



December 21, 2017

Mr. Robert I. Rhoads, Jr., Chairperson  
Lancaster County Workforce Development Board  
44 Denver Road  
Denver, PA 17517

Dear Mr. Rhoads,

The Pennsylvania Department of Labor & Industry (Department) has approved the South Central Region's Workforce Innovation and Opportunity Act (WIOA) program year (PY) 2017-2019 Multi-Year Regional Plan. This approval extends to the local plans associated with the local workforce development areas that compose this planning region. Such approval is effective through the end of PY '19 (i.e., June 30, 2020). The South Central planning region is composed of the following local workforce development areas:

- Lancaster County Workforce Development Area
- South Central Workforce Development Area

Approval of this plan does not constitute the approval of any practice that conflicts with federal and state statutes, regulations, policies and/or procedures; nor does approval preclude the commonwealth from, at its discretion, re-addressing any part of the plan if the content is found to conflict with such statutes, regulations, policies and/or procedures.

You and your staff are to be commended for your successful efforts to develop the multi-year plan in alignment with WIOA and the commonwealth's "WIOA Combined State Plan."

Please direct specific questions regarding the WIOA PY 2017-2019 Multi-Year Regional Plan and/or any future requests for plan modification to Michael White at [michwhite@pa.gov](mailto:michwhite@pa.gov) or (717) 214-7173.

Sincerely,

A handwritten signature in black ink, appearing to read "Eileen Cipriani".

Eileen Cipriani  
Deputy Secretary for Workforce Development

cc: The Honorable Dennis Stuckey, Lancaster County Commissioners  
Ms. Cathy Rychalsky, Lancaster County Workforce Development Board Executive Director

Enclosure: South Central Regional Plan & Lancaster County Workforce Development Area Local Plan



December 21, 2017

Mr. Jeffrey Boswell, Chairperson  
South Central Workforce Development Board  
315 N. Front Street  
Harrisburg, PA 17101

Dear Mr. Boswell,

The Pennsylvania Department of Labor & Industry (Department) has approved the South Central Region's Workforce Innovation and Opportunity Act (WIOA) program year (PY) 2017-2019 Multi-Year Regional Plan. This approval extends to the local plans associated with the local workforce development areas that compose this planning region. Such approval is effective through the end of PY '19 (i.e., June 30, 2020). The South Central planning region is composed of the following local workforce development areas:

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Eileen Cipriani  
Deputy Secretary for Workforce Development

cc: The Honorable Robert Ziobrowski, Chief Elected Official  
Mr. Jesse McCree, South Central Workforce Development Board Executive Director

Enclosure: South Central Regional Plan & South Central Workforce Development Area Local Plan

**South Central  
Workforce Development  
Planning Region**

**Local Workforce Development Areas:  
Lancaster County  
SCPa Works**

**Workforce Innovation and Opportunity Act  
Multi-Year Regional Plan  
Program Years 2017-2019**

## PY 2017-2019 WIOA Multi-Year Regional Plan

Region Workforce Development Area name: South Central Workforce Development Planning Region (SCWDPR)

Effective Date: January 1, 2018

### **1.1. Identification of the region.**

- Name of the Region: South Central Workforce Development Planning Region (SCWDPR)
  - Local Workforce Development Areas:
    - South Central PA Works (Adams, Cumberland, Dauphin, Franklin, Juniata\*, Lebanon, Perry, and York counties)
- \*NOTE: For regional plan purposes, Juniata is not part of the South Central PREP Region but is part of the Central PREP Region.
- Lancaster (Lancaster County)
  - Key Regional Committee Members:
    - Jesse McCree (South Central PA Works)
    - Cathy Rychalsky (Lancaster WDB)
  - Key Region Committee Meeting Dates
    - The SCPA Works Planning Committee met various times in order to prepare for this plan. Specific dates of meeting include:
      - March 21, 2017—regional stakeholders meeting
      - March 27, 2017—meeting with Directors to discuss planning activities
      - April 13, 2017—meeting to review and discuss plan activities
      - May 11, 2017—meeting with Directors to discuss and update planning activities
      - June 14, 2017—attend PA L&I Planning Meeting; discussion with each Director regarding plan activities
      - July 10, 2017—meeting with Directors to discuss and update planning

### **1.2. Describe the collection and analysis of regional labor market data (in conjunction with the commonwealth).**

The South Central Pennsylvania Regional Labor market is a growing labor market for employers and sectors and comparatively low unemployment. The Region also has populations with significant barriers to employment across a diverse labor force. The key employer needs focused on the identified sectors and their priority occupations and required skills require a strong and collaborative regional approach coupled with distinct local solutions for a successful matching of employer needs with job seeker skills.

This part will review the salient regional labor market data then overlay the labor market demographics with the region's economic conditions, as articulated from the perspective of the Workforce Development Boards and their partner organizations, and then identify the key overarching in-demand employer needs.

## OVERVIEW

The South Central Workforce Development Area is comprised of SCPA Works and Lancaster local Workforce Development Areas, which are comprised of the counties of Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Lancaster, Perry, and York. Overall, it is home to 1,977,268 citizens<sup>1</sup>. With a 2016 labor force of 1,028,700 the largest sector is Health Care and Social Assistance employing 133,752 workers, represents 9% of the Gross Regional Product (GRP), with average earnings of \$56,178. The next largest sectors include Government (which includes education and law enforcement) (employs 123,355 workers, represents 12% of the GRP, with average earnings of \$73,735) and Manufacturing (employs 118,026 workers, represents 16% of the GRP, with average earnings of \$65,311)<sup>2</sup>.

## POPULATION

The population in the South Central Region is estimated to have increased from 1,913,121 in 2010 to 1,977,268 in 2017, resulting in a growth of 3.4%. Over the next five years, the population is projected to grow by 2.2%. When looking at the state, the population is estimated to have increased from 12,702,379 in 2010 to 12,822,858 in 2017, resulting in a growth of 0.9%. Over the next five years, the population is projected to grow by 0.8%.

In 2017, the median age for the South Central Region is 40.6, while the average age is 40.5. Five years from now, the median age is projected to be 41.1. Comparatively, the current year median age for the state is 40.9, while the average age is 41. Five years from now, the median age is projected to be 41.6.

Most of the South Central Region's 2017 estimated population is White Alone (85.6%), 6.1% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 2.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 3.3% are Some Other Race, and 2.5% are Two or More Races.

The state is more diverse than the region where 79.8% are White Alone, 11.2% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 3.4% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 3.0% are Some Other Race, and 2.3% are Two or More Races. This region's current estimated Hispanic or Latino population is 8.0%, which is just above the state (7.2%).

## HOUSEHOLDS

The number of households in the South Central Region is estimated to have increased from 742,391 in 2010 to 770,047 in 2017, resulting in an increase of 3.7%. Over the next five years, the number of households is projected to increase by 2.3%. When looking at the state, the number of household is estimated to have increased from 5,018,904 in 2010 to 5,099,166 in

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<sup>1</sup> Population estimates per Claritas

<sup>2</sup> EMSI, 2017

2017, resulting in an increase of 1.6%. Over the next five years, the number of households is projected to increase by 1.1%.

## **EDUCATION**

A slightly smaller percentage of the region's population has earned an advanced degree (24.7%) when compared to the state (28.5%). The region has a higher percentage who did not graduate high school (12.7%) than the state (10.8%). Currently, it is estimated that 6.6% of the population age 25 and over in the region had earned a Master's Degree, 1.6% had earned a Professional School Degree, 0.9% had earned a Doctorate Degree and 15.6% had earned a Bachelor's Degree. In comparison, for the state, it is estimated that for the population over age 25, 8.0% had earned a Master's Degree, 1.8% had earned a Professional School Degree, 1.4% had earned a Doctorate Degree and 17.3% had earned a Bachelor's Degree.

## **INCOME**

In 2017, the average household income is estimated to be \$76,251, which is just below the state (\$77,810). The average household income in the South Central Region is projected to change over the next five years, from \$76,251 to \$81,785. The average household income in the state is projected to change over the next five years, from \$77,812 to \$84,180.

## **HOUSING**

Most of the dwellings in the region (71.5%) are estimated to be Owner-Occupied for the current year, which is slightly higher than the state (69.5%). The majority of housing units in this region (19.7%) are estimated to have been built between 1939 or Earlier for the current year, which is less than the state with one in four (25.7%) built during the timeframe.

## **EMPLOYMENT**

For the South Central Region, when looking at the employment status of the population age 16 and over more individuals are employed (61.2%) than in the state (57.7%). For the South Central Region: 0.1% are in the Armed Forces, 61.2% are employed civilians, 4.2% are unemployed civilians, and 34.5% are not in the labor force. For the state, the employment status of the population age 16 and over is as follows: 0.0% are in the Armed Forces, 57.7% are employed civilians, 5.0% are unemployed civilians, and 37.3% are not in the labor force.

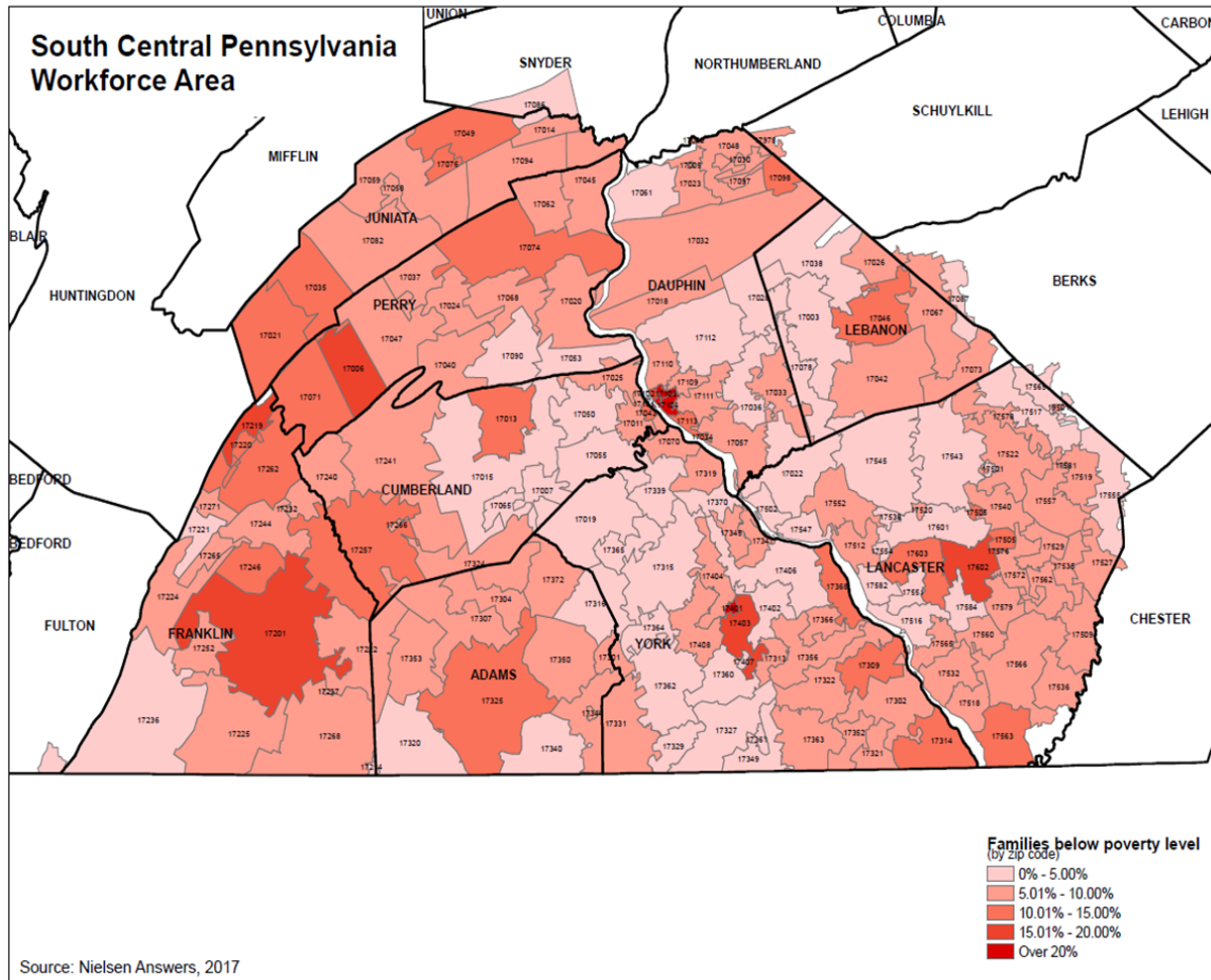
In the region, more individuals hold blue collar occupations (25.2%) compared to the state (21.3%). A slightly smaller number hold white collar occupations (57.2% compared to 60.6% in the region) and 17.6% are occupied as service & farm workers compared to 18.1% in the state.

The highest percent are employed in Office and Administrative Support (14.1%) and Sales and Related Services (9.8%), which is also the highest in the state (13.8% and 10.3% respectively).

## **POPULATION WITH BARRIERS**

## PY 2017-2019 WIOA Multi-Year Regional Plan

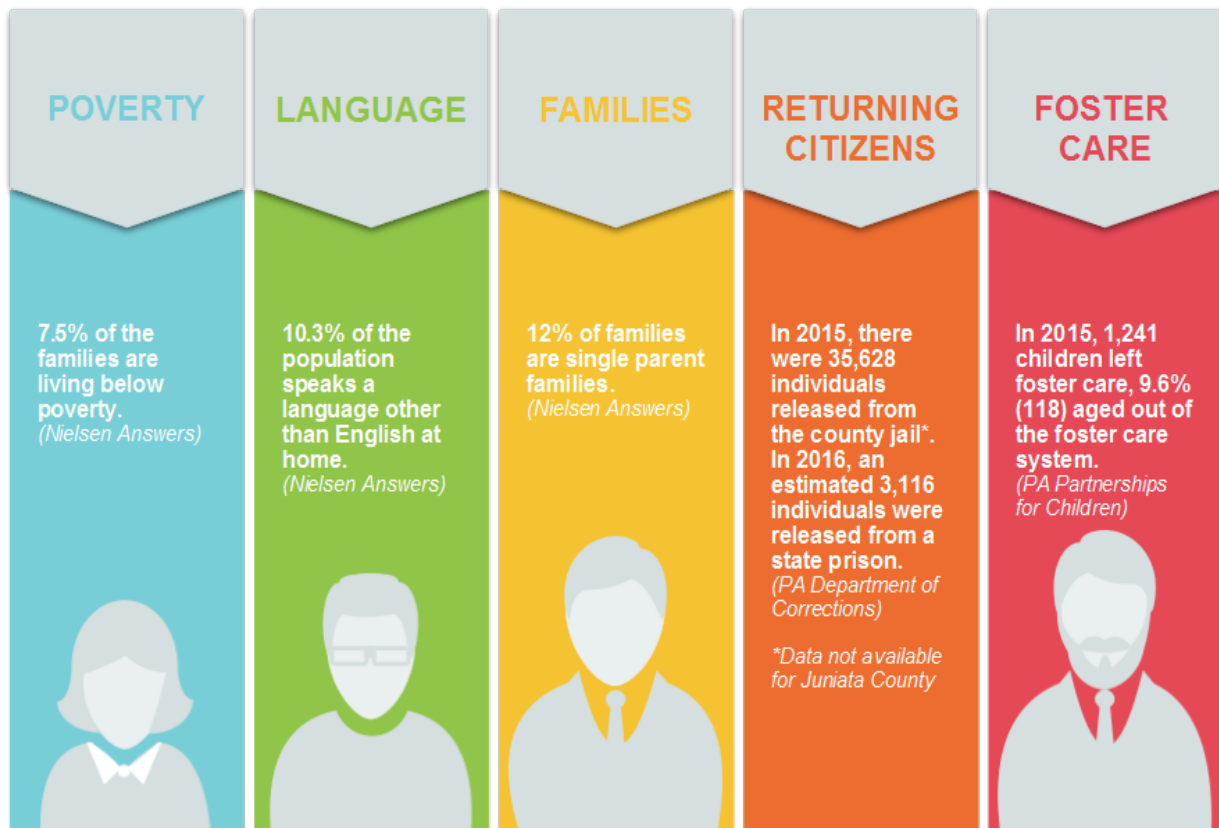
Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the region, 7.5% of families are living in poverty. There is a portion of Dauphin County (select Harrisburg zip codes) with poverty levels greater than 20%. Single parents are more likely to be living in poverty, with 12.0% of households in the county considered single parent households.



According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In the South Central

region, in 2016 there were 3,116 individuals released from a state prison.

Research obtained from Children's Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In the region, approximately 118 children age out of foster care each year.



According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

When looking at the region, 5.2% of those employed have a disability, while 15.1% of those unemployed have a disability. In the region unemployment is 151.0% higher for those with a disability (14.6%) compare to those without a disability (5.8%). There are also 15,465 students



receiving services through the local Intermediate Units, with over half (53.6%) of those students having a learning disability, 8.2% have an intellectual disability, 1.1% have a speech/language impairment, 13.3% have emotional disturbances, 13.7% have health implications and 9.1% have autism.

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

- 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.
- Only about 10 percent of teen mothers complete a two- or four-year college program.
- Teen fathers have a 25 to 30 percent lower probability of graduating from high school than teenage boys who are not fathers.

Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to:

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

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about \$11 billion per year due to increased health care and foster care, increased incarceration rates among children of teen parents, and lost tax revenue because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as \$28 billion per year or an average of \$5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

In the region, in 2017 the teenage pregnancy rate was 2.6%, there were 9,427 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 4,141 youth had a juvenile disposition in 2015, and there were 4,138 births to mothers with less than a high school education.

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SOC	Description	2016 Jobs	2021 Jobs	2016 Change	2021 % Change	Annual 2 Openings	COL Adjusted Median Hourly Earnings	Typical Entry Level Education
11-3071	Transportation, Storage, and Distribution Managers	800	856	56	7%	30	\$40.38	High school diploma or equivalent
11-9061	Funeral Service Managers	64	69	5	8%	2	\$33.74	Associate's degree
15-1152	Computer Network Support Specialists	949	980	31	3%	21	\$27.90	Associate's degree
29-1124	Radiation Therapists	119	129	10	8%	5	\$32.51	Associate's degree
29-1126	Respiratory Therapists	632	690	58	9%	27	\$26.81	Associate's degree
29-2021	Dental Hygienists	1,563	1,681	118	8%	51	\$30.02	Associate's degree
29-2032	Diagnostic Medical Sonographers	365	410	45	12%	17	\$27.88	Associate's degree
29-2033	Nuclear Medicine Technologists	118	120	2	2%	3	\$30.50	Associate's degree
29-9099	Healthcare Practitioners and Technical Workers, All Other	139	155	16	12%	6	\$27.10	Postsecondary nondegree award
33-1011	First-Line Supervisors of Correctional Officers	149	152	3	2%	5	\$34.84	High school diploma or equivalent
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	78	80	2	3%	4	\$29.66	Postsecondary nondegree award
47-2011	Boilermakers	103	105	2	2%	2	\$27.11	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	3,018	3,151	133	4%	89	\$27.66	High school diploma or equivalent
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairs	92	101	9	10%	3	\$28.95	Associate's degree
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	76	84	8	11%	3	\$27.30	Postsecondary nondegree award
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	149	155	6	4%	4	\$32.33	Postsecondary nondegree award
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	114	122	8	7%	7	\$27.85	High school diploma or equivalent
49-9051	Electrical Power-Line Installers and Repairers 2	750	903	153	20%	66	\$33.76	High school diploma or equivalent
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	71	97	26	37%	7	\$27.30	High school diploma or equivalent

### Regional Employer Demand

The South Central Workforce Development Planning Region has a significant and growing employer base. Comparing the density of the employment concentration (through Location Quotients), concentrated employment opportunities in the region and historical and emerging sector trends help better understand the gaps for the employers and business across South Central Pennsylvania.

High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. In the region Wood, Wood Products and Publishing, Agriculture and Food Production and Logistics and Transportation are the largest sectors with the highest LQs in the individual workforce areas.

## PY 2017-2019 WIOA Multi-Year Regional Plan

Industry Cluster Statistics for Total South Central Workforce Development Planning Region												
	Agriculture and Food Processing	Advanced Manufacturing	Building and Construction	Biomedical	Business Services	Education	Energy	Health Care	Hospitality, Leisure & Entertainment	Logistics & Transportation	Real Estate, Finance & Insurance	Wood, Wood Products & Publishing
2015 Employment	49,504	70,235	64,941	5,252	78,243	70,908	17,627	133,812	92,553	50,861	35,989	25,794
Employment Growth (2010-2015)	2,865	3,592	2,177	-687	8,666	-3,649	241	7,923	4,242	8,506	750	-1,617
2010 employment	46,639	66,643	62,764	5,939	69,577	74,557	17,386	125,889	88,311	42,355	35,239	27,411
Percent Growth (2010-2015)	6.14%	5.39%	3.47%	-11.57%	12.46%	-4.89%	1.39%	6.29%	4.80%	20.08%	2.13%	-5.90%
Lancaster County WDA Location Quotient	2.03	1.33	1.47	0.48	0.61	0.78	0.56	1.09	0.92	1.21	0.79	2.76
South Central WDA Location Quotient	1.44	0.98	1.04	0.54	0.74	0.88	1.09	1.05	0.87	1.85	0.76	1.69

Source: Quarterly Census of Employment and Wages

According to EMSI, when looking at Location Quotient by industry the region is heavily clustered in: Military Armored Vehicle, Tank, and Tank Component Manufacturing (LQ=44.10) and Chocolate and Confectionary Manufacturing from Cacao Beans (LQ=41.79).

