6%
Manufacturing	80,930	81,230	300	0.4%
Services-Providing	557,140	598,390	41,250	7.4%
Trade, Transportation & Utilities	142,590	149,440	6,850	4.8%
Information	6,320	6,120	-200	-3.2%
Financial Activities	28,380	29,550	1,170	4.1%
Professional & Business Services	77,530	84,090	6,560	8.5%
Education & Health Services	142,680	160,950	18,270	12.8%
Leisure & Hospitality	63,200	69,860	6,660	10.5%
Other Services, Except Public Admin.	35,420	36,870	1,450	4.1%
Federal, State & Local Government	61,020	61,530	510	0.8%
Self-Employed Workers	36,370	37,540	1,170	3.2%

²⁸ Source: Long-Term Industry Employment Projections (2018-28)

The South Central region is projected to grow total jobs by 46,130 jobs over the next ten years, which is a 6.4% projected growth. This is higher than the statewide projected growth across all industries of 5.0%. Once again, this demonstrates the degree to which South Central is a growing region in terms of workers, employers and economic growth.

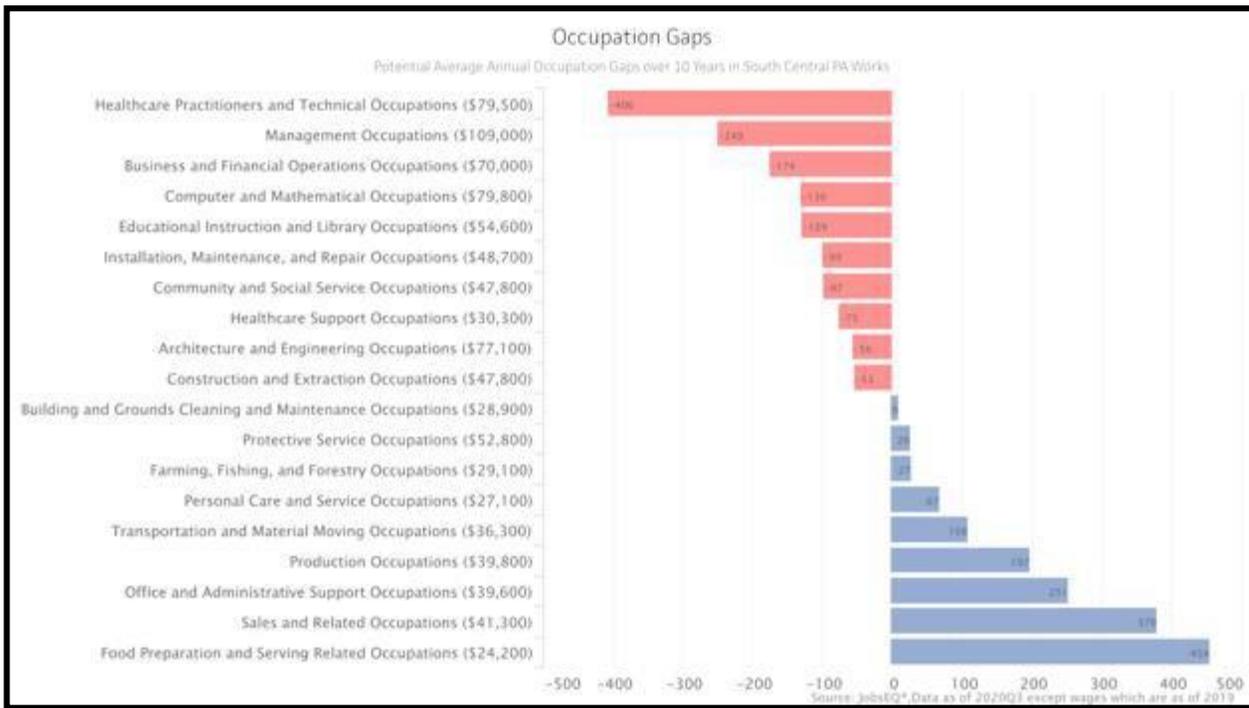
Within these long-term industry projections, a number of sectors demonstrate the potential for double-digit percentage growth over the next ten years. Education and Health Services is projected to grow by more than 18,000 jobs (12.8%), making it the highest projected industry expansion during the time period of 2018-2028. Construction is projected to grow by more than 10%. Trade, Transportation & Utilities and Professional & Business Services are each projected to grow by 4% and 8% respectively, but make up the highest total new jobs created (projected) of more than 6,000 in each industry. This also demonstrates that the region is growing significantly in transportation/warehousing as well as professional services which are driving growth across the state.

Regarding the impacts from COVID-19, it will be important to keep analyzing the effects on Leisure & Hospitality. In some instances, 60% of accommodation, hospitality and tourism jobs had been temporarily displaced in April/May 2020 due to the pandemic. These industry projections will likely change as we find out more about the impact on this industry. However, early data sources show that the Leisure & Hospitality industry has not recovered nearly as quickly as other industries.



According to data from Harvard and Brown Universities, the Leisure & Hospitality sector is still down almost 27% from pre-pandemic levels, while other sectors such as Retail & Transportation/Professional & Business Services are almost back to levels last seen in February 2020.²⁹

²⁹ Tracktherecovery.com; data from January 15, 2021



In analyzing the skills gaps in our region, it is important to cross-check CWIA’s long-term industry projections with occupational supply/demand gap analysis. In the chart above from JobsEQ®, the region is severely lacking in Healthcare Practitioners and Technical Occupations (Registered Nurses, Licensed Practical Nurses, etc.) with an *annual projected deficit of more than 400 jobs per year*. (Another way to say that is if our region continues to produce Healthcare practitioners at the current levels, each year we would be short more than 400 workers in this field with open jobs to fill.)

Fastest Growing Occupations in South Central WDA (2018-28)

By Percent Change: (min. employment of 500)

Occupational Title	Employment Change (Percent)
Physician Assistants	35.5%
Home Health Aides	31.3%
Nurse Practitioners	29.4%
Personal Care Aides	28.2%
Massage Therapists	23.7%
Medical Assistants	23.1%
Healthcare Social Workers	22.5%
Medical & Health Services Managers	21.8%

Physical Therapist Assistants	21.7%
Cooks, Restaurant	21.5%
Respiratory Therapists	21.4%
Substance Abuse, Behavioral Disorder, & Mental Health Counselors	21.2%
Software Developers, Applications	20.8%
Taxi Drivers & Chauffeurs	20.0%
Personal Financial Advisors	18.2%
Clinical, Counseling & School Psychologists	18.0%
Physical Therapists	17.8%
Combined Food Preparation & Serving Workers	17.2%
Speech-Language Pathologists	16.9%
Financial Managers	16.6%

Healthcare practitioners and technicians again dominate this list and corroborate that deep investment, services and support need to be brought to these key sectors, occupations and skills in order to best meet the demand of the region’s workforce.

The region is also short in Business and Financial Operations occupations (-174), as well as Computer/Math occupations (-130). Installation, Maintenance and Repair Occupations (-99) and Healthcare Support (-75) are also key areas where we need to focus our attention regarding the skills/occupations gaps.

This data provides South Central PA Works with a macro level view of long-term industry and occupational demands – however, it is important to validate this data by engaging closely with regional businesses.

As part of our organizational priorities (**Employer Engagement**), South Central PA Works hardwires intelligence and trends from regional businesses directly into our analysis and investment priorities. As an example, South Central PA Works oversees and manages one of the largest business calling programs across the state. The Department of Community and Economic Development (DCED)’s Engage program is a business calling/retention program that is designed to obtain employer feedback on a number of key issues and help to build a referral network between economic and workforce development, higher education and government agencies to help businesses grow. Over the past two years, South Central PA Works and our partners have conducted more than 1,200 surveys. The information businesses share help us to validate statistical data. Additionally, South Central PA Works helps to oversee NextGen Industry Partnership groups in Advanced Manufacturing and IT – those groups are regularly providing feedback on the skills gaps they see as most pressing, and helping to confirm the data from CWIA and JobsEQ®. Finally, the feedback has been validated through a series of community input sessions with workforce development organizations, economic development, chambers of commerce, K-12/postsecondary education and government agencies – during these sessions, we have over 250 people representing more than 150 different organizations provide input into the skills gaps that are most critical for our region.

Regarding this validation from employers through the Engage! survey, industry partnership roundtables and community input, here are some of the trends that SCPa Works has received over the past year:



- **Manufacturing** – working with the Manufacturers’ Association and nearly 25 employers who are a part of the NextGen Industry Partnerships, SCPa Works has worked to identify key skills gaps that employers are looking for:
 - Welding
 - Machine Operators
 - Drivers CDL A/B
 - HVAC Systems
 - Lean manufacturing

- **Healthcare** – In the healthcare sector, SCPa Works aligns closely with a number of industry associations, such as LeadingAge and Pennsylvania Healthcare Association (PHCA). SCPa Works is working to develop and implement training programs that are directly tied to employer demand using this market intelligence. Training programs have been created in partnership with healthcare sector employers including Certified Nursing Assistant and Medical Billing Assistant.
 - Certified Nursing Assistant (CNA)
 - Home health care
 - Patient care
 - People skills
 - Critical care

- **Information Technology (IT)** – this NextGen Industry Partnership group is made up of nearly 20 companies (such as Deloitte, KPMG, Celerity and PSECU). Participants also serve on a number of subcommittees that include:
 - Talent, Supply and Diversity
 - Innovation
 - COVID19 – Impact on the IT Workforce

- **Logistics and Supply Chain 2.0 Occupational group (STEM Logistics 2.0)** – SCPA Works is currently undergoing an exploratory process to determine the impact of the rapidly changing nature of work within the transportation, distribution, supply chain and warehousing industry on the region.
 - The types of jobs in logistics and warehousing are changing dramatically and quickly. Fully automated warehouses, artificial intelligence, robotics and big-data warehouse management systems are just some of the trends that are significantly shifting the occupational composition in logistics and supply chain companies. Warehouses will likely need as many software developers and engineers as they do manual laborers in the not-too-distant future. The potential for STEM jobs is remarkable, but those seismic shifts will not be without the displacement of thousands of manual labor jobs.
 - The types of jobs being developed in currently under-construction warehouses in Franklin and Cumberland counties are software developers; mechatronics; and electrical engineers and technicians.



Regional Apprenticeship Efforts

SCPA Works has made apprenticeship a significant part of our business engagement strategy. Business service staff have been tasked with cultivating new/ alternate apprenticeship opportunities within our region. Our business service team has enrolled in the KDP Navigator program to become a subject matter expert and certified. As stated above, SCPA Works has made a significant investment into our business service activities, with three staff members dedicated to industry-facing relationship cultivation. Through our many industry partnership groups (IP) and our sector work, and our DCED funded Engage program work with local economic development corporations, SCPA Work has uniquely positioned ourselves to articulate the need for apprenticeship in our region.

As the unemployment rate drops to pre-pandemic levels and talent acquisition becomes difficult for our industry partners, the need for apprenticeships and pre-apprenticeship programs becomes essential. Our direct apprenticeship strategy is to cultivate single-company apprenticeships and work on the collaborative model through our IP groups. This cooperative model builds cohorts of smaller businesses, which generally would not consider apprenticeship development as a sustainable process due to low annual staffing demands. Building an apprenticeship cohort of multiple similar companies to develop a shared learning curriculum, onboarding process,

recruitment strategy, as well as a multi-year commitment is the key to apprenticeship growth in our region. SCPA Works will also focus on nontraditional apprenticeship models, specifically in industries that in the past would not be considered viable apprenticeship pathways due to the complexity of the work or the traditional requirements of higher education. As technology has improved, many industries have found standard-bearers of post-secondary education may not be required for industry success. SCPA Works will consult with the industry to develop apprenticeships for these unique industries. Alternative sectors of focus include medical, accounting, management, and municipal maintenance.

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

With regards to aligning existing labor market training/education activities with the needs of regional businesses, it is critical to understand myriad of strategies that are being developed and partners that are being convened to tackle this multi-faceted challenge. Additionally, the pandemic impacts of COVID-19 underscore how much is changing over the course of the next few years as we tackle these challenges regionally.

SWOT Analysis



Strengths: Our region has a rich and diverse network of world-class institutions that make our region primed for impactful collaboration. For instance, South Central PA has a number of top performing school districts across the Commonwealth, an active and influential group of Economic Development agencies, world-class secondary education institutions, diverse and influential groups of Industry associations that are committed to improving. South Central is not lacking partners and the networks to build a series of powerful ecosystems to improve economic growth and mobility for both jobs seekers and businesses.

Opportunities: Because our region is well positioned for future economic growth, there are great opportunities for us to chart a course for sustainable, equitable growth. The population is growing, businesses are moving to the region, key sectors and industries such as manufacturing and Healthcare are growing, and the advancement in technology will provide opportunities for new occupations and markets to emerge in our region. When we consider that our region is growing and expanding as it relates to people, business, and jobs, it is imperative that our region identify ways to grow in sustainable and equitable ways.

Weaknesses: One of the key challenges with so many organizations and entities involved in workforce development is that there are times when our work is more fragmented and less regional in nature than it could be. Due to the size of our region, it is understandable and important that each school district, chamber of commerce, economic development entity, community college and training provider look at ways to be innovative and chart their own course for workforce development success. Pursuit of individual success often

hinders cohesive, unified regional planning which creates a fragmented system that is difficult for both job seekers and employers to navigate.

Threats: Clearly, the most important, wide-ranging and impactful threat currently facing our region is the disruption due to covid-19. While significant numbers of people were temporarily or permanently unemployed, the greater issue is the disproportionate impact on certain populations, such as working women, communities of color, low-wage workers, and those with limited educational attainment.

Additionally there is a divergence of two different types of economies in our region:

1. Highly trained and highly skilled knowledge economy jobs that are able to withstand the destructions of the pandemic, providing opportunities for people to work remotely in any market across the world is growing;
2. and the frontline, service sector economy that is disproportionately lower wage are subject to displacement, automation, and public health challenges.

We can ill afford to have a large section of our regional economy be left behind due to lack of education and training, a lack of career pathways, and the potential for long-term unemployment that will hurt economic mobility.

There are a number of key initiatives and strategies that the Workforce Development board is tackling in the years to come.

Strategies to be employed

- **Unemployment compensation exhaustees:** Individuals exhausting their benefits in the weeks and months to come will be a key outreach target over the next 12 to 18 months. South Central PA Works and partners are collaborating with the Pennsylvania Department of Labor and Industry to identify people who will be exhausting benefits in the short-term, developing affirmative outreach strategies to reach those individuals, and connect them with employment and training services.
- **COVID-19 most impacted populations:** Identifying those individuals who were working in industries and sectors that were hardest hit by the pandemic, such as hospitality and tourism, food service, accommodations and retail will be a key part of our regional strategy. Our goal is to identify alternate career paths, assess skill gaps to make a transition and employ strategies to rapidly re-skill those that have been displaced in these industries.
- **Rapidly changing technology and the nature of work:** In many sectors, such as manufacturing, information, healthcare and transportation / logistics, the rapid advancements in disruptive technologies is creating a number of important changes in occupational composition and the nature of work. For instance, transportation and material movers are a key occupation that is growing in the region; however, based on feedback from large, multinational corporations in the warehousing and logistics sector, it is likely that in the next 5 to 10 years companies will need more software developer and mechatronics staff than they will pickers and packers, a material movers. To that end, it is important that south Central PA Works identifies the industry trends and takes that data and intelligence and drives it into training and education programs to build a future Workforce pipeline.

SCPWorks is approaching these challenges to aligning our labor market to employer demand through a number of important avenues. While this is not a comprehensive list, the following groups, taskforce boards, meetings and networks provides many opportunities to work with stakeholders and our community to partner together to foster a strong workforce ecosystem:

- SCPWorks Board and Local Elected Officials (LEOs)
 - Taskforce groups in ALICE, re-entry, higher education, opportunity youth and equity
- Partners in Regional Economic Performance (PREP)
- PA Department of Community and Economic Development (DCED) Engage! program
- United Way of the Capital Region – Income Task Force
- Three NextGen Industry Partnerships in key sectors (manufacturing, IT and STEM Logistics)
- Regional Business Service Team (RBST) meetings – (representatives from more than 40+ organizations providing input into business services strategies)
- PA State System of Higher Education (PASSHE) Workforce Assemblies
- Harrisburg Chamber of Commerce – Education/Business Partnership
- Re-entry Coalitions (Capital Region; Franklin; York)

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

SCPa Works aims to increase coordination, maximize and leverage resources in order to develop a high-demand, skilled workforce that supports the needs of business and industry in the South Central region. The current workforce delivery system in South Central PA is comprised of various partners, agencies, educational institutions, employers and training providers that utilize WIOA Title I, II, III and IV funding streams to deliver critical workforce services across the eight-county region. The one-stop partners are listed in section 4.2. of this plan [*“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)”*].

Beyond the required partners, the workforce delivery system in South Central PA is also strong. We have a significant number of career and technical centers, community colleges and four-year colleges, as well as a variety of for and non-profit training providers that allow for a diverse and flexible suite of options for job seekers looking to obtain new skills training. However, the sheer volume of workforce development activities and the number of educational and training providers in our region also poses some significant challenges. Often service providers offer similar services in isolation of each other. This can cause duplication of services and misappropriation of resources. In support of the Governor’s State Workforce Plan, SCPa Works is committed to leveraging its resources to promote an integrated workforce system across the region. In order to provide highly integrated services to employers, job seekers and youth, SCPa Works has developed strong partnerships with the region’s economic development organizations, higher educational institutes, Intermediate Units (IUs), school districts, county agencies, libraries, and community-based organizations.

Following an 18-month assessment of the activities within South Central PA’s CareerLink® Centers, SCPa Works identified areas for improvement. A new One Stop Operator was then procured (Equus Workforce Services began in July 2020) with a directive to centralize customer service functions, coordinate with workforce development and human services providers, and also to ensure that county and appropriate agencies have access to employment and training services provided by the workforce development system. In addition, the Operator is to manage and guide the development of the One-Stop delivery system. The Operator and Local Partner Consortium members will work together through a system of consensus decision making to accomplish the objectives defined by SCPa Works.

As plans entered implementation phase in 2020, the ongoing effects of COVID-19 triggered a full re-evaluation of service delivery. SCPa Works staff worked closely with the Operator to develop and deploy an inventory of tools including phone scripts, call logs, and a variety of processes to ensure access for job seekers. A single toll-free phone line per county of service has been established to ensure participants may call and receive assistance with little to no delay. These phone lines are staffed by highly trained customer service professionals who clearly understand PA CareerLink® partners and an established process for efficiently referring participants for service.



Title II partners have been all the more burdened as they are restricted from using Title II funds to support digital literacy for their clients, a necessity in our post-pandemic environment. The limitation does present an opportunity for increased collaboration. After hearing from Title II partners and facilitating discussion between Title I and II partners in December 2020, SCPa Works connected with Harrisburg University to develop a shared digital literacy curriculum. Through a Digital Literacy Grant offered by the PA Department of Labor & Industry, SCPa Works is partnering with Title II providers in five counties to support digital literacy projects.

Acknowledging post-pandemic service delivery must be an ongoing priority. SCPa Works is currently working to develop additional tools including expansion of WIFI to PA CareerLink® facility parking lots, an online classroom of tutorials on how to utilize the workforce system and a lending library for technology.

The Community Access Point (CAP)

Strengthening future efforts to deliver service to potential customers where they are, the Community Access Point (CAP) project is a strategic effort to improve access to all job seekers by developing a network of locations with simple yet powerful technology tools to connect them to the PA CareerLink® system. The platform of use in these locations will be a primarily CRC "thin client" virtual desktop. These CAP locations will be placed in all area libraries, colleges/universities, high school career centers, County assistance offices, and community organizations. The site location methodology is that no job seeker will need to drive more than 15 minutes to access PA CareerLink® services. While this goal is ambitious, SCPa Works intends to provide access to as many locations as possible.

Each CAP will utilize the "virtual speedbump." (The virtual speedbump is a system of access ensuring that all participants have completed the required enrollment into PA's workforce development system of record. The system will also act as a process checkpoint prompting staff to report services in PA's workforce development system of record and give credit to the associated PA CareerLink® in the region.) This ensures that every user is registered on www.pacareerlink.pa.gov, and all work exchange data is collected on PA CareerLink® as the system of record. The regional PA CareerLink® office of record is credited for a visit. Through this interface, users can use all thin clients' tools and take virtual training at the local PA CareerLink® office and virtual case management.

Each CAP will not only have access to registration tools for www.pacareerlink.pa.gov but an entire library of career development how-to videos and training. Step by step video instructions accompanies each step in the process.

SCPa Works wishes to further integrate PA CareerLink® services by partnering with area school districts and educational institutions within the SCPa Works' service area; there are 56. SCPa Works has been in conversations with area school districts and has received commitments to embed the CAP locations within high schools' career centers. These efforts will help support state and federal career readiness standards as dictated by the Pennsylvania Department of Education (PDE). They are currently known as the Chapter 339 Plan and Future-Ready Index requirements. The goal of this process is to broaden and articulate the career topography in our region.

Much like the school districts, libraries, and community agencies may also have a CAP access icon on their desktops. Use and registration of the CAP will be similar to the self-guided youth model, allowing job seekers access to functionally similar services as the PA CareerLink®. Each host organization will receive free training for all volunteers and staff on WIOA 101 and PA CareerLink® service to ensure their ability to discuss the merits of the opportunities and troubleshoot any technical issues that might arise.

Beyond physical locations, the CAP can be accessed via any mobile device. As the CAP is simply an access point, no personal data will be stored in the CAP. Instead, it is designed to immediately purge used information, thus

ensuring the utmost of PII adherence. We believe that integration in school districts and public education will allow the CAP system to be the preeminent access point to our region's services.

In-School and Out-of-School Youth (ISY and OSY)

SCPa Works partners with a diverse vendor base who are experts in their community and are tied to area school districts and local nonprofits. These partners work diligently with the participants to make the intervention necessary to build a career path while mitigating employment barriers. Our three predominant funding streams for youth, Temporary Assistance for Needy Families (TANF), Workplace Innovation Opportunity Act In-School-Youth (WIOA ISY), and Workplace Innovation Opportunity Act Out-of-School-Youth (WIOA OSY), allow for direct service rendered to participants. Each of these three funding streams are used as a progressive stair-step approach to career readiness, one building on the next. A participant may be enrolled as a TANF Youth summer work experience participant at the age of 14 and can gain some work experience and soft skills training. That same participant may be enrolled in WIOA ISY programming and work with a case manager while in school to obtain employment and mitigate barriers that will assist with dropout intervention. Upon graduation, the case manager and participant will discuss options and opportunities for their future, such as post-secondary education, apprenticeship, military, certifications, or joining the labor force. The case manager will assist the participant with the use of an Individual Education Plan (IEP). The IEP acts as a "road map" for participants setting goals and developing the tools needed to reevaluate and to work towards goal attainment.

As it relates to opportunity youth, SCPa Works has developed a process by which youth practitioners and Title I adult vendors work together to determine the best pathway to serve the participant. Intervention for this group consists of deciding the best services available to participants, how and what modality would be best to address barriers, and investment in education or work experience allowing for turnkey training and placement into the workforce.

The "What Now" program is a pilot program where area School Districts work with SCPa Works and our vendors to make interventions on any student who is in danger of dropping out. School Districts will identify underperforming Students who display inappropriate behavior, failing classes, pregnant/ parenting, truancy, legal issues, allowing career advisors to meet, and assisting students with resources. For students who have dropped out, the same referral relationship will enable vendors to attempt intervention and redirect participants to opportunities available to them, such as Title II GED classes, community resources, and career preparedness. We anticipate that this program will allow for more significant school retention and increase identification and assistance for dropouts. Along with our commitment to opportunity youth intervention services, SCPa Works is committed to giving as many participants certification and Pre-apprenticeship/apprenticeship opportunities while still enrolled in compulsory education. We think the early introduction to career pathways through strategic certification obtainment will assist youth as they determine and plan their future.

Work experience, pre-apprenticeship, and industry sponsored training

SCPA Works has strived to create a process by which area employers direct the educational training for their industry. This process allows for the most current information on industry needs, a peer-review process to ensure training provider curriculum is up to industry standards, and most importantly, locking area employers into post-certification hiring of participants. Employers often pre-interview (what we call speed interviewing) participants before training; this process is a two-pronged approach to encouraging success for the participants. We allow the employer to build a rapport with a future candidate. This cooperative relationship enables the WIB to act as a best practice broker while simultaneously cultivating other opportunities, such as building future apprenticeship opportunities and establishing industry demand to help inform and strengthen our regional HPO plan. Training set up to a specific industry demand is also evaluated and encouraged to certify the training on the ETPL list once sufficient long-term industry demand is determined. Through this process, our regional navigator will develop pre-apprenticeship and apprenticeship opportunities.