Additionally, the region is heavily clustered with Manufacturing and Mining and Quarrying industries. The region is heavily clustered in:

- Military Armored Vehicle, Tank, and Tank Component Manufacturing
- Chocolate and Confectionary Manufacturing from Cacao Beans
- Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment
- Motorcycle, Bicycle, and Parts Manufacturing
- Current Carrying Wiring Device Manufacturing

Another way to measure the skills gap is to compare current educational attainment levels with projected employment growth by educational level. The need for workers with an advanced degree and positions with long term training needs are projected to grow the most. It is projected that 17.7% of occupations will require a Bachelor's Degree, while currently on 15.6% of the population holds that degree.

2017 Est. Pop Age 25+ by Edu. Attainment	1,356,036	
Less than 9th grade	62,810	4.63%
Some High School, no diploma	110,039	8.11%
High School Graduate (or GED)	536,128	39.54%
Some College, no degree	209,531	15.45%
Associate Degree	103,026	7.60%
Bachelor's Degree	211,375	15.59%
Master's Degree	89,926	6.63%
Professional School Degree	21,172	1.56%
Doctorate Degree	12,029	0.89%

Source: Claritas, 2017 estimates

## PY 2017-2019 WIOA Multi-Year Regional Plan

### Employment Growth Rates by Educational Attainment Level for Total South Central Including Lancaster County

Area	Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
Total South Central	On-the-job training	482,620	503,100	4.2%
Total South Central	Long-term training	50,600	55,240	9.2%
Total South Central	Some PS education or past experience	147,460	157,510	6.8%
Total South Central	Associate degree	19,510	20,970	7.5%
Total South Central	Bachelor's degree	157,030	166,190	5.8%
Total South Central	Advanced degree	33,390	36,690	9.9%

Source: Center for Workforce Information and Analysis

Analyzing job postings lets us see the type of skills and certifications our employers are searching for in a candidate. Candidates with recruitment, management, training, sales, scheduling and leadership are frequently sought after. Commercial Drivers License and Registered Nurse are the most requested certifications.

### Top Hard Skills

Skill	Postings with Skill
Recruitment	161,820
Management	139,612
Training	130,060
Sales	110,643
Driving	108,584
Customer Service	94,567
Retailing	86,607
Insurance	86,430
Communications	72,223
Operations	66,704

Source, EMSI 2017

### Top Soft Skills

Skill	Postings with Skill
Scheduling (Project Management)	139,510
Leadership	48,387
Leading	35,220
Learning	21,804
Coordinating	15,105
Listening	13,365
Cleanliness	10,387
Ethics	10,239
Mental Health	7,376
Creativity	6,497

Source: EMSI, 2017

## Top Certifications

Certification	Postings with Certification
Commercial Driver's License (CDL)	145,457
Registered Nurse	24,888
Licensed Practical Nurse	9,917
Nurse Practitioner	5,031
Board Certified	4,531
Certified Nursing Assistant	2,311
Transportation Worker Identification Credential (TWIC) Card	2,042
Licensed Vocational Nurses	1,915
Certified Benefits Professional	1,404
Medical License	1,391

*Source: EMSI, 2017*

### **Key Sectors**

The following sectors account for the largest amount of jobs in the region.



#### Health Care and Social Assistance

- ! Has the highest number of jobs and is projected to continue to grow (currently employs 10% above the national average)
- ! Registered Nurses is a top occupation in the region and Registered Nurses continues to be a top job posting
- ! Employs the highest paying occupations
- ! Personal Care Aides and Registered Nurses are among the fastest growing occupations as well as High Priority Occupations
- ! Registered Nurse, Licensed Practical Nurse, Nurse Practitioner, Certified Nursing Assistant, Licensed Vocational Nurse, Medical License, Family Nurse Practitioner and Patient Care Technician are among the top certifications requested by employers
- Currently training employees at a rate faster than needed to meet regional demand

#### Government

- One of the top employing industries in the region, although is projected to decline
- Number of jobs in this sector is 17% below the national average
- Teaching occupations make up the majority of employment opportunities in this sector
- The top 5 occupations in this sector have experienced a decline in the past 5 years and that decline is projected to continue over the next 5 years
- The regional training programs related to education are graduating fewer candidates than are needed to meet regional demand
- Residents are leaving the region to seek employment opportunities in this sector
- Accounts for highest amount of region's exports and imports

### Manufacturing

- ! One of the top employing industries in the region and employs 53% above the national average (although is declining)
- ! When looking at Location Quotient, Manufacturing is heavily clustered in the region (and more so in Juniata County than the other counties)
- ! Most entry level occupations require a high school diploma or equivalent
- ! Manufacturing has the greatest economic impact on the region
- ! Laborers and Freight, Stock, and Material Movers, Hand is the fastest growing occupation in the region
- ! Workers are likely commuting into the region for employment opportunities
- ! Accounts for 14% of regional unemployment, which is higher when compared to the state (8%)

### Retail Trade

- One of the largest employers and is projected to remain fairly consistent over the next few years
- Retail Salespersons, Cashiers, Stock Clerks and Order Fillers and Customer Service Representatives are among the largest occupations
- Stock Clerks and Order Fillers and Cashiers are among the fastest growing occupations
- First-Line Supervisors or Retail Sales Workers, Retail Salespersons, Cashiers, Customer Service Representatives, and Stock Clerks and Order Fillers are among the top posted positions
- Sales, customer service, and retailing are among the top skills employers look for
- While this industry tends to hire large numbers of employees and positions are accessible to those with minimal education, they do not offer family sustaining wages

The labor market in the South Central Workforce Development Planning Region offers tremendous opportunity for employment for individuals with its diverse economy based upon diverse employment sectors including Health Care, Government, Manufacturing and Retail Trade. Further research and analysis will identify sub-sectors that could include Advanced Manufacturing, Food Processing, and Information Technology. With a majority of the education and training requirements for jobs being WIOA-friendly work-based learning (including On-the-Job Training, Long-Term Training, or some Post- Secondary or Prior Experience), this bodes well for considering increasing emphasis on Apprenticeship type programs and Incumbent Worker Training.

**1.3. Based on the analysis of the regional labor market and economic conditions, describe the region's workforce and economic development-oriented vision and goals.**

South Central PA Works and Lancaster WDB must be impactful, accessible, and driven to invest in our region's most important resource, its people, and particularly our young adults and individuals with barriers to meaningful employment.

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 have recommitted ourselves to a mission focused on unlocking the human talent that drives the development of businesses, individuals, and ultimately our region.

The South Central Workforce Development Planning Region Workforce Board Directors convened a meeting of stakeholders to discuss and prioritize the key workforce development issues for the region. Among the key Regional Strategic Priorities (and scoring highest in the prioritization) included:

- Working on soft skills; working to embed in the school systems and hold student accountable
- Address basic skills remediation needs of job seekers
- Improve and enhance incumbent worker training and keep current employees well trained
- Work together to combine ideas, break out of the silos
- Educate and change the attitudes of students in school and their parents to see more than college as an option for good career focused jobs
- Raise the awareness among the system of the skill gaps prevalent in the region.

These priorities (and others) have caused the South Central region to examine their strategic efforts and has resulted in the SCWDPR charting a new strategic direction in our effort to be impactful, accessible, and driven to invest in our region's businesses and people. We are pursuing new solutions that, among others:

- ! Reform the process for job-seekers, particularly those with barriers to employment, to find, prepare for, and acquire employment in growing local industry clusters by investing in employer-designed curriculums and short-term training programs;
- ! Attract Local, State, and National level resources that align with the needs of our region and provide flexibility to explore innovative programming models and implement promising national practices;
- ! Strengthen relationships with our business community to clearly understand current and projected labor demand, support sector-driven training models that lead directly to employment, and invest in the development of our future workforce.
- ! Bridge the gap between education and labor by working directly with school districts, Intermediate Units, Post-Secondary Institutions and community organizations to cultivate our local youth talent pipeline.

The SCWDPR has worked and will continue to work closely with their economic development partners both through Partners for Regional Economic Performance (PREP) (see below in Section 1.4) to confirm the economic development priorities. As an example of the integration with economic development, the SCPa Works recently awarded the



Capital Region Economic Development Council (CREDC) the One Stop Operator contract. This is a deliberate and planned effort to engage in a real-time manner the regional economic development system in the American Job Center/ PA CareerLink® system. Similar collaboration will occur in the Lancaster Workforce Development Area.

The SCWDPR also works with the South Central Assembly (<http://www.southcentralassembly.org/>) to identify and address critical needs of the region including areas such as transportation and housing. The South Central Assembly is a consortia of regional agencies and organizations that meet regularly to discuss strategies and potential policy solutions to some of the challenges in South Central PA regarding access to transportation and housing. Both the Directors of South Central PA Works and the Lancaster County Workforce Development Board attend these meetings and have regular connection with these leaders.

**1.4. *Describe the regional service strategies aimed at achieving the vision and goals established for the region.***

By developing stronger partnerships with the Partners for Regional Economic Performance (PREP), SCPa Works is undertaking a significant project to better integrate workforce development and economic services. Because the PREP region is exactly the same of the SCWDPR, we realize the advantage of an effort to integrate business services into one, cohesive unit that is held accountable to both workforce and economic development. Thus, through the PREP group, SCPa Works is already closely working with the Lancaster Economic Development Council to create more collaboration between the two workforce development areas.

**PREP Business Solutions Team —**

In order to better coordinate workforce development programs with economic development partners, SCPa Works is implementing a regional business solutions effort held accountable to the strategic regional goals of South Central Pa Works and the Partners for Regional Economic Performance (PREP) of South Central PA, to establish one collaborative resource that our regional business community can rely upon for workforce services.

In order to build a strong integrated relationship between workforce and economic development services in the region for business that are seeking retention or expansion services from both economic and workforce development, a PREP Business Solutions Team will be formed on an ad hoc basis. As needed, SCPa Works will also establish a PREP Team that will assist rapidly growing companies or new industries in the region that are seeking assistance with up-skilling or expanding their workforce.

**Key Team Members**

- Economic Development agencies:

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- PREP Partners including but not limited to:
  - Local County based economic development organizations
  - Small Business Development Centers
  - MANTEC Industrial Resource Center
- SCPa Works
  - SCPa Works Business Lead (single point of contact)
  - SCPa Works Regional Business Services Team (RBST) representatives located in our region
  - Lancaster WDB Business Lead
- To hold the PREP Business Solutions Team accountable to both economic and workforce development, the single point of contact's (Business Lead's) performance will be evaluated based on a set of metrics agreed upon by SCPa Works and PREP leaders (most likely, a variation on the Business Solutions Dashboard). SCPa Works will be the employer of records, and a portion of the Business Lead's salary will be divided on each PA CareerLink® resource sharing agreement (RSA) (to become the Infrastructure Funding Agreement on January 1, 2018).

Business Solutions Dashboard — In conjunction with the PREP Partners, SCPa Works will develop a Business Solutions Dashboard of shared outcomes to which the PREP Team will be held accountable. Each year, the PREP group and SCPa Works will monitor and reevaluate the Dashboard to identify the appropriate metrics and performance indicators to which the PREP Team will be held accountable:

<b>PREP Business Solutions Team - Dashboard</b>	<b>2017-Q1</b>	<b>2016 - Q1</b>	<b>Year-to-Date</b>	<b>Y-O-Y Comparison</b>
Number of businesses served in each industry cluster				
Market penetration for each industry cluster				
Number of job placements in each industry cluster				
Average wages for placements in each industry cluster				
Number of jobs saved/created in each industry cluster				
Time-to-placement for each industry cluster				
Effectiveness of training: ITAs, OJTs, IWT, etc.				
Employer satisfaction (to be developed)				

The Local Workforce Development Boards comprising the South Central Workforce Development Planning Region may consider a role of the One Stop Operator to review, compile and provide reporting related to the Business Solutions Dashboard.

### ***1.5. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.***

The South Central Workforce Development Planning Region is currently undergoing a significant strategic planning process to implement a comprehensive sector strategy that will provide a framework for business and job seeker services, align its programs and

investments, develop community partnerships, and create a new board governance structure.

Through research, data and labor market intelligence, SCPa Works has identified key sectors in the region that are critical to driving economic growth both for businesses and job seekers. These sectors, which represent a majority of our region's total economic output and employment, include advanced manufacturing, healthcare and logistics and transportation. SCPa Works is aligning the majority its resources, programs, investment and initiatives around these sectors in order to achieve a stronger return on investment for the community as a whole. Building Industry Partnership groups around each of these three key sectors, then, becomes a critical part of our effective employer engagement.

The SCWDPR is committed to strengthening relationships within our business community so we can clearly understand current and projected labor demand, support sector-driven training models that lead directly to employment, and invest in the development of our future workforce. For example, South Central and Lancaster also use employer input to validate that these key industries and occupations are in demand in our region. As part of our sector strategy, and to provide employer feedback on the key occupations, skills and training that are in the highest demand; both boards convene a number of employer roundtables (known as Industry Partnerships). These roundtables provide a forum for SCWDPR to gather market intelligence so we can align our investments, initiatives and programs where our region's businesses will see the highest return on investment.

The SCWDPR held a focus group meeting in March, 2017 and queried the attendees regarding their priorities for sector initiatives. The attendees were asked to prioritize the key workforce needs for the South Central region. The top six priorities related to sector strategies included:

- Increase the listening to employer and their requests
- Talk with businesses to ensure they are on board and have effective communication with the public workforce system
- Develop flexibility in the system regarding the innovative use of funding
- Implement apprenticeship programs
- Promote and increase the use of internships

Through these methods, the SCWDPR will explore methods to increase the role of and value with sectors in the South Central region.

The SCWDPR will also utilize the opportunities of the Next Gen Sector initiative to update and address the sector needs of the South Central Workforce Region. Through the Next Gen Sector initiative the SCWDPR and the two Local Workforce Development Boards will develop more in depth and strategic initiatives to address needs in areas that may include Advanced Manufacturing, Health Care, and Logistics & Transportation. These region wide initiatives will support and complement specific individual areas.

The SCWDPR is also pursuing non-federal funding opportunities around specific areas of sector growth. For example, the two SCWDPR workforce areas are in the beginning stages of formalizing a partnership agreement with the National Fund for Workforce Solutions (NFWS), which funds the development and expansion of employer-led workforce collaborative around the

county. Some of the specific areas of collaboration for this type of grant revolve around building regional initiatives around key sectors, specifically healthcare, advanced manufacturing and STEM occupations.

The sectors identified above, through the engagement with employers, training providers, and other stakeholders will identify the critical knowledge, skills and abilities (KSA's) that are critical to the success of those key skill positions with an emphasis on credentials and work-based learning to meet those KSA's. Based on past experience, these skills will include essential skills (also called soft skills) of work ethic, teamwork, critical thinking etc. and the occupational skills including specific terminology and skills related to Healthcare, Advanced Manufacturing and Logistics & Transportation. These could include credential like areas such as Certified Nursing Assistant, Computer Numerical Control Operator, and Commercial Driver's License, respectively.

***1.6. Describe how the region will connect employer labor force requirements and occupational demands with the region's labor force, including individuals with barriers to employment.***

SCPa Works and Lancaster WDB are keenly aware of the challenges faced by our community, especially those with the highest barriers to employment. Therefore, It is critical that SCPa Works and Lancaster WDB align our local and regional plans around strategies that are designed to serve our job seeker populations that have these barriers to employment, such as poverty. For example, 68.3% of citizens in our region that are living below the poverty level are either unemployed or out of the labor force. Helping those individuals who seek employment and those who face barriers to finding employment that pays a family-sustaining wage are key priorities for both SCPa Works and Lancaster WDB. Another critical category of those with the highest barriers to employment is the long-term unemployed, a group who, since the end of the Great Recession, has faced significant employment challenges in both Pennsylvania and the entire country.

The South Central Workforce Development Planning Region held a focus group of stakeholders in March, 2017 to identify and then prioritize the options for working with and addressing individuals' needs with barriers to employment. Among the top six priorities included:

- Share effective and best practices across the region
- Pool similar programs to eliminate duplication and better utilize funding
- Increase and focus the use of On-the-Job Training
- Increase the accessibility and use of regional transportation (and transportation in general) to better serve the job seekers without reliable transportation
- Work closely and negotiate with employers to help them better understand the benefits of hiring ex-offenders

Through this prioritization the SCWDPR will explore and develop services and programs to better assist and engage job seekers with barriers to employment and improve the employment

opportunities accordingly.

The South Central Workforce Development Planning Region believes that an essential component of workforce development is the seamless connection of job seekers with employers. Through the extensive PA CareerLink® system, SCPa Works and Lancaster WDB will continue to offer a job-matching system that provides information about job seekers, increases the quality and quantity of job postings, while increasing employer screening and recruitment capabilities. Both WDBs are committed to enhancing workforce development services provided at the PA CareerLink® and continue to focus their coordinated efforts on increasing the job placement of individuals in targeted populations, including veterans, persons with disabilities, and ex-offenders.

The Office of Vocational Rehabilitation (OVR) provides services to individuals with disabilities in the South Central Region to help them secure and maintain employment and independence. These services are designed to ensure individuals with disabilities become qualified trained members of the workforce increasing regional workforce diversity and the overall number of skilled workers available to business in the region.

Additionally, OVR provides multiple services and technical assistance to the business community designed to assist them with hiring and retaining employees with disabilities, thus helping to satisfy occupational demand.”

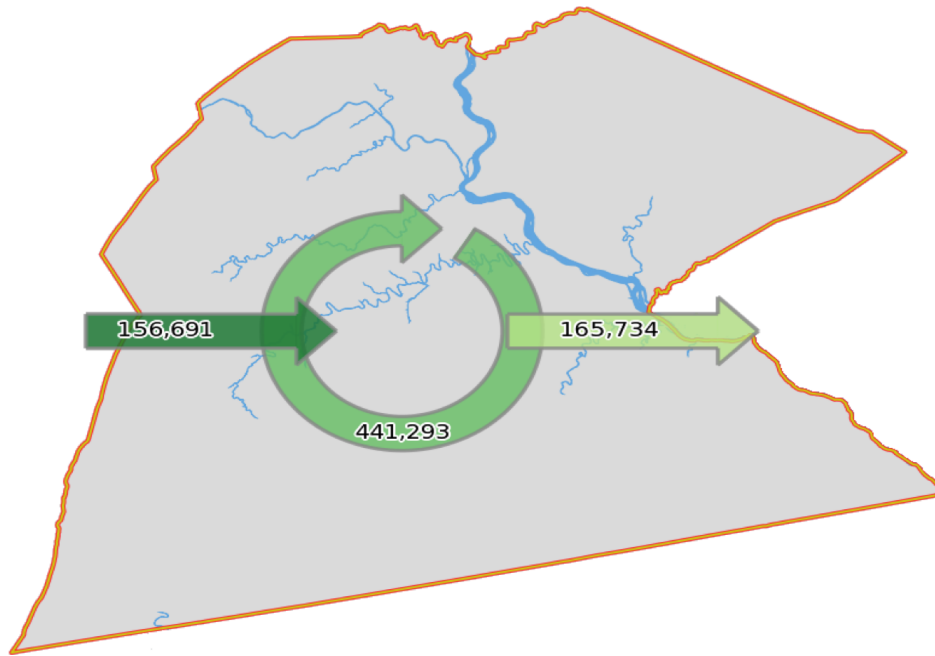
In order to provide strategic direction around how work together to better to serve these targeted populations, the SCWDPR proposes regular meetings at the Board Committee level. In addition, developing shared data tracking systems and other coordinated service delivery strategies may be among the future initiatives that both workforce boards will undertake in order to better serve job seekers with barriers to employment.

***1.7. Describe the coordination of transportation and other supportive services for the region.***

The SCWDPR has not discussed this issue regionally in great detail. The commuting percentages cited below demonstrate this is primarily a local workforce development area issue. Working closely with the One Stop Operator and PREP partners both South Central and Lancaster may conduct a series of meetings to discuss strategies that may help us establish a uniform means to identify regional transportation challenges, such as: the in-flow and outflow of commuters between the two 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.

As an example of some of the data that SCWDPR will use to determine the most effective strategies for jointly serving our region’s labor shed, see the graph below that depicts the commuting patterns in South Central WDA.

## South Central Workforce Development Area - Transportation and Commuting Patterns



The South Central Workforce Development Planning Region (SCWDPR) has significant transportation issues within their local workforce development areas. As noted in the map above, the inflow of persons and outflow are virtually the same with significant persons working and commuting within the region. Further analysis of this will require sub-pockets of activity to stratify the commuting patterns for workers. SCPa Works region has 74.1% of the individuals living and working within the SCPa workforce area and Lancaster workforce area has 69.7% of individuals living and working within the Lancaster workforce area. These are significantly high percentages compared to some other regions in the Commonwealth (Source: Center for Workforce Information and Analysis).

Each local area will need to conduct analysis of sub-areas of the region to confirm the commuting patterns within specific counties and areas. The I-81, I-83, US Route 30, US Rte 322 corridors, to name a few, offer commuting patterns that address sub-areas within the region.

The South Central Workforce Development Planning Region is fortunate to have comparatively outstanding transportation opportunities with multiple modes of transportation. This includes an excellent interstate and major highway system, the advantage of a quality rail system with Amtrak passenger trains and a significant regional airport. Based on our experience, the Partners for Regional Economic Performance (PREP in general and the Capital Region Economic Development Corporation (CREDC) specifically have historically taken an aggressive view of the transportation needs to address the skill shortages of the region's growing economy. Key strengths include the outstanding highway network but a weakness is the ability of job seekers to have reliable transportation at the right time and the right commuting patterns to meet employer needs. This will be regularly reviewed and updated to address the skill shortages across the region.

The SCWDPR also works with the South Central Assembly (<http://www.southcentralassembly.org/>) to identify and address critical needs of the region including areas such as transportation and housing. The SCWDPR will continue to work with all stakeholders engaged in the various modes of transportation to address the needs of employers and job seekers.

Often times the key to successful work outcomes is the delivery of supportive services consistently across the region. This may include child care, transportation, and other services necessary to meet the job seekers' needs in support of successful work experience. While supportive services are based upon local policies, the SCWDPR will continue to review supportive services as needed based on common needs of employers and job seekers.

**1.8. (Planning Regions Only) Describe how the region established administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.**

The South Central Workforce Development Planning Region will explore opportunities to define and establish administrative cost arrangements regionally in the next year. The SCWDPR will continue to pursue diverse funding streams and explore innovations in cost-sharing with both formula and competitive funding where appropriate. As the need arises the SCWDPR will determine appropriate methods to charge and allocate administrative costs based upon the OMB Uniform Circular, WIOA regulations, Department of Labor & Industry guidelines and the Generally Accepted Accounting Principles (GAAP).

Currently there are no significant administrative costs associated with the regional planning activities. Should these administrative costs develop (for example, sharing costs for shared monitoring and quality assurance or labor market information) then these will be addressed at that time.

Based on past experience (in particular with the current regional and local multi-year WIOA planning efforts), the Lancaster Workforce Development Board has assumed the lead of the fiscal agent. Based on this experience and the specific circumstance of the project, either Lancaster or SCPa Works will assume the fiscal responsibilities.

**1.9. (Planning Regions Only) Describe the agreement between the local boards that describes how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for each of the local areas within the planning region.**

Each local area will negotiate individually with the Commonwealth.

South Central and Lancaster may conduct a series of meetings to discuss strategies that may help us establish a uniform means to appropriately negotiate joint performance measures as guidance evolves and is presented from Federal and State sources.

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**





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## PY 2017-2019 WIOA Multi-Year Local Area Plan

Lancaster County Workforce Development Board

### 1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis

#### 1.1. Identify the composition of the region's population and labor force.

**Overview.** The Lancaster County Workforce Development Board (Board or WDB) oversees the workforce development activities of the local area. As part of the strategic planning process, the Board analyzed the population and labor force as follows:

The Lancaster Workforce Development Area (WDA) is comprised of Lancaster County in South Central Pennsylvania. Overall, it is home to approximately 541,500 citizens<sup>1</sup>. With a 2016 labor force of 280,500, Health Care and Social Assistance is the largest sector employing 38,206 workers, representing 9% of the Gross Regional Product (GRP) and with average earnings of \$51,848. The next largest sectors include Manufacturing (employing 37,957 workers, representing 19% of the GRP, with average earnings of \$63,971) and Retail Trade (employing 31,106 workers, representing 7% of the GRP, with average earnings of \$30,462)<sup>2</sup>.

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a region “unique” in comparison to the national average. An LQ of 1.0 means that a region has the same employment as the nation, while an LQ greater than 1.0 has a greater share of employment than the nation.

The sectors with the largest LQs in Lancaster include Wood, Wood Products and Publishing (LQ=2.76), Agriculture and Food Production (LQ=2.03) and Building and Construction (LQ=1.47). Note, while Wood, Wood Products and Publishing has a large LQ in the local area, it is currently losing ground and is therefore not a priority area of focus for the WDB.

**Population.** The population in Lancaster County is estimated to have increased from 519,445 in 2010 to 541,482 in 2017, resulting in a growth of 4.2%. Over the next five years, it is projected to grow by 2.5%. When looking at the South Central Region the population is estimated to have increased from 1,913,121 in 2010 to 1,977,268 in 2017, resulting in a growth of 3.4%. Over the next five years, the population is projected to grow by 2.2%.

This information is depicted in **Figure 1** as shown on the following page.

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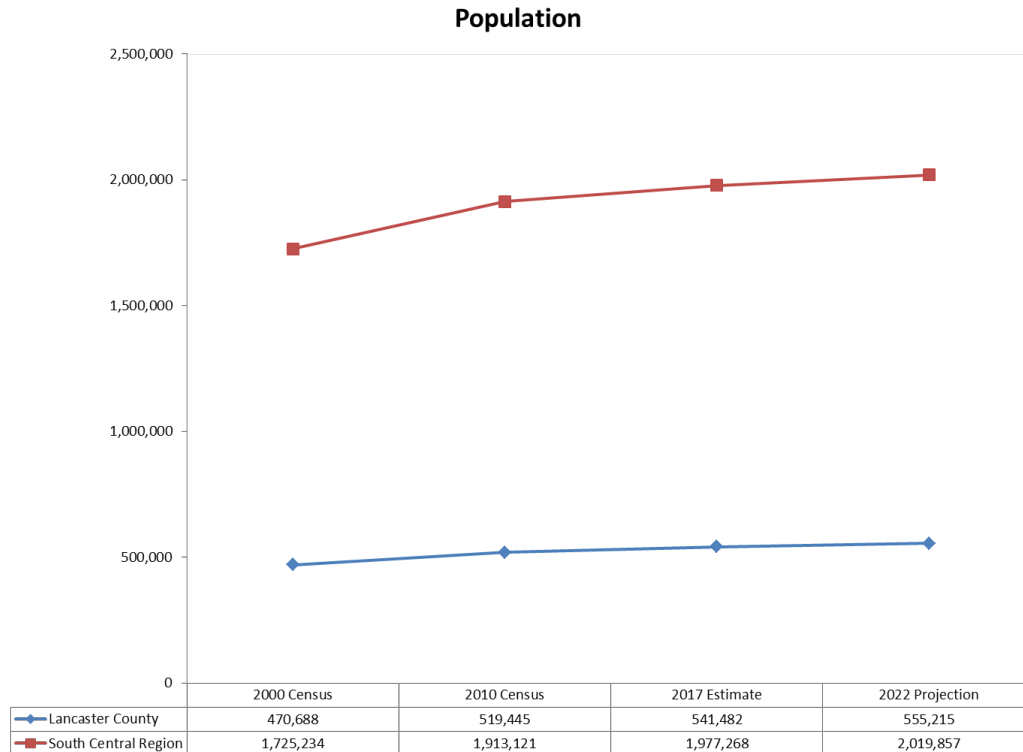
<sup>1</sup> Population estimates per Claritas

<sup>2</sup> EMSI, 2017

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Lancaster County Workforce Development Board

**Figure 1. Population Estimates for Lancaster County and the South Central Region**



Source: Claritas

As shown in **Figure 2** below, in 2017, the median age for Lancaster County is 38.5, while the average age is 39.5. Five years from now, the median age is projected to be 38.7. This age is lower than the Region where the current median age is 40.6, while the average age is 40.5. Five years from now, the median age is projected to be 41.1.

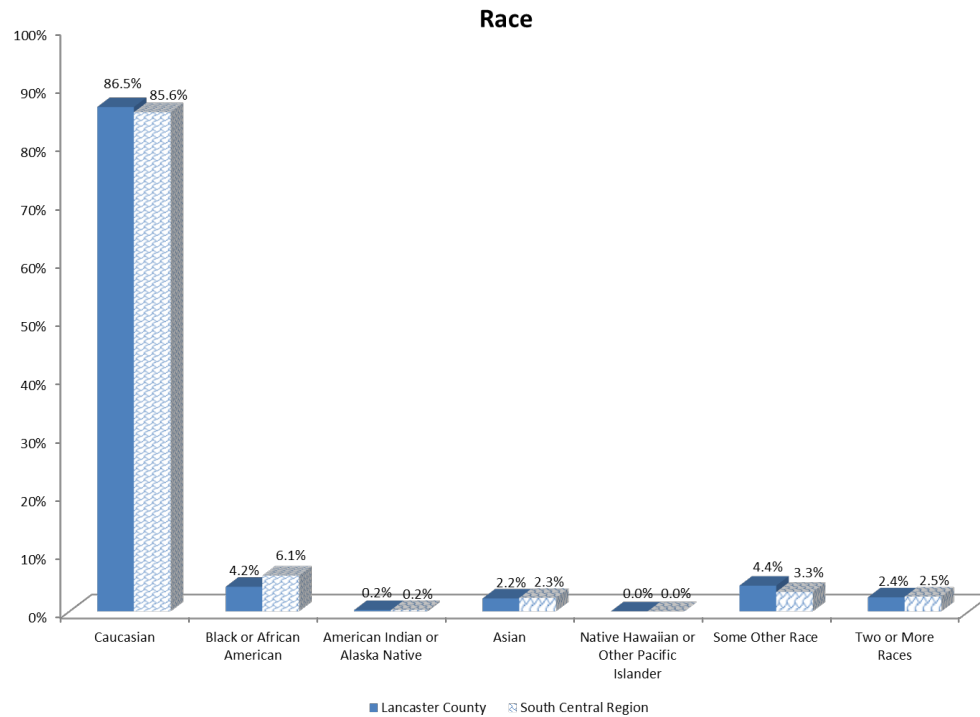
**Figure 2. Median Age, Average Age, and Projected Median Age for Lancaster County and the South Central Region**

	Current Median Age	Current Average Age	Projected Median Age
Lancaster County	38.5	39.5	38.7
South Central Region	40.6	40.5	41.1

Source: Claritas

The population in Lancaster County and the South Central Region has little diversity. As shown in **Figure 3** on the following page, the majority of the residents are Caucasian. Additionally, the WDA's current estimated Hispanic or Latino population is 10.6%, higher than the Region's is 8.0%.

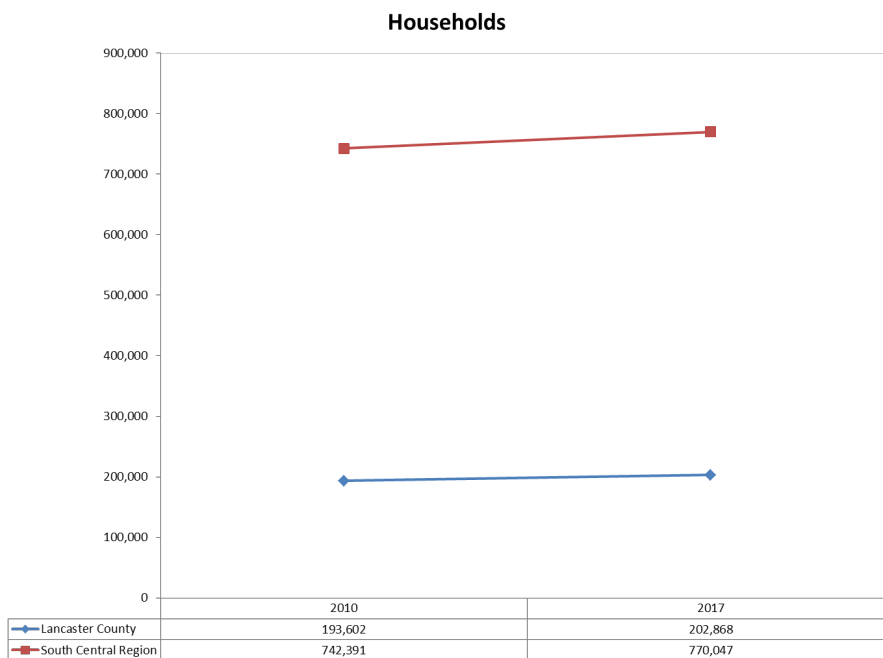
**Figure 3. Race for Lancaster County and the South Central Region**



*Source: Claritas*

**Households.** Coinciding with the growing population, the number of households in the WDA and the Region are also increasing. **Figure 4** provides an overview.

**Figure 4. Number of Households in Lancaster County and the South Central Region**



*Source: Claritas*

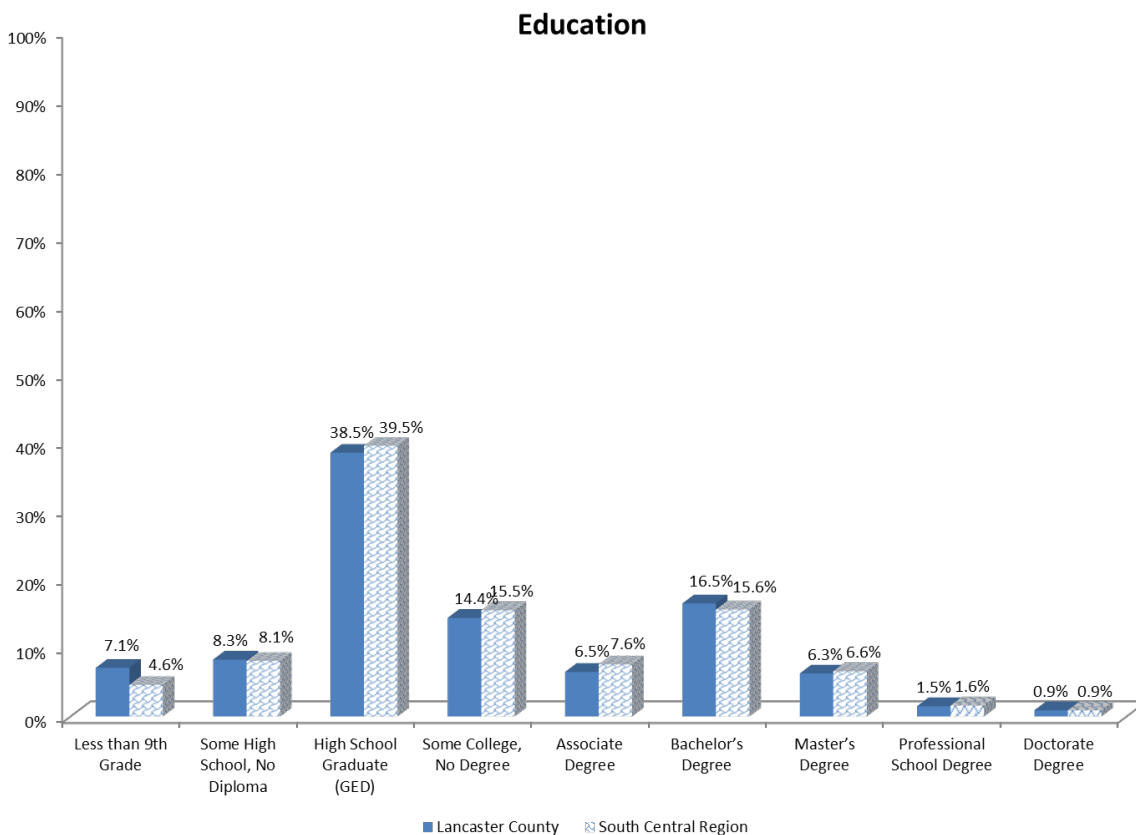
## PY 2017-2019 WIOA Multi-Year Local Area Plan

Lancaster County Workforce Development Board

**Education.** As shown in **Figure 5**, educational attainment in Lancaster County is similar to the South Central Region. Specifically, 25.2% of residents in the WDA and 24.7% in the Region have earned a Bachelor's Degree or higher. At the same time, 15.4% of the local population did not graduate high school, which is slightly higher than the Region at 12.7%.

Lancaster County is unique in that it is home to a population of Amish and Anabaptist (Old Order Mennonites, Groffdale Mennonites, Mennonite Church, and Church of the Brethren) individuals. The Amish, Old Order Mennonites, and Groffdale Mennonites consider their education to be completed between the 8th and 10th grades. As a result, the County's "Less than 9<sup>th</sup> Grade" rate of 7.1% is significantly greater than the South Central Region's. (Note: The Anabaptist who identify with the Mennonite Church and Church of the Brethren generally complete their secondary education and may also participate in postsecondary education.)

**Figure 5. Education Levels for Lancaster County and the South Central Region**



*Source: Claritas*

**Income.** The average household income for Lancaster County is estimated to be \$78,551 for the current year, which is about 3.0% higher than the South Central Region's average of \$76,251 for the same time frame.

Looking forward, the average for the WDA is projected to increase approximately 9.8% over the next five years to \$86,274. The Region is projected to increase by 7.2% to \$81,785 during the same time period.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Lancaster County Workforce Development Board

**Housing.** Most of the dwellings in the County (68.4%) are estimated to be Owner-Occupied for the current year, which is slightly less than the Region (71.5%). With respect to age, 21.4% are estimated to have been built between 1939 or earlier in Lancaster County which is lower than the Region (19.7%).

Of significance, according to the US Census Bureau, Median Gross Rent for 2011-2015 for Lancaster County was \$908, making affordable housing options difficult to find for low-income individuals.

**Employment.** As shown in **Figure 6**, there are fewer Unemployed Citizens in the WDA (3.8%) than in the Region (4.2%). This data is also mirrored in the County having a higher rate of Employed Citizens (62.6%) as compared to the South Central Region (61.2%).

**Figure 6. Employment Status of Individuals Over Age 16 in Lancaster County and the South Central Region**

	Armed Forces	Employed Citizens	Unemployed Citizens	Not In Labor Force
Lancaster County	0.1%	62.6%	3.8%	33.6%
South Central Region	0.1%	61.2%	4.2%	34.5%

Source: Claritas

Further, the data in **Figure 7** indicates that the distribution of employment classifications in the WDA is similar to those of the Region, with 55.7% and 57.2% respectively employed in White Collar occupations. The highest percentage of workers in Lancaster County and the South Central Region are employed in Office and Administrative Support (12.9% and 14.1%, respectively) and Sales and Related Services (10.1% and 9.8%, respectively).

**Figure 7. Occupational Classifications for Lancaster County and the South Central Region**

	Blue Collar	White Collar	Service and Farm
Lancaster County	26.7%	55.7%	17.6%
South Central Region	25.5%	57.2%	17.6%

Source: Claritas

As shown in **Figure 8** on the following page, when looking at the Lancaster MSA, the number of individuals employed has been increasing.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Lancaster County Workforce Development Board

**Figure 8. Overview of Lancaster Metropolitan Statistical Area**

### LANCASTER METROPOLITAN STATISTICAL AREA

(Lancaster County)

TOTAL CIVILIAN LABOR FORCE, EMPLOYMENT, UNEMPLOYMENT, AND UNEMPLOYMENT RATE  
BY PLACE OF RESIDENCE 1/

TIME PERIOD	CIVILIAN LABOR FORCE	EMPLOY- MENT 2/	UNEMPLOY- MENT	RATE (%) 3/	SEASONALLY ADJUSTED 4/			
					LABOR FORCE	EMPLOY- MENT 2/	UNEMPLOY- MENT	RATE (%) 3/
May 2017	284,700	273,400	11,300	4.0	284,600	273,200	11,300	4.0
April	282,400	272,600	9,800	3.5	283,600	272,900	10,700	3.8
March	278,700	268,300	10,500	3.8	280,500	270,500	10,000	3.6
May 2016	281,900	270,800	11,100	3.9	280,800	269,200	11,600	4.1

PENNSYLVANIA MAJOR LABOR MARKET AREAS, PENNSYLVANIA, AND UNITED STATES  
May 2017

AREA NAME	CIVILIAN LABOR FORCE	EMPLOY- MENT 2/	UNEMPLOY- MENT	RATE (%) 3/	SEASONALLY ADJUSTED 4/			
					LABOR FORCE	EMPLOY- MENT 2/	UNEMPLOY- MENT	RATE (%) 3/
Allentown-Beth.-East. PA-NJ MSA	432,800	410,200	22,500	5.2	431,400	408,800	22,600	5.2
Altoona MSA	60,900	57,700	3,100	5.1	60,400	57,200	3,200	5.3
Bloomburg-Berwick MSA	43,000	40,800	2,200	5.1	43,100	40,900	2,200	5.1
Chambersburg-Waynesboro MSA	77,500	73,700	3,800	4.9	77,500	73,800	3,700	4.8
East Stroudsburg MSA	82,000	76,800	5,200	6.4	81,900	76,800	5,100	6.3
Erie MSA	132,800	124,900	7,900	6.0	132,500	124,400	8,100	6.1
Gettysburg MSA	56,200	54,000	2,200	3.9	56,200	53,900	2,200	3.9
Harrisburg-Carlisle MSA	300,800	287,300	13,500	4.5	299,800	286,400	13,400	4.5
Johnstown MSA	61,100	57,400	3,700	6.1	61,100	57,200	3,900	6.4
Lancaster MSA	284,700	273,400	11,300	4.0	284,600	273,200	11,300	4.0
Lebanon MSA	71,400	68,400	3,000	4.3	71,200	68,200	3,000	4.2
Philadelphia MSA	3,101,800	2,950,600	151,200	4.9	3,103,500	2,951,500	152,000	4.9
Pittsburgh MSA	1,212,800	1,148,500	64,300	5.3	1,212,700	1,147,600	65,100	5.4
Reading MSA	215,300	204,700	10,600	4.9	214,700	204,200	10,500	4.9
Scranton-W-B-Hazleton MSA	278,000	261,700	16,300	5.9	277,900	261,500	16,400	5.9
State College MSA	80,400	77,200	3,300	4.1	79,700	76,500	3,200	4.0
Williamsport MSA	57,300	53,800	3,500	6.0	57,400	53,900	3,500	6.1
York-Hanover MSA	235,700	224,800	10,900	4.6	234,600	223,900	10,700	4.6
PENNSYLVANIA	6,477,000	6,141,000	336,000	5.2	6,475,000	6,152,000	323,000	5.0
UNITED STATES	159,979,000	153,407,000	6,572,000	4.1	159,784,000	152,923,000	6,861,000	4.3