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

The South Central Workforce Development Planning region is comprised of SCPa Works and Lancaster local Workforce Development Areas, which are comprised of the counties of Adams, Cumberland, Dauphin, Franklin, Lebanon, Lancaster, Perry, and York.

We believe that in order to drive economic progress and success, we must build a strong foundation that supports our region as a place where the opportunity for growth and prosperity exist for all. Developing and investing in this foundation is central to the success of the region’s workforce development system. Both SCPa Works and Lancaster WDB are committed to a mission focused on unlocking the human talent that drives the development of businesses, individuals, and ultimately our region.

Regional Analysis of Economic Conditions

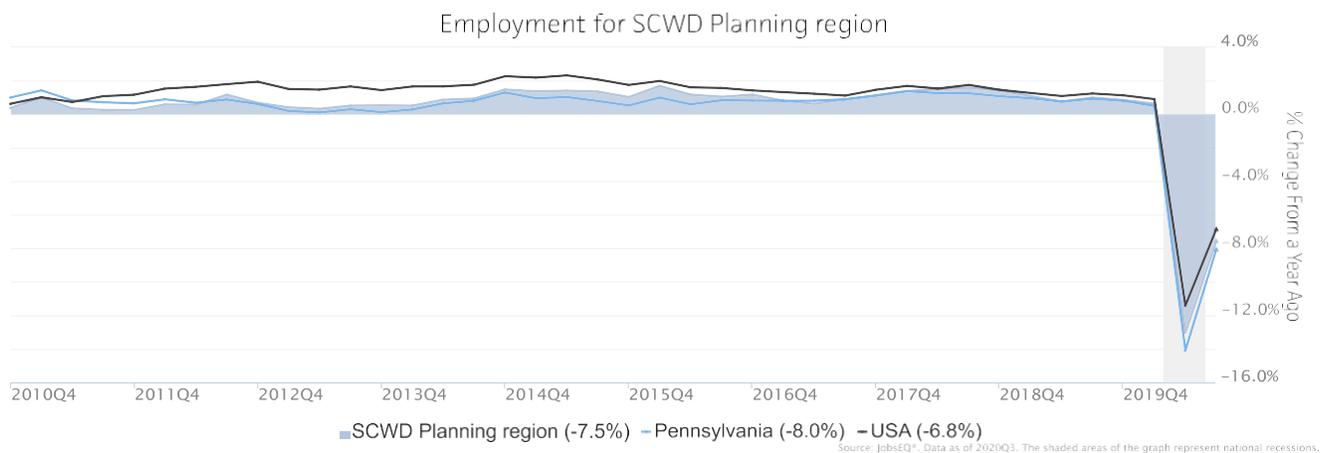
The WIOA Regional Plan for the South Central Workforce Development Planning Region provides a regional analysis of economic conditions – briefly, the highlights of that plan are listed below.

The population in the SCWD Planning region was 1,969,243 per American Community Survey data for 2014-2018.

The region has a civilian labor force of 1,026,983 with a participation rate of 65.1%. Of individuals 25 to 64 in the SCWD Planning region, 28.1% have a bachelor’s degree or higher which compares with 32.9% in the nation.³⁰

Employment Trends

As of 2020Q3, total employment for the SCWD Planning region was 928,689 (based on a four-quarter moving average). Over the year ending 2020Q3, employment declined 7.5% in the region.



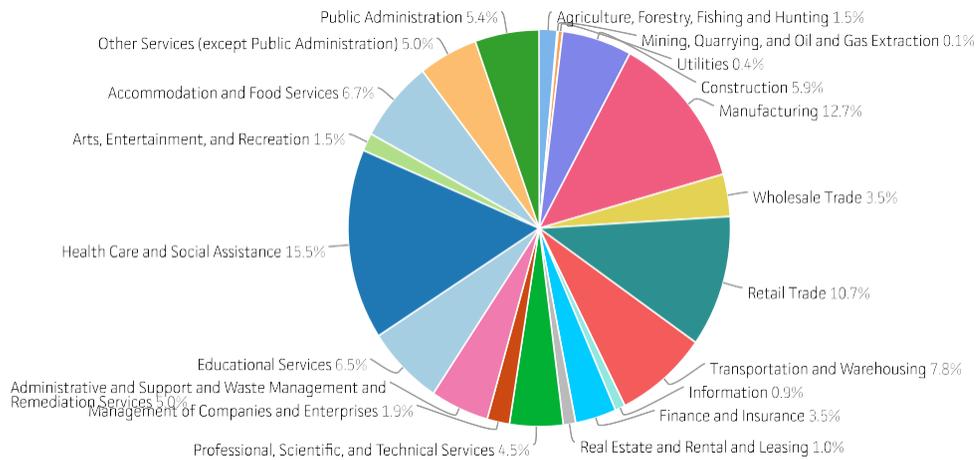
Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

³⁰ JobsEq® 2020Q3 data, American Community Survey

Industry Snapshot

The largest sector in the SCWD Planning region is Health Care and Social Assistance, employing 144,368 workers. The next-largest sectors in the region are Manufacturing (118,364 workers) and Retail Trade (99,482). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Transportation and Warehousing (LQ = 1.65), Manufacturing (1.55), and Management of Companies and Enterprises (1.24).

Total Workers for SCWD Planning region by Industry



Source: JobsEQ, Data as of 2020Q3

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2020Q2 with preliminary estimates updated to 2020Q3.

Sectors in the SCWD Planning region with the highest average wages per worker are Management of Companies and Enterprises (\$115,003), Utilities (\$105,732), and Finance and Insurance (\$77,562). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+12,581 jobs), Health Care and Social Assistance (+10,173), and Professional, Scientific, and Technical Services (+4,345).

Industry Projections

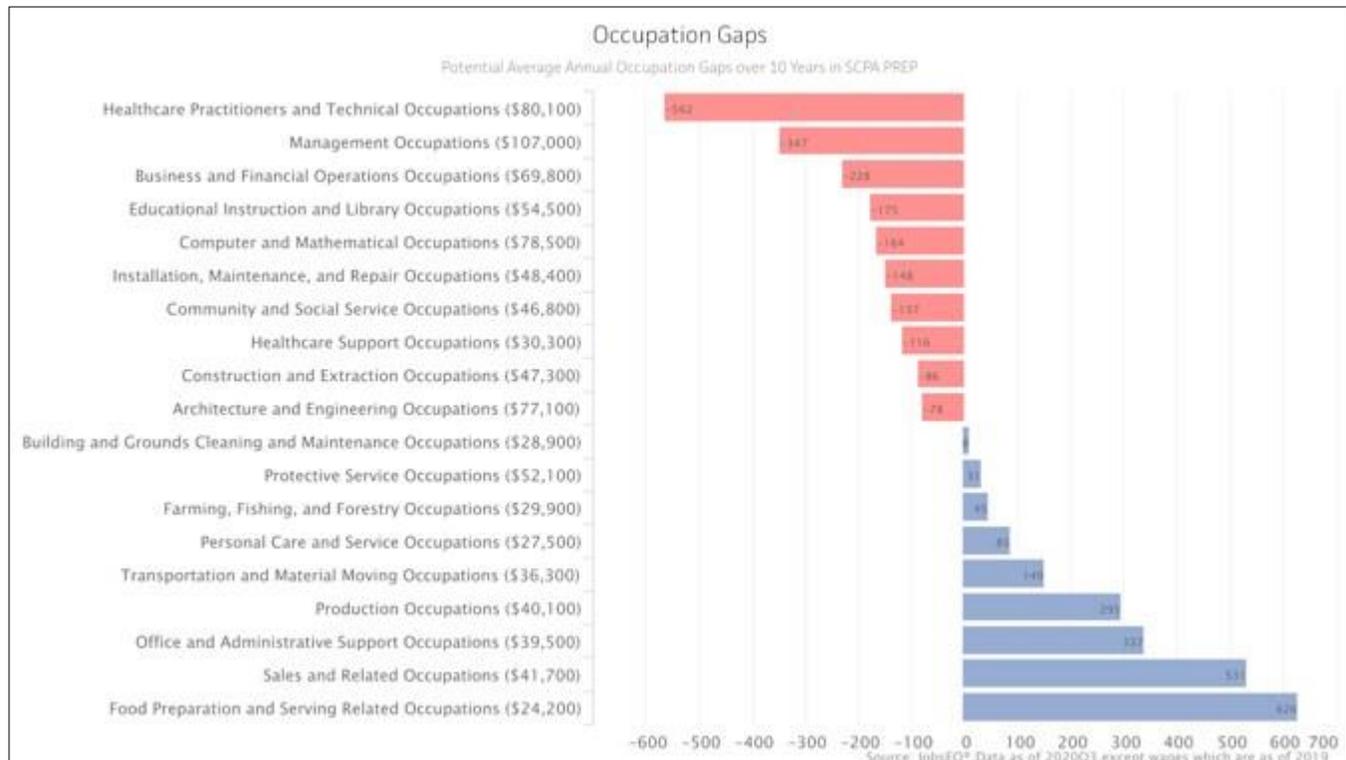
SCWD Planning Region, 2020Q3³¹

NAICS	Industry	Empl	Current		5-Year History		Total Demand	3-Year Forecast			Ann % Growth
			Avg Ann Wages	LQ	Empl Change	Ann %		Exits	Transfers	Empl Growth	
62	Health Care and Social Assistance	144,368	\$56,116	1.05	10,173	1.5%	46,207	20,333	21,021	4,853	1.1%
31	Manufacturing	118,364	\$58,436	1.55	-714	-0.1%	33,534	13,474	23,068	-3,008	-0.9%
44	Retail Trade	99,482	\$30,028	1.05	-6,127	-1.2%	37,213	17,421	22,003	-2,211	-0.7%
48	Transportation and Warehousing	72,858	\$49,467	1.65	12,581	3.9%	23,523	9,894	13,389	240	0.1%
72	Accommodation and Food Services	61,929	\$18,801	0.83	-8,348	-2.5%	30,466	13,315	16,772	380	0.2%
61	Educational Services	60,678	\$54,079	0.79	-959	-0.3%	17,004	8,100	8,738	166	0.1%
23	Construction	54,667	\$57,280	1.01	3,360	1.3%	15,869	5,754	10,288	-173	-0.1%
92	Public Administration	50,354	\$63,185	1.11	-702	-0.3%	12,884	5,818	7,911	-845	-0.6%
81	Other Services (except Public Administration)	46,532	\$31,404	1.15	-3,009	-1.2%	16,062	7,255	8,660	147	0.1%
56	Administrative and Support and Waste Management and Remediation Services	45,993	\$33,929	0.79	-3,680	-1.5%	15,858	6,722	9,165	-29	0.0%
54	Professional, Scientific, and Technical Services	41,857	\$73,444	0.64	4,345	2.2%	11,081	3,998	6,758	325	0.3%
52	Finance and Insurance	32,283	\$77,562	0.84	-2,341	-1.4%	8,851	3,412	5,594	-155	-0.2%
42	Wholesale Trade	32,116	\$60,666	0.90	-1,854	-1.1%	9,472	3,776	6,254	-558	-0.6%
55	Management of Companies and Enterprises	17,652	\$115,003	1.24	362	0.4%	4,855	1,768	3,013	74	0.1%
11	Agriculture, Forestry, Fishing and Hunting	13,704	\$38,756	1.08	-547	-0.8%	4,078	1,874	2,527	-323	-0.8%
71	Arts, Entertainment, and Recreation	13,640	\$23,447	0.85	-4,279	-5.3%	5,953	2,585	3,192	177	0.4%
53	Real Estate and Rental and Leasing	9,635	\$51,203	0.59	232	0.5%	2,747	1,319	1,579	-151	-0.5%
51	Information	7,947	\$58,795	0.43	-2,716	-5.7%	1,908	813	1,439	-344	-1.5%
22	Utilities	3,600	\$105,732	0.73	-322	-1.7%	757	344	605	-191	-1.8%
21	Mining, Quarrying, and Oil and Gas Extraction	1,028	\$65,883	0.28	-115	-2.1%	324	103	213	9	0.3%
	Total - All Industries	928,689	\$50,797	1.00	-4,661	-0.1%	301,916	129,580	173,538	-1,202	0.0%

Healthcare and social assistance is not only the largest industry in the region, it is also the sector projected with the highest growth over the next three years.

³¹ Source: [JobsEQ®](#), Data as of 2020Q3, American Community Survey

Occupational Gaps



Key occupational gaps across our region in healthcare practitioners, computer/math, installation/maintenance and repair, and healthcare support occupations are all key areas of focus that South Central and Lancaster WDAs will focus on in the next three years.

Strategy

The South Central regional strategic planning priorities are strongly aligned around the fact that both workforce development areas comprise the South Central PREP (Partners in Regional Economic Performance) region, connecting workforce and economic development.

- **Employer Engagement**

- Support regional partnerships to strengthen sector and industry strategies with groups such as SC PREP (Partners for Regional Economic Performance). Further develop and expand upon the 1,200 business calls/surveys that our region has conducted through the Engage! program over the past two years. Turn those surveys into actionable strategies for individual businesses or sector-initiatives.
- Prioritize development of a region wide apprenticeship strategy aligned with the PA Department of Labor and Industry Apprenticeship and Training Office including the addition of a trained Navigator.

- **Individual investment**

- Exchange best practices amongst the service provider network spanning the two local workforce development areas. Encourage development of service delivery agreements and better align resources available to job seekers.
- Connect with experts to identify and implement DEI frameworks in our services, investments and programs.

- ***Systems Connections***

- Bridge the gap between education and labor by working directly with school districts, Intermediate Units (IUs), post-secondary institutions and community organizations to cultivate our local youth talent pipeline
- Systems Connections - Prioritize building and expanding our network of partners to support childcare, transportation, affordable housing, trauma-informed care and other programs.

2. STRATEGIC PLANNING: Vision and Goals

2.1. 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)]

SCPa Works envisions a region where the opportunity for growth and prosperity exist for all – both job seekers and businesses.

To carry out the mission, SCPa Works has crafted a strategic direction to invest in the region's businesses and people in ways that are accessible, driven, and impactful. These five pillars support our vision for supporting the region's workforce:

1. **Employer Engagement** – Strengthen relationships with the regional business community so that our system can better understand current and projected labor demand, support-sector driven training models and invest in the development of the future workforce.
2. **Individual Investment** – Connect all job seekers (youth, adult, displaced workers, incumbent workers, etc.) to career pathways and career ladders that align education to job opportunities and lifelong learning through the PA CareerLink® system. A particular focus will be on youth services (summer employment, internships, college/career readiness, registered and pre-apprenticeship programs); and COVID-19-displaced workers (upskilling, re-skilling, short-term industry-recognized credentials).
3. **Systems Connection** - Build a productive network of business, economic development, and community partners that will create a demand driven opportunity engine for the region. Integrate education, training programs, and community partners with the needs of industry and the regional economy, including WIOA mandated and non-mandated partners. In support of the Commonwealth's five goals for workforce development, this goal will help strengthen the one-stop delivery system by having a seamless connection of partners, "No Wrong Door" for job seekers, and a singular point of contact for employers through the PA CareerLink® system.
4. **Thought Leadership** – Invest in, evaluate and advance what works in workforce development. Promote the impact and value of the workforce development system and share trends and best practices with our community to better promote the region's growth. In support of the Commonwealth's five goals for workforce development, this goal will bolster the continuous improvement of the workforce development system by advocating for best practices and data-driven impactful programs to share across the system.
5. **People and Process** – Support and foster a healthy environment where all team members can pursue excellence with accountability, openness and transparency, career growth and professional development while maintaining the values of equity and respect in all that we do. Build internal processes of stewardship and accountability in our program, fiscal and compliance departments in order to serve as trusted stewards of public resources. Incorporate diversity, equity and inclusive (DEI) frameworks into every aspect of our business model and investments.

In order to support the region’s job seekers and businesses in the most impactful way, SCPa Works has outlined a number of key values that guide all of our work. These values are embedded in our programs, investments, services, people and process, as well as the values that we endeavor that our partners and vendors would emulate:

1. Performance
2. Equity
3. Flexibility
4. Collaboration
5. Accountability

The following goals are aligned with our five key strategic pillars – while this is not an exhaustive list of initiatives, goals or priorities within each category, they are a representative list of how we propose to support the Commonwealth’s WIOA workforce goals.

1. Employer engagement

a. Sector partnerships/industry-specific initiatives

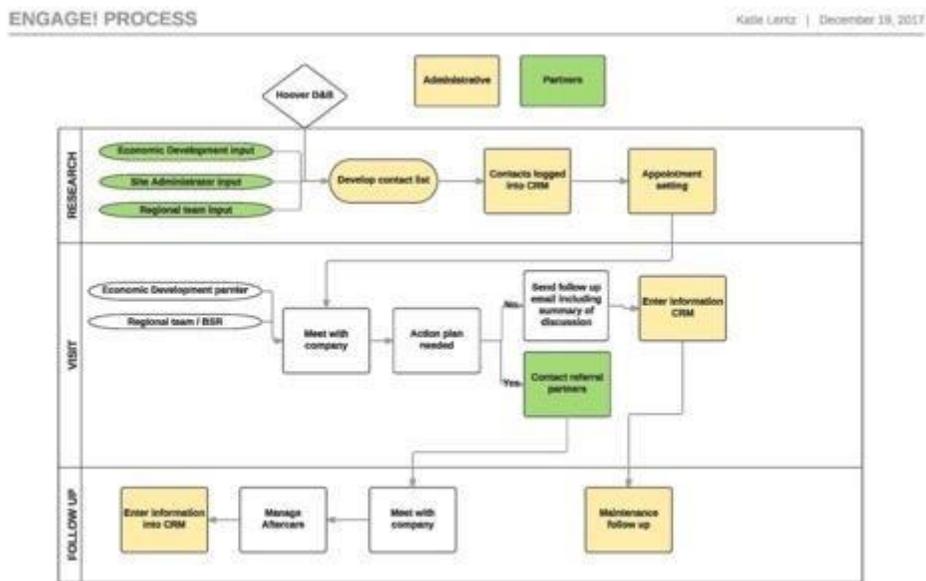
- i. **Manufacturing** – a critical sector in our region that contributes the highest proportion of regional GDP, and a sector that is rapidly aging out key occupations over the next 5-10 years.
- ii. **Healthcare** – the fastest growing sector in our region, and one that already has the highest occupational gap (Healthcare practitioners); the COVID-19 pandemic has created even more gaps in certain occupations, such as home health aides and long-term care workers.
- iii. **Information Technology** – a smaller, but growing industry group that spans health, manufacturing, finance/banking and professional services. This industry has an extremely low unemployment rate and many “opportunity occupations” that are well-positioned for career pathway growth.
- iv. **Hospitality/tourism** – hardest hit by the COVID-19 pandemic; opportunity to provide targeted support for re-skill and up-skill into other industries.
- v. **STEM Logistics 2.0 occupational** group – SCPa Works is exploring this rapidly changing sector, in particular, how the nature of warehousing is moving quickly from manual labor to automation, robotics, AI and big data.

b. Business services team

- i. Work collaboratively with PA CareerLink® partners, workforce agencies, economic development, K-12/higher education, and other community groups that invest in and implement workforce initiatives that are business-facing through the Regional Business Services Team (RBST) group. This monthly meeting will help our region to share labor market trends; identify key areas of collaboration; share referrals across our network; and proactively identify ways in which our system can best invest in employer-facing initiatives.

c. Engage business calling program

- i. Further develop and expand upon the 1200 business calls/surveys that our region has conducted through the Engage! program over the past two years. Turn those surveys into actionable strategies for individual businesses or sector-initiatives. Track the results of referrals and action plans across partners (economic development, small-business development centers, etc.)



2. Individual investment

- a. **Unemployment Compensation exhaustees (UCX)** – At the time of the writing of this plan, the COVID-19 pandemic has been on-going for almost a year – during that time, many in our region have been temporarily or permanently displaced due to the pandemic-related disruptions in the labor market. Many of those job seekers are currently on Unemployment Compensation (UC), but the number of people who are close to exhausting their benefits is growing rapidly. A key priority in 2021 will be the outreach to these UC exhaustees (UCX).

b. Youth Programs

- i. Summer youth programs (TANF)/STEM Summer Academy
- ii. Opportunity Youth programs
- iii. College and career readiness programs – K-12 pipeline and connections with postsecondary education

c. Barriers to employment

- i. Groups disproportionately affected by COVID-19, including women and persons of color
- ii. Re-entrants
- iii. Persons with disabilities

d. ALICE population

- i. Historically, the “working poor” population (asset-limited, income-constrained, employed: ALICE) has not been one that the PA CareerLink® has focused on because people are employed. However, in partnership with organizations such as the United Way of Pennsylvania, SCPa Works will be exploring the best ways for targeted investment in the ALICE population, especially with strategies such as online learning and incumbent-worker training as layoff aversion.

e. Trauma-informed care and counseling

- i. Supportive and holistic services – training and a job is no guarantee for long-term, sustainable economic mobility and success. We need to partner with community agencies and organizations that provide trauma-informed care; support for childcare and transportation; and other key supports, such as affordable housing.

3. Systems connection

a. Co-enrollment and program integration whenever possible

- i. SCPa Works is committed to better integration of all programs in the PA CareerLink®, especially in collecting and sharing better program/participant data, better tracking of referrals and outcome-oriented decisions on whether program integration works. For instance, UCX outreach integrating with Title I Displaced Worker programs to ensure that UC exhaustees are getting connected with career services.

b. Alignment of workforce development priorities across workforce, economic development and education

- i. SCPa Works has the opportunity to leverage our investments by aligning our programs with other workforce organizations and agencies to ensure more impact and better outcomes.

c. Building a network of partners that provide critical services and programs that complement and supplement the PA CareerLink® system

- i. Workforce development services are not the only programs that help bring job seekers and businesses more opportunity for growth. SCPa Works will prioritize building and expanding our network of partners to support childcare, transportation, affordable housing, trauma-informed care and other programs.

4. Thought leadership

a. COVID-19 impact on underserved and underrepresented groups

- i. The global pandemic has impacted different groups and populations in dramatically different ways. A core part of SCPa Works’ strategic vision is to outline the ways in which women and persons of color have borne a disproportionately high share of the burden and how our region needs to develop strategies to act.

b. Focus on living wage jobs

- i. Research from MIT and the United Way of Pennsylvania show how challenging it is for workers to support their families on less than a living wage. It is imperative for the

public workforce system to support any and all pathways that lead to living wage and family-sustaining jobs, especially those that have on-ramps to other viable career pathways.

c. Emphasis on opportunity occupations

- i. SCPa Works will be prioritizing research and labor market analysis to identify the occupations that share common skills, knowledge and abilities between low-wage/entry-level jobs and high-wage/highly-educated jobs.

d. Changing nature of work

- i. SCPa Works will prioritize staying current with the changing nature of work, particularly how that will impact certain occupations or industries and how those changes will impact education, training and career pathway development.

5. People and Process

a. Excellence in program, compliance and fiscal practices

- i. One of the key ways in which SCPa Works will support the strategic vision of our region's workforce is to identify key performance indicators (KPIs) in our program, compliance and fiscal departments. The foundation of our organization's impact in the community begins with being trusted stewards of public resources. The internal tracking of clean monitoring reports, proper procurement methods and solid audits are foundational ways in which we deliver on our programmatic impact.

b. Diversity, Equity and Inclusion (DEI) initiatives

- i. SCPa Works is engaging with a series of experts and consultants to identify and implement DEI frameworks in our services, investments and programs. It is imperative that the public workforce development system exemplifies equity and access across race, gender, geography, ability and other factors in everything that we do.

c. Model workplace best-practices in wages/benefits and professional development

- i. SCPa Works strives to demonstrate best-practices in our operations by being a place where team members are in a healthy environment, can grow their career, and can support themselves and their families with a good work/life balance.