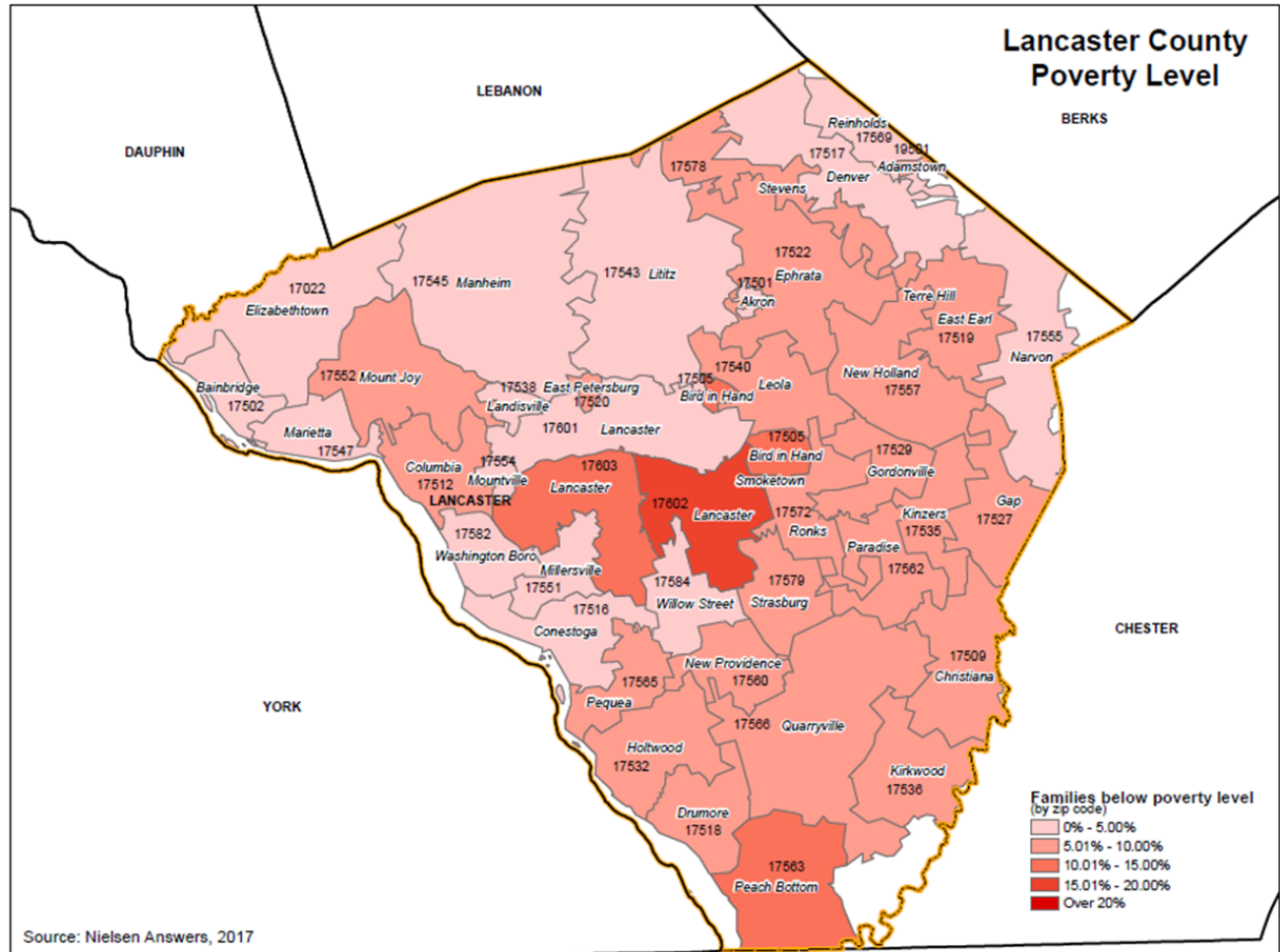
*Source: Center for Workforce Information and Analysis, 2017*

With respect to commuting patterns, both Lancaster County and the Northeast Region have similar data for their employed populations. In the WDA, 79.1% drive alone to work with an average travel time of 25 minutes as compared to the Region's average of 81.3% traveling for 26 minutes.

**Population with Barriers.** Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the Lancaster County, 7.1% are living in poverty. Single parents are more likely to be living in poverty, with 10.8% of households in the county considered single parent households.

**Figure 9** on the following page provides a visual of the poverty level in Lancaster County.

### Figure 9. Lancaster County Poverty Level



According to the Urban Institute <sup>3</sup>, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Research also suggests that the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose skills and are given little opportunity to gain work experience.

Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Lancaster County, in 2016 there were 758 individuals released from a state prison and in 2015 there were 5,439 individuals released from the county jail.

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

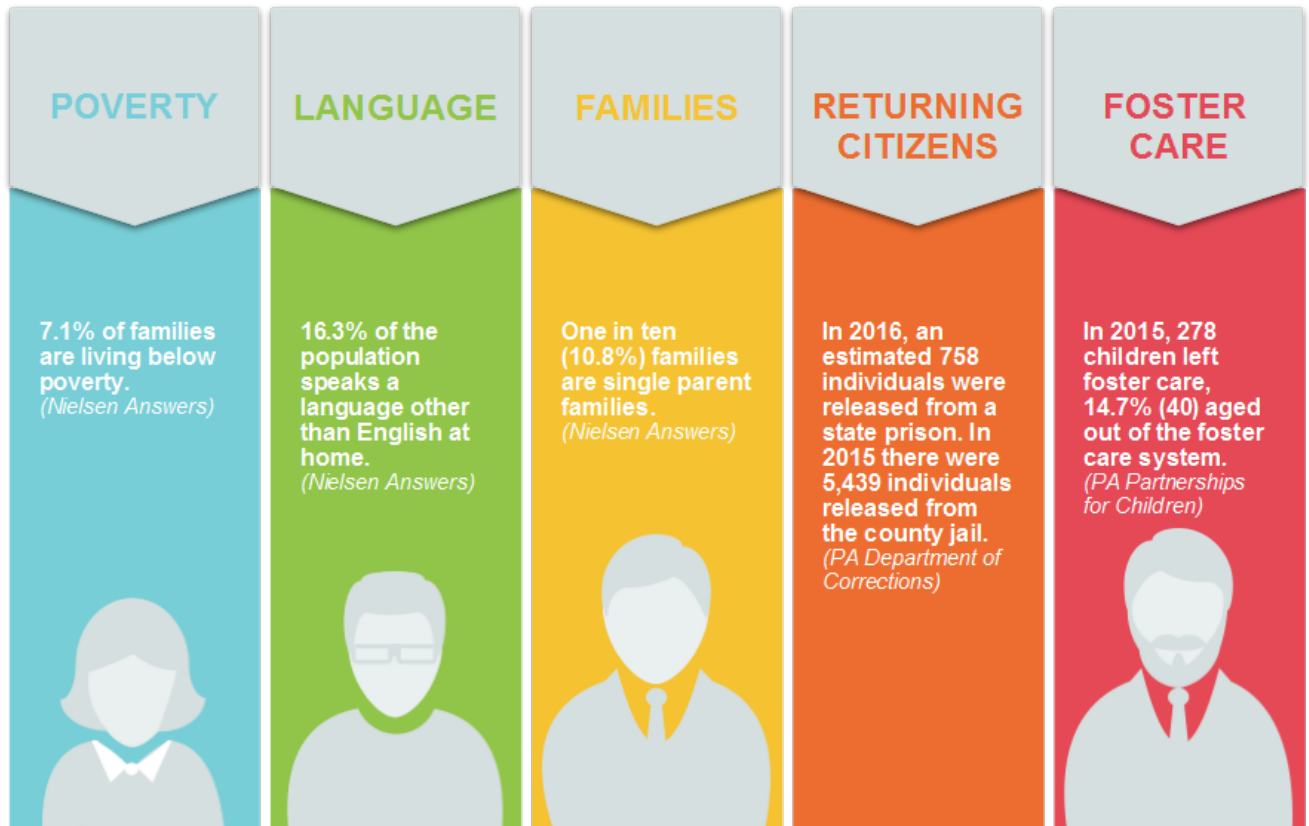


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Research obtained from Children's Rights<sup>4</sup> has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately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

**Figure 10. Overview of Population with Barriers in Lancaster County**



According to the Division for Social Policy and Development<sup>5</sup>, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

<sup>4</sup> Children's Rights is a nonprofit organization dedicated to improving the child welfare system to ensure the rights of children in foster care are upheld ([www.childrensrights.org](http://www.childrensrights.org)).

<sup>5</sup> The Division for Social Policy and Development is part of the Department of Economic and Social Affairs which focuses on strengthening international cooperation for social development ([www.un.org](http://www.un.org)).

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When looking at Lancaster County, 4.6% of those employed have a disability, while 18.3% of those unemployed have a disability. In Lancaster County unemployment is 228% higher for those with a disability (17.3%) compared to those without a disability (5.3%). There are also 4,589 students receiving services through the local Intermediate Unit, with over half (55.0%) of those students having a learning disability, 7.3% have an intellectual disability, 1.5% have a speech/language difficulty, 11.3% have emotional disturbances, 15.1% have health implications and 9.7% have autism.

According to Youth.Gov<sup>6</sup>, the high social and economic costs of teen pregnancy and childbearing can have short- and long-term negative consequences for teen parents, their children, and their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents. Specifically:

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

Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to

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

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

Teen pregnancy costs US taxpayers about \$11 billion per year due to increased health care and foster care, increased incarceration rates among children of teen parents, and lost tax revenue

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<sup>6</sup> Youth.Gov is the U.S. government website that helps to create, maintain, and strengthen effective youth programs ([www.youth.gov](http://www.youth.gov)).

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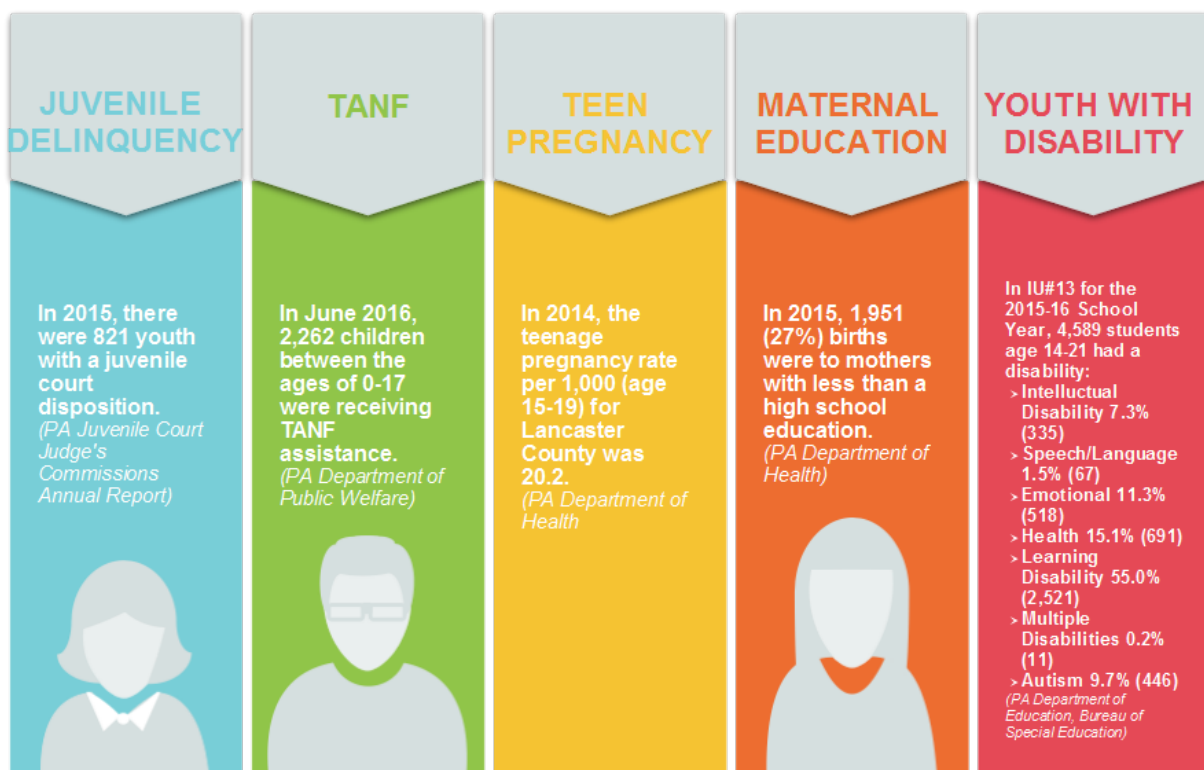
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because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as \$28 billion per year or an average of \$5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

In Lancaster County, there were 2,262 children between the ages of 0 and 17 receiving Temporary Assistance for Needy Families (TANF) in 2016; 821 youth had a juvenile disposition in 2015; and there were 1,951 births to mothers with less than a high school education.

In 2014, according to the PA Department of Health, the teenage pregnancy rate per 1,000 for individuals ages 15-19 was 20.2 in Lancaster County which was significantly lower than the state rate of 27.2.

**Figure 11. Overview of Youth with Barriers in Lancaster County**



The Intermediate Unit in Lancaster is IU#13 includes and includes Lancaster and Lebanon Counties.

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

The Point-in-Time (PIT) count is the number of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care perform the PIT annually to determine the number of homeless persons who are sheltered in emergency shelter, transitional

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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 2015, there were 370 individuals counted in Lancaster County.

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 2,922 students in Lancaster County who met this definition of homeless.

**Figure 12. Additional Information Regarding Individuals with Barriers in Lancaster County**



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**Labor Market Trends.** As shown in **Figure 13** and **Figure 14**, the overall unemployment rate for Lancaster County in 2016 was 4.2%, with a labor force of 280,500. When looking at the first few months of 2017, the unemployment rate has fluctuated between 3.8% and 3.6%.

**Figure 13. Lancaster County Annual Average Labor Force Statistics**

### Annual Average Labor Force Statistics, 2016

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	280,500	268,800	11,700	4.2

*Source: Center for Workforce Information and Analysis*

**Figure 14. Lancaster County Seasonally Adjusted Labor Force Statistics**

### Seasonally Adjusted Labor Force Statistics, 2017

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	276,500	266,100	10,400	3.8
February	279,100	269,000	10,100	3.6
March	280,500	270,500	10,000	3.6
April	284,000	273,200	10,700	3.8

*Source: Center for Workforce Information and Analysis*

Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market information. Regarding Long Term Projections from 2014-2024, the total employment in Lancaster County is projected to increase by 6.5% or 16,560. The growth rate is lower than the state which is expected to increase by 7.7%.

Construction is expected to see the largest percentage growth, which is also the area with the highest amount of the County's unemployment.

Information, Manufacturing, and Government are all projected to decline.

Details of this information are found in **Figure 15** on the following page.

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**Figure 15. Long-Term Industry Projections for Lancaster County (2014-2024)**

Industry	Employment (2014)	Projected Employment (2024)	Employment Change (2014- 2024)	
			Volume	Percent
Total Jobs	254,220	270,780	16,560	6.5%
Goods Producing Industries	56,710	58,840	2,130	3.8%
Agriculture, Mining & Logging	6,460	6,630	170	2.6%
Construction	14,200	16,440	2,240	15.8%
Manufacturing	36,050	35,770	-280	-0.8%
Services-Providing	180,200	193,680	13,480	7.5%
Trade, Transportation & Utilities	51,570	53,050	1,480	2.9%
Information	2,980	2,660	-320	-10.7%
Financial Activities	8,400	8,680	280	3.3%
Professional & Business Services	21,680	24,210	2,530	11.7%
Education & Health Services	51,320	58,440	7,120	13.9%
Leisure & Hospitality	23,050	25,610	2,560	11.1%
Other Services, Except Public Admin.	14,200	14,480	280	2.0%
Federal, State & Local Government	7,020	6,570	-450	-6.4%

*Source: Center for Workforce Information and Analysis*

As shown in **Figure 16** on the following page, over the past year the occupational category with the greatest change in the number of jobs in Lancaster County was Laborers and Freight, Stock, and Material Movers. Industrial Truck and Tractor Operators saw the greatest percentage increase.

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**Figure 16. Occupational Changes in Lancaster County**

Occupation	2015 Jobs	2016 Jobs	Change in Jobs (2015-2016)	% Change	2015 Median Hourly Earnings
Laborers and Freight, Stock, and Material Movers, Hand	6,232	6,521	290	5%	\$12.02
Heavy and Tractor-Trailer Truck Drivers	4,716	4,888	173	4%	\$18.57
Combined Food Preparation and Serving Workers, Including Fast Food	5,467	5,619	152	3%	\$8.57
Industrial Truck and Tractor Operators	1,254	1,401	147	12%	\$18.45
Registered Nurses	4,444	4,539	95	2%	\$29.77
Stock Clerks and Order Fillers	4,775	4,869	94	2%	\$10.22
Waiters and Waitresses	3,656	3,742	86	2%	\$10.01
Construction Laborers	2,713	2,787	75	3%	\$15.55
General and Operations Managers	2,854	2,926	72	3%	\$45.13
Packers and Packagers, Hand	2,127	2,190	63	3%	\$11.71

*Source: EMSI, 2017*

**As shown in Figure 17** on the following page, Opportunity Occupations are employment opportunities that are generally considered accessible to someone without a Bachelor's Degree and that pays at least the national annual median wage, adjusted for differences in local consumption prices. There are several in Lancaster County that only require a high school diploma; although most are part of an apprenticeship program or require on-the-job training and experience.

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**Figure 17. Opportunity Occupations in Lancaster County**

SOC	Description	2016 Jobs	2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change	Annual Openings	COL Adjusted Avg. Hourly Earnings	Typical Entry Level Education
11-3071	Transportation, Storage, and Distribution Managers	138	150	12	9%	6	\$40.76	High school diploma or equivalent
15-1152	Computer Network Support Specialists	150	165	15	10%	5	\$33.86	Associate's degree
17-3026	Industrial Engineering Technicians	76	79	3	4%	3	\$27.44	Associate's degree
27-2042	Musicians and Singers	475	537	62	13%	27	\$27.85	No formal educational credential
29-1126	Respiratory Therapists	143	155	12	8%	6	\$26.60	Associate's degree
29-2021	Dental Hygienists	579	632	53	9%	21	\$30.86	Associate's degree
29-2032	Diagnostic Medical Sonographers	78	86	8	10%	3	\$31.93	Associate's degree
29-2034	Radiologic Technologists	317	328	11	3%	8	\$26.35	Associate's degree
33-1012	First-Line Supervisors of Police and Detectives	153	154	1	1%	6	\$37.92	High school diploma or equivalent
33-3051	Police and Sheriff's Patrol Officers	831	842	11	1%	30	\$31.68	High school diploma or equivalent
41-1012	First-Line Supervisors of Non-Retail Sales Workers	517	535	18	3%	11	\$28.86	High school diploma or equivalent
41-3021	Insurance Sales Agents	649	677	28	4%	25	\$26.83	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,124	3,481	357	11%	142	\$30.28	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	756	794	38	5%	23	\$28.57	High school diploma or equivalent
49-9051	Electrical Power-Line Installers and Repairers	42	53	11	26%	4	\$30.23	High school diploma or equivalent
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	353	367	14	4%	14	\$26.58	High school diploma or equivalent
53-4011	Locomotive Engineers	64	70	6	9%	4	\$26.30	High school diploma or equivalent

Source: EMSI, 2017

Looking at Help Wanted OnLine™ postings provides real time demand that employers are experiencing. There has been a decrease in some of the top industry postings, with notable increases observed for postings related to Offices of Physicians, Home Health Care Services, and General Freight Trucking, Long Distance, Truckload. Many of the top posted occupations also saw a decline, while First Line Supervisors of both Food Preparation as well as Office and Administrative Support Workers increased.

An overview of findings from Help Wanted OnLine™ postings is provided in **Figure 18** and **Figure 19** on the following page.