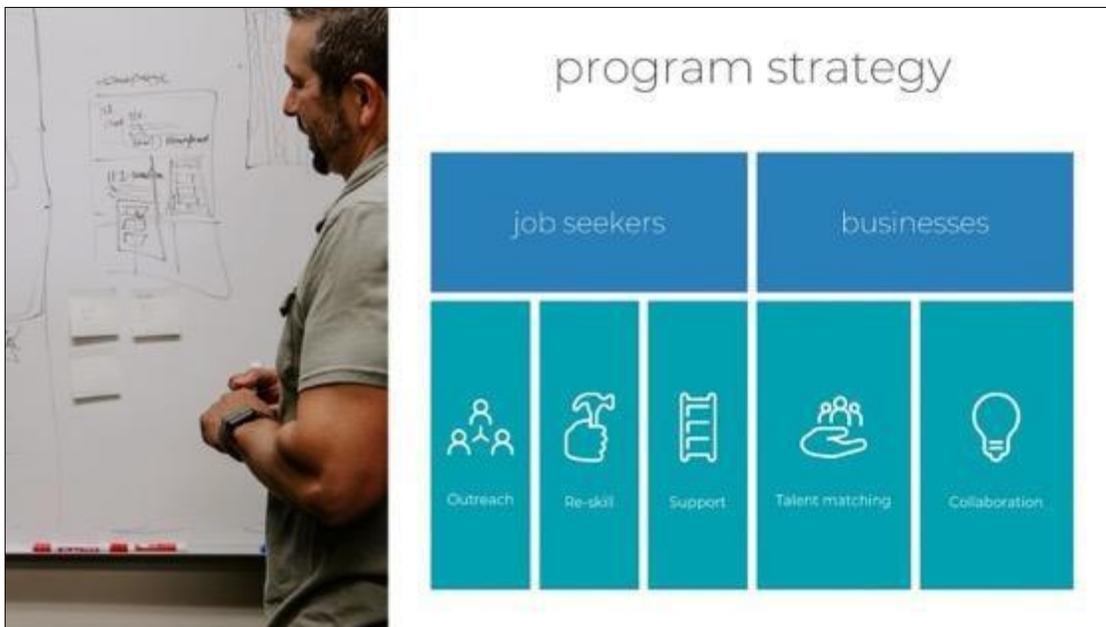
2.2. What is the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals for the local area? [WIOA Sec. 108(b)(1)(F); 20 CFR § 679.560(a)(6)]

SCPa Works' strategy for building a stronger regional labor market is to build robust career pathways for all job seekers through deep networks of training providers and partners all through intelligence gained from employer engagement and sector partnerships.

SCPa Works positions itself as the connector of broad, bold strategy development (transformational role) and direct services to job seekers and employers (transactional role) by implementing two key priorities under WIOA: sector-based strategy development with employers and development of career pathways as the "language of the system" that provides entry points and stackable credentials for all segments of the local population. As the community leader for workforce development issues and strategy development, SCPa Works implements the connector role in several key ways as:

- **Convener** – Bringing employers, educators, labor and economic development leaders together to develop joint goals and establish accountability structures for actions to be taken;
- **Research** – Collecting and analyzing labor market information to ensure that goals and strategies are data-driven;
- **Community Voice** – Advocating for policy and practices that support the needs of employers and job seekers by eliminating barriers for using the resources of the system; and
- **Capacity Builder** – Connecting resources, attracting new resources, and providing professional development on best practices for implementation of strategies, including career pathways.

SCPa Works' utilizes multiple strategies to increase coordination, maximize and leverage resources in order to develop a high-demand, skilled workforce that supports the needs of business and industry in the region.



There are two key components of our strategy to deliver core workforce programs:

1. Job seeker services – Our strategies are centered around outreach (particularly affirmative outreach and connecting with those most impacted by COVID-19); rapid reskilling; and providing supportive, wraparound services.
2. Business services – This includes the development and coordination of employer-led efforts, such as Next-Gen Sector Partnerships. These evidence-based employer strategies help create a high-demand, skilled workforce that supports local businesses in the region by matching talent with key needs.

The Board works diligently to translate broader economic development goals and success measures to the specific actions of the workforce development system partners and contractors. The current workforce delivery system in South Central PA is comprised of various partners, agencies, educational institutions, employers and training providers that utilize WIOA Title I, II, III and IV funding streams to deliver critical workforce services across the eight-county region. The specific roles of the partners are categorized and described in subsequent sections. Included in the descriptions is the role of the competitively procured one-stop system operator.

An examples of this strategy is the Engage! Business calling program. Through our partnership with the Department of Community and Economic Development (DCED), SCPa Works has received almost \$2 over the past three years to manage, coordinate and oversee a business-calling program in partnership with our economic development partners. Through this program, more than 1,200 interview and surveys have been conducted with regional employers. The key to this program is to take this market intelligence and drive sector partnerships (IT, Manufacturing, etc.) and align employment and training services to employers' needs. SCPa Works has hardwired the Engage! program into our Regional Business Services Team (RBST) meetings, in which mandated and non-mandated PA CareerLink® partners share information about employer initiatives, needs and challenges. WIOA Title I, II, III and IV and other core program partners are all a part of developing regional strategy to respond to employer needs articulated in the sector partnerships and Engage! program.

2.3. How will the local board's vision and goals align with, support and contribute to the governor's vision and goals for the state's workforce development system, as well as any of the goals and strategies articulated in the regional plan? [WIOA Sec. 108(b)(2); 20 CFR § 679.560(b)(1)(ii)]

SCPa Works' vision aligns with strategies from the Governor's Vision of "Jobs that Pay, Schools that Teach, and Government that Works." Toward realizing this vision, SCPa Works' goal is to promote partnerships among businesses, local agencies, educational institutions, and community-based organizations that result in job placement for the area's citizens. By effectively working together, all these stakeholders enhance the skills, employability, and training levels of the current and future workforce. In alignment with the Governor's vision for workforce development, SCPa Works has adopted the following specific priorities from the State's Combined WIOA Plan:

- **Goal 1: Career Pathways and Apprenticeships.** Establish career pathways as the primary model for workforce-related skill, credential and degree attainment so as to provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, opportunities to obtain a job that pays;
- **Goal 2: Sector Strategies and Employer Engagement.** Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.
- **Goal 3: Youth.** Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences;
- **Goal 4: Continuous Improvement of the Workforce Development System.** Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.
- **Goal 5: Strengthening the One-Stop Delivery System.** Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and to rely more effectively on data as a resource for targeting and improving these efforts.

Aligning closely with the State's priorities as listed above, SCPa Works' top strategic priorities include:

- *Employer Engagement (Goal 2)* – Strengthen relationships with the regional business community so that our system can better understand current and projected labor demand, support-sector driven training models and invest in the development of the future workforce.
- *Individual Investment (Goal 1 and 3)* – Connect all job seekers (youth, adult, displaced workers, incumbent workers, etc.) to career pathways and career ladders that align education to job opportunities and lifelong learning through the PA CareerLink® system.
- *Systems Connection (Goal 4 and 5)* - Build a productive network of business, economic development, and community partners that will create a demand driven opportunity engine for the region.
- *Thought Leadership (Goal 4 and 5)* – Invest in, evaluate and advance what works in workforce development. Promote the impact and value of the workforce development system and share trends and best practices with our community to better promote the region's growth.
- *People and Process (Goal 4)* – Support and foster a healthy environment where all team members can pursue excellence with accountability, openness and transparency, career growth and professional development while maintaining the values of equity and respect in all that we do. Build internal processes of stewardship and accountability in our program, fiscal and compliance departments in order to serve as trusted stewards of public resources.

- *Employer Engagement (Goal 2)* – SCPA Works has made apprenticeship a significant part of our business engagement strategy. Business service staff have been tasked with cultivating new/ alternate apprenticeship opportunities within our region. Our business service team has enrolled in the KDP Navigator program to become a subject matter expert and certified. As stated above, SCPA Works has made a significant investment into our business service activities, with three staff members dedicated to industry-facing relationship cultivation. Through our many industry partnership groups (IP) and our sector work, and our DCED funded Engage program work with local economic development corporations, SCPA Work has uniquely positioned ourselves to articulate the need for apprenticeship in our region.

Following these priorities, SCPa Works primarily focuses on:

- *Providing a highly skilled workforce trained for high-priority and in-demand occupations* - SCPa Works ensures that the area's regional training providers are offering courses and programs associated with the HPO list. This is done through an internal approval/denial process. In addition, SCPa Works has implemented a strategy of interviewing employers and education providers to analyze specific job occupations and identify whether or not the curricula offered is current to employer needs.
- *Assisting in creating more valuable training opportunities* - SCPa Works supports development of employer-driven sector partnerships with industry and then provides collected information to the local training providers and educators. This also includes the expansion of the ETPL; evaluation of the highest quality and lowest cost providers; and identifying and coordinating industry-recognized credentials to further drive demand.
- *Creating innovative economic and workforce development services* - SCPa Works has developed a collaborative relationship for workforce and economic development (Engage! program). Partners within the 8-county region jointly connect with business and assess needs to reveal skill gaps within particular industries. These employer surveys (more than 1,200 over the past three years) drive labor market trends and intelligence that is used to develop and drive career pathways.
- *Developing and expanding career pathways* - SCPa Works is drawing on the knowledge from labor assessment projects to serve as a guide to expand current career pathways for youth and other populations that are served. Incumbent worker training, primarily in the manufacturing sector, is another key opportunity to support career pathway success. COVID-19 has reinforced the importance of crafting multiple on-ramps and off-ramps along career pathways in in-demand occupations that will provide more opportunities for growth in our region.
- *Implementing more effective job matching services to assist all job seekers* – SCPa Works has a full complement of diagnostic tools at its disposal. The Careerscope assessment tool is used as both an interest survey and a skills tool, while the TABE test addresses literacy measurement. Combined these tools allow for development of an Individual Education Plan (IEP) that is the guiding training and career pathway development tool. Staff is then able to tailor plans, offer remediation when needed and coach the clients to appropriate opportunities. By staying active with the evolving needs of the employers and ensuring that information is conveyed to our staff, the job matching abilities of staff are enhanced.
- *College and career readiness programs and pre-apprenticeship programs for youth* – SCPa Works has deepened our connection with local school districts and IUs in order to better understand the Future-Ready Index and Chapter 339 plans for students that drive career awareness and exposure. The pre-apprenticeship programs we have developed in partnership with many training providers will also be a key focus of priority and expansion during the next four years.

2.4. What are the local levels of performance that have been negotiated with the governor and chief elected officials? [WIOA 116(c); 20 CFR § 679.560(b)(16)]

As a key part of SCPa Works' goal of the "Performance", our plans include setting a high standard of achievement and exceeding those high standards.

- SCPa Works communicates regularly with all sub-recipients and staff to ensure that the performance outcomes are continually improving. All subcontractors are routinely made aware of the performance measures and the importance of exceeding those measures starting with the Request for Proposals and throughout their relationship with SCPa Works.
- Technical assistance is provided throughout the program year to all vendors to help providers 1) understand what the quarterly and yearly goals are; and 2) identify proactive ways to help these vendors with best-practices for goal tracking, performance evaluation and continuous improvement.
- A new initiative in 2021 will be the "WorkforceEDU", an internal set of learning modules and coursework for vendors and funded partners to learn about continuous improvement, policy changes and ongoing education for the pursuit of workforce development excellence.

SCPa Works' perspective is to set the negotiated levels of performance in a way that provides a high standard of excellence – achievable and realistic, but assuming continuous improvement and the expectation of achieving top results in comparison with the rest of the commonwealth. The WIOA local performance levels should not be a "minimum compliance" measure – one that is easy to achieve and simply outlines that compliance to the law has been met – but rather an example of the Board's local goal of the "pursuit of excellence" in all services and programs.

SCPa Works' local goals are illustrated in the negotiated levels of performance in a number of different ways:

- *Displaced Workers* – due to COVID-19, many displaced workers that have valuable and relevant skills will need up-skilling and retraining. We believe that that database of hundreds of key employer partners over the past few years has helped us identify job openings and placement opportunities at strong wages. Additionally, SCPa Works is constantly evaluating our "wages at placement" measure with regards to whether those placements are at "living wage" levels.
- *Adult* – high-performance in comparison to previous years indicates a well-developed process in Title I of co-enrollment and a robust business services database of key employers that are partners with the PA CareerLink® system.
- *Youth* – Our "Credential For All" is an important initiative that we are implementing in 2021, which is a result from having lower than expected results in this performance measure in years past. The goal is to have every youth that is enrolled in WIOA obtain a credential, especially with regards to exploring short-term, online-based learning modules that are validated by industry. This effort reinforces systems connection with the PA Department of Education's PA Future Ready Index industry-based learning measure to earn at least one industry-recognized credential or complete a work-based learning experience.

SCPa Works utilizes the One-Stop Operator (OSO) as a means for collecting performance data at the PA CareerLink® across all programs and for disseminating performance goals to partners. SCPa Works Board members are regularly updated on Title I performance throughout the program year, and continuous improvement practices are discussed and implemented based on feedback from the local board.

The challenges for proactive learning and continuous improvement are partly due to the unavoidable delay in WIOA performance numbers that include program results from nearly a year previous. However, we are working with Title I providers and will ask for technical assistance from PA Department and Labor & Industry (L&I) to identify compliant ways to better track performance in real-time from PA CareerLink® and share those results in a timely and safe way to SCPa Works; LEOs, Board, staff and vendors.

3. Operational Planning: Local Area Workforce Systems and Investment Strategies

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

The Fiscal Agent selected by the local elected officials is the South Central Workforce Investment Board (doing business as SCPa Works). SCPa Works also provides the administrative staffing for the workforce development board. Fiscal Agent duties include: general financial management; regular reporting of financial status and transactions to local elected officials and workforce development board; dispersal of funds directed by workforce development board and local elected officials, with determination that such dispersals are in compliance with applicable laws and Generally Accepted Accounting Principles (GAAP) standards; monitoring and oversight of financial procedures of contractors, including training and technical assistance as needed. Duties related to staff support for the Board include: program compliance reviews; monitoring of programs, services and other investments; negotiating/reaching agreement on local and regional performance standards with Chief Local Elected Officials and Governor; conducting workforce research and regional analysis of labor market information in collaboration with the state; convening local partners and stakeholders to develop and implement the local plan of service, including identifying and leveraging a wide array of government and private funding sources to support the workforce development activities in the plan.

SCPa Works' dedicated local elected officials, board and staff work across the eight-county region of South Central Pennsylvania to support the mission to unlock the human talent that drives the development of businesses and individuals. Our [local elected officials \(LEOs\)](#) are Commissioners from each of the eight counties, and they provide oversight and assume fiscal responsibility for SCPa Works funding and investments while empowering the SCPa Works Board to set policy and strategy for the workforce area and for the Board's staff.

The Board, which is comprised of at least 51% private sector members, is divided into committees that help manage and oversee key programmatic and administrative areas of SCPa Works. These committees include: Executive; Administrative/Finance; Local Management; Youth Committee; and Program Committees. Each of these committees meets quarterly and reports to the full Board of Directors' meetings each quarter. SCPa Works staff implements the policies of the Board and the LEOs by day to day oversight of operations and programs of the comprehensive, affiliate and specialized PA CareerLink® sites and by monitoring and ensuring compliance with contracts that are maintained with the one-stop operator, service providers, training providers, along with the terms set forth in the Memorandum of Understanding (MOU) commitments of PA CareerLink® partners.

Duties of the Board's standing committees include:

Executive Committee: The Executive Committee meets and makes decisions on time sensitive issues that need to be settled between regularly scheduled SCPa Works Board meetings. Action items taken by the Executive Committee are presented to the SCPa Works Board at the next scheduled Board meeting.

The Executive Committee assists the Chairperson in the administration of SCPa Works, makes recommendations on policy matters and evaluates the functions of the operations. They also review and advance the findings of the committees to the SCPa Works Board.

Administrative/Finance Committee: The Administration/Finance Committee oversees management, policy creation, budget negotiation and finance review. It also handles such other duties as may be assigned by the Chair.

Local Management Committee: The Local Management Committee is responsible for direct oversight and coordination of programs that are funded through the Department of Human Services. These programs offer welfare to work activities and services to individuals identified and solely referred by the local County Assistance Offices. The committee is also required to procure for these programs that are constructed to adhere to both State and Federal guidelines.

Program Committee: The Program Committee develops and approves ideas for programs, issues requests for proposals, reviews proposals, and makes committee recommendations for SCPa Works. The Program Committee provides guidance and further develops procedures and eligibility for training and oversight of Youth, Adult, Dislocated Worker programs as well as specifically funded projects.

Youth Committee: The Youth Committee works in close alignment with Program Committee to guide and direct local investments in youth programs. The Committee is comprised of SCPa Works Board members, community-based organizations and other providers of education and training services in the workforce area. The Committee has a significant role in identifying program needs; using occupational and program data to identify program gaps; research, design and implement effective youth program strategies; and evaluating youth program performance on a quarterly basis. The Committee has developed spending priorities including a goal of 80% of WIOA youth funds to be spent on out-of-school youth (OSY) and 20% on in-school youth (ISY).

The Board contracts with a variety of funded partners to provide a suite of workforce development services across our region including:

One Stop Operator: Equus

Title I Adult and Dislocated Worker: EDSI

Title I Youth Services:

Crispus Attucks - York City, and three local district as well as charter schools

EDSI - Dauphin, Perry, Juniata, York County SD from Spring Grove SD east

Equus - Western York County including Hanover, Southwestern, Littlestown, all of Adams, Cumberland, Franklin County

IU13- Lebanon

Harrisburg University - STEM and computer training - all eight counties focused primarily on ISY and TANF.

PA CareerLink® sites are maintained at:

PA CareerLink® Adams County, Affiliate

150 V-Twin Drive

Gettysburg, PA 17325

Phone: 717-334-1173 Fax: 717-334-3869 TTY: 717-334-0521

Monday - Friday 8:00 a.m. to 4:30 p.m.

PA CareerLink® Capitol Region, Comprehensive

100 North Cameron Street

Harrisburg, PA 17110

Phone: 717-783-3270 Fax: 717-772-0640 TTY: 717-236-7144

Monday - Friday 8:00 a.m. to 4:30 p.m.

PA CareerLink® Cumberland County, Affiliate

1 Alexandra Court
Carlisle, PA 17013
Phone: 717-243-4431 Fax: 717-243-7767 TTY: 717-243-3236
Monday - Friday 8:00 a.m. to 4:30 p.m.

PA CareerLink® Franklin County, Affiliate

600 Norland Avenue
Chambersburg, PA 17201-4205
Phone: 717-264-4584 Fax: 717-264-0856 TTY: 717-264-2855
Monday - Friday 8:00 a.m. to 5:00 p.m.

PA CareerLink® Juniata County, Specialized

1449 William Penn Highway
Mifflintown, PA 17059
Phone: 570-539-1137
Monday – Friday 8:00 a.m. to 4:30 p.m.

PA CareerLink® Lebanon County, Affiliate

243 Schneider Drive
Lebanon, PA 17046-4875
Phone: 717-274-2554 Fax: 717-273-0710 TTY: 717-279-2828
Monday - Friday 8:00 a.m. to 4:30 p.m.

PA CareerLink® Perry County, Specialized

133 S. 5th Street, PO Box 37
Newport, PA 17074
Phone: 717-567-7323
Monday – Friday 8:00 a.m. to 4:30 p.m.

PA CareerLink® York County, Comprehensive

841 Vogelsong Road
York, PA 17404-0868
Phone: 717-767-7600 Fax: 717-767-7625 TTY: 717-767-7604
Monday – Friday 8:00 a.m. to 4:30 p.m.

The local workforce development system is overseen by SCPa Works which receives public funds (fiscal agent) that are accepted by the Local Elected Officials (LEOs) from the eight counties and then distributed for programs and initiatives under rules of the particular Federal, State or Local funder. These programs and initiatives are interwoven with policy strategies from the Governor’s plan and local strategies from SCPa Works Board. The LEOs appoint members to SCPa Works Board who in turn, serve on the various WDB committees and are responsible for the programmatic and fiscal oversight for all SCPa Works activities. In order to align the Board’s vision and strategy with programmatic and operational implementation, SCPa Works utilizes a structure of committees. SCPa Works Board membership follows the applicable Federal and State statutes and all appropriate regulations thereof, which include the Workforce Innovation and Opportunity Act (WIOA). SCPa Works employs a Compliance Officer/EO Officer, Ms. Wanda Jackson, 717-645-7393/wjackson@scpaworks.org, to monitor and evaluate compliance with equal opportunity laws, guidelines, and policies to ensure that employment practices and contracting arrangements give equal opportunity without regard to race, religion, color, national origin, sex, age, or disability. They also investigate employment practices or alleged violations of laws to document and correct discriminatory factors.

Overall, SCPa Works workforce development system, including the comprehensive, affiliate and specialized PA CareerLink® sites under the direction of SCPa Works Board, responds to employer, job seeker, and worker needs. The system remains flexible to the changing business environment, and is driven by principles of quality, continuous improvement, customer satisfaction, and fiscal responsibility.

3.2. What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment? [20 CFR § 679.560(b)(1)]

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

SCPa Works' role in the local workforce development system is to act as an intermediary that brings the various components of the local workforce development system together for collaborative and innovative purposes. In doing so, SCPa Works plays an important role in the creation of an environment where businesses and their employees in the private sector can prosper.

SCPa Works' vision and policy directs investment in workforce preparation, skill development, education and training. These investments are targeted for and align with assisting youth, job seekers, and employers. By promoting partnerships among businesses, non-profit agencies, economic development providers, educational institutions, community-based organizations, and employers, SCPa Works helps align regional resources. Through working together, all these stakeholders enhance the skills needed for workforce inclusion, employability, and educational and training levels of the current and future workforce. To accomplish this vision, and in accordance with federal and state regulations, SCPa Works utilizes the following core services, resources and programs:

- **Title I Adult (Workforce Innovation and Opportunity Act)**

Authorized under WIOA, the Adult program is one of three Title I core programs designed to assist participants in attaining employment. Its programming for adult job seekers and workers is aimed at effective preparation and expeditious connection of work-ready individuals to open jobs, while simultaneously and through meaningful collaboration, strengthening the workforce delivery system. At the same time, better understanding of employers' need is factored into the implementation of systemic solutions to the challenges faced by employers.

- **Title I Dislocated Worker (Workforce Innovation and Opportunity Act)**

To help facilitate rapid reemployment, dislocated Worker programs assist workers before or after layoff in identifying basic skills training, on-the-job or customized training programs, and apprenticeship opportunities. At the point of entry, dislocated workers are triaged to identify potential program eligibility. This initial intake and triage allows for the development of a streamlined service strategy that maximizes the funding of all entities for carrying out core reemployment activities.

- **Title I Youth (Workforce Innovation and Opportunity Act)**

Youth programming is designed to serve eligible youth and young adults through a variety of services: high-quality case management support toward educational attainment that includes career guidance and exploration, summer and/or year-round work experience opportunities such as internships and pre-apprenticeships, skills training along a career pathway for in-demand industries and occupations, and any necessary supportive services. The ultimate goal for program participants is either advancement into post-secondary education or the attainment of employment with a family-sustaining or self-sustaining wage. Youth program services are prioritized for out-of-school youth (OSY) and youth with significant barriers to success, such as a disability, being a pregnant or a parenting youth, or being subject to the juvenile/adult justice system.

- **Programs authorized under Title II of the Workforce Innovation and Opportunity Act** (adult basic education and literacy training).

Depending on the availability of literacy training in the individual counties, Title II programs are provided by local Adult Literacy Training Providers. The one-stop operator works closely with the network of adult basic education and literacy services providers to ensure integration of their services into individual employment plans and to develop appropriate on-site programming at individual PA CareerLink® centers in the local area.

- **Wagner-Peyser Act Programs**

Services under the Wagner-Peyser Act are provided by partners from the Bureau of Workforce Partnerships & Operations (BWPO) in the Pennsylvania Department of Labor and Industry. These services are provided within the PA CareerLink® System and include vocational counseling, employee profiling, job matching, job search assistance, and posting of employer job orders.

- **Programs authorized under Title IV of the Workforce Innovation Act**

Programs authorized under Title IV of the Workforce Innovation Act are provided by the Office of Vocational Rehabilitation and are also available through the PA CareerLink® System. Office of Vocational Rehabilitation Counselors work with WIOA Title IV Eligible customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal. Examples of services include diagnostic assessment and evaluation, counseling and guidance, restoration, training and placement services. OVR often collaborates with other workforce program partners to provide services, outreach and assessment. It should be noted that all local partners serve a percentage of individuals with disabilities, and not all of these need or want to be served by OVR programs. All individuals with disabilities, whether served directly by OVR programs or not, have access to the full range of programs and services provided by the PA CareerLink® partners.

- **Programs authorized under Section 403(a)(5) of the Social Security Act (as added by Section 5001 of the Balanced Budget Act of 1977)**

Operating under of the State Department of Public Welfare, the local County Assistance Offices provide services through TANF, authorized under Section 403(a)(5) of the Social Security Act. These services are targeted to welfare recipients and include information about and dissemination of welfare benefits. The services act as the sole determinant for eligibility of those benefits and are a referral resource to a multitude of local services, programs, and training options.

- **Postsecondary vocational education activities authorized under Carl D. Perkins Vocational and Applied Technology Education Act.**

Vocational Technical School and Career and Technology Center partners provide these services as part of the PA CareerLink® services. Program services include the dissemination of information relative to financial assistance to attend post-secondary training as well as the provision for post-secondary occupational skills training.

- **Activities authorized under Chapter 2 of Title II of the Trade Act of 1974**

These activities include Trade Readjustment Act Program administration, including tuition assistance to Dislocated Workers who have lost their jobs due to imports. Program services authorized under this funding and provided within the PA CareerLink® system include: rapid response to employees in the event

of massive layoff or plant closure; tuition assistance for post-secondary occupational skills training; and income subsidies to assist candidates while in training. This service is provided by BWPO, through the Department of Labor and Industry.

- **Veteran’s activities authorized under Chapter 41 of Title 38 United States Code**

Veterans’ activities are provided by Veterans Representatives from BWPO, through the Pennsylvania Department of Labor and Industry. Services include career counseling, information on veterans’ benefits, and tuition assistance for skill training.

- **Programs authorized under Title V Senior Community Service Employment Program (SCSEP)**

SCPa Works and the one-stop operator work closely with the AARP, Crispus Attucks, A4TD and Pathstone Inc. to provide Title V services in the PA CareerLink® system. Current services include access to work experience, job coaching and job matching services for older workers and job seekers.

- **Programs authorized under State unemployment compensation laws**

The Department of Labor and Industry’s Unemployment Compensation (UC) Deputate operates programs authorized by state and federal Unemployment Compensation laws. Service priority by the Deputate includes dissemination of information under the UC laws for claim filing assistance. The BWPO provides access to those persons seeking to file UC applications and claims for benefits, including eligible WIOA Title IV applicants, which in the Commonwealth means those individuals with the most significant disabilities.

Core program alignment is driven by the SCPa Works’ strategies to coordinate and convene across all programs and partners. This is primarily delivered through the one-stop delivery system MOU and the one-stop operator functions – however, as will be discussed in this plan, the coordination across all partners needs to include key implementation elements of data sharing; alignment of eligibility/enrollment; leveraged, braided and blended funding to best support job seekers; and transparent metrics and program outcomes.

3.3. How will the local board work with the entities carrying out core programs to: [20 CFR § 679.560(b)(2)]

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

A core component of SCPa Works' value in administering and integrating the public workforce system is to expand access for jobseekers through core programs in the PA CareerLink® and through stronger connections to community partners to recruit populations with barriers. The PA CareerLink® system is designed to provide universal access to all individuals while providing special services to address the barriers to entry for high-priority populations. Through an objective assessment, each individual's strengths and barriers to employment or career enhancement are identified. This assessment is part of a first tier of basic services such as affirmative outreach (see Section 4.4), intake, orientation, initial assessment, job search assistance, job opening information, performance and cost information on training providers, information on filing for unemployment compensation, and eligibility determination for education and job skills training.

Beyond those basic services, the second tier includes individualized services, such as comprehensive assessment of job skill levels, counseling and career planning, case management, individual employment plans, short-term pre-vocational services and literacy services will be offered if it is apparent that the customer is in need of additional educational and job skill services in order to obtain or retain the employment necessary to be self-sufficient. If the individual needs education or job training to secure a job placement or to ensure job retention/growth, the customer may be eligible for the third tier of services, which involves actual training.

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Vocational Rehabilitation Counselors determine eligibility for and work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal.

SCPa Works goal of co-enrollment and program integration whenever possible will help to expand access to employment, education and supportive services to those with barriers to employment. Coordinating efforts across programs will build viable and clear career pathways, as well as build stronger connections, referrals and data sharing between WIOA Title I-IV programs.

Customers, including youth, who have participated in career services and are still not able to secure a self-sustaining job may be eligible for an ITA (Individual Training Account) or an OJT (On-the-Job Training). PA CareerLink® staff assists individuals with identifying programs consistent with their particular employment goals, and regional HPOs, and also develops a plan for training. After exploring all other funding options, all customers, including youth, may access Title I funds. In all cases, the financial aid package developed for the customer ensures that funds are maximized to the greatest possible extent.

As an example of how we are building both career pathways and also helping to expand training services to those with barriers to employment, SCPa Works is partnering with a number of Adult Basic Education partners on an Integrated Education and Training (IET) program. An Integrated Education and Training (IET) model is recognized as an emerging best practice in workforce development and adult basic education. Under an IET model, participants receive simultaneous instruction in basic skills such as math, reading, or spoken English, as well as training for a special occupation or industry. Integrated education and training approaches are effective in part because they recognize that busy working adults need opportunities to acquire basic skills in a meaningful context that has an immediate application, enables credential attainment, and can directly increase their earning power. There is a rich base of evidence confirming that integrated education and training approaches are effective in aiding workers with basic skills needs to attain in-demand skills and credentials.

SCPa Works is also working closely with our Title II partners to help build a stronger, more integrated system to serve jobseekers and adult learners. A part of this strategy is to invest time and planning resources into a more cohesive plan to bolster co-enrollment levels between Title I and II. Based on discussion with Title II providers across the region, SCPa Works knows that there are many customers that qualify for both Title I and II services, but are not being appropriately identified, referred and captured in shared data/outcomes. Implementing an effective solution for co-enrollment between Title I and II will require significant buy-in from all relevant partners, and it is a major part of our local strategy in the coming years. SCPa Works has published a directive to all vendors requiring every participant to be assessed for basic literacy levels. Upon completing the assessment, participants are made fully aware of any literacy shortcoming; a document has been created as a companion to the ISS /IEP required documentation outlining the exact literacy grade level for the individual. The participant will sign off acknowledging understanding of the testing information and affirming their willingness to seek additional intervention with Title II. An SCPa Works case manager will make a formal referral to Title II services, including making an appointment on behalf of the participant.

To fully integrate service with Title II, SCPa works has a standardized referral process to/from regional Title II (one (1) per county in our eight (8) county region) partners. We have created a policy that allows for any diagnostic testing results to be shared (with participants' permission), thus allowing for streamlined enrollment.

Referral to Title IV service the Office of Vocational rehabilitation (OVR). As a mandated partner in each of our comprehensive PA CareerLink® centers, our referral process to title IV is similar to our referral process to all of the WIOA Title services. Both our youth and adult vendors have a designated process of referral to OVR services; all staff are trained to look for and recommend participants who may benefit from dual enrollment. Our goal is to work with any partner who can assist the participants in seeking life-sustaining, fulfilling, and meaningful work. However, specific enrolment into OVR services and determining eligibility to receive assistance under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Vocational Rehabilitation Counselors assess eligibility for and work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal.

Finally, SCPa Works is working closely with various partner agencies to provide customers with barriers to employment a variety of supportive services and referrals as part of our larger effort to expand access for all clients. We are working closely with the United Way of the Capital Region (UWCR), New Hope Ministries, the Central PA Food Bank and the Community Progress Council (CPC) to expand our reach of relevant supportive services, such as child care, transportation and food services, and to connect to their client bases for promotion of workforce development services that are available.

3.4. What strategies will be implemented in the local area to improve business and employer engagement that: [20 CFR § 679.560(b)(3)]

In coordination with various partners, SCPa Works continues to engage in substantial quantitative and qualitative analysis to identify the region's most competitive industry clusters. As a broker of services to the workforce system, SCPa Works' regional model for business services and development involves collecting information about the region's key industries so as to be able to respond proactively to employment demands. The Regional Business Service Team (RBST) targets businesses in regional industry clusters, major economic sectors not included in a regional industry cluster, major businesses with mass openings, businesses who initiate contact with the local PA CareerLink®, and businesses that have discontinued use of the PA CareerLink® services.

SCPa Works uses multiple strategies to increase coordination and maximize and leverage resources to develop a high-demand, skilled workforce that supports the needs of business and industry in the region. Through the successful development and coordination of employer-led efforts, such as Industry Partnerships, these strategies are evidenced-based and foster a high-demand, skilled workforce that supports local businesses in the region.

Manage activities and services to improve business engagement

A primary strategy has been a strengthened PREP alliance among business contact staff. In order to better coordinate workforce development programs with economic development partners, SCPa Works implemented a regional business solutions effort held accountable to the strategic regional goals of SCPa Works and the Partners for Regional Economic Performance (PREP) of South Central PA.

A critical part of the local business service strategy is to, wherever possible, align and leverage the business services of multiple programs and funding sources. For instance, OVR Business Services Team staff provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals with disabilities. OVR Business Services team staff members are a part of the local Business Services team meetings, providing the ability to share information and integrate services in a more efficient way. Using the strategy, various partners and programs are able to provide market intelligence about what employers are specifically looking for, and how the various programs that can provide an integrated solution that best meets the identified employer needs.

Better coordination of regional workforce/economic development strategy, messaging, engagement and programs

Industry Partnerships and Sector Strategies

- *Industry Partnerships* – SCPa Works helps to coordinate, convene and lead a series of industry partnerships that provide sector-based training and intermediary services to businesses. These industry partnerships are in the following sectors: advanced manufacturing, IT and hospitality/tourism. We are also beginning to form two partnerships in healthcare and construction in partnerships with key industry associations. Employers provide a forum for SCPa Works to implement everything from incumbent worker training to the creation of training/education programs.
- *Regional business services teams* – As noted above in the local plan, SCPa Works helps coordinate a regional business service team comprised of a cross-section of staff from multiple agencies that work directly with businesses. This service is a direct conduit between companies and the various workforce programs across WIOA Title that assist enterprises (such as on-the-job training, incumbent worker training, customized training, etc.).

Through research, data and labor market intelligence, SCPa Works has identified key sectors in the region that are critical to driving economic growth for businesses and job seekers. These sectors include Advanced Manufacturing, Healthcare and Information Technology (IT) and Hospitality/Tourism, which represent a majority of our region's total economic output and employment. In order to achieve a stronger return on investment for the community as a whole, SCPa Works is aligning the majority its resources, programs, investment and initiatives around these sectors. A critical part of our effective employer engagement, then, involves building Industry Partnership (IP) groups around each of these four key sectors.

These IP groups help identify critical training needs in each of the sectors, as well as provide input on how and where on-the-job training, incumbent worker training, career pathways, and apprenticeships can be used most effectively by SCPa Works to help the regional economy grow. This participation provides a strong voice for common training needs and strategic solutions. As the Industry Partnerships identify new skill and training gaps, we work with the region's educational partners to develop new training programs and services that will fill employment and training gaps to keep the industry competitive. To this end, SCPa Works continues to use input from its workforce, education and economic development networks that support new or changing data.

Rapid Response

PA CareerLink® sites have Rapid Response (RR) staff that provide early intervention business services that assist 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. SCPa Works and PA CareerLink® partners recognize the important of RR programs and services as part of a holistic approach to coordinate employer engagement, including layoff aversion; re-skilling; placement services; and connection with UI.

Career Pathways

SCPa Works' goal is to connect all job seekers (youth, adult, displaced workers, incumbent workers, etc.) to career pathways and career ladders that align education to job opportunities and lifelong learning through the PA CareerLink® system. A particular focus will be on youth services (summer employment, internships, college/career readiness, registered and pre-apprenticeship programs); and COVID-19-displaced workers (upskilling, re-skilling, short-term industry-recognized credentials).

As an example of how we are building both career pathways and also helping to expand training services to those with barriers to employment, SCPa Works is partnering with a number of Adult Basic Education partners on an Integrated Education and Training (IET) program. An Integrated Education and Training (IET) model is recognized as an emerging best practice in workforce development and adult basic education. Under an IET model, participants receive simultaneous instruction in basic skills such as math, reading, or spoken English, as well as training for a special occupation or industry.

Economic Development

- *Collaboration with Economic Development* – SCPa Works is also collaborating with the South Central Partners in Regional Economic Performance (PREP) on a business calling program (Engage!) in alignment with economic development. Through a survey tool, this program connects with businesses across the region to identify the key challenges, opportunities, and leading indicators of economic change. SCPa Works administers this program in conjunction with economic development partners from across the region, including being the single point-of-contact for any business interested in learning more about workforce development programs. While this is not a specific workforce development program, it is a critical business-facing opportunity that allows SCPa Works and our partners to gather necessary market intelligence and turn that into actionable solutions for businesses.



In support of the Governor’s State Plan, SCPa Works is committed to leveraging local resources to promote an integrated regional workforce system. To achieve this goal, it has developed strong partnerships with the region’s economic development organizations, higher educational institutes, Intermediate Units (IUs), school districts, county agencies, libraries, and community-based organizations to provide services to employers, job seekers and youth. SCPa Works continually solicits input and feedback from its network of employers, organizations, schools, consortium members, etc. via one-on-one visits, Industry Partnership meetings, focus groups, informational presentations throughout the region, and employer surveys.

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

The COVID-19 pandemic and related labor market disruptions have highlighted the importance of the continued integration of UI and RESEA programs into the PA CareerLink® one-stop system.

SCPa Works and the PA CareerLink® system have built a strong relationship with unemployment insurance (UI) programs. A key component of that relationship is communicating with employers about the benefits of collaboration with the Unemployment Compensation system. In partnership with the Commonwealth, information is provided to employers on State Unemployment Compensation Law, the claims process as it relates to employers and UC claimants, and the benefits of working with the Reemployment Services and Eligibility Assessment (RESEA). Through the RESEA program, SCPa Works and the PA CareerLink® partners have the ability to demonstrate to employers the effectiveness of this program and the cost savings that employers can enjoy based on unemployment compensation claimants being placed into jobs more quickly. The strategy is to take this data from the initial year of RESEA implementation and turn that into actionable Data to give to employers to show the efficacy of our system.

The UCX initiative (serving UC exhaustees) is a good example of the types of linkages that SCPa Works and the PA CareerLink® one-stop system need to expand regarding partnership with UI. This is an initiative that will be prioritized through 2021 in order to better up-skill and place UC exhaustees.

Initiate a strategic rethink of our process for utilizing incumbent worker investment in our community

Incumbent Worker Training

The current policy strives to avert layoffs while spawning incumbent worker upskilling. To receive incumbent worker intervention dollars, a company must identify staff who lacks the required skills to continue working in their job. The employer determines a particular employee/s' for imminent layoff and may apply for funding tied to the individual for direct support and upskilling dollars. This process is cumbersome, and too few dollars are available in the current distribution model.

SCPa Works proposed changes will consist of allocating 10% of our total WIOA funding towards incumbent worker training and upskilling, simultaneously, using our Industry Partnerships (IP) and Engage program structure to address industry-wide demand and a systematic approach to funds distribution. Under the proposed redesign, companies seeking assistance will formally request assistance with incumbent worker training.

- An executive summary will describe the training necessary to make the company competitive, including market conditions, competitor/industry data, equipment investment, and a budget representing the exact corporate investment in this project.
- The company will propose the detailed required training and the length necessary to complete this training.
- The plan must include WEDnet and state and federal tax incentives attached to the project.
- The company must develop a long-term career pathway plan for each individual they seek incumbent intervention assistance.
- Once the above application is complete, the Industry Partnership connected to the request industry will review the information and decide with the Workforce Board to verify its validity.
- Finding sufficient just cause for funding assistance, the IP will look at the entire sector structure as a whole and determine a plan for aid within the parameters of WIOA and funding availability.
- SCPa Works will work with the company to determine the best mix of industry-recognized training and on-the-job training to make current staff competitive.
- SCPa Works will work with regional education providers to develop a curriculum that will be included on the ETPL and tailored to the company's needs and replicable throughout the region.
- Once a plan is in place, SCPa Works will allocate dollars to assist and offset incumbent worker training costs.
- While programs such as WEDnet have a multi-year funding process, SCPa Works will fund based on capital availability and require a new application annually for future funding.

Once all of the above steps are complete, SCPa Works and Title I vendor will work with the employer to design the best pathway for the incumbent worker. This may include formal certification training, full OJT, enrollment in the registered apprenticeship program, or a hybrid model that will have a combination of multiple modalities to upskill and prepare the employee /participant. In addition, SCPa Works is currently designing a new process that will work with companies with underskilled employees who need upskilling to develop a grant process that will streamline funding.

The new Incumbent Worker support process aims to utilize the SCPa Works influence and Industry Partnership structure to build long-term solutions for our regional industry. Funds will be distributed based on fund availability, company size, company market share, and company direct investment.

Apprenticeships and pre-apprenticeships

In working with the Keystone Development Partnership (KDP) and the Keystone Contractors Association, SCPa Works is creating industry-led partnerships with a view to three goals:

- 1. Expanding the number of apprenticeships and pre-apprenticeship programs in our region by 40%;*
- 2. Ensuring that these programs are aligned to the highest priority, in-demand occupations;*
- 3. Ensuring that these programs (especially pre-apprenticeship programs) are aligned with other pathways that have multiple on-ramps and off-ramps if the decision to enroll in an apprenticeship program is not made.*

As part of our work with labor unions and labor management, SCPa Works is also beginning to launch an Apprenticeship Navigator program which will help to build capacity in the workforce development system with regards to technical assistance and apprenticeship program creation in the region.

3.5. How will the local board coordinate local area workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services? [20 CFR § 679.560(b)(4)]

SCPa Works continues to engage in dialogue with the Department of Community and Economic Development (DCED) with regards to continuing to promote and expand the strong connection between workforce and economic development, particularly with regards to entrepreneurial skills and microenterprise. During the next cycle of the Engage! program, SCPa Works hopes to continue this dialogue with DCED, especially in terms of including survey questions on Engage! visits with regards to these issues.

A key component of our current services regarding entrepreneurial skills training is working with Ben Franklin Partners (DCED) to provide resources, access and training opportunities for those who are seeking to build skills around creating or expanding their own business.

Each year, the PREP group and SCPa Works identify, and update, appropriate metrics and performance indicators. The core competencies of the Business Solutions Team include providing business-focused and value-add services to employers; utilizing a consultative sales approach to identify employer needs and potential solutions; and building strong partnerships and networks within the targeted industry cluster(s). The PREP Business Solutions Team will also utilize community resource mapping, labor market data and forecasting, and promote effective communication between employer, job developers, and SCPa Works' team.

Regional Communication Strategy

In conjunction with the PREP Partners, SCPa Works will develop a regional communications plan outlining how key information is shared with regional partners and to streamline communications to reduce duplications. In general, the strategy is to initially share information with key partners within the counties and have them manage local networks and partners. This encourages local partners to manage relationships in their area and the region becomes a source of information to help the counties achieve their goals.

As the communications network develops there is an opportunity for any interested group to sign-up to receive information through several channels. This is not to replace the local network but rather a way to help critical information to get out into the communities faster and give greater visibility to regional projects.

4. OPERATIONAL PLANNING: Local Area Workforce Delivery System

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

As the local workforce development board for the South Central PA region, SCPa Works is proud to serve as the leader in the public workforce development system for our region. As part of our role, SCPa Works acts as a convener, connector and investor of key stakeholders that comprise the workforce system, including: local elected officials, SCPa Works Board of Directors, WIOA one-stop system required and non-required partners, businesses and employers, government agencies, K-12 and postsecondary educational institutions, labor organizations, economic development organizations, community-based organizations and other relevant entities.

SCPa Works focuses on coordinating these key stakeholders in a number of key ways. First, at the governance level, SCPa Works is committed to a LEO Board and Board of Directors that is compliant, strategic and representative of the communities we serve. At the PA CareerLink®, we help to manage and oversee the WIOA required and non-required partners that serve both job seekers and business. In the community, we respond to needs of our region both through alignment of services with many agencies and organizations that support workforce development programs and initiatives. *[A list of required partners is outlined in more detail in Section 4.2 and Attachment 3.]* Other key stakeholders and advocacy groups include but are not limited to ACEDC, CREDC, CAEDC, Economic Development Company of Lancaster County, FCADC, LVEDC, PCEDA, YCEA, Spanish American Civic Association, York County United Way, United Way of the Capitol Region, New Hope Ministries, Franklin County Coalition for Reentry, York County YMCA, York County YWCA, Camp Curtain YMCA, York Reentry Coalition, Keystone Goodwill Industries, Harrisburg Dress for Success, Hamilton Health Center, Family First Health, MASCPA, International Electrical Contractors (IEC).

At the national level, SCPa Works is proud to serve in partnership with many national organizations that help to shape the policies and best practices of our local workforce system, including: the National Association of Workforce Boards (NAWB); the U.S. Conference of Mayor Workforce Development Council (WDC); and the Coalition for Adult Basic Education (COABE).

A major advancement in local service delivery quality management and coordination of the activity of partners has occurred with the procurement and selection of a new PA CareerLink® Operator. In accordance with the Commonwealth of Pennsylvania's guidance on separation of duties between the one-stop operator and the service providers, SCPa Works issued a request for proposals (RFP) on April 20, 2020 for a One-Stop Operator for the South Central PA Works and its PA CareerLink® Sites. Responses were due by May 4, 2020, and review and rating process by the Board led to the selection of Equus Workforce Solutions (formerly Rescare Workforce Services) on May 14, 2020. Equus Workforce Solutions began the transition on June 1, 2020 and assumed duties on July 1, 2020. These duties, as specified in the RFP, include:

- Holding, maintaining, facilitating, and supporting regular Local Partner Consortium meetings, at each PA CareerLink®, that should provide for partner feedback and a means to work through disagreements and other issues;
- Leading and convening partners in the implementation of functional integration in cooperation with the Local Partner Consortia and SCPa Works;
- In conjunction with SCPa Works and the Local Partner Consortia, evaluating available resources and developing comprehensive operational service delivery plans designed to meet the needs of the local labor market;

- Evaluating customer needs and satisfaction data to continually refine and improve service strategies, including exploring implementing a real-time customer feedback model;

- Addressing and resolving issues relating to growth and space usage; including site operations, space configuration, customer flow, and integration;
- Working with SCPa Works and the Local Partner Consortiums to recruit additional partners at all the PA CareerLink® Centers and affiliated locations both physical and virtual;
- Facilitating sharing of data and information; provide participant data and reports required by the Local Partner Consortiums, SCPa Works, and the Commonwealth.
- Working with SCPa Works and the Local Partner Consortiums in recommending site locations and content for the One-Stop Service Plan and Operating Budget for Chartering and Certification of each PA CareerLink® Center;
- Supervising, managing and payrolling all staff noted in Section C above including hiring, professional development, evaluation and performance activities; and
- Completing and submitting Section 188 Annual Review and Report.

Under WIOA Title I Adult and Dislocated Workers, the Local Elected officials designated EDSI as a PA CareerLink® Partner for all services and for any other program operated directly by the Grant Recipient. All other services are procured by purchase of service agreements (as in the case of OJTs, Work Experience, Individual Training Accounts, or otherwise) in compliance with the relevant Federal Law and Regulations.

All procurement of Intensive and Training Services, other than those provided above, are through the RFPs. The Program Committee oversees the procurement for Adult and Dislocated Workers and for Youth funds, and makes recommendations to the Full WDB for all procurement actions. SCPa Works Board recommendations are then submitted to the LEOs for concurrence.

SCPa Works compiles and continually updates a list of potential vendors. That list consists of agencies which have demonstrated ability to meet performance standards when operating SCWDA programs, new agencies requesting inclusion on the vendors list, and local public education agencies, including school districts; vocational-technical school; intermediate units; community colleges; faith-based organizations; university branch campuses and post-secondary colleges; and universities approved by the Pennsylvania Department of Education. Agencies on the currently approved inventory of potential vendors are mailed a copy of the publicly advertised solicitations, which indicated the RFP's availability, describe it, and provide the point of contact. All organizations that notify SCPa Works of their desire to be so included are added to the mailing list so they can receive notices of RFPs or solicitations. In addition, SCPa Works routinely publishes notices of solicitations on its website.

As identified in section 3.1, SCPa Works employs a Compliance Officer/EO Officer, Ms. Wanda Jackson, 717-645-7393/wjackson@scpaworks.org, to monitor and evaluate compliance with equal opportunity laws, guidelines, and policies to ensure that employment practices and contracting arrangements give equal opportunity without regard to race, religion, color, national origin, sex, age, or disability. They also investigate employment practices or alleged violations of laws to document and correct discriminatory factors.