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**Figure 18. Top 10 Help Wanted OnLine™ Job Postings by Industry for Lancaster County**

**Top 10 Help Wanted OnLine™ Job Postings by Industry, May 2016 & 2017**

Industry Title	NAICS	May-2016	May-2017
Temporary Help Services	561320	393	315
Employment Placement Agencies	561311	191	174
Commercial Banking	522110	181	181
Specialty (except Psychiatric and Substance Abuse) Hospitals	622310	104	37
Hotels (except Casino Hotels) and Motels	721110	102	59
Unknown	541715	102	0
Offices of Physicians (except Mental Health Specialists)	621111	101	166
Elementary and Secondary Schools	611110	101	63
Home Health Care Services	621610	98	239
General Freight Trucking, Long-Distance, Truckload	484121	91	143

*Source: Center for Workforce Information and Analysis*

**Figure 19. Top 10 Help Wanted OnLine™ Job Postings by Occupation for Lancaster County**

**Top 10 Help Wanted OnLine™ Job Postings by Occupation, May 2016 & 2017**

Occupation	SOC	May-2016	May-2017
Heavy and Tractor-Trailer Truck Drivers	53303200	412	455
Registered Nurses	29114100	383	261
First-Line Supervisors of Retail Sales Workers	41101100	237	171
Retail Salespersons	41203100	204	197
Maintenance and Repair Workers, General	49907100	146	114
First-Line Supervisors of Production and Operating Workers	51101100	138	122
Customer Service Representatives	43405100	129	97
Laborers and Freight, Stock, and Material Movers, Hand	53706200	101	77
First-Line Supervisors of Food Preparation and Serving Workers	35101200	96	110
First-Line Supervisors of Office and Administrative Support Workers	43101100	94	126

*Source: Center for Workforce Information and Analysis*

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**Figure 20** below shows the industries that are projected to experience the most growth between 2014 and 2024, with Community Care Facilities for the Elderly projected to increase the most in terms of volume; and Outpatient Care Centers increase the most in terms of percentage.

**Figure 20. Fastest Growing Industries in Lancaster County**

## **Fastest Growing Industries in Lancaster County WDA (2014-24)**

### **By Volume Change:**

Industry Title	Employment Change (Volume)
Community Care Facilities For The Elderly	2,210
Restaurants & Other Eating Places	1,600
Individual & Family Services	1,000
Employment Services	960
Offices Of Physicians	650
Building Equipment Contractors	530
Offices Of Other Health Practitioners	510
Home Health Care Services	470
Traveler Accommodation	430
Outpatient Care Centers	410
Warehousing & Storage	380
Building Foundation/Exterior Contractors	350
Residential Building Construction	350
Other General Merchandise Stores	350
Management Of Companies & Enterprises	340
Nonresidential Building Construction	330
Other Amusement & Recreation Ind.	310
Residential Mental Health Facilities	300
Automobile Dealers	270

### **By Percent Change:** (min. employment of 750)

Industry Title	Employment Change (Percent)
Outpatient Care Centers	36.6%
Home Health Care Services	33.1%
Individual & Family Services	31.7%
Offices Of Other Health Practitioners	30.2%
Community Care Facilities For The Elderly	28.0%
Computer Systems Design & Rel. Services	27.2%
Other General Merchandise Stores	22.6%
Employment Services	20.1%
Nonresidential Building Construction	19.3%
Management & Technical Consulting Services	19.0%
Building Finishing Contractors	16.4%
Residential Mental Health Facilities	15.8%
Other Specialty Trade Contractors	15.8%
Residential Building Construction	15.6%
Traveler Accommodation	15.2%
Other Professional & Technical Services	15.1%
Child Day Care Services	15.0%
Other Amusement & Recreation Ind.	14.6%
Personal Care Services	14.3%
Building Foundation/Exterior Contractors	14.2%

*Source: Center for Workforce Information and Analysis*

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### 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 the region/local area.

One way to measure the skills gap is to compare the current educational attainment with the expected employment growth by education level. As shown in **Figure 21**, there are projected to be 44,830 jobs that require a Bachelor's Degree or higher in 2024. Data from **Figure 22** shows that there are currently 90,767 individuals in the WDA have achieved this educational level. Therefore, it appears that there are more than enough individuals to meet the projected demand.

At the same time, **Figure 21** shows that there are expected to be 198,490 jobs that will require some level of on-the-job training, long-term training, or postsecondary education or experience. As shown in **Figure 22**, within Lancaster County there are currently 51,967 persons who have some level of college with no degree and another 138,558 that have achieved a high school diploma. Thus, these two groups may be able to fulfill the projected demand if they are able to secure the required skills via additional education and/or training.

**Figure 21. Employment Growth Rates by Educational Attainment Level for Lancaster County**

#### Employment Growth Rates by Educational Attainment Level for Lancaster County WDA

Area	Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
Lancaster	On-the-job training	129,190	135,630	5.0%
Lancaster	Long-term training	15,860	17,380	9.6%
Lancaster	Some PS education or experience	41,840	45,460	8.7%
Lancaster	Associate's degree	5,150	5,580	8.3%
Lancaster	Bachelor's degree	34,960	37,680	7.8%
Lancaster	Advanced degree	6,350	7,150	12.6%

Source: Center for Workforce Information and Analysis

**Figure 22. Overview of Educational Attainment for Lancaster County**

2017 Est. Pop Age 25+ by Edu. Attainment	360,238	
Less than 9th grade	25,628	7.11%
Some High School, no diploma	29,916	8.30%
High School Graduate (or GED)	138,558	38.46%
Some College, no degree	51,967	14.43%
Associate Degree	23,402	6.50%
Bachelor's Degree	59,490	16.51%
Master's Degree	22,570	6.27%
Professional School Degree	5,317	1.48%
Doctorate Degree	3,390	0.94%

Source: Claritas

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As shown in **Figure 23** and **Figure 24**, employment demand for workers who are proficient in ordering materials, supplies and equipment is projected to increase along with other sales and customer service driven work activities. Workers will need to use spreadsheet software and the ability to use database user interface and query.

**Figure 23. Top 10 Detailed Work Activities Required by Employers for Lancaster County**

### Top 10 Detailed Work Activities

Detailed Work Activity	2024 Employment	Percent of Annual Openings	Annual Openings
Order materials, supplies, or equipment	41,790	15.7%	1,246
Sell products or services	35,260	14.7%	1,170
Calculate costs of goods or services	35,230	14.5%	1,150
Clean work areas	32,250	13.3%	1,053
Record operational or production data	35,870	13.0%	1,032
Greet customers, patrons, or visitors	29,050	11.4%	909
Monitor inventories of products or materials	30,770	11.4%	903
Clean food preparation areas, facilities, or equipment	19,690	10.5%	832
Maintain records of sales or other business transactions	24,340	10.4%	824
Answer customer questions about goods or services	23,200	10.0%	792

*Source: Center for Workforce Information and Analysis*

**Figure 24. Top 10 Tools and Technologies Required by Employers for Lancaster County**

### Top 10 Tools & Technologies

Tools & Technologies	2024 Employment	Percent of Annual Openings	Annual Openings
Spreadsheet software	213,350	76.7%	6,093
Data base user interface and query software	197,500	72.1%	5,727
Personal computers	187,170	68.1%	5,411
Word processing software	185,960	65.1%	5,169
Desktop computers	168,160	60.8%	4,831
Office suite software	168,690	60.8%	4,830
Notebook computers	142,660	48.7%	3,870
Electronic mail software	138,890	47.4%	3,768
Internet browser software	128,760	43.6%	3,465
Presentation software	107,590	35.8%	2,844

*Source: Center for Workforce Information and Analysis*

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**Figure 25** below shows the regional educational completions for occupational categories with 100 or more job openings. As shown, the number of individuals completing programs for occupations in Business Administration and Registered Nursing/Registered Nurse appears to be meeting regional demand.

However, additional enrollments and completions are needed to fill numerous openings for jobs that pay family-sustaining wages in Health Services/Allied Health/Health Sciences; General Office Occupations and Clerical Services; Sales, Distribution, and Marketing Operations; and Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing.

As outlined earlier in **Figure 22**, only 51,967 persons in the local area have some level of college and another 138,558 possess only a high school diploma. Therefore, the challenge to the Board is to recruit individuals from these two groups and enroll them into education and/or training programs to provide them with the skills and certifications needed to meet employer demand.

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

**Figure 25. Education Program Completions as Compared to Occupational Openings in Lancaster**

CIP Code	Program	Regional Completion (2015)	Regional Openings (2015)	Median Hourly Earnings
52.1803	Retailing and Retail Operations	0	1,051	\$11.84
51.0000	Health Services/Allied Health/Health Sciences, General	0	820	\$24.67
52.1804	Selling Skills and Sales Operations	0	579	\$14.20
12.0505	Food Preparation/Professional Cooking/Kitchen Assistant	0	538	\$9.35
12.0507	Food Service, Waiter/Waitress, and Dining Room Mgt/Manager	0	479	\$9.59
12.0508	Institutional Food Workers	0	476	\$9.42
52.1801	Sales, Distribution, and Marketing Operations, General	0	461	\$15.26
52.0408	General Office Occupations and Clerical Services	0	460	\$15.55
01.0608	Floriculture/Floristry Operations and Management	0	408	\$12.59
52.0201	Business Administration and Management, General	356	384	\$38.25
49.0205	Truck and Bus Driver/Commercial Vehicle Operator and Instructor	0	379	\$15.95
46.0000	Construction Trades, General	0	373	\$19.99
52.0101	Business/Commerce, General	0	363	\$40.45
12.0500	Cooking and Related Culinary Arts, General	0	355	\$11.53
52.9999	Business, Management, Mktg, and Related Support Services, Other	26	327	\$24.51
51.1199	Health/Medical Preparatory Programs, Other	0	284	\$35.36
51.1105	Pre-Nursing Studies	0	274	\$26.62
51.3899	Reg. Nursing, Nursing Admin, Nursing Research and Clinical Nursing	0	260	\$31.14
51.3822	Women's Health Nurse/Nursing	0	258	\$30.97
51.3816	Emergency Room/Trauma Nursing	0	257	\$30.81
51.3819	Palliative Care Nursing	0	257	\$30.81

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CIP Code	Program	Regional Completion (2015)	Regional Openings (2015)	Median Hourly Earnings
51.3821	Geriatric Nurse/Nursing	0	257	\$30.81
44.0401	Public Administration	0	256	\$41.98
52.0212	Retail Management	0	256	\$33.15
52.0205	Operations Management and Supervision	0	236	\$29.19
51.3818	Nursing Practice	0	227	\$30.84
52.0701	Entrepreneurship/Entrepreneurial Studies	0	223	\$42.59
51.3805	Family Practice Nurse/Nursing	26	217	\$33.16
51.3812	Perioperative/Operating Room and Surgical Nurse/Nursing	0	213	\$31.18
51.3808	Nursing Science	39	212	\$30.75
13.0101	Education, General	0	212	\$27.57
51.3809	Pediatric Nurse/Nursing	0	210	\$30.57
51.3803	Adult Health Nurse/Nursing	0	209	\$30.32
51.3806	Maternal/Child Health and Neonatal Nurse/Nursing	0	209	\$30.32
51.3810	Psychiatric/Mental Health Nurse/Nursing	0	209	\$30.32
51.3811	Public Health/Community Nurse/Nursing	0	209	\$30.32
51.3813	Clinical Nurse Specialist	0	209	\$30.32
51.3814	Critical Care Nursing	0	209	\$30.32
51.3815	Occupational and Environmental Health Nursing	0	209	\$30.32
51.3820	Clinical Nurse Leader	0	209	\$30.32
31.0399	Parks, Recreation and Leisure Facilities Management, Other	0	202	\$39.71
51.3801	Registered Nursing/Registered Nurse	371	200	\$29.77
51.3999	Practical Nursing, Vocational Nursing and Nursing Assistants, Other	0	200	\$29.77

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

According to the *Lancaster County: A Changing Place 2000-2015* report, published by the Lancaster County Planning Commission in November 2015:

Lancaster County continues to have a diverse economy. Manufacturing has declined, but accounts for 20% of all wages. Traditional industries such as agriculture, food processing, and tourism remain strong, but newer industries account for much of our employment, wage, and sales growth. These industries include healthcare, education, professional and technical services, finance and insurance, and wholesale and retail trade. Most of the county's workers live in the county. More than half of non-residential development was for industrial use, and occurred mostly in growth areas.

Overall, the local area has a wealth of technical and work-based training institutions, including Thaddeus Stevens College of Technology, Harrisburg Area Community College (HACC), and Lancaster County Career and Technology Center. It is also home to many technical education facilities, as well as four-year institutions (both public and private). These include Millersville University of Pennsylvania, Franklin and Marshall College, Elizabethtown College, Pennsylvania College of Health Sciences, and Pennsylvania College of Art and Design. These educational institutions, along with a broad array of training organizations that are located in and around

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Lancaster County, provide a wide variety of opportunities to improve the occupational skills and the knowledge base of the area's labor force.

The WDB is focusing on the K-12 education system. For instance, it was instrumental in making connections between a group of manufacturers in the northeast area of the county and the local school district. Additionally, staff attended presentations by all local area school districts on their Act 339 plans in May 2017.

Additionally, the WDB's Youth Council sponsors three days of industry tours each year for educators to learn more about the employment needs and career opportunities for their students in the local labor market. Moreover, the WDB Executive Director participates in the Lancaster Science-Technology-Engineering-Math (STEM) Alliance activities. She was invited by the alliance to attend a STEM conference in San Diego in May 2017.

As part of a Rapid Response effort to prevent terminations resulting from a possible plant closure, the WDB worked with HACC and EDC on developing a new apprenticeship program with the impacted employer. Building on the development work done there, the WDB obtained a grant to provide additional seats in the apprenticeship training and is working with HACC to introduce it to the board members in the manufacturing sector to further extend it to the existing Advanced Manufacturing Industry Partnership.

Additionally, as part of its ongoing efforts to help better align resources in the community, Board is also actively participating in the *Places 2040* long-term planning efforts being led by the Lancaster County Planning Commission. This comprehensive plan will:

- Educate People about Lancaster County
- Discuss How to Protect Its Key Resources
- Establish Principles for Growth and Development
- Prioritize Financial Resources and Strategies for Investment
- Provide Rationale for Future Direction
- Guide Community Leaders in Decision-Making

Finally, to gather specific feedback about the alignment of the education and training programs that are provided by area organizations as compared to the needs of businesses, the Board hosted and participated in strategy sessions throughout the Spring 2017. Participants included regional employers, jobseekers, community partners, and other key stakeholders. The key findings are included in the analysis in the **response to 1.4 below**.

### **1.4. Provide an analysis of workforce development activities, including education and training.**

As discussed in the **response to 1.3 above**, over the past few months, the Board hosted and participated in a number of meetings with local area employers, jobseekers, community partners, and other key stakeholders to help it analyze its workforce development activities, including education and training opportunities. These sessions resulted in the following findings:

#### **Strengths**

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**Priority Sectors.** The local area's priority sectors of **manufacturing, healthcare and social assistance, construction, agriculture/agribusiness, transportation and logistics, and live entertainment** to provide residents with a broad array of career choices.

**Variety of Education and Training Providers.** The Lancaster Workforce Development Area is home to a broad array of quality education and training providers that are willing and able to adapt curricula and services as needed to meet the needs of the area's employers.

**Comprehensive Case Management System.** The Board recently joined a coalition of local non-profit organizations and will be implementing the *Case Worthy* human service case management system. It provides a common case management system for jobseekers, and other individuals seeking work-related services across the county. This inter-related database and case management system will allow the PA CareerLink® Lancaster County staff to receive and provide referrals faster and more efficiently, better coordinate common service needs, integrate supportive services efforts, and maintain common information. It is important to note that this system will complement, and not replace, the Commonwealth Workforce Development System (CWDS).

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

**Alternative Funding Sources.** The Board has secured a number of alternative funding resources, enabling it to serve diverse groups that may not otherwise be eligible for its primary funding streams. For example, the Board was a sub-recipient of a *Make It in America* grant that provided funding for incumbent worker training; a Trade Adjustment Assistance Community College Career Training (TAACCCT)-funded program with Thaddeus Stevens College of Technology; and several programs for persons returning to the community from prison funded by the PA Department of Corrections and a local community foundation.

**Customer-Focused Services.** The Board uses an integrated Welcome Center in the PA CareerLink® Lancaster County center. Its personnel utilize a triage process to ensure each customer receives a warm greeting along with an in-depth inquiry to determine his or her specific needs. Based on the responses, the person is referred directly to the services and providers that best meet the specific requirements.

**Integrated Team Approach.** The Resource Room within the center is the hub of core activities for the system. The Board's functional approach to staffing allows us to use a multi-agency workforce (with the Bureau of Workforce Partnership and Operations (BWPO) providing the majority of workers). The Flow Chart for Jobseeker Services (included as **Attachment 1**) maps the steps of the process, providing standard operating procedures from each that also correlate with the position descriptions of individuals. Staff members are trained in their individual roles and work together as cross-functional teams.



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

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

### Weaknesses

**Limited Work-Based Learning Opportunities.** Many careers in Lancaster County may be best addressed by learning on the job and/or through a mix of work and learning activities. However, the workforce system does not currently provide a robust array of relevant work-based learning opportunities to fill these needs. The WDB had partnered with the Lancaster Chamber to provide CareerConnect, a website to connect students with work-based learning opportunities and employers with opportunities to connect with educators. Unfortunately, the site has not kept up with changes in technology. Other community agencies are offering their own tool. WDB would like to see a One-Stop on-line center for this purpose rather than a fragmented approach.

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

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

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

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

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

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

**Communication.** Lack of coordinated messaging about employment needs in the community: What are the in-demand jobs of today and tomorrow; What skill sets are needed; What resources are available, such as transportation, and child care. (Note: The WDB has prepared a workforce services directory aimed at employers to help them understand what resources are available.)

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

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### 2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

**Strategic Vision.** Board's strategic vision is *to see Lancaster County as a place where all who seek employment have the educational and foundation skills necessary to be successful.*

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

**Mission and Goals.** Overall, the mission of the Board is *to coordinate, develop, and maintain an effective and responsive system of programs and services that integrates the needs of employers for an ample and productive workforce with the needs of Lancaster County residents for meaningful work that enhances their quality of life.*

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

#### 1. Build and maintain a workforce that is adequate in numbers and quality to meet the emerging needs of current and prospective Lancaster County businesses.

- a. Continue every effort to move persons currently out of or on the margins of the workforce into an appropriate job setting;
- b. Arrange for the reentry of dislocated workers back into the workforce as quickly as possible;
- c. Facilitate the easy transition of persons in an education or training environment to an appropriate work setting;
- d. Encourage the immigration and integration of qualified workers into the County as needed;
- e. Promote and support programs that encourage retired workers to reenter the workforce on their terms after retirement;
- f. Advocate for the placement of persons with disabilities in employment situations;
- g. Collaborate with community groups to facilitate the placement of persons being supervised by the criminal justice system into appropriate employment situations; and
- h. Promote and support the responsible use of high school students as part-time workers

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whenever possible.

- 2. Develop and maintain a workforce that is equipped with a work ethic, foundational academic skills, and specific occupational skills that fit the emerging needs of local employers and that rival those of other areas with which we are in competition.**
  - a. Increase the general literacy level of the Lancaster County workforce;
  - b. Increase the familiarity of the emerging and incumbent Lancaster County workforce with state-of-the-art technology;
  - c. Constantly monitor the training needs of Lancaster County business, identifying common needs wherever possible that may lead to cooperative training efforts;
  - d. Increase the readiness of incumbent and prospective workers to perform the duties required of them by employers;
  - e. Encourage the planners of educational curricula to increasingly anchor the knowledge and skills they set out to teach to real-life venues that include the workplace.
- 3. Assure equal access of all Lancaster County residents to education and employment.**
  - a. Network with other community systems in findings ways to overcome barriers that affect access to education and employment, particularly in transportation and childcare;
  - b. Promote and maintain an intensive network of education and employment services to address the special educational and employment needs of persons on the margins of the mainstream workforce (dropouts, persons reentering the workforce after long absences, persons where English is a second language, persons entering the workforce after incarceration);
  - c. Actively address prejudice as a barrier to education and employment wherever it exists.
- 4. Assist all Lancaster County residents in finding success and satisfaction in their careers.**
  - a. Initiate and sustain an on-going flow of information about career and educational opportunities in Lancaster County to students, workers, educators, parents, service providers and the public;
  - b. Actively advocate for and promote a variety of options for career success that do not necessarily require a four-year college degree;
  - c. Support school systems in graduating high school students from Lancaster County schools with above average academic skills and high career maturity;
  - d. Encourage wherever possible the development of high-quality, low-cost continuing education opportunities for adults.
- 5. Develop and maintain an effective and efficient workforce system that uses the power and influence of the Board to attract partners, build alliances and coordinate resources.**
  - a. Cultivate a single vision and voice for the workforce development system in Lancaster County as it represents itself to the public and to policymakers;

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- b. Constantly look for ways to develop a common vision for workforce-related goals with economic development, welfare, education, and other community systems;
- c. Diversify the funding base for the Lancaster County workforce system with a goal of better financial sustainability;
- d. Develop and use an ongoing public relations program to communicate the vision, goals, and programs of the Board to the public at large and public policymakers;
- e. Advocate for change in federal and state legislation to allow more flexibility in workforce development initiatives at the local level;
- f. Develop and maintain an on-going process of data collection that attempts to identify current needs and emerging trends on the demand and supply side of the workforce picture;
- g. Develop and maintain an evaluation system that holds the Board, its staff, and its partners and, to a lesser degree, partners from other, related systems accountable for their roles in reaching system-wide goals;
- h. Develop and maintain a proactive financial management system that fully integrates the role of Fiscal Agent with its routine roles related to operations.
- i. Develop and maintain an on-going process of strategic planning with a ten-year planning horizon that is updated every two years; and
- j. Develop and empower a staff through an Executive Director to work toward Board-identified goals within operating constraints also developed and monitored by the WDB.