4.2. Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area. Describe briefly the role(s) of the one-stop partners (required and other). [20 CFR § 679.560(b)(5)(iv)]

SCPa Works has entered into a Memorandum of Understanding (MOU) effective July 1, 2020 with required and non-required PA CareerLink® partners to comprise and coordinate the one-stop system. A full list of program partners is also available in Attachment 3.

Title I Adult and Dislocated Worker: EDSI

- **Adult** – Authorized under WIOA, the Adult program is one of three Title I core programs designed to assist participants in attaining employment through skills assessment and training. Its programming for adult job seekers and workers is aimed at effective preparation and expeditious connection of work-ready individuals to open jobs, while simultaneously and through meaningful collaboration, strengthening the workforce delivery system.
- **Dislocated Worker** – To help facilitate rapid reemployment, dislocated Worker programs assist workers before or after layoff in identifying basic skills training, on-the-job or customized training programs, and apprenticeship opportunities.

Title I Youth Services: Crispus Attucks - York City, and three local district as well as charter schools; EDSI Dauphin, Perry, Juniata, York County SD from Spring Grove SD east; Equus - Western York County including Hanover, Southwestern, Littlestown, All of Adams, Cumberland, Franklin County; IU13- Lebanon; Harrisburg University Stem and computer training - all eight counties focused primarily on ISY and TANF.

- **Youth** – Youth programming is designed to serve eligible youth and young adults through a variety of services: high-quality case management support toward educational attainment that includes career guidance and exploration, summer and/or year-round work experience opportunities such as internships and pre-apprenticeships, skills training along a career pathway for in-demand industries and occupations, and any necessary supportive services.

Title II service partners: IU12; IU 13; York County School of Technology; York County Literacy Council; Tri-County OIC; Penn State Harrisburg; Perry County Literacy Council; Harrisburg Area Community College (HACC) Dauphin County; Waynesboro School District; Employment Skills Center; York City School District; Catholic Charities Dauphin County; Literacy Council of Lebanon and Lancaster

- Programs authorized under Title II of the Workforce Innovation and Opportunity Act (adult basic education and literacy training).

Title III services: Bureau of Workforce Partnership & Operations staff

- Services under the Wagner-Peyser Act are provided by partners from the Bureau of Workforce Partnership & Operations (BWPO) in the Pennsylvania Department of Labor and Industry. These services are provided within the PA CareerLink® System and include vocational counseling, employee profiling, job matching, job search assistance, and posting of employer job orders.

Title IV services: Office of Vocational Rehabilitation staff

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

Programs authorized under Section 403(a)(5) of the Social Security Act (as added by Section 5001 of the Balanced Budget Act of 1977)

- Operating under of the State Department of Public Welfare, the local County Assistance Offices provide services through TANF. These services are targeted to welfare recipients and include information about and dissemination of welfare benefits. The services act as the sole determinant for eligibility of those benefits and are a referral resource to a multitude of local services, programs, and training options.

Carl D. Perkins Vocational and Applied Technology Education Act.

- Vocational Technical School and Career and Technology Center partners provide these services as part of the PA CareerLink® services. Program services include the dissemination of information relative to financial assistance to attend post-secondary training as well as the provision for post-secondary occupational skills training.

Activities authorized under Chapter 2 of Title II of the Trade Act of 1974

- These activities include Trade Readjustment Act Program administration, including tuition assistance to Dislocated Workers who have lost their jobs due to imports. Program service authorized under this funding and provided within the PA CareerLink® system include: rapid response to employees in the event of massive layoff or plant closure; tuition assistance for post-secondary occupational skills training; and income subsidies to assist candidates while in training. This service is provided by BWPO, through the Department of Labor and Industry.

Veteran’s activities authorized under Chapter 41 of Title 38 United States Code

- Veterans’ activities are provided by Veterans Representatives from BWPO, through the Pennsylvania Department of Labor & Industry. Services include career counseling, information on veterans’ benefits, and tuition assistance for skill training.

Programs authorized under State unemployment compensation laws

- BWPO operates programs authorized under the State Unemployment Compensation laws. These program services include: dissemination of information on the State Unemployment Compensation Law; claim assistance; and access to unemployment compensation benefits.

Programs authorized under Title V Senior Community Service Employment Program (SCSEP)

- SCPa Works and the one-stop operator work closely with the AARP to provide Title V services in the PA CareerLink® system. Current services include access to work experience, job coaching and job matching services for older workers and job seekers.

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

SCPa Works facilitates access to services through the one-stop delivery system in a number of key ways:

1. Required WIOA partners with a physical presence at a PA CareerLink® comprehensive site;
2. Required and non-required WIOA partners with a physical presence at a PA CareerLink® affiliate site;
3. Required and non-required WIOA partners with a non-physical presence (i.e. direct technology link, phone, video conferencing) at a PA CareerLink® comprehensive, affiliate or specialized site;

COVID-19 has disrupted our service delivery strategy over the course of the past year, but it has also provided an opportunity for us to re-think the best and most equitable ways to deliver services across our region. Some factors that are currently being considered with regards to better aligning our workforce delivery system include:

- Location of physical sites with respect to travel time, accessibility, location of highest areas of unemployment and equity to access;
- Technology, specifically ways in which the one-stop system partners can better integrate mobile solutions to better reach job seekers and match them with businesses in a way that is easy, convenient and allows us to provide more equitable services;
- Alignment with non-required partners, including many community-based organizations that are increasingly involved in workforce programs (food banks, YMCAs, United Ways, etc.)

SCPa Works has integrated cross-program strategies for specific populations and subpopulations, including adults, dislocated, incumbent, and older workers, individuals training for nontraditional employment or those with limited English proficiency, or multiple barriers to employment, welfare recipients, youth, veterans, persons with disabilities, and ex-offenders.

To better promote this affirmative outreach, SCPa Works has contracted with Equus Workforce Services as the One-Stop Operator to better align and coordinate access to our one-stop system through targeted outreach/recruitment efforts. *[Section 4.4 discusses how this access is in compliance with U.S. laws and regulations with respect to physical and programmatic accessibility.]*

Our goal with the one-stop delivery system is to provide high-quality, equitable access to valuable employment and training services to anyone in our community. Our strategies ensure that the educational and job skill needs will be met through a tier-system of service offered in the PA CareerLink® system. The PA CareerLink® is designed to provide universal access to all individuals.

1. Through an objective assessment, each individual's strengths and barriers to employment or career enhancement are identified. This assessment is part of a first tier of basic services such as core training classes, outreach, intake, orientation, initial assessment, job search assistance, job opening information, performance and cost information on training providers, information on filing for unemployment compensation, and eligibility determination for education and job skills training under all workforce investment funding streams are available to all job seekers.

2. Beyond those basic services, the second tier includes individualized services, such as comprehensive assessment of job skill levels, counseling and career planning, case management, individual employment plans, short-term pre-vocational services and literacy services will be offered if it is apparent that the customer is in need of additional educational and job skill services in order to obtain or retain the employment necessary to be self-sufficient. If the individual needs education or job training to secure a job placement or to ensure job retention/growth, the customer may be eligible for the third tier of services, which involves actual training.

3. These strategies ensure that the educational and job skill needs will be met through a tier-system of service offered in the PA CareerLink® system. SCPA Works utilize PA's workforce development system of record to ensure that all information is sharable to any partner with access. The PA CareerLink® is designed to provide universal access to all individuals. Through an objective assessment, each individual's strengths and barriers to employment or career enhancement are identified. This assessment is part of a first tier of basic services such as core 5 training classes, outreach, intake, orientation, initial assessment, job search assistance, job opening information, performance and cost information on training providers, information on filing for unemployment compensation, and eligibility determination for education and job skills training under all workforce investment funding streams are available to all job seekers. Beyond those basic services, the second tier includes individualized services, such as comprehensive assessment of job skill levels, counseling and career planning, case management, individual employment plans, short-term pre-vocational services and literacy services will be offered if it is apparent that the customer is in need of additional educational (Please see section 3.3 for a complete description of Title I /Title II integration and cross-referral process) and job skill services in order to obtain or retain the employment necessary to be self-sufficient. If the individual needs education or job training to secure a job placement or to ensure job retention/growth, the customer may be eligible for the third tier of services, which involves actual training.

4. SCPa Works has recently been awarded a Community Based Partnership Grant, which will help the local area in utilizing the networks and resources of an existing community based organization with strong employer engagement. By doing so SCPa Works will be able to demonstrate a high quality, innovative model of workforce development service delivery to low population density rural areas. As a regional Workforce Development Board with a number of rural areas, it is crucial for SCPa Works to serve job seekers who otherwise might not be able to access workforce services in our PA CareerLink® system. By helping us to identify the criteria for successful alternative delivery strategies with the hopes of scaling these access points to other remote and rural parts of the South Central workforce area, funds from this grant will assess the effectiveness of access points or satellite offices. The CAP project (described in section 1.4) will democratize service across our region. The CAP project will allow participants to connect to PA CareerLink® staff in multiple public locations such as libraries, schools, community centers, food banks, partner organizations, and virtual tools such as cell phone applications and web enabled services. The goal is to ensure immediate and consistent service available to any individual in need of help in our entire region. Further, SCPA Works has instituted a laptop lending program, has written directives to support internet connectivity through supportive services, and has expanded internet wifi capabilities at every PA CareerLink® centers parking lot. SCPA Works has developed partnerships with local transit authorities and independent van services to transport participants to and from educational training, PA CareerLink® activities, such as job fairs and information sessions. Our regional OSO hosts a weekly information meeting (virtually) with all regional partners in the eight-county region to keep partners informed of all current opportunities. Under the direct supervision of OSO, each PA CareerLink® center Site Administrator is responsible for consistent communication with every regional organization and

actively participating in county-based consortium groups and local governmental connections.

5. The SCPA Works Program team works with area educational institutions, including colleges, Perkins-funded CTS, apprenticeship sponsors, industry partnerships, local government, and area school districts (53 school districts in our region) to develop career pathways. They are working with educational providers to integrate CIP and SOC information to create long-term credible training pathways. Once a path is created, a strategic process of participant recruitment is implemented with benchmarks for enrollment and certification obtainment. Training pathways and providers are assisted by WIB staff to register on the ETPL list, and information and applications are given to update the local HPO list based on regional demographics.
6. SCPa Works and the PA CareerLink® system provide access for deaf and hard of hearing individuals including the provision of American Sign language interpreter services at each of the six PA CareerLink® sites through TTY telecommunication devices. Individuals with limited English proficiency may utilize the "translation line" TTD lines at each of our areas PA CareerLink®, referral to the appropriate community partner including local NGO's as well as title II to support any person seeking assistance. Our regional OSO actively recruits multilingual triage/customer staff, who are charged exceptional direct customer service. In addition, all PA CareerLink® offices have assistive technology for visually impaired which includes JAWS screen reading software, Zoom text with screen magnification and visual enhancements, and FS Reader along with an ADA compliant computer work station in Career Resource Centers. During the welcome function, one-on-one assessments are conducted and EO notifications are provided in appropriate formats depending on the needs of the customer (i.e. braille, large print, audio assistance, etc.) These services are available upon request at each location.

As a regional Workforce Development Board with a number of rural areas, it is crucial for SCPa Works to serve job seekers who otherwise might not be able to access workforce services in our PA CareerLink® system. By helping us to identify the criteria for successful alternative delivery strategies with the hopes of scaling these access points to other remote and rural parts of the South Central workforce area, funds from this grant will assess the effectiveness of access points or satellite offices.

Each PA CareerLink® has developed a Limited English Proficiency Plan which provides assurances and demonstrates that customers are being provided meaningful access to program information, benefits and services, by means of Bi-lingual employees, staff interpreters, Interpreter contract, Volunteer Interpreters, Telephone Interpreters, etc.

In addition each PA CareerLink® site provides customers with access to the Unemployment Compensation system via a courtesy phone line that allows customers to connect directly with UC customer service staff.

4.4. How will entities within the one-stop service delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities? [20 CFR § 679.560(b)(5)(iii)]

The SCPa Works has strategies/approaches to provide service availability for individual with disabilities, including identifying significant barriers encountered and offering the means to address them. EO/ADA compliance reviews for the PA CareerLink® centers will now be performed on an annual basis. SCPa Works has an equal opportunity point of contact for staff, as identified in section 3.1, and also has a monitoring and compliance team that works with the one-stop operator and partners in the PA CareerLink® to ensure that all comprehensive, affiliate and specialized PA CareerLink® centers are EO and ADA compliant. In addition these staff members are trained on an annual basis on policy updates and on EO/ADA compliance changes. Due to COVID 19, the EO Officer has not conducted any in person trainings of staff, however, training materials such as articles, links to websites and access to training videos have been provided for self-paced training. To whatever degree possible SCPa Works is willing to engage in cross training at PA CareerLink® staff across programs and services to ensure compliance on these items. PA CarrLink® facilities normally hold monthly meetings for all staff members and community partner organizations. Different EO topics are on the agenda for most of these meetings.

Within the mix of services provided by the PA CareerLink® system are those services targeted to assist the special needs of the population segments referenced so they can attain employment. Throughout the PA CareerLink® PA system, all individuals, regardless of barriers (including persons of limited English-speaking ability and persons with limited basic skills) will be provided equal access to all program services, and appropriate steps will be taken to eliminate any of their barriers to employment. For example, to assist LEP customers, bilingual access is available through the state language system at each site.

All brochures, pamphlets and flyers which detail services specific to PA CareerLinks® include the TTY number. This includes job seeker flyers, weekly workshop and class flyers, monthly events calendar, job seeker and employer satisfaction surveys, etc. The TTY number is also included on fax sheets as well as all staff business cards.

South Central PA Works takes seriously the requirements of WIOA law and regulations with regards to providing equitable access to services to various groups protected by federal law and regulations (including, but not limited to: persons of different sexes, various racial and ethnic groups, religion, age, individuals with disabilities, limited English language proficiency, etc.). This affirmative outreach for the South Central region includes the following efforts to ensure our services are accessible:

- Identifying agencies, organization, non-profits and other community-based organizations that serve specific populations and build key partnerships with those entities;
- Providing outreach material, information and programmatic access through these partnerships to ensure that we are better reaching various populations by means of braille, large print, audio assist and TTY.
- Ensuring that customers at each PA CareerLink® site to have opportunities to share their experiences about ways we can improve our services.

Also at each comprehensive location, representatives of the Office of Vocational Rehabilitation (OVR) are available to provide vocational rehabilitation services to individuals who are eligible for WIOA Title IV services, which in Pennsylvania means those with significant disabilities. Services of all partners are available to all persons with barriers to employment.

All PA CareerLink® sites have TTY-TTD phones, and the staff has been trained on the system. To ensure accessibility to all customers, all delivery of all services complies with the American with Disabilities Act (ADA). Staff at most sites has received sensitivity training and at all sites additional training is planned.

4.5. Describe how the local board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local area employers, workers and job seekers. [20 CFR § 679.560(b)(5)(i)]

SCPa Works Program and Compliance departments are charged with investing in and evaluating the quality and impact of workforce development programs across the region.

To that end, SCPa Works Program and Compliance teams regularly provide the following:

- Quarterly review of ETPL providers;
- Quarterly review of contracted partners and vendors' negotiated performance and metrics;
- Provide technical assistance to organizations seeking to be listed on the ETPL;
- Provide technical assistance to funded partners with regards to federal, state and local policies and regulations.

SCPa Works has cultivated deep ties to our post-secondary institutions and training providers by creating cooperative education efforts. SCPa Works engages our regional educational institutions with our Regional Business Service Teams (RBST), who facilitate the Industry Partnerships/ NextGen groups in our Region. Combining these groups allows for a real synergy of employer demand driving training, peer-reviewed by industry, developed and cultivated with education, with funding assistance provided by SCPa. This approach allows for a demand-driven system while simultaneously ensuring that class capacity is enough to encourage the post-secondary institution to offer training regularly.

To this end, SCPa Works has developed a model to negotiate class cost to provide to job seekers through customer choice in a cohort model. The benefits of economy of scale, multi-source funding blending, and in a post-pandemic world have driven virtual training. No longer constrained by a minimum number of class sizes, this process, when mixed with standard ETPL, ITA process creates a hybrid granting participants more choice and opportunity. These interventions have lowered the individual spending per participant and cut down on waste.

Along with these approaches, SCPa Works has worked with education providers to develop their prerequisite testing. While SCPa Works deploys many aptitude and interest surveys in our standard offerings, we have found that the educational providers better grasp the acumen that will equal success in the training. This has also limited the total number of dropouts in our Region as participants are genuinely informed about the training's rigors.

SCPa Works has developed programs with HACC that utilize Perkins V funding to support training in our eight county region along with local county-level tech programs in supplying the demand for newly developed classes and training. These partnerships have garnered cooperative relationships with the program councils and a sharing of resources.

4.6. Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [20 CFR § 679.560(b)(6)]

As part of our commitment to excellent performance, SCPa Works invests in, advances and evaluates high-impact workforce development programs that matches employer need with high-priority occupations and top-performing training providers.

In all of our program strategy, our primary goal is to 1) recruit; 2) re-skill and 3) support job seekers in alignment with business intelligence gathered through sector partnerships (talent matching and collaboration).



SCPa Works, in partnership with the One-Stop-Operator (OSO) and Title I Dislocated Worker (DW) vendor, has developed an onboarding process for adult and dislocated workers. This process consists of a series of; which we call the core five training classes such as High Priority Occupations (HPO), resume writing, job search techniques, ("Get That Job") financial literacy, social media presence. All classes are open to all and participants register for the classes through www.Pa.careerlink.com and are tracked through customer service staff and added to PA's workforce development system of record upon completion.

Once a participant chooses to enroll in services, the Title I vendor deploys a series of assessments. The TABE testing assesses participant literacy, Careerscope, which is an interest survey, skill assessment, basic aptitude test, and any training provider developed questions to measure training specific abilities. The assessments also help to identify any areas where a participant requires intervention. For example, if a participant scores below basic literacy level, results are explained to participants, and a recommendation/ referral is made to a local Title II provider for assistance. To ensure that case managers are reviewing all information with participants, each candidate must sign that they have been fully briefed on their results and acknowledge the recommendation has been made. So too, the process is repeated with the Careerscope testing. As both an interest survey and an aptitude test, the Careerscope helps the participant select career pathways. A participant signs a form stating that they clearly understand the assessment and the jobs for which that individual is best suited.

The use of these assessments drives the development and of the Individual Education Plan (IEP). The IEP is a living document prepared with the participant, a "road map" of training and career trajectory. Case Managers and clients work together to develop a plan based on outcomes and to set benchmarks. The IEP will continually be updated as the participant progresses and new goals are developed.

As part of the local employment and training services provided through the PA CareerLink® system, SCPa Works utilizes individual training accounts to support customers. WIOA eligibility/intake will determine if a job seeker qualifies for an individual training account. In the case a client does qualify, the career advisor begins a comprehensive assessment of skills, knowledge, and abilities and a discussion with the customer about the various options they have to receive employment and training services, including ITAs. In that case, the career advisor then directs the job seeker to the Eligible Training Provider List, which outlines the training providers that SCPa Works can use for an ITA. The job seeker then selects the training program that best fits their career pathway. Some of the most popular and commonly selected programs utilizing individual training account funds include CDL training, Certified Nursing Assistant, and Medical Billing.

4.7. How will training services be provided using individual training accounts, or ITAs, fund programs of study, or through the use of contracts for training services fund work-based trainings. [20 CFR 679.560(b)(18)]

SCPa Works will apply the following Individual Training Account (ITA) Policy to effectively deliver training services to participants enrolled in the WIOA program.

On the Job Training (OJT) -

Work-based training has a lifetime cap of \$5,500 per individual. The length of training for ITA may not exceed 24 months in two contiguous calendar years. An additional \$2,500 will be added at the discretion of the SCPa Works for individuals who have received ITA certifications and have expended the regional funding cap of \$5,500. The additional funds will support intensive On the Job Training (OJT). These funds can also assist with registered apprenticeship programs, high tech training tuition higher than the regional cap, and industry-focused employment activities at the employer's direction.

SCPa Works encourages participants entering training to focus on certain occupations within the industries identified as most applicable to the Region's labor market. The target industries are Healthcare, Manufacturing, Transportation, Construction, and Information Technology.

Negotiated Price Classes -

The use of negotiated price classes within the SCPa Works region builds a healthier, more proactive relationship with regional employers and industry partners while developing post-secondary institutions' relationships. Negotiated price classes will allow SCPa Works to respond to industry demand by offering short-term credential/certification opportunities to individuals with employment barriers. Further uses of negotiated price classes will assist the industry with a need to upskill the existing workforce with incumbent worker training funds.

Negotiated price classes are enacted at the behest of industry partners and regional high priority occupations and demand as determined by available open positions. SCPa Works will select the best provider based on locality as well as program performance and measured outcomes. Participants will be recruited for training based on individual interest (as found on diagnostic testing and interest surveys) and stated ISS goals.

Each negotiated price class will not only be determined with the support of local employers; the employers will assist with the vetting of training programs as an "industry peer review." While adherence to the HPO list is essential, the use of industry partners in addressing specific needs in our community will also be a priority. Employers will be attached to the contracted class training and direct pipeline of employment, including but not limited to in- classroom information sessions, on the spot interviews, pre-employment interviews, and virtual job fairs.

The goal is for training to maximize the number of participants while also allowing for multiple funding sources to be deployed. Classes will be open to all enrolled individuals regardless of funding source. Funding for the classes as an expense will be shared amongst multiple participants, allowing for lower negotiated class pricing. Training costs will be deducted from the individual ITA account. The use of traditional ITA paperwork, as participation, will be coded in PA's workforce development system of record accordingly. Negotiated price classes may be used in concert with OJT funds if the employer determines using such blended training the best pathway to full employment. Maximization of class capacity will allow for SCPa Works to negotiate price discounts. It is important to note that negotiated class price classes are not an alternative to the ETPL list system and process. 98% of all negotiated price classes are on the current ETPL list. The use of negotiated price classes is simply a device to ensure the best possible price and guarantee of seats available for the participants. Those training that is not on the ETPL list, the negotiated price class is used as a vetting device to ensure class validity, customer satisfaction with the training, and industry support/ acceptance. Once the class has been reviewed thoroughly, SCPa Works staff work with training providers to complete the ETPL application for registration. It is also important to note that

negotiated price classes are cooperative agreements and are not binding by the WIB. If classes are not fully enrolled or the program year runs out before all seats are used, the agreement is fully nullified.

Negotiated price classes represent workforce fund management's future, utilizing economies of scale while giving the participant the flexibility to select pathways that are best for them in their career pathway.

Training services may be provided to an individual who:

- Is WIOA-eligible and Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment;
- Has the skills and qualifications to participate in the selected program of training services successfully;
- Is unable to obtain sufficient grant assistance from other sources to pay the full cost of training; sources such as Federal Pell Grants and State-funded training grants through PHEAA.
- It is determined eligible according to the State and local priority system in effect for adults under WIOA sec.134(c)(3)(E), if training services are provided through the adult funding stream; and
- Select a training program directly linked to employment opportunities within the South Central Workforce region or in another region to which the applicant is willing to commute and relocate.

4.8. 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)]

SCPa Works' goal is to increase career awareness, employment, job retention, and earnings and develop eligible youth's work potential in the South Central Workforce Development Area. Investment in skills development for youth not only moves them along directed career pathways, but also gives employers access to the skilled workers they need to compete globally. SCPa Works' goal is to connect eligible youth to gainful employment and educational advancement through academic activities, occupational skills development, and employment activities. SCPa Works encourages career pathways, targets industry-specific activities, post-secondary education, and certification training.

SCPa Works has developed a robust procurement process for all youth contracts. As our region encompasses eight counties, SCPa Works seeks to develop actively embedded vendors within the service region. While all contracts and RFP's are subject to public bidding an independent review procurement process is standard. We pride ourselves on working with vendors who complement our services with mission-critical objects to better our community. All contracts are based on a 24-month contract with a performance-based extension available up to an additional 24 months. Through our procurement process, bidders discuss capacity and processes and share the company culture with an eye towards regional impact. Bidders must prove a connection to the service demographic: articulate tangible recruitment plans and a process of intervention to meet the needs of participants with barriers.

Standing Youth Committee

SCPa Works has a standing Youth Committee (that is in close alignment with the Program Committee) to help guide and direct our investments in youth programs across the region. The Standing Committee is comprised of SCPa Works Board Members, community-based organizations, and other providers of education and training services in the region. The Committee has a significant role in identifying programmatic needs; using occupational and program data to identify program gaps; research, design and implement effective youth program strategies; and evaluate youth program performance quarterly. The Youth Committee has helped SCPa Works identify a goal of 80% of WIOA youth funds to be spent on out-of-school youth (OSY) and 20% on in-school youth (ISY), as well as 20% overall work experience.

The youth committee's goals are to review, recommend, promote, peer review, and hold SCPa Works accountable to the needs of opportunity youth, in-school youth, and TANF youth throughout our region. Each committee member is selected based on the committee members' connection to the industry, current work with our target service demographic, and insight into youth's needs in our community. Our goals are to find the best programs, the best process, the best mechanism for articulating our purposes, and measuring our community's effectiveness.

Priority Populations

SCPa Works focuses on several core service demographics of youth:

- Programs for youth in high school the ability to earn college credits and industry-recognized credentials/certifications;
- Programs assisting youth and young adults who are not post-secondary bound with career planning, work experience, job placement, and occupational skills training;
- Programs serving youth at risk of dropping out of high school, or those at risk of becoming disconnected from employment and post-secondary education after graduation;

- Programs serving current community college students in need of assistance maintaining their enrollment in education, finding employment and supportive services;
- Programs serving young adults between the ages of 16-24, including opportunity youth and youth who are underemployed, connecting them with GED, high school diploma, career-ready occupational skills training, certification.
- Occupational skills training programs delivered in partnership with an employer, or group of employers, to underemployed young adults or those disconnected from employment and education;
- Programs designed to place out-of-school youth in employment quickly and to support them, including apprenticeship and paid work experience

Dual Enrollment

SCPa Works' instructs vendors to dual enroll every participant that is eligible for more than one funding stream except ISY. An individual's dual eligibility for WIOA Title I, Youth and Adult programs is determined at time of application. PA CareerLink® partners, through the referral process, are expected to access and leverage supports on behalf of the participant that will lead to the best possible outcomes for their future success.

Youth Assessments

Upon enrollment for all youth-based funding stream (WIOA ISY, WIOA OSY, and TANF), each youth are required to complete assessments to enroll in programming and establish a baseline of literacy and build career insight for future career pathway planning. Like adult onboarding, youth participants develop an Individual Education Plan; this plan will measure the participant's career pathway while also setting tangible success benchmarks. WIOA participants are required to take the TABE testing; the results of that testing allow for direct intervention for any literacy shortcomings and retesting to measure skills gain. The career scope testing is an essential part of the case manager client relationship, as it is the foundational process for all activities to follow. SCPa Works has developed a career exploration game in partnership with Simcoach games, Booeys A Journey Home. Booeys is an interactive assessment tool that mirrors Myers Briggs personality assessments. Developed for in-school youth, Booeys challenges players to problem solve with a character on a journey. The user is given a workplace personality profile. Each attribute of the profile connects to Onet, and the student can see the jobs and careers that match their profile. A portal has been developed for school districts that may choose to incorporate this game as a part of their 339 plan. The assessment can be played multiple times, therefore, SCPa Works has recommended that the game be a part of the career exploration curriculum and played in 5th, 8th, and 11th grade. Each time a player completes, a certificate can be printed to serve as evidence for 339 and support the future-ready index requirements.

Temporary Assistance for Needy Families (Youth TANF)

Temporary assistance for needy families (TANF) has become a significant part of our deliverables, as funds can now be used year-round. SCPA Works has used TANF dollars to partner with Harrisburg University to promote STEM education in our entire eight-county region. These certifications include entry-level computer certification as well as a handful of tech training. TANF is the key to working with every school district in our region.

TANF funds have been used for the traditional summer programming and have also been used to train participants in training programs such as, welding, phlebotomy, automotive inspection, Youth CDL, CNA, and Medical assistant training.

SCPa Works has developed a rigorous and robust set of strategies for serving in and -out-school youth in our region. One of the key best practice models that emerged is the Industry-Specific Based with Career Pathways Service Model. Overall, the Career Pathways Service Model focuses on specific industries that offer employment opportunities at various skill levels, and clear pathways to progressively higher skill and wage levels within a specific industry. The goal is to create pathways for out-of-school youth participants that will help them ultimately access and attain good jobs, wages, and careers. Creating opportunities for training or education that result in industry-recognized certification or a post-secondary credential/degree/employment, our strategic workforce vision seeks to build and maintain career pathways in growth industries with occupations requiring skills beyond a high school diploma.

Serving Out-of-School Youth (OSY)

Among all the youth served, out-of-school youth are a particularly at-risk population with complex needs and face both limited employment opportunities and uncertain futures. Out-of-school youth are generally defined as youth between the ages of 16 and 24 who are not in school, unemployed, underemployed, and lack necessary academic and employment skills. Some out-of-school youth may not advance to post-secondary education; therefore, it is especially critical to provide these youth with comprehensive employment services, career pathways,/industry-specific activities that include a strong connection to the workplace/employer. Improving outcomes means increasing the rate at which individuals between the ages of 16 and 24 (who are low income and either homeless, in foster care, involved in the juvenile justice system, unemployed, or not enrolled in or at risk of dropping out of an educational institution) achieve success in meeting educational, employment, or other key goals.

SCPa Works requires all 14 youth program elements to be made available by each contracted partner across the region:

1. Tutoring, study skills, and instruction leading to completion of secondary school, including dropout prevention strategies.

SCPa Works focuses on study skills training, instruction, and partnership with regional school districts towards dropout prevention and recovery strategies that lead to completing a diploma or GED diploma or its recognized equivalent or a recognized postsecondary credential. Paid and unpaid work experiences with academic and occupational education components, pre-apprenticeship programs, complete apprenticeship programs, college in the high school, internships, job shadowing, and on-the-job training opportunities while keeping students engaged in formal education.

2. Alternative secondary school services.

We are currently working to align year-round ISY and OSY programs with the Learn & Earn summer youth employment program and for continuity of service dual enrollment with Title I Adult.

3. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours.

4. Adult mentoring for the period of participation and subsequent period, for a total of not less than 12 months.

SCPa Works is working with youth services providers, training providers, and employers to develop career pathways that begin with these foundational skills and lead to high priority, family sustaining careers.

5. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referrals.

All vendors are required to offer career counseling and case management services. Vendors must have partnerships with intervention services, such as drug and alcohol, homeless shelters, food banks, dress for success, title II literacy assistance, etc.

6. Paid and unpaid work experiences, including job shadowing and internships.

SCPa Works has contracts with youth service providers to provide occupational skills training in STEM, Information Technology, healthcare, technology, retail, and other fields. Workforce preparation activities and training for a specific occupation or occupational cluster are embedded in our school offerings allowing for the "soft skills" training to all school-age participants. Our goal is to assist regional school districts with 339 and future-ready index requirements.

7. Occupational skills training.

Occupational skills training shall include priority consideration for training programs that lead to recognized postsecondary credentials and industry-recognized certifications. With high priority given to in-demand industry sectors or occupations in the local area.

8. Supportive services (may include transportation, childcare, need-related payments that are necessary to participate in activities)

Programs provide supportive services in-house or refer participants to other partners for supportive service needs. Services are provided based on an assessment of need via the participant's Individual Service Plan or through the case management process. Please review the Supportive Service policy at SCPaworks.org

9. Financial Literacy

All vendors work with local banking institutions to develop financial literacy and savings account signups. Specifically, older youth and EARN-connected participants work with Drexel University Financial literacy programming as a leveraged funding opportunity.

10. Entrepreneurial Skills Training

SCPA Works has partnered with Harrisburg University for their startup incubator, a region-wide initiative, a reverse "shark tank" that allows young entrepreneurs to pitch their business ideas to investors. Along with a partnership with SCORE (Society of Retired Executives) to directly mentor participants in a business startup.

11. Services that provide labor market information about in-demand industry sectors or occupations available in the local area

SCPa Works has developed a team that coordinates efforts across the region in the DCED Engage sector structure. Each business and participant have access to real-time information on market needs and employment demand through Business Service Team members.

12. Activities that help youth prepare for and transition to post-secondary education and training

All providers within our region must offer career awareness, career counseling, and career exploration services. Activities includes mock interviews, speed interviews, resume review, and LinkedIn profile training.

13. Conduct follow-up services for not less than 12 months after the completion of participation. (Activities such as alumnae groups or career planning, as well as connection to supportive services and counseling).

All contracted youth providers are required to provide all participants with follow-up services. Per 20 CFR 681.580, these services must consist of more than an attempted contact to determine whether an individual is working.

14. Summer work experience linked to academic enrichment and occupational learning.

Youth Work Experience

SCPa Works requires each local provider of youth services to provide at least 20% of their funds on youth work experiences. These work experiences and worksites are regularly evaluated by program and compliance staff to assure that they are in compliance and align with programmatic strategy. These trainings are essential for both in school youth and out of school youth as it allows for the participant to learn in an environment that allows for growth and skills attainment. Our goal is that every participant is able to earn themselves a permanent job.

Work-Based learning ISY and certifications for all

SCPa Works, in partnership with area school districts, has developed a process and relationship to offer certification training for eminently graduating high school seniors. This program aims to cultivate a work-ready certification for all participants regardless of their post-secondary education goals. This program strives to offer "scholarships" to participants for CTE-based industry certifications, as well as college-level credits.

SCPa Works partners with career advisors to assist participants with work experience placements and internships. Students to work with professionals in their field of focus.

Summer Program

SCPa Works prides itself on a complete summer work experience program. Our program operates simultaneously in all eight counties and consists of job preparedness, career pathway discussion, assessment, and soft skills training. The entire program is built upon a work experience program that allows participants to practice what they have learned. The program enables participants to make money in a safe and supervised environment. Over the last few years, we have partnered with Harrisburg University to offer STEM, IT, and computer-based training for participants interested in that career pathway.

Youth Re-entry

The Youth Demonstration Grant is a project designed to engage reentrants pre and post release in meaningful workforce development preparation activities, skill development, short-term trainings, GED/HISET obtainment, as well as address and remediate supportive service barriers that prohibit reentrants from entering training or employment. This funding will focus on reentrant youth ages 18-24 previously involved in the criminal justice system; specifically, but not limited to, York and Dauphin county prisons and Loysville Youth Development Center. Partners include SCPa Works, Employers, PA CareerLink® partners such as Adult and Youth Title 1; Adult and Youth TANF; Title 2; Post-Secondary Education; and Local Career and Technical Colleges, County and State Probation and Parole Departments, County Jails, County Judicial Systems, PACCT Affiliates, and Local Public and Private Social Service and employment organizations.

The premise of this approach is to support the individual from both a career development and barrier remediation standpoint. The continuation of services pre and post release with the same staff members will allow for continued relationship development, a foundation of trust, and the support a reentrant need throughout their journey. The Mentor will meet with participant's prerelease to establish a relationship that will span through transition to post release. Initial interaction will focus on future planning, cognitive behavioral changes, home plan development, and developing a trusting relationship. The transitioning participant will have 24/7 access to mentor support as they are introduced to the local community support network. The Mentor will provide direction during reentry to supportive services such as housing and transportation as well as addressing criminogenic behaviors. The Mentor will continue follow up with the initial cohort of participants throughout the three year grant period and will establish best practices based on initial outcomes. WIOA funding will be blended with this grant to ensure service is rendered on behalf of all participants. A pathway to future services will include but not be limited to Work experience, Transitional jobs, Apprenticeship, Individual Training Account (ITA) funding, and On the Job Training (OJT).

All Youth identified as needing secondary dropout re-engagement will be offered classes and workshops for GED/HSE prep prior to referral to Title II provider. This package will include TABE and LinkedIn Learning and will be geared to introducing material to the Youth, reducing fear of educational reengagement. Once the Youth meets standards set by SCPa Works, the Reentry Youth case manager will connect the youth to the Title II provider who is currently offering these services either within the secure facility prior to release or through PA CareerLink® partnerships post release. The Reentry Youth case manager would continue to work with the Youth on any barriers and case management through graduation. This could include, but not limited to, supportive services, relationship development and/or employment opportunities.

Outreach and Recruitment of youth:

SCPa Works has created partnerships with youth probation, alternative education institutions, judges, ARD program, Title II, and school districts to identify participants who need assistance and guidance. Each vendor is charged with developing relationships with local nonprofits and social service organizations to connect with youth in need. Our goal is to be the first call from local social service nonprofits to seek wayward participants.

The Business Service Team and connection to Industry

SCPa Works has developed a comprehensive Business Service Team that is charged with managing Industry Partnerships and sector Structures in our region. Our BSR team, who also leads the DCED engage program in our region, contacts business and economic development corporations. With these partnerships, participants can gain work experience, allowing them to be embedded into local companies.

Youth Monitoring Process

SCPWorks reviews individual files to ensure that case managers follow SOP for youth participants. All case notes and PA's workforce development system of record codes are reviewed to ensure compliance. Our process also allows every participant to be given the best service and standard practice that provides every participant the best service. Along with this process, the SCPWorks program team meets weekly with vendors to discuss any training needs and collect youth-based data. The SCPWorks Compliance team regularly full performance audits to ensure all state and federal requirements are met.

The following key staff and vendors are directly responsible for enacting TANF youth activities.

Ms. Hillary Lyle, Youth Program Manager

Phone: 814-577-1359

Email: HLyle@scpworks.org

Hillary is responsible for all regional youth programs; she works under the supervision of the LWDB program management to develop and manage all aspects of youth and TANF funding.

Ms. Christine Bonneau, Program Operations Coordinator, is charged with maintaining and submitting the DHS qualification spreadsheet.

PHONE: 717-364-431

EMAIL: Cbonneau@scpworks.org

The following is a list of all TANF youth vendors in our region.

Equus Workforce Solutions

Cumberland, Franklin, Adams, Counties

Amber Columbo, Project Director

PHONE: 484-258-3887

EMAIL: Amber.columbo@equusworks.com

EDSI

Dauphin, Perry, Juniata, most of York counties

Mellissa Van Dorn, Youth Manager

PHONE: 717-767-7625

EMAIL: mvandorn@edsolutions.com

Crispus Attucks

York City

Mike Jefferson, Director of programs

PHONE: 717-848-3610

EMAIL: mjefferson@crispusattucks.org

IU13

Lebanon County

Tim Shenk, program Director

PHONE: 717-606-1793

EMAIL: Tim_Shenk@IU13.org

Harrisburg University

All eight counties

Ryan Korn

PHONE: 717-602-9815

EMAIL: Rkorn@harrisburgu.edu

4.9. How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with statewide rapid response? [20 CFR § 679.560(b)(7)]

COVID-19 has disrupted many aspects of our regional labor market – perhaps none have been as evident in the past year as the number of Rapid Response cases due to the economic slowdown in 2020. Alignment with Rapid Response is a critical focus for SCPa Works, especially initiatives such as Unemployment Compensation Exhaustees (UCX) that is designed to provide outreach to job seekers about to exhaust UC benefits.

Part of the goal of the UCX initiative is to promote the value and community awareness of the PA CareerLink® system; to help UC exhaustees get reemployed rapidly; and identify potential re-skilling or career change investments that can help pivot job seekers into more high-demand occupations.

SCPa Works Local Plan

Strategy in an uncertain time

The public workforce system needs to build a nimble, adaptive ecosystem of partners - and be ready to pivot quickly.

		
<p>Targeted outreach to UCX Outreach to Unemployment Compensation exhaustees (UCX) by state partners.</p>	<p>Expanding an integrated service delivery system PA CareerLink mandated and non-mandated partners working seamlessly together</p>	<p>Build training programs to rapidly up-skill and re-skill Non-degree, industry recognized credentials that provide on-ramps to degrees</p>

The PA CareerLink® Site Administrators under the One-Stop- Operator supervision work in coordination with the Regional Rapid Response Coordination Services Representatives, who cover the local area. Applicable members of this team are deployed for every Rapid Response action in the South Central Workforce Development Area. Often, the team representatives are accompanied by several other staff from the closest PA CareerLink® facility. The Rapid Response Team then gathers all the information from available resources to present to the affected workers. Upon recommendation from the Rapid Response Team, if additional resources are available, SCPa Works seeks assistance from the Department of Labor and Industry to obtain other Rapid Response resources needed to assist individuals in the region. These resources are used to advance the services needed to provide On the Job Training (OJT) and Individual Training Account (ITA) opportunities.

Representatives from BWPO, Title I, UC, Human Service Agencies, and Rapid Response coordinators make up the team. When a specific area is unavailable to conduct a Rapid Response, and as needed, a neighboring team will conduct services. Based on funding availability, SCPa Works will also provide training, support services, individual testing, OJT, and ITA services. All participants are given links to the core five virtual training and immediate assistance via phone, video conferencing, or in-person (based on COVID restrictions) with Title I staff.

Services include skills assessment, career counseling, job search assistance, tuition assistance, and supportive services. Additionally, in large-scale layoffs, PA CareerLink® partners serve on Rapid Response teams that go to job sites to assist employees. These teams meet with individuals at the job site and acquaint them with the array of PA CareerLink® services available, including options for obtaining education and job skills. When needed, Regional “Here-to-Help” outreach events are also coordinated by PA CareerLink® partners and SCPa Works.

In times of great social upheaval when unprecedented numbers of individuals have utilized UC benefits and are nearing the end of this resource, SCPa Works will work with Rapid Response, BWPO, the OSO and Title I staff to coordinate efforts to reach and serve as many potential participants as possible.

4.10. How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services and avoid duplication of service(s). [20 CFR § 679.560(b)(9)]

SCPa Works coordinates and collaborates with many post-secondary institutions. At the same time, we make every effort to cultivate a wide range of resources and work with as many diversified partners. Our role as stewards of public funds requires us to find and negotiate with the best programming in our region. Often SCPa Works will pilot a new program in one region working with a single post-secondary, CTC, or other educational provider. Once the proof of concept is established, share the opportunity with other stakeholders to replicate in their region. A service area as vast as the Southcentral region will require multiple locations for equal training opportunities to ensure ease and convenience for our service demographic. This also pertains to training price, SCPa Works will negotiate with providers to find the best price for services. This negotiation may include setting a fee for the program year to encourage an economy of scale.

SCPa Works partners with stakeholder groups such as TechLink that help align services among various Career and Technical Centers throughout the region to identify common training needs and align curriculum. These meetings are essential to develop open dialog and discuss best practices. When necessary, SCPa Works has brokered collaborative training opportunities with two or more training institutions building a hybrid program that creates synergies for the regional industry and participants' best interests. Whenever possible, SCPa Works partners with CTE schools who are Perkins V recipients. SCPa works, strives to support the work of Perkins V by the enactment of in-kind relationship with each recipient, this includes Perkins V plan evaluation, hosting of public information session, technical assistance, and High Priority Occupation with an emphasis on emerging workplace trends. As each Perkins V funded partner is required to host and manage an advisory council, SCPa Works is integrating these groups in our Industry Partnership efforts.

The funded programs have the most state-of-the-art equipment as well as capacity for adult education opportunities. We have further started working with each county tech school to establish a seamless referral process; later this year, each of the tech schools will receive training and access to the CAP project, allowing for an even deeper connection to PA CareerLink® services. SCPa actively participates in all regional Perkins V Act 134 activities, including attending quarterly/annual meetings and reviewing plans. SCPa Works partners with Perkins V funded programs for Adult education certification trainings. SCPa Works has made a strategic effort to support short term industry recognized HPO certifications.

SCPa Works partners with the following postsecondary educational institutions:

- Harrisburg Area Community College
- Harrisburg University
- Central Penn College
- Penn State
- York College
- Messiah College
- Elizabethtown College
- Shippensburg University

SCPa Works partners with the following CTE schools:

- Dauphin County CTE
- York County School of Technology
- Dover High School CTE program
- Lebanon County CTE

- Cumberland Perry CTE
- Franklin County CTE
- Adams County CTE

SCPA Works partners with the following organizations:

- NuPaths
- Goodwill Industries Registered Apprenticeship Program
- MASCPA
- MANTEC
- YTI

SCPa Works is also working closely with our Title II partners to help build a stronger, more integrated system to serve jobseekers and adult learners. A part of this strategy is to invest time and planning resources into a more cohesive plan to bolster co-enrollment levels between Title I and II.

SCPa Works is also closely connected to the PA State System of Higher Education (PASSHE) schools, which provide high-quality, two and four-year degrees to students seeking Associate's or Bachelor's degrees. Conversations have begun about ways in which SCPa Works can build more vital pathways and pipelines for PA CareerLink® customers to CTCs, community colleges, and post-secondary institutions, including:

- Short-term training
- GED-to-college pathways
- Badging and micro-credentialing
- Collaborative space/equipment sharing

4.11. Describe the plans, assurances and strategies for maximizing coordination, improving service delivery and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop service delivery system. [20 CFR § 679.560(b)(11)]

To implement the operational goals of our local one-stop system, there is a PA CareerLink® site in each of the eight counties in the SCWDA. All companies and residents of the eight counties are served by these PA CareerLink® offices. Further, the One-Stop PA CareerLink® system provides access to all customer services. In this system, both job seeker and employer services are either self-serve via the Internet, use of onsite resource materials, or from working with onsite staff.

Staff in the PA CareerLink® offices work together to ensure that, as necessary, all job seekers have access to career exploration, training, labor exchange, and education services. At PA CareerLink® locations, adults and dislocated workers receive core services, and if eligible, intensive and training services. The Title I provider works in partnership with Adult Basic Education, Wagner-Peyser, and OVR staff to coordinate across programs. In addition, direct service supervisors from core program partners attend weekly Supervisory Meetings where daily operations are planned and managed. Integral to our system, job seekers are identified by shared staff at the point of entry and then, to meet their needs, referred to the appropriate program(s).

All PA CareerLink® products and services are currently funded through service providers in the community who actively participate in the development of the PA CareerLink® system and are committed to providing these services for the PA CareerLink® customer. Likewise, all mandated partners participate in the operations of the PA CareerLink® system. If these providers are not co-located at PA CareerLink®, there are established referral methods to ensure that services are still available. Additionally, in the counties they serve, EARN, Youth Vendors and ABLE partners are partners with the PA CareerLink® sites.



4.12. 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)]

The SCPa Works Program Committee (a subcommittee of the SCPa Works Board) convenes quarterly. Additionally, as needed, the group reviews WIOA Title II Adult Education and Literacy program applications. Upon receipt of Title II adult education applications from the Pennsylvania Department of Education, SCPa Works reviews the applications and determines the highest quality programs and strongest alignment with PA CareerLink® Services and the local plan. As part of our strategy to do this, we are crafting a Balanced Scorecard for evaluation. SCPa Works will be looking for applications with strategies that will meet the educational and job skill needs through the PA CareerLink® system's services.

As it pertains to client services, once an individual enrolls in a program such as WIOA Title I funding, a battery of skills assessments and literacy testing is performed. If an individual is found to have low literacy or have not obtained a high school diploma, Title I staff make the participant aware of the need for intervention services. All results are shared. A document is produced that clearly outlines the literacy deficit signed by both the individual and the case manager. Within the document, recommendations and referrals to Title II services are made. With permission from the client, the case manager will reach out to Title II colleague and set an appointment for the client. Title I and Title II work cooperatively to ensure that the participant is receiving literacy intervention while also assisting with placement and training opportunities.

SCPa Works is also a member of the Adult Education Coalition (“Adult Educators and Employers Working Together to Build a Skilled Workforce”), whose mission is to provide quality adult education services that meet area employers' workplace needs. Meetings of this group are held in SCPa Works' office. Employer services include grants for workplace foundation skills (PA WIN), On-site Workplace Adult Basic and Literacy Education (ABLE) Classes, Off-site Workplace Education Classes, Incumbent Worker Training, employee Educational Task Analysis, Pre-employment services/ School-to-Work Transition Services, and Fee-for-Service Training that meets specific employer needs. Also, there is Title II representation on the SCPa Works Board.

Procedures recently announced by the PA Department of Education (PDE) call for the local Adult Education proposers for services in the local area to submit applications directly to PDE. PDE will perform an initial review to ensure compliance by the proposers with requirements established by the PDE. PDE will then share applications related to each workforce area with the appropriate workforce development board and the scoring framework employed by the PDE. Local boards will then send recommendations regarding local Adult Education provider proposals to the PDE for consideration during DOE's final review, scoring, and selection process. PDE will make final decisions and inform the local board to include representatives of Adult Education providers. The one-stop operator leads these service coordination meetings.