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

The Board's strategy to achieve its vision and goals reaches beyond the entities that carry out the core programs. In fact, over the past few months, it hosted and participated in a variety of strategic planning sessions at both the regional and local levels that included the core partners, along with businesses representing the targeted sectors, chambers of commerce, economic development entities, jobseekers who are currently looking for employment, and individuals who have recently secured employment. The following strategies were identified for consideration:

- Conducting a Gap Analysis to determine what services are needed, what services are available, and what services are missing in the local area.
- Convening education and training providers along with employers from the priority sectors of **manufacturing, healthcare and social assistance, construction, agriculture/agribusiness, transportation and logistics, and live entertainment** to identify the specific skill needs and related training curricula that are required to fill the in-demand, growth, and emerging occupations of the local area.
- Identifying expanded and/or ancillary services as well as any new or additional community

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partners and resources that can further help the Board in reaching out to and assisting populations with barriers to employment as cited in the **response to 1.1 above**, including low-income, homeless, returning citizens, youth aging out of foster care, individuals with disabilities, and persons with limited English skills.

- Monitoring the effectiveness of existing education and training activities to identify the programs that have the strongest ties to employers' needs and the best success rates for producing graduates and job placements, as well as to identify those programs that are not meeting needs and requirements.
- Developing and expanding work-based learning opportunities to meet any unique/specific skill needs of employers in the region.
- Determining the potential need for incumbent worker training to move workers into mid-level positions as well as developing an approach to create a pipeline of qualified candidates to fill the entry-level positions vacated by the upskilled employees.
- Establishing performance benchmarks to support and promote the achievement of the Workforce Innovation and Opportunity Act (WIOA) performance accountability measures.
- Supporting the regional initiatives articulated in the South Central PA Regional WIOA Plan to further increase the economic vitality of the region.
- Shifting the focus of the PA CareerLink® Lancaster County partner meetings to include discussion of the workforce delivery system as a whole and the progress toward the strategic vision and goals of the local workforce development area.
- Defining the deliverables that will ensure the area is making progress toward its workforce development system goals.

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

### **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 commonwealth's workforce development system, as well any the goals and strategies articulated in the regional plan?**

As discussed in the **response to 2.1 above**, the mission of the Board is ***to coordinate, develop, and maintain an effective and responsive system of programs and services that integrates the needs of employers for an ample and productive workforce with the needs of Lancaster County residents for meaningful work that enhances their quality of life.*** The goals that it has established to support its mission are aligned with the governor's vision and goals as articulated in the Commonwealth's WIOA combined state plan. Moreover, these goals collectively promote the economic growth and self-sufficiency of Lancaster County by improving the overall quality of its labor force and increasing the productivity of its businesses and directing efforts to get more people into family-sustaining-wage jobs.

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- **Commonwealth Goal 1: Establish Career Pathways**

Both the Board's Goal 3, "Assure equal access of all Lancaster County residents to education and employment" and, in part, its Goal 1.c, "Facilitate the easy transition of persons in an education or training environment to an appropriate work setting" speak directly to Commonwealth's Goal to Establish Career Pathways.

The Board recognizes the value of Career Pathways Plans and it is working with community partners to enhance them as a valuable tool to help both jobseekers and employers alike. Moreover, as described in the **response to 2.2 above**, a key strategy that the Board will address in the upcoming year is defining the career pathways of the targeted occupations of the region to better inform jobseekers as they make their individual training and career decisions.

- **Commonwealth Goal 2: Invest in Talent and Skills for Targeted Industries and Strategic Partnerships with Employers and Educational Institutions**

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

Working in conjunction with business, community based organizations, community partners, training providers, and education institutions, the Board will continue to fund high priority occupational trainings, develop work-based learning opportunities, and identify and engage in other activities that contribute toward a skilled workforce. It will place particular emphasis on helping those with barriers to employment overcome obstacles so they can secure family-sustaining careers.

It will continue to fully utilize the resources and services available through the area's secondary and work-based institutions, including those programs authorized by the Carl D. Perkins Act to increase educational achievements as well as postsecondary credentials. It will promote the alignment of its workforce strategies and services along with those of its community partners, including adult education, community colleges, community education councils, and others to increase access, enhance outcomes, maximize resources, and avoid duplication of efforts.

The Board will also work with local K-12 schools through its Business-Education Partnership Grant to conduct forums to introduce businesses from key sectors to students, their guardians, and educators. Competitions will be held for students to invite employers into their schools and classrooms so the youth can learn about careers in different industries. The overall goal is to identify career pathways along with potential work experience and occupational skills training opportunities.

Additionally, the Board will also work in cooperation with the K-12 system as school districts implement their Act 339 Plans that are designed to introduce career preparation as well as college preparation as part of their K-12 strategies. To that end, Board staff has already participated in Act 339 workshops.

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- **Commonwealth Goal 3: Increase Work-Based Learning Opportunities**

The Board's Goal 3, "Assure equal access of all Lancaster County residents to education and employment" addresses the Commonwealth's Goal 3 to Increase Work-Based Learning Opportunities.

As described in the **response to 2.2 above**, the Board will be exploring the development of work-based learning opportunities, such as work experience, internships, co-op programs, apprenticeships, and transitional jobs to meet any unique/specific skill needs of employers in the region. Additionally, it will be determining the need for incumbent worker training to move workers into mid-level positions as well as developing an approach to create a pipeline of qualified candidates to fill the entry-level positions vacated.

- **Commonwealth Goal 4: Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay**

The Board's Goal 1, "Build and maintain a workforce that is adequate in numbers and quality to meet the emerging needs of current and prospective Lancaster County businesses" addresses the Commonwealth's Goal 4 to Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay.

As discussed in the **response to 2.2 above**, the Board is considering the completion of a Gap Analysis. It will be convening employers from the targeted sectors along with education and training providers to identify the specific skill needs and related training curricula that are required to fill the in-demand, growth, and emerging occupations of the local area. The Board will then convene local agencies addresses workforce agencies and identify duplications as well as gaps in service areas.

Additionally, the Board will continue to monitor the effectiveness of existing education and training activities by collecting information on programs that are being supported by WIOA funds and the funds of core partners. It will identify the programs that have the strongest ties to employers' needs and the best success rates for producing graduates and job placements. At the same time, it will also use this tool to identify those programs that are not meeting needs, requirements, and expectations.

- **Commonwealth Goal 5: Strengthen Data Sharing and More Effectively Use Data**

The Board's Goal 5, "Develop and maintain an effective and efficient workforce system that uses the power and influence of the Board to attract partners, build alliances and coordinate services" speaks to the Commonwealth's Goal 5 to Strengthen Data Sharing and More Effectively Use Data.

Supporting these efforts, it will be participating in a countywide common case management system for jobseekers called *Case Worthy* as discussed in the **response to 1.4 above**. This data sharing system will enhance and increase the efficient use of information across partners both within the PA CareerLink® Lancaster County center and the community as a whole.

Additionally, to strengthen data sharing efforts for employers, the Board has reorganized its Business Services Team (BST) to include representation from all center partners. Board staff help guide these efforts to promote alignment with the county, regional, and state plans and to help



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ensure that the local area's operational functions support strategic objectives. Monthly meetings provide opportunities for members to share updates from local businesses, measure progress in meeting goals, and identify new strategies to further enhance the opportunities for businesses and the PA CareerLink® Lancaster County system.

### **2.4. What are the local levels of performance that have been negotiated with the governor and chief elected officials?**

#### **How will the local board's goals relate to the achievement of these measures?**

As shown in the Performance Measures Table included as **Attachment 2**, the Board and the local elected officials have agreed to adopt the levels of WIOA performance that have been established by the governor for the Commonwealth.

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

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

- Number of first visits and total visits to the PA CareerLink® Lancaster County center
- Number of *Ready2Work* graduates
- Number of persons completing occupational skill training and/or receiving certifications
- Number of Metrix Learning users<sup>7</sup>
- Number of high school equivalency diplomas achieved
- Number of individuals enrolled in EARN<sup>8</sup>
- Number of individuals enrolled in Job Search Center
- Number of e-mail contacts; Facebook, Twitter, and LinkedIn followers

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<sup>7</sup>Metrix Learning is a self-directed on-line training platform that includes course offerings that assist in skills upgrading.

<sup>8</sup> EARN - Employment, Advancement and Retention Network is a program for welfare and low-income individuals with serious barriers to gaining and maintaining employment by providing comprehensive case management, remediation, education with special emphasis on individuals with limited English proficiency, skills training, work activities, job placement and retention activities, as well as providing supportive services, including payment for childcare.

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

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

**Organization Chart.** An Organization Chart that depicts the structure of the Lancaster County Local Workforce Development Area is included as **Attachment 3**.

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

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

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

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

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

Currently, the Board consists of 26 members, 14 of whom are from business and industry, including representatives from the aforementioned priority clusters. Additionally, the Board includes representatives from labor, education, social services, and elected officials. It meets bi-monthly.

**Board Committees.** The standing committees of the Board are the Executive Committee, the Performance Review Committee, the Finance Committee, the Local Management Committee, and the Youth Council. Committee members may include non-Board members who are appointed by the Board Chair. Generally, the Committee Chairs are private sector members of the Board. Each group meets as needed to carry out the duties of its particular committee.

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An overview of each committee is provided below:

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

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

Cathy Rychalsky  
Executive Director  
Equal Opportunity Officer  
Lancaster County WDB  
313 West Liberty Street, Suite 114  
Lancaster, PA 17603  
Email: [crychalsky@lancastercountywib.com](mailto:crychalsky@lancastercountywib.com)  
Phone: (717) 735-0333

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

The Board works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. A One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as **Attachment 4**.

**Service Alignment.** Using the Consortium Model, the Board procured and selected Lancaster-Lebanon Intermediate Unit 13, Lancaster County Career and Technology Center, and EDSI as its One-Stop Operator in accordance with WIOA, the Uniform Guidance and its implementing regulations, and local procurement policy. The Consortium coordinates the local PA CareerLink® activities; functioning as the liaison between the Board and the system partners, and ensuring

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that all services and available resources are properly aligned to carry out the vision of the Board. Additional details about the programmatic and administrative functions of the One-Stop Operator Consortium are included in the **response to 4.1 below**.

Supporting its workforce efforts, the Board has established the comprehensive PA CareerLink® Lancaster County center that is located at 1016 N. Charlotte St., Lancaster, PA 17603 in the northern part of Lancaster City. Its primary phone number is (717) 509-5613. Partner and service information is also available on the website at <http://www.jobs4lanaster.com>.

The center is available for all partners to deliver services to individuals and businesses. Currently, the hours of operation are 8:30AM to 5:00PM on Monday through Friday. From May 1 through September 30, when it remains daylight well into the evening, these hours are extended on Wednesdays to 7:00PM. Based on customer demand as well as special events, such as career expos and/or job fairs, the center may also be open for alternative hours as needed. Additionally, the Board is currently providing workforce workshops to other parts of the local area by partnering with libraries, schools, and other easily accessible public locations.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

As needed, the staff may also provide more intensive assistance to help individuals with barriers to employment gather the required information. Moreover, in certain instances, they may accept an individual’s self-certification as to support specific eligibility criteria; however, hard-

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copy documentation is always preferred. If eligibility has not yet been determined and individuals need financial assistance in obtaining documents that would validate eligibility, the Board has raised unrestricted funds to accommodate such needs. (Sources include participation in the annual community-wide fund-raising effort called the Extra-ordinary Give, which in addition to allowing the board to raise funds also provides an outreach platform.)

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

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

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

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

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

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

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

Moreover, the title II programs serve as on-ramps to begin career pathways for adults who are basic skills deficient. Programming includes beginner level literacy instruction to support college and career readiness. Instruction is also provided for English language learners and workforce and workplace preparation activities. Extensive case management is provided to participants that help students address barriers to participate (such as transportation, childcare, housing, and healthcare). The local area works in tandem with title II staff, referring customers between education and workforce programs, supporting the alignment of core programs and system partners. Additional information regarding title II services is provided in the **responses to 4.10 and 4.12 below**.

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

The planned universal use of the *Case Worthy* case management system between the center partners as well as by other community organizations further promotes the co-enrollment of individuals into other programs in the local area. It is important to note that individualized case management provides for the special and unique needs of each customer, especially those with barriers to employment. This model allows the staff of the PA CareerLink® Lancaster County to connect with probation officers, school counselors, and others from throughout the social service system; leveraging the resources that are available for this important function. Once implemented, *Case Worthy* will be used to promote co-enrollment, referrals, and assist with on-ramps, it should be noted that CWDS will remain the system of record.

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

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

- **Evaluating Work Readiness**
  - Participating in an orientation of PA CareerLink® Lancaster County services
  - Assessing math, reading, and observation skills; as well as career interests



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- **Certifying Employability**
  - Completing the ACT National Career Readiness Certificate®(NCRC)<sup>9</sup>
  - Completing the Conover Workplace Readiness Credential<sup>10</sup>
  - Achieving the *Ready2Work* Credential
- **Beginning a Career**
  - Preparing a resume
  - Interviewing for a career
  - Securing initial employment
- **Attaining Occupational Skills**
  - Enrollment in occupational skills training, work-based learning, or a combination
  - Receiving recognized skills certification or credential

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

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

- **Support a local workforce development system that meets the needs of businesses in the local area;**
- **Manage activities or services that will be implemented to improve business engagement;**
- **Better coordinates regional workforce and economic development strategy, messaging, engagement and programs; and**
- **Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs**

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

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

Currently, the Board is working to expand its existing business services to include new work-based learning activities. It is envisioned that these will include the increased involvement and

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<sup>9</sup>ACT’s NCRC is made up of three fundamental assessments: (1) Applied Mathematics, (2) Locating Information, and (3) Reading for Information.

<sup>10</sup> The Conover Workplace Readiness Credential covers eight critical soft skills: (1) Attitude, (2) Communication, (3) Planning and Organizing, (4) Critical Thinking, (5) Interpersonal/Social Skills, (6) Teamwork, (7) Professionalism, and (8) Media Rules.

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engagement of employers who will contribute to, assist with, and commit to individuals learning while working.

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

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

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

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

Additionally, the BST is responsible for connecting companies with other resources they may need for economic development and/or productivity enhancements. It interacts frequently with other groups such as the Lancaster Chamber, the Economic Development Company, the United Way, the Lancaster County Association for Human Resource Management and others. They offer mixers, business expos, and events of all kinds.

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

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

Additionally, building the sector-focused workforce readiness system allows the Board to get

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information from companies regarding job descriptions, career ladders, and entry-level jobs at unprecedented levels of detail. At the same time, WorkKeys provides a common language regarding knowledge and skill requirements.

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

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

**Service Benchmarks.** The BST is charged with implementing the outreach objectives that are defined by the Board. Its members periodically meet with the Executive Director and other Board staff to review, update and plan for continuous improvement of services to high priority sectors and their employers. At these meetings, sharing of information around the case management of employers and around projects that require the attention of multiple partners occurs. The Executive Director as well as the Site Administrator constantly remind the BST of its connections to the broader strategies of the WDB through formal monitoring and informal consultation.

To support and promote the achievement of the WIOA performance measures, the Board will consider establishing specific service benchmarks for the BST.

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

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

**Unemployment Insurance Linkages.** The local area complies with the Commonwealth's Register for Work and Work Search law by helping unemployed individuals register on the JobGateway® system. It also provides telephones in the PA CareerLink® Lancaster County center so that Unemployment Compensation (UC) Claimants can call the statewide toll-free UC number regarding any benefits questions they may have.

Additionally, individuals who are likely to exhaust their benefits are identified by the State through the PREP or the Reemployment Services and Eligibility Assessment (RESEA) program. These individuals are directed to come to the center for job search assistance.

At the center, they are provided with an orientation of services and are given an initial assessment to determine their specific workforce needs. Based on their unique circumstances, they may be referred to additional services and resources, such as job search workshops, staff-assisted job search activities, partner programs, supportive services, and/or training activities to

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help them secure a new job, or begin a new career.

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

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

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

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

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

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

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

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

- More focused attention on all types of manufacturing-related employers and the career pathways for the Production industry;
- More aggressive use of social media and Constant Contact;
- Building the existing relationship with the Spanish American Civic Association and its new Tech Centro project;

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- Offering more value-added services to businesses (and fee-generating activities for the workforce system);
- Closer alignment with the Lancaster Chamber to reduce duplicative services;
- Implementing a fully-credentialed and fee-generating career counseling service at the PA CareerLink® Lancaster County center; and
- Upgrading the capacity of the BST for value-added selling.

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

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

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

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

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

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

**PA CareerLink® Operator.** In compliance with the WIOA and related federal and state regulations, the Board completed its competitive procurement process to secure its One-Stop Operator Consortium consisting of Lancaster-Lebanon Intermediate Unit 13, Lancaster County Career and Technology Center, and EDSI. As of July 1, 2017, the One-Stop Consortium's programmatic responsibilities will include:

- Ensure that the role of all required partners in the PA CareerLink® Lancaster County center has been defined, identified, and integrated into the service delivery system.
- Implement and augment the integrated services structure within the PA CareerLink® Lancaster County center, as designed by the Board and enabled via the Memorandum of Understanding (MOU) with all core and required partners operating at the site.
- Monitor operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Evaluate service delivery (e.g., timing, type, format, etc.) across providers and partners as well as across customer segments, and identify opportunities to optimize services.
- Develop, implement, and monitor customer service standards across the centers. Continuously assess customer needs via customer feedback mechanisms at the center and make recommendations to the Board for continuous improvement.
- Implement and monitor the negotiated One-Stop partner MOU.
- Develop an understanding of and use all required technologies to access and report on necessary data (i.e., CWDS, Case Worthy, ClientTrack™, etc.).
- Establish and monitor metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams
- Develop and implement a plan for continuous improvement that engages all partners operating at the centers.
- Convene a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Hold regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.

The administrative responsibilities of the One-Stop Operator will include:

- Convene regularly scheduled meetings and/or conference calls with Board staff.
- Present a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.

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- Assign a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Board staff.
- Provide a monthly activity report to the Board.

**WIOA Providers.** The entities providing WIOA title I, title II, title III, and title IV services are detailed in the One-Stop Location and Program Services Chart included as **Attachment 4**.

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

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

#### 1. Issuance

- A. A legal notice will be sent to the local newspaper announcing the availability of the RFP and the process to receive the RFP package.
- B. Letters inviting bidders to contact the Board for the RFP packet may be mailed or emailed. Lists may be developed using electronic searches for specialized providers, such as audit and tax services.
- C. The Board will forward the RFP to interested bidders under a cover letter which contains, at a minimum:
  - time and date proposals must arrive at the Board, and
  - name and telephone number of the Board contact person.

Alternately, the Board may choose to notify interested bidders that the RFP and related documents are available on-line. Information regarding the postings will be clearly outlined in all notices to potential bidders.

- D. Under normal circumstances, the Board will issue the RFP at least 30-calendar days prior to the due date for submission.

#### 2. Duration

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

#### 3. Format and Content of the RFP

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

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### 4. Pre-proposal Conference

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

### 5. Receipt of Proposals

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

### 6. Selection of Service Providers

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

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

### 7. Awards to Service Providers

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

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

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

**Historical Procurement Summary.** The following narrative provides a historical overview of the Board's procurement of its One-Stop Operator:

The Board was continually apprised throughout the 2016-2017 program year regarding the WIOA



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requirement for the Procurement of the One-Stop Operator, including preliminary guidance provided by the Commonwealth of Pennsylvania during December 2016 – January 2017 timeframe.

On November 2, 2016, the Executive Committee met and approved the proceeding with the One-Stop Operator Procurement pursuant to Model Six, including a non-financial arrangement, subject to compliance with final guidance from the Pennsylvania Department of L&I and U.S. Department of Labor.

On January 17, 2017, the Board approved the RFP parameters.

On March 22, 2017, legal notice was issued in the local newspaper, *LPN*, additionally, it was posted the Board's website and distributed to groups and individuals listed on the Board's vendor list.

On April 11, 2017, the RFP was rescinded as a result of clarification from the State that a non-financial model could not be utilized.

On April 14, 2017, a revised RFP was released. Public notice was placed in the *LNP* and also posted on the board's website for thirty (30). Notification was made not groups and individuals on the Board's vendor list.

On April 25, 2017, a pre-proposal meeting was held.

On May 2, 2017 three members of the Executive Committee volunteered to serve on the proposal review panel, along with two staff members. It was subsequently determined that one of the volunteers had a conflict of interest, and another Board member took her place.

On May 5, 2017, potential bidders' questions were answered and posted on the Board's website.

On May 15, 2017, proposals were received from two interested parties.

From May 15 to May 31, 2017, the proposals were reviewed and recommendations were made.

On May 31, 2017, the Finance Committee accepted the review panel's recommendation of the proposal submitted by a consortium consisting of Lancaster-Lebanon Intermediate Unit 13, the Lancaster County Career and Technology Center, and EDSI.

On June 2, 2017, the Executive Committee accepted the recommendation of the Finance Committee.

On June 22, 2017 the Board ratified the Finance Committee's recommendation and awarded the One-Stop Operator contract to the named consortium.

On July 1, 2017, the One-Stop Consortium began operations.

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

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

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A complete listing of the PA CareerLink® Lancaster County partners that are authorized to provide services in the local area is found in the One-Stop Location and Program Services Chart included as **Attachment 4**. An overview of each partner's role is provided in the **response to 3.2 above**.

The new MOU and Resource Sharing Agreement (RSA) that are currently under development between the Board and the PA CareerLink® partners will define the expectations, service levels, and resource contributions of each organization. They will be effective July 1, 2017 and will replace the existing One-Stop Partner Agreements and RSA. They will comply with all federal and Commonwealth directives regarding the WIOA.