Title II providers supported the development of this plan with participation in a meeting Tuesday December 15, 2020 organized by the One Stop Operator to discuss priorities, challenges, successes and next steps within their respective organizations in the region and as they relate to participation in the PA CareerLink® system. Feedback for revisions was requested during the local Title II Coalition meeting on June 2, 2021.

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

An essential component of workforce development is the seamless connection of job seekers with employers. Through the extensive PA CareerLink® system, SCPa Works will continue to offer a job-matching system that provides information about job seekers and increases job postings' quality and quantity while increasing employer screening and recruitment capabilities. SCPa Works is committed to enhancing workforce development services provided at the PA CareerLink® (and the affirmative outreach needed to equitably serve these various populations) and focuses on increasing individuals' job placement in targeted populations, including veterans, persons with disabilities, ALICE population, and ex-offenders.

Veterans:

Enhancing workforce development and employment services for veterans is a priority of federal leaders and is recognized as an important means of expanding economic opportunities for individual veterans and communities. To support this priority, the Workforce Innovation and Opportunity Act (WIOA) maintains two important One-Stop system partners: Local Veterans Employment Representatives (LVERs) and Disabled Veterans Outreach Program (DVOP). These partners help to strengthen and further integrate workforce and employment services for veterans. One of the purposes of the federal Veterans Opportunity to Work and Hire Heroes Act (VOW Act) is to more effectively connect separating service members to jobs by providing employment workshops and more effectively link these service members to the workforce development system and local labor market.

SCPa Works has sponsored a number of roundtables focusing on connecting veterans to jobs. These roundtables have repeatedly identified veterans' employment needs and the current services and support that are being provided:

Veterans' Employment Needs

- Employment Information
- Employment Assistance
- Support Services
- Accepting Assistance
- Socialization
- Convenience
- Employers

Current Services and Support

- Assistance with job placement and workforce connections, resume writing, and interviewing skills
- Transition Assistance Program (TAP) employment workshop
- Military Share food assistance for veterans and active duty service families
- Care Management and employment readiness services
- Homeless and housing crisis assistance and referrals
- Financial Assistance
- Commercial Drivers Licensing (CDL) Training

- Job Fairs
- Databases
- Social Media
- Emergency Services

The roundtable confirmed a real need to assist veterans in making the transition from military service to employment and in connecting all veterans to available jobs. While there may be different needs between newly returning veterans and those struggling much longer, there is a vast network of support and support services for veterans that the workforce system could leverage. However, there are challenges in that resources are spread thin. There is significant turnover in the veterans' support and workforce development networks, and veterans may require multiple employment services to be successful.

Employment support and connecting veterans or separating service members to jobs is a primary concern for those who attended the roundtable. At the same time, employers in South Central Pennsylvania struggle to find individuals with the skills and characteristics veterans have demonstrated. Given these compatible needs, SCPa Works may be well-positioned to connect veterans to the workforce support they need while also developing a broader network of support to enhance veterans' workforce and economic opportunities.

Persons with Disabilities:

By offering the tools and opportunities to pursue a meaningful career, the Office of Vocational Rehabilitation (OVR) provides services to help OVR-eligible persons discover their abilities. SCPa Works also encourages all Pennsylvanians with disabilities to achieve the employment goals that can lead them to a better quality of life.

OVR provides a wide range of services to OVR-eligible persons with disabilities, including:

- Vocational Evaluation: Aptitude, interest, general ability, academic exams, work tolerance, and "hands-on" job experience to understand participants' vocational potential.
- Counseling: Vocational counseling to help participants' to understand their potential better, to rely on their abilities, to set realistic vocational goals, to change them when necessary, to
- Training: Education, including but not limited to necessary academic, vocational/technical, college, on-the-job training, independent living skills, and personal and work adjustment training, is necessary to prepare participants for a job.

Ex-offenders/Returning Citizens:

SCPa Works is striving to address the ever-increasing schism of employment with reentrants, focusing on direct intervention in this community. We have recently procured a single vendor who will enact reentry services across all youth and adult funding streams in our eight (8) counties through competitive RFP.

A local workforce system collaboration co-leveraging the many available resources will ensure an on-going process to identify, recruit, train, and assist with reentry of those previously or currently involved with the criminal justice system for high priority occupations. Ultimately, participants will increase individual skills with in-demand certifications and credentials validated by local employers and receive mentorship throughout their reentry journey.

The South Central Youth Reentry Project's mission is to work with individuals both pre and post-release as they transition into the community and help them achieve their short and long-term education and career goals. A dedicated reentry team engages individuals at multiple points in the criminal justice system and serves as a resource for county and state agencies to reduce recidivism. The reentry team does this by leveraging the many PA CareerLink® partners and community organizations. In addition to career advisement and preparation, mentorship is a critical component of the project. The guidance of a mentor, trained in workforce development standards, throughout the participant's journey allows for support, encouragement, and reinforcement of prosocial behaviors while working to obtain and maintain employment. The reentry team focuses on each participant's individualized services and bases all interactions on a trauma-informed approach throughout the following process.

- Meet with the potential participant through various referrals (judicial system, work release, county jail pre-release, post-release, self-identified, probation or parole, etc.). Discuss participant's interests, goals, challenges, criminal justice system involvement, etc. Explain the program to the participant and ultimately enroll or refer to the appropriate service. Complete risk assessment. Document supportive service needs and remediation plans.
- The participant will be enrolled appropriately and made eligible for all possible funding streams. If appropriate for the grant, case notes should reflect this in PA's workforce development system of record. If enrolled, submit appropriate supportive service requests to ensure barrier remediation begins promptly.
- Complete Careerscope testing and appropriate workforce development preparation activities (workshops, self-directed online, or one-on-one with the team). Once soft skills activities are completed, the participant receives a certification acknowledging completion and highlighting their earned competencies. After completing the Careerscope, an ISS/IEP will be developed to ensure a plan in place for the participant. The participant will research schooling or training opportunities in the area they would be interested in attending to begin training. The research completed on the option will help the participant discover any potential obstacles during training to prevent the candidate from completing the training. During the study, the participant will research opportunities for school support available in case of a struggle during their learning opportunity. Learning about tutoring sessions and when they are available is generous support to ensure success. TABE testing will also be completed with the participant during this time. Upon determining which training provider and program the candidate would like to pursue, the next step is discussing with the Career Advisor the plan for each of the following areas for when in training: Transportation; Child Care, Housing, Living Expenses; Basic Needs during the length of training. If an obstacle outlined the Career Advisor would provide linkages to any community resources or supports that could remove the obstruction. This barrier discussion and removal need to be documented in the case notes. If any intervention and assistance could not be provided, then a different employment plan might be in the participant's best interest. Supportive Services and Needs Related Payments must be approved by both the program manager and SCPa Works. The program manager is responsible for submitting all requests to the program team appropriately before the service is supported. Appropriate documentation should be included with each request and maintained in the participant's file. Step Four: Weekly mentoring sessions will be scheduled with the participant. The participant can opt-out of these if requested; however, this discussion should occur before official enrollment into the grant. If the participant is not interested in mentorship, another funding stream may be appropriate—mentor and Mentee complete agreement and outline expectations for sessions. Mentor case notes each session.

Mentor and Mentee agree upon rescheduled times if mentee requests due to employment or training. The mentor case notes these changes.

- Encourage all candidates to obtain any additional support with FAFSA. Candidates will be provided a LinkedIn Learning Account. This is a 1-year membership to other learning opportunities in a web-based platform that will support their learning opportunities. Upon determining which training provider and program the candidate would like to pursue, the next step is discussing with the Career Advisor the plan for each of the following areas for when in training: Transportation; Child Care, Housing, Living Expenses; Basic Needs during the length of training. If an obstacle outlined the Career Advisor would provide linkages to any community resources or supports that could remove the obstacle. This barrier discussion and removal need to be documented in the case notes. Supportive Services and Needs Related Payments must be approved by both the program manager and SCPa Works. The program manager is responsible for submitting all requests to the program team appropriately before the service is supported. Appropriate documentation should be included with each request and maintained in the participant's file.
- Once the customer is employed, in training, etc., the team will continue to monitor the individual's needs and make interventions where necessary.

Ban The Box:

SCPa Works intends to lead the charge to "Ban the Box" in the South Central region. Following similar ordinances in Philadelphia and Pittsburgh, we want to work with local elected officials to remove this community's discriminatory practice. We will model our initiative on Philadelphia's Fair Criminal Records Screening Standards Ordinance ("Ban the Box") helps ensure that employers initially make hiring and other employment decisions based on work qualifications, without considering a person's criminal record. The law restricts when an employer can inquire about a person's criminal history and how it can be used. "Ban the Box" helps to open doors to employment with a criminal record and reduces recidivism. SCPa Works wishes to lead by example and require all subcontractors to "Ban the Box" As of July 1, 2021. We will further work with Labor and Industry to develop a plan to enforce these efforts in our OJT funded programs.

In the coming months, SCPa Works will be evaluating the following regional ban the box policy:

Employers *cannot* ask about criminal background on job applications or during any job interview. Employers can run your criminal background check **ONLY AFTER** a conditional offer of employment is made (final hiring depends on the background check results).

- Criminal convictions are to be considered **ONLY** if they occurred less than seven (7) years from the date of application (not counting the time of incarceration).
- Arrests that did not lead to conviction cannot be used in any employment decisions.

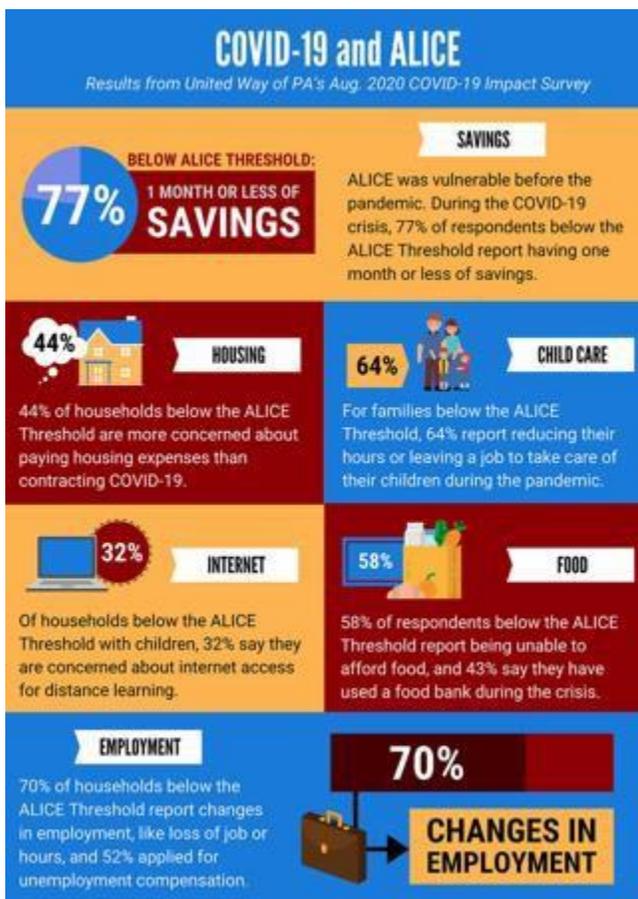
If your background check reveals a conviction, the employer must consider:

- The type of offense and the time passed since it occurred.
- Its connection to the job applied for;
- Job history, character references, and any evidence of rehabilitation.
- Employers can reject candidates based on criminal record **ONLY** if they pose an unacceptable risk to the business or other people.
- If you are rejected, the employer must send the decision to you in writing with a copy of the background report used to make the decision.

- Candidates will have ten (10) days to explain the record and prove that the document is incorrect or proof of rehabilitation.

ALICE population:

A significant population of job-seekers in the region qualify for WIOA but do not fall into one of the categories of having a barrier to employment. In particular, the ALICE (asset limited, income constrained, and employed) population should be potential customers served at PA CareerLink® centers. SCPa Works is exploring opportunities for partnership with community-based organizations such as the United Way of Capital Region, with to serve this population. SCPa Works will develop opportunities for these individuals to upskill and to create higher household incomes. While individuals may not qualify under traditional funding streams, it is a priority to work with and support the individuals that represents 39% of our community. This unseen and hard-working group goes to work every day and struggles to stabilize an ever-decreasing financial security due to income constraints. SCPa Works is committed to finding a solution for our community.



Affirmative Outreach (also see Section 4.4)

This affirmative outreach for the South Central region includes the following efforts to ensure our services are accessible:

- Identifying agencies, organization, non-profits and other community-based organizations that serve specific populations and build key partnerships with those entities;
- Providing outreach material, information and programmatic access through these partnerships to ensure that we are better reaching various populations;
- Ensuring that customers at each PA CareerLink® site to have opportunities to share their experiences about ways we can improve our services.

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

As one of our key strategic pillars (**Employer Engagement**), SCPa Works has prioritized business services into our one-stop delivery system in a number of key ways:

1. Sector strategies that align investments, funding and resources with employer demand in critical industries for our region;
2. Connecting the workforce and economic development systems;
3. Coordinating Regional Business Services Team (RBST) that help WIOA required and non-required partners to better align business services.

To better coordinate workforce development programs with economic development partners, SCPa Works implements a regional business solutions effort. Together, SCPa Works and our Partners for Regional Economic Performance (PREP) of South Central PA establish one collaborative resource that our regional business community can rely upon for workforce services.



Businesses seeking retention or expansion have access to a Business Solutions Team that consists of both workforce and economic development business service representatives to streamline agency referrals, share essential and time-sensitive data, and jointly track results. As needed, SCPa Works and PREP will also provide support to assist rapidly growing companies or new industries in the region that are seeking assistance with up-skilling or expanding their workforce.

Our effort to integrate workforce and economic development business solutions efforts will also be augmented and supported via the Department of Community and Economic Development (DCED) efforts to support current business-calling program efforts (Engage! Program).

Key Team Members

Economic Development agencies:

- PREP Partners including but not limited to:
 - Local County-based economic development organizations
 - Small Business Development Centers (SBDCs)
 - MANTEC Industrial Resource Center
 - Ben Franklin Partners

SCPa Works

- SCPa Works Business Services (single point of contact)
- SCPa Works Regional Business Services Team (RBST) representatives located in our region

To ensure accountability to both economic and workforce development, SCPa Works has established a single point of contact (Business Lead's) to perform an evaluation based on a set of metrics agreed upon by SCPa Works and PREP leaders. Using our employer engagement strategy outlined earlier in this plan, SCPa Works along with the public workforce partners in the region employ many programs and activities that serve businesses:

- **Industry Partnerships** – SCPa Works helps to coordinate, convene and lead a series of industry partnerships that provide sector-based training and intermediary services to businesses. These industry partnerships are in the following sectors: advanced manufacturing, healthcare, and logistics and transportation. Employers provide a forum for SCPa Works to implement everything from incumbent worker training to the creation of training/education programs.
- **Regional business services teams** – As noted above in the local plan, SCPa Works helps coordinate a regional business service team comprised of a cross-section of staff from multiple agencies that work directly with businesses. This service is a direct conduit between companies and the various workforce programs across WIOA Title that assist enterprises (such as on-the-job training, incumbent worker training, customized training, etc.). Employers who hire individuals eligible under WIOA Title IV services from OVR BST staff may also receive the following specialized services: Reasonable accommodation consultation, OJT, referral on tax credits or deductions, consultation on the Americans with Disability Act (ADA) accessibility standards, and assistance to retain current employees following an accident, injury or disability.
- **Collaboration with Economic Development** – SCPa Works is also collaborating with the South Central Partners in Regional Economic Performance (PREP) on a business calling program (Engage!) in alignment with economic development. Through a survey tool, this program connects with businesses across the region to identify the key challenges, opportunities, and leading indicators of economic change. SCPa Works administers this program in conjunction with economic development partners from across the region, including being the single point-of-contact for any business interested in learning more about workforce development programs. While this is not a specific workforce development program, it is a critical business-facing opportunity that allows SCPa Works and our partners to gather necessary market intelligence and turn that into actionable solutions for businesses.

SCPa Works also facilitates access to programming and services for businesses through the Unemployment Compensation (UC) services at the PA CareerLink® centers. Through UC staff, companies can learn about their rights and responsibilities in using the UC system, such as claim assistance and access to unemployment compensation benefits.

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

4.15. How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? [20 CFR § 679.560(b)(10)]

SCPa Works is committed to leveraging and aligning our workforce development activities to improve our citizens' access to transportation. Working closely with the South Central Partners for Regional Economic Performance (PREP), South Central PA Works may conduct a series of meetings to discuss strategies to establish a uniform means to identify regional transportation challenges. Challenges such as in-flow and outflow of commuters in the workforce areas; a needs assessment of transportation challenges (in conjunction with Chambers of Commerce, Department of Transportation, and other stakeholders); and the need for innovative strategies to identify and serve rural areas with job seekers with high barriers to employment.

SCPa Works has an extensive network of community-based organizations, partners, and government agencies that provide supportive services to customers. Transportation is one of the biggest challenges for the region in terms of workforce development. Outside of having one's vehicle, there is a patchwork of for-profit and county-based transportation agencies such as Capital Area Transit, Rabbit Transit, commuter services, and other local service providers to help workers travel and from work. However, there is no significant regional planning body that is coordinating all of these disparate transportation providers. SCPA Work actively meets with both the Rabbit transit and the Dart system, and our vendor's purchase bus passes as support services for participants. We are hosting a regional transportation summit in the fall of 2021 to address the shortcomings of transportation in our community directly. We hope to develop a hybrid model that will allow for a reasonably priced transportation mechanism for our region.

SCPa Works collaborates with the South Central Assembly, an organization that provides regional planning for transportation and housing. The South Central Assembly has been a great partner in identifying no-cost or low-cost transportation options for job seekers or trainees. Exploration of opportunities, such as WIOA customers receiving free travel on certain regional transit operations during the time they are in training, continues. Supportive services are also provided to offset the cost of traveling to work temporarily. These resources are finite and, therefore, can only be a temporary solution. Also, we use commuter services as a viable option for job seekers who can use the service to help them carpool or have a dedicated service if a family member is sick or need to leave work early.

SCPa Works has also built a growing partnership with the Capital Region's United Way regarding supportive services. Through their Road To Success program, there is access to significant resources that help with childcare and transportation for low-income workers. We are also beginning to explore options for new hires and other customers that are served via the PA CareerLink® network.

5. COMPLIANCE

5.1. Describe the cooperative agreements that define how all local area service providers will carry out the requirements for integration of and access to the entire set of services available in the local area one-stop delivery system. [20 CFR § 679.560(b)(13)]

A Memorandum of Understanding (MOU) is reaffirmed annually between SCPa Works and the PA CareerLink® system partners. This MOU outlines the cooperative working relationship and confirm the understanding of the Parties regarding the operation and management of the two (2) Comprehensive PA CareerLink® Centers, four (4) Affiliate sites and two (2) Specialized Centers in the SOUTHCENTRAL Local Workforce Development Area (Local WDA). The accompanying operating budget outlines the costs and funding sources required to operate the facilities.

The parties to the MOU work closely together to ensure that all Southcentral PA CareerLink® centers are high-performing work places with staff that will ensure quality of service.

All Parties to this agreement shall comply with:

- Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
- Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
- Section 504 of the Rehabilitation Act of 1973, as amended,
- The Americans with Disabilities Act of 1990 (Public Law 101-336),
- The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
- Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
- The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
- Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
- The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603),
- all amendments to each, and
- all requirements imposed by the regulations issued pursuant to these acts.

The above provisions require, in part, that no persons in the United States shall, on the grounds of race, color, national origin, sex, sexual orientation, gender identity and/or expression, age, disability, political beliefs or religion be excluded from participation in, or denied, any aid, care, services or other benefits provided by federal and/or state funding, or otherwise be subjected to discrimination.

- Additionally, all Parties shall:
- Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section above,
- Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and
- Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this agreement.

Chief Elected Official

The CEO for the Southcentral Local WDA is Robert G. Ziobrowski, Southcentral Local Elected Officials, appointed chairman. The CEO will, at a minimum:

- In Partnership with the Southcentral Local WDB and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- Approve the Southcentral Local WDB budget and workforce center cost allocation plan,
- Approve the selection of the one-stop operator following the competitive procurement process, and
- Coordinate with the Southcentral Local WDB to oversee the operations of the Southcentral Local WDA PA CareerLink® system.

Southcentral Local WDB

The Local WDB ensures the workforce-related needs of employers, workers, and job seekers in the Local WDA and/or the region are met, to the maximum extent possible with available resources. The Local WDB will, at a minimum:

- In Partnership with the CEO and other applicable Partners within the Local WDA, develop and submit a Local WDA plan that includes a description of the activities that shall be undertaken by the Local WDB and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy,
- In Partnership with the CEO and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- In collaboration and Partnership with the CEO and other applicable Partners within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies,
- In cooperation with the Local CEO and the other Local WDBs within the regional area, design and approve the PA CareerLink® system structure. This includes, but is not limited to:
 - a. Adequate, sufficient, and accessible one-stop center locations and facilities,

- b. Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities),
 - c. A holistic system of supporting services, and
 - d. One or more competitively procured one-stop operators.
- In collaboration with the CEO, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s),
 - Determine the role and day-to-day duties of the one-stop operator,
 - Approve annual budget allocations for operation of the PA CareerLink® system,
 - Help the one-stop operator recruit operational Partners and negotiate MOUs with new Partners,
 - Leverage additional funding for the PA CareerLink® system to operate and expand one-stop customer activities and resources, and
 - Review and evaluate performance of the Southcentral Local WDA and one-stop operator.

Local Workforce Development Board Staff

Specific responsibilities include, at a minimum:

- Assist the CEO and the Local WDB with the development and submission of a single regional plan,
- Support the Local WDB with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above,
- Provide operational and grant-specific guidance to the one-stop operator,
- Investigate and resolve elevated customer complaints and grievance issues,
- Prepare regular reports and recommendations to the Local WDB, and
- Oversee negotiations and maintenance of MOUs with one-stop Partners.

Operator

Equus will employ five (5) Site Administrators, who will act as “functional leaders”. As such, they will have the authority to organize Partner staff, in order to optimize and streamline service delivery efforts. The one-stop operator, through the Site Administrators, will, at a minimum:

Manage daily operations, including but not limited to:

- Employ receptionists, data entry staff and customer service representatives. Provide formal leadership, supervision, and performance responsibilities.
- Managing and coordinating Partner responsibilities, as defined in this MOU,
- Managing hours of operation, including the once weekly extended hours of operation within applicable contract terms,
- Coordinating daily work schedules within applicable contract terms and work flow based upon operational needs,

- Coordinating staff vacations/unscheduled absences within applicable contract terms with the formal director to ensure service coverage by center staff.
- Assist the Local WDB in establishing and maintaining the PA CareerLink® system structure. This includes but is not limited to:
 - a. Ensuring that State requirements for center certification are met and maintained,
 - b. Ensuring that career services such the ones outlined in WIOA sec. 134(c)(2) are available and accessible,
 - c. Ensuring that Southcentral Local WDB policies are implemented and adhered to,
 - d. Adhering to the provisions outlined in the contract with the Southcentral Local WDB and the Southcentral Local WDB Business Plan,
 - e. Reinforcing strategic objectives of the Southcentral Local WDB to Partners, and
 - f. Ensuring staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.
- Integrate systems and coordinate services for the center and its Partners, placing priority on customer service.
- Integrated Workforce Service Delivery, as defined by WIOA, means organizing and implementing services by function (rather than by program), when permitted by a program’s authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.
- Functional alignment includes having one-stop center staff who perform similar tasks serve on relevant functional teams, e.g. Skills Development Team or Business Services Team.
- Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program within applicable contract terms.
- The services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another and there is a smooth customer flow to access the array of services available in the workforce center within applicable contract terms.
- Oversee and coordinate partner, program, and PA CareerLink® system performance within applicable contract terms. This includes but is not limited to:
 - a. Providing and/or contributing to reports of center activities, as requested by the Southcentral Local WDB,
 - b. Providing input to the formal leader (partner program manager) on the work performance of staff under their purview within applicable contract terms,
 - c. Application of process with Partner supervisors for notification of any staff leave requests or unexcused absences, disciplinary needs, or changes in employee status as it relates to necessary and appropriate communication with all Partners and within applicable contract terms,
 - d. Identifying and facilitating the timely resolution of complaints, problems, and other issues,
 - e. Collaborating with the Local WDB on efforts designed to ensure the meeting of program performance measures, including data sharing procedures to ensure effective data matching, timely data entry into the case management systems, and coordinated data batch downloads (while ensuring the confidentiality requirements of FERPA, 34 CFR 361.38, and 20 CFR part 603),

- f. Ensuring open communication with program managers in order to facilitate efficient and effective center operations,
- g. Evaluating customer satisfaction data and propose service strategy changes to the Southcentral Local WDB based on findings.
- h. Manage fiscal responsibilities and records for the center. This includes assisting the Local WDB with cost allocations and the maintenance and reconciliation of one-stop center operation budgets.
- i. Coordinate bi-monthly meetings to update partners on operational concerns, problems, anticipated changes or enhancements to service integration. In cases where 'significant' changes or enhancements will impact commonwealth programs, staff or resources, the One-stop Operator will communicate such plans to District Administrators and the Assistant Regional Director at least 60 days prior to implementation to ensure continuity and stability of commonwealth programs and services.

The Operator will not assist in the development, preparation and submission of Local plans. They cannot manage or assist in future competitive processes for selecting operators or select or terminate one-stop operators, career services providers, or Youth providers. The operator cannot negotiate local performance accountability measures or develop and submit budgets for activities of the Local WDB. Southcentral Local WDB is responsible for the negotiated performance measures, strategic planning, budgets, and one-stop operator oversight (including monitoring).

Partners

Each partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the one-stop operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures,
- The design and use of common intake, assessment, referral, and case management processes,
- The use of common and/or linked data management systems and data sharing methods, as appropriate,
- Leveraging of resources, including other public agency and non-profit organization services,
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

SCPa Works partners with the Office of Vocational Rehabilitation (OVR) to further enhance the services provided to individuals with disabilities. This relationship has been formalized through partnership agreements that allow OVR to operate effectively in the local workforce development area. Through a signed partnership agreement, OVR is represented on the SCPa Works Board of Directors and is a key partner in PA CareerLink® in the South Central region. Additionally, and again through a signed partnership agreement, OVR is a member of the PA CareerLink® Operators Consortium. Through training and technical assistance, OVR serves the

employment needs of individuals with disabilities with a one-stop center staff. One-stop center staff have received training on ADA compliance laws, TTY, benefits counseling, and disability awareness and sensitivity. Strong partners in the PA CareerLink® system, including Adult Basic Education and OVR, have also collaborated with SCPa Works to design and implement an innovative service delivery model aligned with WIOA regulations and SCPa Works' strategic goals.

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

Per SCPa Works' fiscal and monitoring policy, all grant sub-recipients are subject to an annual on-site monitoring visit. Sub-recipients that fall within the OMB criteria for independent audit are required to submit their OMB audit within 120 days after year-end. Compliance team members review all sub-recipient monitoring reports and annual audits. Any funded disallowed cost will be recaptured through a credit of outstanding funds due sub-recipient. The Chief Financial Officer will determine the best recourse in counsel with Board Admin Finance Committee.

5.3. What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board? [20 CFR § 679.560(b)(17)]

As one of our key guiding principles, SCPa Works is committed to continuous improvement over the next four years to achieve and retain a status of a high-performing WDB from the forthcoming guidance of the Department of Labor and Industry. A primary focus for the SCPa Works Board is high performance related to WIOA performance measures. SCPa Works' various committees are developing targets to address performance measures negotiated with the Governor and responsible for compiling and providing this data to all committee members.

SCPa Works has embedded the main goals of the Commonwealth's workforce development plan into our five strategic pillars – to that end SCPa Works has demonstrated success in implementing strategies that support Employer Engagement (sector strategies); Individual Investment (youth; apprenticeship programs); Systems Connection (service integration and expanding partnerships); and Thought-Leadership (promoting and improving the workforce system with sharing of best practices and key data), SCPa Works will be performing at a high level.

- Meeting and exceeding all WIOA negotiated performance measures;
- Specifically, SCPa Works has built a Business Services Team to promote and expand apprenticeships opportunities throughout the region;
- SCPa Works consistently meets/exceeds the annual training target expenditures, and with the expansion of the industry partnership work ahead, we expect to exceed those numbers when new guidance comes out;
- SCPa Works runs one of the most successful and highly networked business services teams across the Commonwealth, managing \$2M in Engage! funding over the past three years, conducting more than 1,200 business interviews, running three successful industry partnership groups and increasing collaboration and coordination with dozens of state/local workforce agencies through the Regional Business Services Team (RBST) meetings;
- Investing in and evaluating best practices in workforce development across the Commonwealth and the nation.

Over the past four years, SCPa Works has a strong history of meeting and exceeding local performance negotiated goals in WIOA programs. In order to meet or exceed negotiated performance levels in the future, SCPa Works has instituted a framework for tracking, reporting and implementing continuous improvement regarding WIOA Title I performance. Quarterly WIOA performance measures are reported to the Board or Program sub-committee; feedback is received regarding whether numbers are meeting or exceeding negotiated levels; if improvement is need mid-program year, recommendations and actions are commissioned; and follow-up is reported on at subsequent meetings.

Another priority for SCPa Works in remaining and continuing to advance as a high-performing board is diversifying the funding base for community leadership and programs and services tied to identified needs. The Board will work with its regional partner, the Lancaster County Workforce Development Board, to develop funding proposals and develop and maintain networks with potential private and public funds sources. For example, SCPa Works has applied and received funding support for Industry Partnerships and many state and federal grants to augment our work on behalf of dislocated and incumbent workers. An immediate priority will be working with employer partners in the broader region to coordinate with the Next Generation Industry Partnerships initiative.

SCPa Works 2020 Audit which analyzed WIOA program financial records was completely clean with an unmodified opinion from our independent auditors. We take this very seriously and are proud of this clean report – however, our fiscal team is always seeking continuous improvement practices, such as periodic internal auditing; cybersecurity training; and cross-training fiscal staff in case of being short-staffed. SCPa Works has made a number of changes over the past few years to ensure internal controls, reporting structure and strong procurement practices. We believe that the foundation of strong workforce development boards is fiscal integrity – our 2020 Audit is an example of our high-performing quality and our desire to continue to improve and maintain this high-level.

Currently, SCPa Works Compliance Division continuously evaluates provider's performance and monitors for compliance with the law and progress in raising the quality of training services providers deliver. To this end, customer satisfaction surveys have been developed for customers enrolled in training at an eligible training provider. The information gained from these surveys is fed back to the training provider along with suggestions for improvement.

In another compliance effort, the South Central Regional PA CareerLink® Operator Consortium has been developed to ensure that the strategic direction and performance goals are communicated for the PA CareerLink® planning and alignment. This group has been charged as the intermediary between SCPa Works and the PA CareerLink®. The group meets monthly to set policy and quality management strategies consistent with the direction of SCPa Works. The information discussed at this level is disseminated to the PA CareerLink® staff via PA CareerLink® Administrator meetings, held monthly in conjunction with the Operator Consortium. Additionally, throughout all phases of the local and state monitoring process, strategic direction and performance goals are communicated to the PA CareerLink® operators.

Similarly, SCPa Works takes monitoring reports very seriously – any feedback or technical assistance from PA Department of Labor & Industry is extremely helpful regarding continuous improvement. Our program, fiscal and compliance team build their yearly priorities to include compliance concerns or findings, and each year we ensure that previous year's recommendations and action items are completed in a timely manner.

Overall, SCPa Works is eager to frame the forthcoming guidance from the Department of Labor and Industry and incorporate that into every aspect of our organization's work to become and maintain the level of a high-performing WDB.

5.4. What is the process the local board uses to provide an opportunity to have input into the development of the local area plan, particularly for representatives of business, education, labor organizations, program partners, public agencies and community stakeholders? [20 CFR § 679.560(b)(19)]

SCPa Works local plan was most recently modified in August 2019. SCPa Works met with Board and staff members to discuss changes, modifications and updates to progress with regards to the local plan modifications. SCPa Works posted the plan modifications for public comment, and sent the plan out to all business partners, PA CareerLink® partners and education providers.

The process for the 2021-2024 local plan development began with a presentation to the SCPa Works Board of Directors during their November 12, 2020 meeting. SCPa Works solicited input through a series of stakeholder sessions, public forums and an employer survey including a Title II partner discussion on December 9, 2020, a Regional partner meeting January 26, 2021, and an employer survey issued February 2, 2021.

The public posting process, described in Section 5.5, was initiated on February 23, 2021 and was accompanied by an electronic notification of the draft local plan to all SCPa Works contacts including employers, regional CBOs, WIOA service providers (adult and youth) and training providers. Notice was posted on the SCPa Works website, using social media and electronic communications, and through a legal notice in the newspaper.

Comments that suggest adjustments to the plan will be shown as an attachment to this document, along with actions taken, when submitted to the Commonwealth.

5.5. What is the process the local board uses to provide a 30-day public comment period prior to plan submission? [20 CFR § 679.560(b)(19)]

Both the local and regional plans were posted on www.scpaworks.org/plans on February 23th for a 30-day period.

A public notice in the newspaper for each of the eight (8) counties in the workforce area announced the release of the local and regional plan along with ways to access the plans, and SCPa Works notified our LEOs, Board and network of partners and stakeholders.

Access is provided by posting of the plans on the SCPa Works website and via contacting the SCPa Works' office for a hard copy. The plan remained open for public review and comment for 30 days. During the 30-day posting process, SCPa Works will carefully review comments and, where appropriate, included recommendations in the final plan. Comments that suggest adjustments to the plan will be shown as an attachment to this document, along with actions taken, when submitted to the Commonwealth.

SCPa Works received a total of three comments during the public comment period shown here:

Public Comments – received and response

<p>Comment: "I did not see any vision about how to train and prepare future employees for virtual employment or working with customers through internet methods. I think this is going to be a big part of future employment opportunities. AND, in person employment presents a huge "soft skills" issue, I'm fearful if we continue "working from home" will only add to that.</p> <p>Another issue I have: when statistics are provided for incomes - I didn't see that any consideration was given for higher incomes and if (how far) folks needed to travel to receive a higher income. Travel and time should be considered in the end result.</p>	<p>Response: We agree with the commenter. The plan should make specific reference to the strategies we need to implement to better invest in training for "remote" workers and the needed digital literacy skills associated with the changing nature of work.</p> <p>We have included language in the local plan accordingly on page 55.</p>
<p>Comment: Include more specifics on building an apprenticeship network within the region.</p>	<p>Response: We agree with this comment. While apprenticeships are referenced throughout this plan, we have included more specifics on building an apprenticeship network on page 60.</p>
<p>Comment: Include references to PASSHE's "Prepared 4 PA" initiative and competency maps.</p>	<p>Response: We agree with this comment. We have made reference to coordinating with PASSHE on this initiative on page 82 in the plan.</p>

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

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

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

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

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

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

Local area procurement policy that must describe formal procurement procedures.

Local area MOU.

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

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

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

Professional services contract(s) for administrative

Attachment 1: WIOA Title I Programs Performance Accountability Table

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

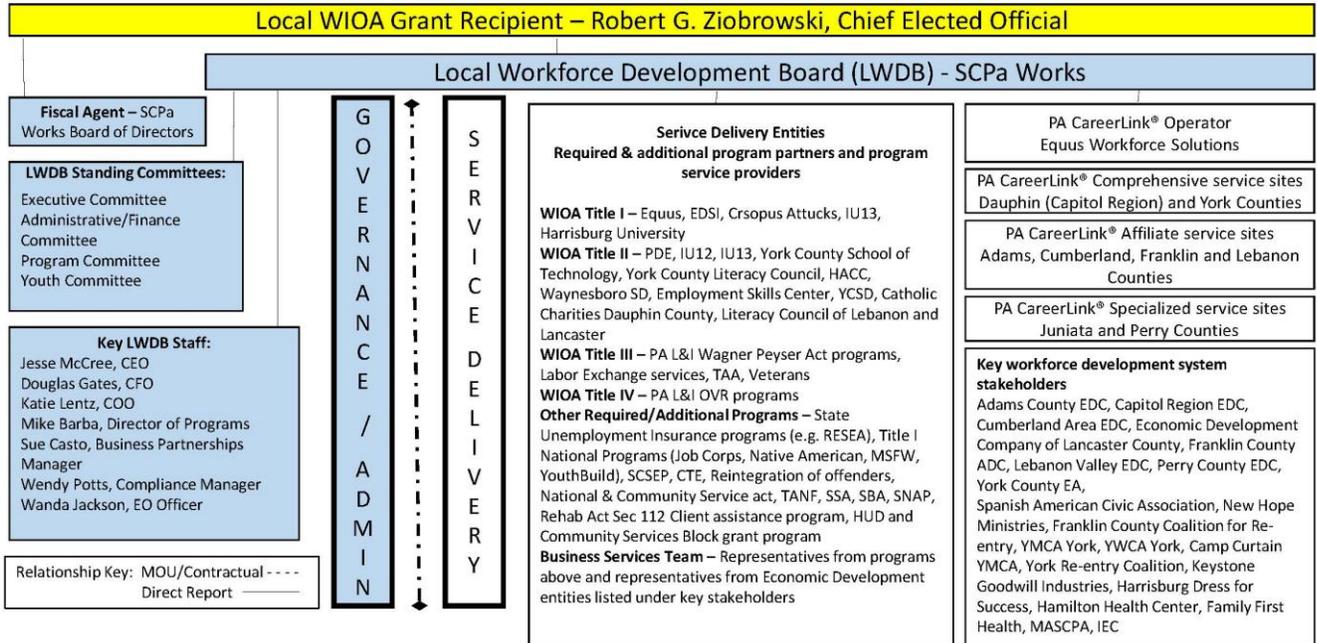
The *WIOA Title I Programs Performance Accountability Table* is for the benefit of the public and must be updated accordingly. Local boards must edit the table’s two columns with the appropriate program year(s) to correctly match the most recent* LWDA-negotiated performance goals and attained performance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

LWDA Name: South Central Workforce Development Area – SCPa Works		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	LWDA’s WIOA Title I Programs <u>Negotiated Performance Goals</u> - *Program Year(s): 2021	LWDA’s WIOA Title I Programs <u>Attained Performance Results</u> - *Program Year: 2019
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	80%	79.5%
Dislocated Worker	88%	87.4%
Youth	71%	69.7%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	78%	74.1%
Dislocated Worker	86%	84.7%
Youth	72%	71.0%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$6,500	\$6,500
Dislocated Worker	\$9,200	\$9,014
Youth	\$3,400	\$3,271
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	58%	52.0%
Dislocated Worker	66%	61.3%
Youth	70%	46.6%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	52%	48.8%
Dislocated Worker	42%	40.8%
Youth	60%	35.5%

Attachment 2: WIOA Local Workforce Development System Organizational Chart

Attachment 2: WIOA Local Workforce Development System Organizational Chart model

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.



Attachment 3: Local Workforce Development Delivery System Program/Partner List

Local Workforce Development Area name: South Central

Effective Date: July 1, 2021

Local Workforce Development Boards (LWDB) 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 (WIOA). The LWDB should ensure that the Program Partner/Provider List reflects current PA CareerLink® Memoranda of Understanding(s). Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the List is posted on the LWDB public website.

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult Employment and Training	WIOA, Title I, Sec 131	Equus Workforce Solutions
100 N Cameron St, Harrisburg PA	717-783-3270	www.equusworks.com
Dislocated Worker	WIOA, Title I, Sec 131	Equus Workforce Solutions
100 N Cameron St, Harrisburg PA	717-783-3270	www.equusworks.com
Wagner Peyser	Wagner-Peyser Employment Services (ES) program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq) as amended by title III of WIOA	PA BWPO
PA Department of Labor & Industry	814-641-6408 x127	www.dli.pa.gov
RESEA Program	Wagner-Peyser Employment Services (ES) program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq) as amended by title III of WIOA	PA BWPO
PA Department of Labor & Industry	814-641-6408 x127	www.dli.pa.gov
Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED) Adult Education and Family Literacy Act (AEFLA) Program	Lancaster-Lebanon Literacy Council
407 Lafayette Street, Lancaster PA 17603	717-295-5523	www.literacysuccess.org
Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	Tri-County OIC

500 Maclay St, Harrisburg, PA 17110	717-238-7318	www.tricountyoc.org
Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	LIU 12 – Franklin/Adams
65 Billerbeck St. New Oxford, PA 17350	717-624-4616	www.iu12.org

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	York Technology Center
2179 S. Queen St. York, PA 17402	717-741-0820	www.ytech.edu

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	Employment Skills Center
29 S. Hanover St. Carlisle, PA 17013	717-243-6040	www.employmentskillscenter.org

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	York County Literacy Council
1416 6 th Avenue York, PA 17403	717-845-8719	www.yorkliteracy.org

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	Perry County Literacy Council
133 S 5 th Street Newport, PA 17074	717-567-7323	www.perryliteracy.com

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	HACC
1 HACC Drive Harrisburg, PA 17110	800-222-4222	www.hacc.edu

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	Penn State Harrisburg
777 W Harrisburg Pike Middletown, PA 17057	717-948-6000	www.harrisburg.psu.edu

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	Waynesboro School District
210 Clayton Avenue Waynesboro, PA 17268	717-762-1191	www.wasd.k12.pa.us

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	York City School District
31 North Pershing Avenue York, PA 17401	717-845-3571	www.ycs.k12.pa.us

Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	Catholic Charities
939 E Park Drive, #103 Harrisburg, PA 17111	717-564-7115	www.cchbg.org
Adult Education and Literacy	WIOA, TITLE II, Department of Education (DOED)	IU13
1020 New Holland Avenue Lancaster, PA 17601	717-606-1600	www.iu13.org
Trade Adjustment Assistance Act	Trade Adjustment Assistance (TAA) authorized under chapter 2 of Title II of the trade act of 1974 (19 U.S.C. 2271 et seq)	PA BWPO
PA Department of Labor & Industry	814-641-6408 x127	www.dli.pa.gov
Temporary Assistance For Needy Families (TANF)	Programs authorized under part A of Title IV of Social Security Act (42 U.S.C. 601 et seq.)	PA Department of Human Services
625 Forster St. Harrisburg, PA 17120	800-692-7462	www.dhs.pa.gov
Title V Older Americans Act	(SCSEP) Title V of the Older Americans Act of 1975	AARP
2101 N. Front Street, Bldg #3, Suite 100 Harrisburg, PA 17110	717-234-5961	www.aarp.org
Title V Older Americans Act	(SCSEP) Title V of the Older Americans Act of 1975	Crispus Attucks- York County
605 S. Duke St. York, PA 17401	717-848-3610	www.crispusattucks.org
Title V Older Americans Act	(SCSEP) Title V of the Older Americans Act of 1975	A4TD
	802.524.3200 x117	www.a4td.org
Title V Older Americans Act	(SCSEP) Title V of the Older Americans Act of 1975	Pathstone, Inc. – Franklin County
2150 Carlisle Road P.O. Box 128 Aspers, PA 17304	717-677-6150	www.pathstone.org
Community Services Block Grant	Employment and training activities carried out under the	TRI-County Community Action Cumberland, Dauphin and Perry

	Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	
1514 Derry Street Harrisburg, PA 17104	717-232-9757	www.cactricounty.org
Community Services Block Grant	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Community Progress Council Inc. (York)
226 E. College Ave. York, PA 17403	717-846-4600	www.yorkcpc.org
Community Services Block Grant	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Southcentral Community Action Programs -Adams/Franklin
153 N Stratton St. Gettysburg, PA 17325	717-334-7634	www.sccap.org
Community Services Block Grant	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Lebanon County Community Action-Lebanon
503 Oak St. Lebanon, PA 17042	717-273-9328	www.lebanon-county-community-action-partnership.business.site
Rapid Response	Title III	PA BWPO
PA Department of Labor & Industry	814-641-6408 x127	www.dli.pa.gov
Veterans Programs	Jobs for Veterans State Grants (JVSG) authorized under chapter 41 of tile 38, U.S.C.	PA BWPO
PA Department of Labor & Industry	814-641-6408 x127	www.dli.pa.gov
Unemployment Compensation	Unemployment Insurance (UI) programs under state unemployment compensation laws	PA Department of Labor & Industry Unemployment Compensation Board of Review
PA Department of Labor & Industry	717-787-7107	www.dli.pa.gov
WIOA TITLE I Youth	WIOA, Title I Youth Services	Cumberland/Dauphin/Franklin/Adams Equus Workforce Services
100 N. Cameron St.	717-783-3270	www.equusworks.com

Harrisburg, PA 17110		
WIOA TITLE I Youth 605 S. Duke St. York, PA 17401	WIOA, TITLE I 717-848-3610	Crispus Attucks- York County www.crispusattucks.org
WIOA TITLE I Youth 1 Cumberland St. Lebanon, PA 17042	WIOA, TITLE I 717-606-1793	Lancaster-Lebanon IU - Lebanon www.iu13.org
WIOA TITLE I Youth 100 N. Cameron St. Harrisburg, PA 17110	WIOA, TITLE I	EDSI www.edsisolutions.com
Career and Technical Education One Hacc Drive, Midtown 1 Harrisburg, PA 17110	Carl D. Perkins Vocational and Applied Technology Education Act 717-736-4113	HACC www.hacc.edu
Job Corps 100 N. Cameron St. Harrisburg, PA 17110	Title I, Subtitle C 570-708-0692	Job Corps www.jobcorps.gov
Migrant & Seasonal Farmworkers 2150 Carlisle Road P.O. Box 128 Aspers, PA 17304	National Farmworkers Jobs Program (NF JP) WIOA Sec 167 717-677-6150	Pathstone, Inc. www.pathstone.org
Youthbuild 605 S. Duke St. York, PA 17401	Youthbuild WIOA Sec. 171 (29 USC 3226) 717-848-3610	Crispus Attucks- York County www.crispusattucks.org
Vocational Rehabilitation 555 Walnut Street, 8 th Floor Harrisburg, PA 17101	WIOA Title IV - Vocational Rehabilitation State Grant Programs Title I of the Rehabilitation Act of 1973, as amended 717-787-7502	Office of Vocational Rehabilitation (OVR) www.dli.pa.gov/Individuals/Disability-Services/ovr
Vocational Rehabilitation 2550 Kingston Road, Suite 101, York PA 17402	WIOA Title IV - Vocational Rehabilitation State Grant Programs Title I of the Rehabilitation Act of 1973, as amended 717-771-4407	Office of Vocational Rehabilitation (OVR) www.dli.pa.gov/Individuals/Disability-Services/ovr

Native American Programs	Title I, Section 166	Council of Three Rivers American Indian Center
313 W Liberty St. Lancaster, PA 17603	800-341-3577	www.cotraic.org
Native American Programs	Title I, Section 166	Council of Three Rivers American Indian Center
120 Charles Street Pittsburgh, PA 15238	800-895-8721	www.cotraic.org
Second Chance Act	Section 212 Second Chance Reauthorization Act of 2018	Tri-County OIC
500 Maclay St. Harrisburg, PA 17110	717-238-7318	www.tricountyoic.org
State Housing Finance and Development Authority Employment & Training	Department of Housing and Urban Development (HUD)	Housing Authority of the County of Dauphin
501 Mohn Street, Steelton, PA 17113	717-939-9301 x 512	www.dauphinhousing.org
State Housing Finance and Development Authority Employment & Training	Department of Housing and Urban Development (HUD)	PA Interfaith Community Programs Inc. / Adams County Housing Authority / Turning Point Interfaith Mission, Inc.
40 East High Street, Gettysburg PA 17325	717-334-1518 x 229	www.adamscha.org
State Housing Finance and Development Authority Employment & Training	Department of Housing and Urban Development (HUD)	Cumberland County Housing & Redevelopment Authorities
114 N Hanover Street, Carlisle, PA 17013-2445	717-249-0789 x 118	www.cchra.com
State Housing Finance and Development Authority Employment & Training	Department of Housing and Urban Development (HUD)	Lebanon County Housing Authority
PO Box 420, Lebanon PA 17042	717-273-1630 x 106	www.lcha.com
State Housing Finance and Development Authority Employment & Training	Department of Housing and Urban Development (HUD)	York County Housing Authority
31 S. Broad Street York, PA 17403	717-845-2601	www.yorkhousingauthority.com

State Housing Finance and Development Authority Employment & Training	Department of Housing and Urban Development (HUD)	Franklin County Housing Authority
436 West Washington Street Chambersburg, PA 17201	717-263-4200	www.fcha.net
State Housing Finance and Development Authority Employment & Training	Department of Housing and Urban Development (HUD)	Harrisburg Housing Authority Administration
351 Chestnut St. Harrisburg, PA 17101	717-232-6781	https://harrisburghousing.org/

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."

All data is cited in the local plan narrative.