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

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

**Strategically Located Center.** As discussed in the **response to 3.2 above**, the Board has established a comprehensive center located at 1016 N. Charlotte St. in Lancaster, PA. Its location in northern Lancaster City provides easy access to all partner services. It is on the public transportation route and also offers free parking.

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

- Promoting use of the PA CareerLink® Lancaster County services available at <http://www.jobgateway.pa.gov>.
- Encouraging and allowing the use of technology, including text messaging, social media, on-line video conferencing, Internet searches, and other state-of-the-art methods to locate, communicate, and contact jobseekers and industry personnel.
- Expanding its existing network community partnerships to include additional community-based entities, faith-based organizations, employer-sponsored groups, and government organizations to increase access throughout the local area.

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

Additionally, as discussed in the **response to 1.4 above**, the Board plans to begin using *Case Worthy* to provide a common case management mechanism for jobseekers and other individuals seeking work-related services across the county. It will allow the PA CareerLink® Lancaster County staff to receive referrals faster and more efficiently, better coordinate common service needs, integrate supportive services efforts, and maintain common information.

**Coordinating with Adult Education.** To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality

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jobs, the WDB will work with its Adult Education partners to identify strategies that improve access. For example, it will explore the creation of a cross-referral process as well as the development of coordinated outreach efforts.

**Meeting the Needs of Individuals with Barriers to Employment.** The Board's *Ready2Work* process detailed in the **response to 3.3 above**, helps individuals with barriers to employment by providing a clear process, maintaining consistent expectations, promoting long-term career pathways, and encouraging postsecondary credentials.

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

**Working with Other Partners in the Community.** The United Way recently adopted four bold, community-wide goals for the local area and "Workforce" is one. The PA CareerLink® Lancaster County center will be participating the community-wide initiatives related to Educated for Success, promoting education and credentialing as primary mechanisms for securing meaningful careers.

**UC Assistance.** Additionally, UC Courtesy phones and UC PCs are also available at the PA CareerLink® centers for those customers who need access to such services.

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

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

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

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

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customers in accessing needed services.

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

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

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

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

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

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

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The Board will use the criteria available and allowable in WIOA to reach out to private, public, for profit and non-profit organizations that are licensed to do business or conduct business in Pennsylvania. It will expect the Business Service Team to be primarily responsible for Employer-Centric (Work-Based) Training. This request will be completed by the BST then approved by the Site Administrator and forwarded to the Board for approval. The Employer-Centric Training will be reported regularly and evaluated by the Board for acceptance, performance and outcomes similar to other contracts monitored by the Board.

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

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

To ensure the courses needed by job seekers are made available, the Board outreaches to local providers to inform them of any skill and certification requirements that have been identified through the Business Services Team’s ongoing interactions with local employers. Additionally, the Board also invites local providers to participate in the quarterly Next Gen partnership meetings so they can hear firsthand about employer needs, including high priority occupations.

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

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

For example, as a result of the Board’s most recent program analysis, it has identified a need for additional work-based learning activities. Therefore, as described in the **response to 2.2 above**, the Board is exploring the development and expansion of OJT, customized training, work experience, internships, co-op programs, job shadowing, apprenticeships, transitional jobs, and similar programs to meet any unique/specific skill needs of employers in the region. The Board is also considering the completion of a Gap Analysis to determine what services are needed, what services are available, and what services are missing in the local area.

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

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

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

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

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

- Level 1 Veterans and eligible spouses who meet the statutory priority (public-assistance recipient, other low-income individuals, including the underemployed or basic-skills deficient) and Adult program eligibility receive the **highest level** of priority for services;
- Level 2 Other individuals (not veterans or eligible spouses) who meet the statutory priority and Adult program eligibility receive the second level of priority for services;
- Level 3 All other veterans and eligible spouses who meet Adult program eligibility receive the third level of priority for services;
- Level 4 Other individuals (not veterans or eligible spouses) who do not meet the statutory priority but do meet Adult program eligibility receive the fourth level of priority for services.

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

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

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

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

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

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

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

### **Cost - Adult, Youth and Dislocated Worker**

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

### **Labor Market Demand**

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

### **Location**

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

### **Other**

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

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

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

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

**Overview.** The Youth Council of the Lancaster County WDB has been engaged in providing high-quality youth development activities to target population youth and their families for the last 12 years. It closely follows the demand-driven connection of the Board to local and regional area industries, area priority occupations, and the career pathways that support them.

Moving forward the Youth Council plans to extend the availability of high-quality youth development activities and offer more varied activities to a wider group of youth populations in Lancaster County through various funding sources (i.e., TANF, WIOA, and other grant opportunities). It intends to expand outreach to serve more youth and young adults with a greater variety of services throughout the summer break and the school year.

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

- Support and continue to work with school districts with the highest number of TANF-eligible and low income youth, such Columbia School District, Solanco School District, and the School District of Lancaster, contingent on performance;
- Continue to target eligible K-12 youth populations, with a focus of serving youth in middle school, where they tend to disengage;
- Continue to ask schools to work with their Counselors and College and Career Advisors within the district to identify and serve youth with other qualifying characteristics (foster



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care, disability, adjudicated or at-risk of being court-involved, incarcerated parents, homeless, runaway and migrant);

- Provide work-based learning experiences through our partnership with Advantage Lancaster and Crispus Attucks Community Center; giving consideration to an increase in the hourly wages that had been offered to participants in the past;
- Continue to support Junior Achievement financial literacy activities in several local school districts, in addition to Crispus Attucks Community Center, which provides an after-school diversionary program and financial literacy activities for at-risk, In-School Youth ages 5-18;
- Support new programs which serve local youth and include specific components, such as STEM educational program(s), job shadowing opportunities, infused awareness and interaction with the Board's industry clusters, and participation in countywide Career Awareness activities; and,
- Strengthen the partnership with the County Assistance Office and other youth-serving activities and agencies to identify, engage, recruit, and enroll as many target population youth and young adults as possible. This collaboration will serve to engage school districts and community partners to provide career education to students through job shadowing, service learning, internships, postsecondary educational tours, in-class employer presentations, STEM assembly presentations from community based organizations, and career exploration that is linked to high priority careers.

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

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

To meet its planned 75% WIOA expenditure rate, the Youth Council primarily focuses youth services on Out-of-School individuals. It believes that a youth must first obtain a high school equivalency diploma before pursuing postsecondary education, a career, and/or placement in the military.

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The Youth Council also ensures that services are aligned with WIOA Youth priorities and local needs. Currently, the Youth system allocates funding to align with WIOA requirements.

The Youth Council oversees work experience activities, policies, and expenditures to make certain that Lancaster County's youth and young adults have the opportunity to participate in summer employment and other employment-related activities available throughout the school year; pre-apprenticeship programs; internships, and job shadowing; and OJT.

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

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

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

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

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educational underachievement (i.e., less than a cumulative 2.0 grade point average).

**Job Corps.** The nearest Job Corps to Lancaster County is located in Berks County in the Southeast Region of the State. Representatives come to the PA CareerLink® Lancaster County center on a monthly basis to present their services to Out-of-School Youth. Additionally, both the PA CareerLink® and Job Corps make referrals to one another's programs and services.

### **4.9. How will the local board coordinate workforce investment activities carried out in the local area with statewide rapid response?**

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

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

As part of future efforts, the Board will explore placing a greater focus on layoff aversion strategies, including the possibility of incumbent worker training, as part of its Rapid Response activities.

### **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 services.**

To connect and coordinate workforce programs with relevant secondary and postsecondary education offerings and to avoid duplication of efforts, the WDB has agreements with the title II Provider to deliver Adult Career Education classes to increase academic skills and personal development skills. The Board further promotes local Career and Technical Centers and secondary schools through dual enrollment programs. Additionally, it utilizes Chapter 339 Career Guidance Plan Development as a coordinated effort for college and career readiness. The Board provides access to postsecondary opportunities and financial aid information through the PA CareerLink® Lancaster County system, and its statewide list of approved training providers.

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

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

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

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

**Coordination of Roles and Responsibilities.** The PA CareerLink® Lancaster County center is managed by a provider who is the employer of record for the Site Administrator. The Site Administrator functionally supervises all staff, including Wagner-Peyser staff, coordinates services, and is accountable for the center's performance measures. The Site Administrator oversees all teams to ensure the services and operations of the center are executed efficiently and in adherence with the WIOA and TANF rules and regulations.

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

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

- An increased number of customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and service.
- More customer connections to partner program services when needed, wanted and available.
- A focus on both skills and jobs with personalized and customized workforce advice and recommendations.

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- A service concentration with the fewest service entry procedures as possible to maximize customers' satisfaction.
- Easy access to a comprehensive series of services that are responsive to the needs of the individual.
- An increased set of options for how services are accessed including a virtual presence to reach customers outside of the center.

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

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

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

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

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

A Flow Chart for Jobseeker Services is included as **Attachment 1**.

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

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

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

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

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

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

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

Overall, the PA CareerLink® Lancaster County center offers a wide variety of services to assist customers with job preparation and job search. The Resource room offers computers with Internet access, as well as printing, mailing, phone and fax services during regular business hours. Further assistance is available through resume and cover letter development, mock interviewing, job postings and job search tip sheets. Jobseekers can meet with employers conducting on site interviews and also sign up for job readiness workshops. Specialized information is available on high school equivalency attainment, UC, Youth programs, and career services for veterans, persons aged 55 and over, and individuals with disabilities.

The menu of services available to jobseekers, including individuals with barriers to employment is as follows:

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

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### **Basic Career Services include:**

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

### **Individualized Career Services include:**

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

### **Training Services include:**

- ITA
- OJT
- Customized training
- Job readiness training
- Workplace training/co-op programs
- Skills upgrading and retraining

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- Pre-apprenticeship / Apprenticeship
- Transitional jobs
- Incumbent worker training

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

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

**Services to Individuals with Disabilities.** OVR provides eligible WIOA Title IV customers with individualized diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement services. Eligible and potentially eligible 14 to 21-year old in-school youth with disabilities receive pre-employment transition services including work-based learning experiences, job shadowing and vocational counseling and guidance. Group training services for youth include workplace readiness, independent living skills, and self-advocacy skills. More information regarding the services provided to individuals with disabilities, are described in the **responses to 3.2, 4.3, and 4.4 above.**

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

The BST conducts its employer engagement activities with personnel from other programs such as veterans, OVR, Older Worker program (title V) to ensure non-duplication of efforts. To coordinate these activities, the Board procured a One-Stop Operator Consortium that will provide guidance on the employment outreach efforts of the BST and its partners.

The BST enquires about businesses' current and projected workforce needs, including required educational qualifications and skill certifications. The BST also gathers information about any anticipated hiring (or downsizing) that may occur to help plan for alternative services that may be needed.

The BST promotes business engagement activities through the following functions:

- Support staff-assisted job orders
- Screen and refer qualified job candidates to job openings
- Outreach to new employers
- Promote services such as OJT, incumbent worker training, and customized training



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Lancaster County Workforce Development Board

- Manage Rapid Response when companies lay off workers
- Conduct layoff aversion activities

With respect to title II services, the BST takes the lead on engaging employer inquiries regarding adult basic education and literacy, but coordinates with literacy and education partners through the One-Stop Operator Consortium.

Employer customers will receive title III services from Wagner-Peyser partners of the system. These services include:

- Use of PA CareerLink® Lancaster County facilities to host employer events
- Job orders placed in JobGateway®
- Priority for veterans for job orders in the JobGateway® system

Employer customers receive title IV services from OVR BST staff. These services include: reasonable accommodation consultation, OJT, referral on tax credits or deductions, consultation on the ADA accessibility standards and retention of current employees following an accident, injury, or disability.

Employers are also invited to UC Seminars that are made available at the PA CareerLink®. UC representatives make presentations on a variety of topics, including: UC Updates; Separation Issues; UC Appeals/Hearings; Suitable Work; and, Relief from Charges.

Additionally, the WDB makes full use of its partnership with Lancaster Economic Development as discussed in the **response to 3.5 above** to align its workforce development services with economic development resources. Examples include help with loans, grants, technical assistance, and other support, including business financing, government contracting, international trade, non-profit services, and transportation planning along with mass recruitments, job fairs, and labor market analysis.

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

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

The Board requires that this be based upon established need as determined in the IEP and/or Career Pathway Plan. Also, it requires that all community resources be reviewed to determine if these services and/or funds are available from other community resources. With the arrival of the *Case Worthy* case management system; this will be a much more efficient method of identifying community-based and available supportive services.

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

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### **Lancaster County Workforce Development Board**

The Board facilitates access to child care through its PA CareerLink® Lancaster County facility. The EARN subsidized child care provider is co-located at the site; providing eligibility determination and information on quality child care providers, including those that offer flexible hours for individuals working 2<sup>nd</sup> and 3<sup>rd</sup> shifts. Additionally, the WIC (Women, Infants and Children) Nutrition Program is also located within the same building. It offers services that promote the health of women, infants, and children by providing healthy food and nutrition education to pregnant and breastfeeding mothers as well as to their infants and children under age five.

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

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

This policy will be regularly reviewed and evaluated to ensure that the supportive services are of value and essential to an individual's success in the program(s) and that the community resources are identified and utilized.

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

Lancaster County Workforce Development Board

### **5. COMPLIANCE**

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

With respect to the provision of services to individuals with disabilities, the Board will utilize OVR expertise regarding assessment, career pathways development, education training and placement services. OVR has a very effective professional development program that will assist in assuring proper cross training of staff, technical assistance and sharing information. The Board will encourage the sharing of CWDS information that can assist in serving mutual clients. Also of great benefit is the opportunities provided by the aforementioned *Case Worthy* case management system. It will promote significant collaboration and information sharing between community organizations. Because OVR serves as a full partner in the PA CareerLink® Lancaster County system and holds a seat on the Board, the local area is well-positioned to serve individuals with disabilities.

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

The Board's current Debt Collection Policy is as follows:

On a monthly basis, all amounts owed to the Board will be reviewed by the Fiscal Project Manager and Service Access and Management. A recommendation will be made to the Executive Director on how to proceed.

The Board intends to revise this policy as follows:

On a monthly basis, all amounts owed to the Board will be reviewed by the Fiscal Project Manager and Service Access and Management.

The Fiscal Agent will issue a second notice if payment is not received after 60 days of invoice due date. The Board will be informed of this action.

The Fiscal Agent will make a final demand if payment is not received within 30 days of the second notice. The Board will be informed of this action.

The Fiscal Agent will send the invoice to a collection agency if payment is not received within 30 days after the final demand. The Board will be informed of this action.

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

The Board is currently functioning as a high-performing Board in that it consistently achieves the following:

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

## PY 2017-2019 WIOA Multi-Year Local Area Plan

### Lancaster County Workforce Development Board

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

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

- Expanding its collaboration with the South Central PA Board and other local workforce boards that are contiguous to Lancaster County to implement broader-based regional workforce initiatives;
- Increasing the use of technology to further improve access for customers, including returning citizens, those with disabilities, and others with barriers to employment;
- Developing a scorecard/dashboard to assist the Board in easily tracking outcomes and holding contractors accountable for results; and
- Conducting board orientations for both new and experienced members to broaden their capacity and participation.

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

As discussed in the **responses to 1.3 and 1.4 above**, during the Spring of 2017, (on April 24, April 27, and April 28, 2017), the Board hosted a series of strategy sessions that included Board members, local employers, jobseekers, community partners, educational and training organizations, and others to gather their direct input regarding local and regional workforce programs and possible initiatives for the future, including the alignment of education and training programs to meet the needs of businesses and jobseekers. Participants included Bell and Evans, Advanced Food Products, Align Financial, Fizika Group, Economic Development Company, HACC, Agis Internet Marketing, High Companies, Lancaster Chamber of Commerce, Lancaster Works, Assets, Brightside Opportunity Center, Columbia School District, Re-entry Services, and Community Action Program as well as six EARN customers, one OVR participant, three WIOA Adult and Dislocated Worker customers, two WIOA Youth participants, one Adult Education client, and three Re-entry customers.

Their contributions are included in this document and are an integral part of the strategies that are outlined within. Furthermore, as indicated in the **response to 5.5 below**, the Board also solicited additional feedback and input by publishing the document for a 30-day public comment period.

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

Lancaster County Workforce Development Board

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

To ensure an open opportunity for public comment, the Board published the Lancaster County Local WIOA Plan as well as the South Central Regional WIOA Plan on its website for the 30-day period beginning July 24, 2017 and ending August 22, 2017. Additionally, notification of the availability of both the Local and Regional WIOA Plans for public comment was also directly distributed via email to representatives of local businesses, labor organizations, educational institutions, and news media. Public notice was published in the primary newspaper, *LNP*, for the region.

No comments were received.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Lancaster County Workforce Development Board

### ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents/listed are (or will be) in place and effective prior to December 31, 2017.

Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local plans.

- |     |  |
|-----|--|
| N/A | Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.   |
| ✓   | Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.   |
| ✓   | Agreement between the local elected official(s) and the local workforce development board.   |
| ✓   | Local workforce development board 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 procurement policy – Must describe formal procurement procedures.  |
| ✓   | 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/certification random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; incumbent worker training. |
| ✓   | 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/non- discrimination.  |
| ✓   | Professional services contract(s) for administrative services such as staffing and payroll, if applicable.   |

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

Lancaster County Workforce Development Board

### **ATTACHMENTS**

Attachment 1. Jobseeker Services Flowchart

Attachment 2. Performance Measures Table

Attachment 3. Local Workforce Development Area Workforce System Organizational Chart

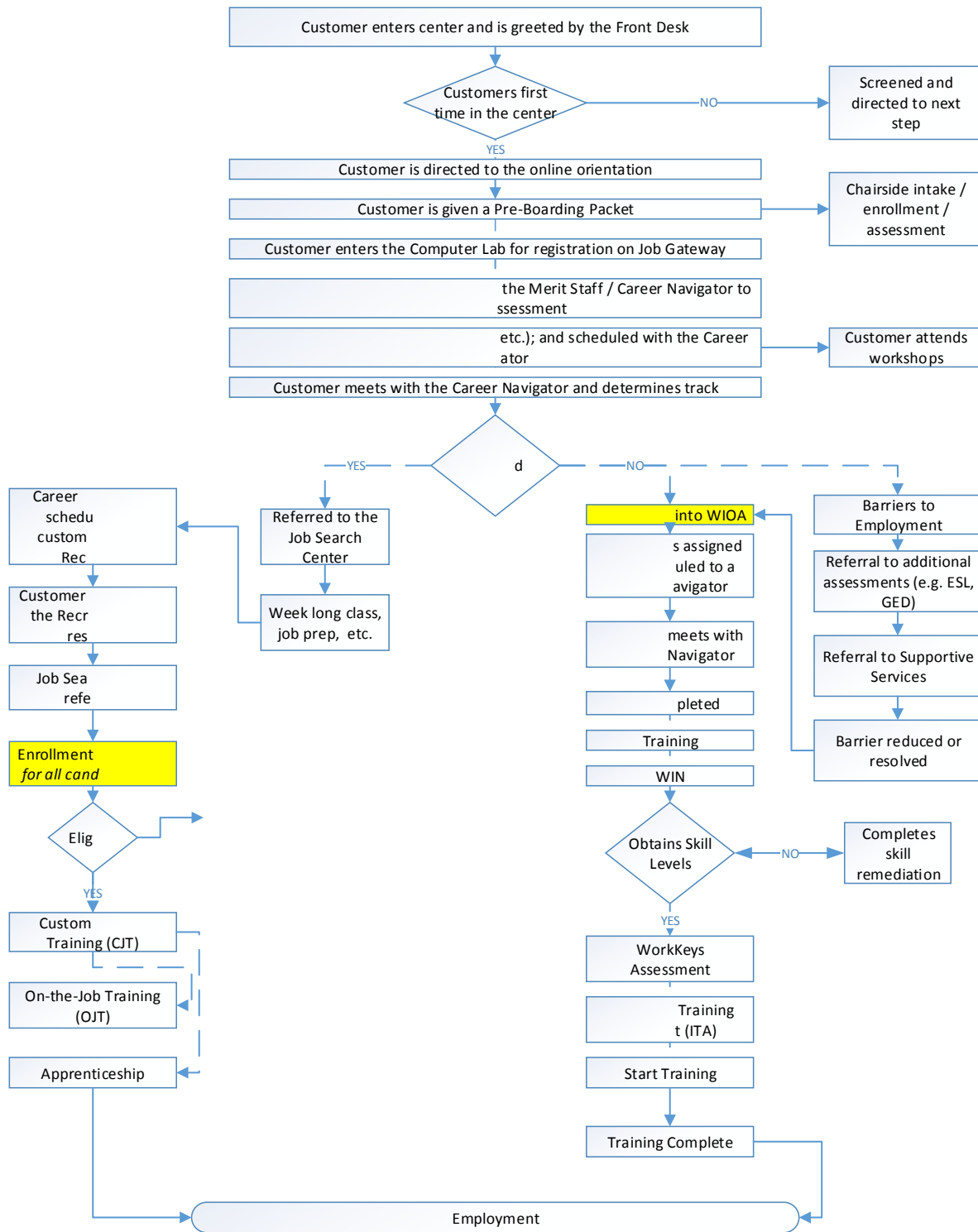
Attachment 4. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

## Attachment 1. Jobseeker Services Flowchart

Lancaster County Workforce Development Board

Effective Date: July 1, 2017

### DRAFT Lancaster Integrated Services Customer Flow Model



November 3, 2017



## Attachment 2. Performance Accountability Template

Lancaster County Workforce Development Board

Effective Date: July 1, 2017

### WIOA Title I Programs

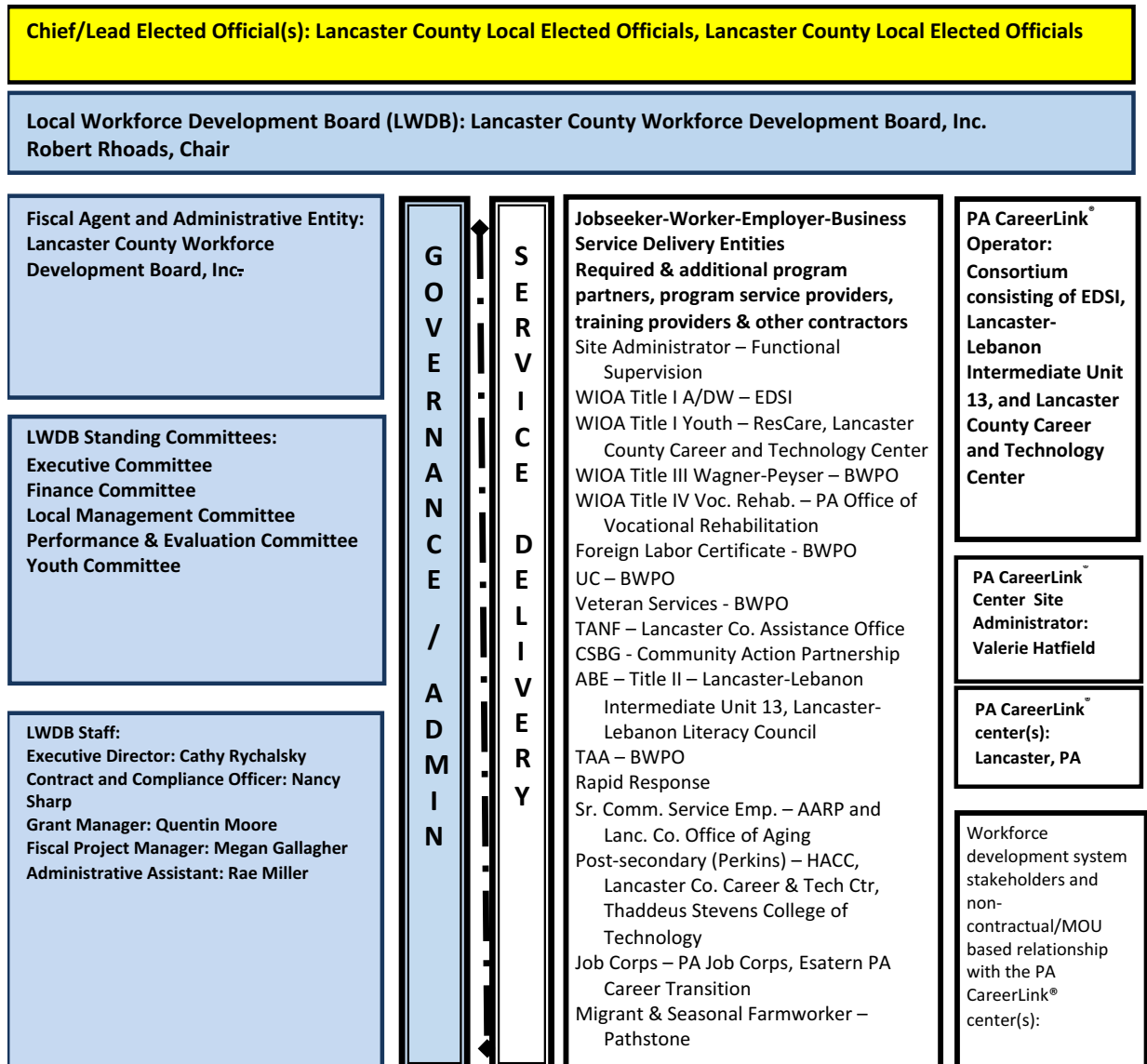
WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
<b>Employment (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	65%	Not Yet Available
Dislocated Worker	74%	Not Yet Available
Youth	65%	Not Yet Available
<b>Employment (Fourth Quarter after Exit)</b>	<b>Attained Performance</b>	<b>Attained Performance</b>
Adult	65%	Not Yet Available
Dislocated Worker	75%	Not Yet Available
Youth	57%	Not Yet Available
<b>Median Earnings (Second Quarter after Exit)</b>	<b>Attained Performance</b>	
Adult	\$5,000	Not Yet Available
Dislocated Worker	\$7,000	Not Yet Available
Youth	Baseline	Not Yet Available
<b>Credential Attainment Rate</b>	<b>Attained Performance</b>	<b>Attained Performance</b>
Adult	55%	Not Yet Available
Dislocated Worker	57%	Not Yet Available
Youth	70%	Not Yet Available
<b>Measurable Skill Gains</b>	<b>Attained Performance</b>	<b>Attained Performance</b>
Adult	Baseline	Not Yet Available
Dislocated Worker	Baseline	Not Yet Available
Youth	Baseline	Not Yet Available
<b>Effectiveness in Serving Employers</b>	<b>Attained Performance</b>	<b>Attained Performance</b>
Adult	Baseline	Not Yet Available
Dislocated Worker	Baseline	Not Yet Available
Youth	Baseline	Not Yet Available

November 3, 2017

**Attachment 3. PY 2017-2019 WIOA Multi-Year Regional/Local Area Plan  
Local Workforce Development Area Workforce System Organizational Chart**

Local Workforce Development Area name: **Lancaster County Workforce Development Board, Inc.**

Effective Date: **July 1, 2017**



#### Attachment 4. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: **Lancaster County Workforce Development Board**

Effective Date: November 2, 2017

<b>Program Name</b>	<b>Program Authorization</b>	<b>Local Area Partner/Provider</b>
POC address	POC telephone	POC website/email
<b>EDSI</b>	WIOA, Title I, Adult/Dislocated Worker, EARN & Work Ready	Joe Farrell Regional Director of Operations
15300 Commerce Drive N., Suite 200 Dearborn, MI 48120	215-356-7723	jfarrell@edsisolutions.com
<b>ResCare</b>	WIOA Title I Provider - Youth (OSY)	Amber Columbo Project Director
1920 Kutztown Road, Suite F Reading, PA 19604	610-988-1387	Acolumbo@bccl.org
<b>Wagner-Peyser</b>	WIOA Title III	Keith Baker Assistant Regional Director signer: Ruben Pashay, Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov rpachay@pa.gov
<b>Trade Adjustment Assistance</b>	Activities authorized under Chapter 2 of Title II of the Trade Act of 1974	Keith Baker Assistant Regional Director signer: Ruben Pashay, Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov rpachay@pa.gov
<b>Jobs for Veterans State Grant</b>	Activities authorized under chapter 41 of Title 38 , United States Code	Keith Baker Assistant Regional Director signer: Ruben Pashay, Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov rpachay@pa.gov
<b>Unemployment Compensation Programs</b>	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	Keith Baker Assistant Regional Director signer: Ruben Pashay, Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov rpachay@pa.gov
<b>Temporary Assistance for Needy Families (TANF) Program</b>	Programs authorized under part A of Title IV of the Social Security Act	Edward Whisler Area Manager for Operators, DHS signer: Tamila Lay and Carl Feldman
PA Dept. of Human Services	215-560-2150	ewhisler@pa.gov

Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/revised PA CareerLink® Memoranda of Understanding.

**November 3, 2017**

#### Attachment 4. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: **Lancaster County Workforce Development Board**

Effective Date: November 2, 2017

<b>Office of Vocational Rehabilitation</b>	WIOA Title IV – Voc Rehab	Susan Richeson
PA Dept of Labor and Industry 2550 Kingston Road, Suite 101 York, PA 17402	717-771-4407	sricheson@pa.gov
<b>Adult Education and Literacy</b>	WIOA Title II	Tim Shenk Program Director of Community Education
Lancaster-Lebanon IU 13 Instructional Services 1020 New Holland Avenue Lancaster, PA 17601	717-606-1793	tim_shenk@iu13.org
<b>Adult Education and Literacy</b>	WIOA Title II	Cheryl Hiester Executive Director
The Literacy Council of Lancaster-Lebanon 407 Lafayette Street Lancaster, PA 17603	<b>717-295-5523</b>	cheryl@getliterate.org
<b>PA Dept. of Community Economic Development</b>	Community Services Block Grant Act (42 U.S.C. 9901 es seq.)	Vanessa Philbert Household Stability Impact Team Leader signer: Neil Weaver, DCED
Community Action Partnership	717-299-7301	vphilbert@caplanc.org
<b>Senior Community Service Employment Program - federal funds</b>	Title V of the Older Americans Act of 1965	Lisa Quinby Project Director
AARP Foundation SCSEP 400 Washington St, Suite 603 Reading, PA 19601	610-375-2576	lquinby@aarp.org
<b>Senior Community Service Employment Program - state funds</b>	Title V of the Older Americans Act of 1965	Thomas Martin Employment/Volunteer Unit Supervisor
Lancaster County Office of Aging 150 N Queen St Lancaster, PA 17603-3562	717-299-7979	martinto@co.lancaster.pa.us
<b>Indian and Native American Programs</b>		Bill Reckard WIOA Employment & Training Counselor
Council of Three Rivers American Indian Center, Inc. 1855 New Hope St Norristown, PA 19401	610-292-3034 800-341-3577	breckard@cotraic.org

Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/revised PA CareerLink® Memoranda of Understanding.

**November 3, 2017**

**Attachment 4. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List**Local Workforce Development Area name: **Lancaster County Workforce Development Board**

Effective Date: November 2, 2017

<b>Jobs Corps</b>		Kathleen Winstaley Corporate Sr. Director of Placement, Education and Training Services
ResCare 2691 NW Florida Ave Stuart, Florida 34994	772-285-2834	kawinstanley@rescare.com
<b>Migrant and Seasonal Farmworker program</b>		Nita D'Agostino Senior Vice President – Direct Services
Pathstone Corp. Pennsylvania, Virginia and New Jersey Operations 421 McFarlan Road Suite E Kennett Square, Pennsylvania.19348	610-925-5600 x103	ndagostino@pathstone.org
<b>Postsecondary Career and Technical Education (Perkins)</b>		Kirk Schlotzhauer Director of Higher Education/Adult Ed
Lancaster County Career and Technology Center	717-629-1001	KSchlotzhauer@lancasterctc.edu
<b>Postsecondary Career and Technical Education (Perkins)</b>		Dr. Zoann Parker Vice President, Academic Affairs
Thaddeus Stevens College of Technology	717-299-7793	parker@stevenscollege.edu
<b>Postsecondary Career and Technical Education (Perkins)</b>		Victor Ramos Vice President, Lancaster Campus
HACC	(717) 358-2975	veramos@hacc.edu
Optional		Sheila McGeehan Mastropietro Lancaster Office Director Immigration and Refugee Program
Church World Service Refugee Resettlement	717-381-2894	smastropietro@cwsglobal.org
Optional		Gail Rittenhouse Executive Director
Lancaster County Council of Churches		
Optional		Ed Miller
Lancaster Library System	717-207-0500 x 1227	emiller@lancasterlibraries.com

Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/revised PA CareerLink® Memoranda of Understanding.

**November 3, 2017**

## **Workforce Area: South Central Workforce Development Board (SCPa Works)**

### **1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis**

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

SCPa Works is the South Central Workforce Development Area is comprised of the counties of Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Perry, and York in South Central Pennsylvania. Overall, it is home to 1,435,786 citizens<sup>1</sup>. With a 2016 labor force of 748,200, the largest sector in the SCPa Works area is Government (which includes education and law enforcement) employing 102,380 workers, representing 14% of the Gross Regional Product (GRP), with average earnings of \$75,101. The next largest sectors include Health Care and Social Assistance (employs 95,546 workers, represents 9% of the GRP, with average earnings of \$57,912) and Manufacturing (employs 80,069 workers, represents 15% of the GRP, with average earnings of \$65,935)<sup>2</sup>.

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 WDA include Logistics and Transportation (LQ=1.85), Wood, Wood Processing and Publishing (LQ=1.69), and Agriculture and Food Production (LQ=1.44).

#### **POPULATION**

The population in the SCPa Works area is estimated to have increased from 1,393,676 in 2010 to 1,435,786 in 2017, resulting in an increase of 3.0%. Over the next five years, the population is projected to grow by 2.0%.

The population in the South Central planning region is estimated to have increased from 1,913,121 in 2010 to 1,977,268 in 2017, resulting in a growth of 3.4%. Over the next five years, the population is projected to grow by 2.2%.

In 2017, the median age for SCPa Works is 41.3, while the average age is 40.9. Five years from now, the median age is projected to be 42.0. The median age of the region is comparable to the WDA area having the median age of 40.6, while the average age is 40.5. Five years from now, the median age is projected to be 41.1.

Most of the WDA's current year estimated population are White Alone (85.3%), 6.8% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 2.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 2.8% are Some Other Race, and 2.5% are Two or More Races. The local WDA population is comparable to that of the region: 85.6% are White Alone, 6.1% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 2.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 3.3% are Some Other Race, and 2.5% are Two or More Races. This area's current estimated Hispanic or Latino population is 7.1%, which is comparable to the region (8.0%).

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<sup>1</sup> Population estimates per Claritas

<sup>2</sup> EMSI, 2017

## HOUSEHOLDS

The number of households in the SCPa Works area is estimated to have increased from 548,789 in 2010 to 567,179 in 2017, resulting in an increase of 3.4%. Over the next five years, the number of households is projected to increase by 2.2%. The number of household in the region is estimated to have increased from 742,391 in 2010 to 770,047 in 2017, resulting in an increase of 3.7%. Over the next five years, the number of households is projected to increase by 2.3%.

## EDUCATION

One in four residents in the WDA (24.6%) and region (24.7%) have an advanced degree, and 11.9% in the local WDA and 12.7% in the region did not graduate high school. Currently, it is estimated that 6.8% of the population age 25 and over in the SCPa Works area had earned a Master's Degree, 1.6% had earned a Professional School Degree, 0.9% had earned a Doctorate Degree and 15.3% had earned a Bachelor's Degree. In comparison, for the South Central region, it is estimated that for the population over age 25, 6.6% had earned a Master's Degree, 1.6% had earned a Professional School Degree, 0.9% had earned a Doctorate Degree and 15.6% had earned a Bachelor's Degree.

## INCOME

In 2017, the average household income in the local WDA is estimated to be \$75,429.61, which is slightly less than the region (\$76,251.941). The average household income in the SCPa Works area is projected to change over the next five years, from \$75,429.616 to \$80,169.97, while the South Central Region is projected to change from \$76,251.941 to \$81,785.039.

## HOUSING

Most of the dwellings in the SCPa Works area (72.5%) are estimated to be Owner-Occupied for the current year, which is comparable to the South Central Region (71.5%). One in five housing units (19.1%) in the local area are estimated to have been built between 1939 or Earlier, which is similar to the region (19.7%).

## EMPLOYMENT

For this area, the employment status of the population age 16 and over is as follows:

0.1% are in the Armed Forces, 60.8% are employed civilians, 4.4% are unemployed civilians, and 34.8% are not in the labor force. For the base area, the employment status of the population age 16 and over is as follows:

0.1% are in the Armed Forces, 61.2% are employed civilians, 4.2% are unemployed civilians, and 34.5% are not in the labor force.

The occupational classification for the SCPa Works area and region are comparable: 24.7% hold blue collar occupations (compare to 25.2% in the region), 57.8% hold white collar occupations (compare to 57.2% in the region), and 17.6% are occupied as service & farm workers (compare to 17.6% in the region).

The highest percentage of workers in the local WDA and region are employed in Office and Administrative Support (14.5% and 14.1%) and Sales and Related Services (9.6% and 9.8%). For the civilian employed population age 16 and over in the SCPa Works area, it is estimated that they are employed in the following occupational categories: 1.6% are in Architecture and Engineering, 1.3% are in Arts, Entertainment and Sports, 4.4% are in Business and Financial Operations, 2.5% are in Computers and Mathematics, 5.3% are in Education, Training and Libraries, 6.4% are in Healthcare Practitioners and Technicians, 2.4% are in Healthcare Support, 0.7% are in Life, Physical and Social Sciences, 8.7% are in Management, 14.5% are in Office and Administrative Support, 1.9% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 0.9% are in Legal Services, 1.9% are in Protective Services, 9.6% are in Sales and Related Services, 3.3% are in Personal Care Services, 3.6% are in Building and Grounds Maintenance, 4.5% are in Construction and Extraction, 0.6% are in Farming, Fishing and Forestry, 3.8% are in Maintenance and Repair, 7.5% are in Production, and 8.9% are in Transportation and Moving.

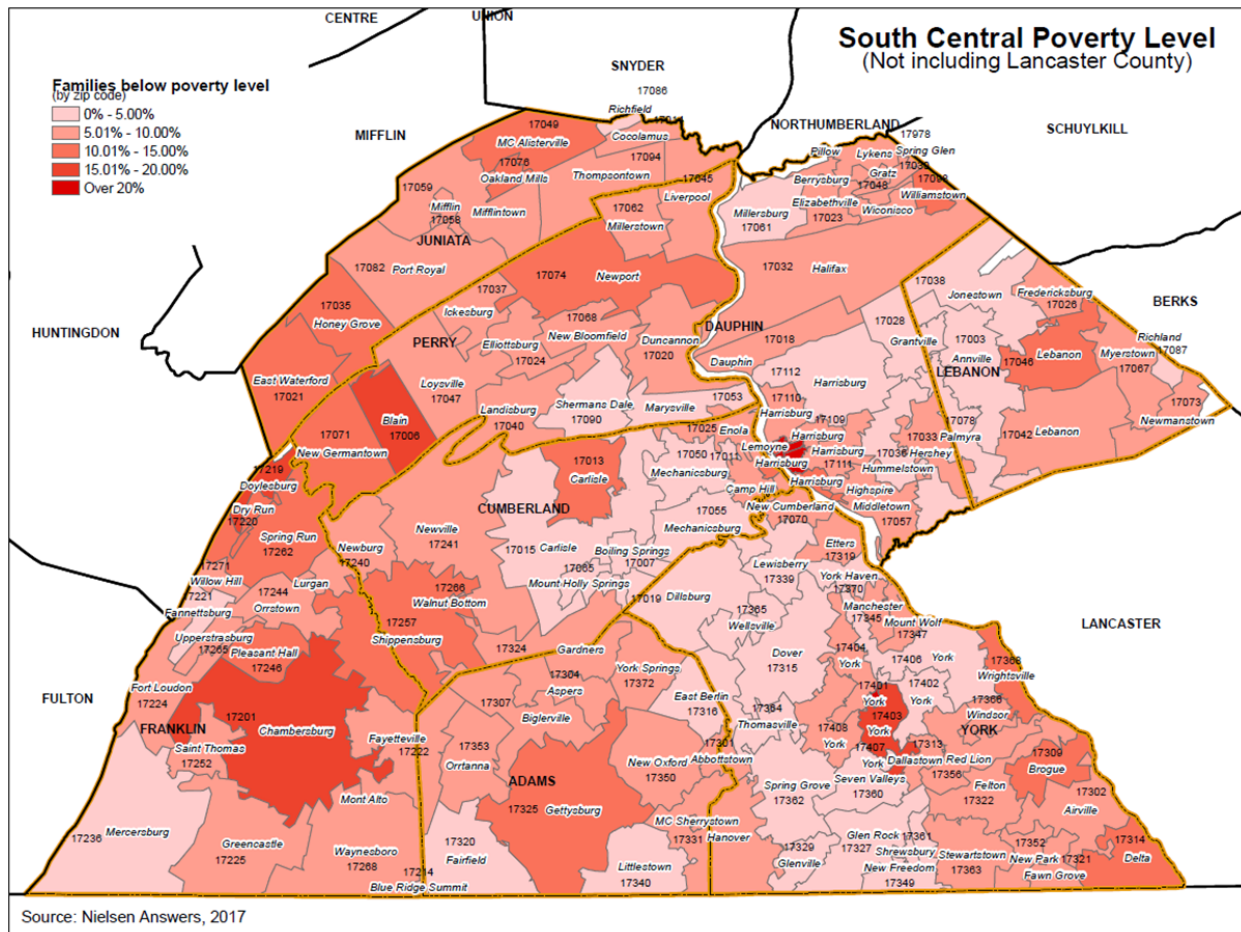
For the civilian employed population age 16 and over in the South Central region, it is estimated that they are employed in the following occupational categories: 1.6% are in Architecture and Engineering, 1.4% are in Arts, Entertainment and Sports, 4.2% are in Business and Financial Operations, 2.2% are in Computers and Mathematics, 5.3% are in Education, Training and Libraries, 6.4% are in Healthcare Practitioners and Technicians, 2.4% are in Healthcare Support, 0.7% are in Life, Physical and Social Sciences, 8.9% are in Management, 14.1% are in Office and Administrative Support, 1.9% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 0.8% are in Legal Services, 1.7% are in Protective Services, 9.8% are in Sales and Related Services, 3.3% are in Personal Care Services, 3.6% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.8% are in Maintenance and Repair, 7.9% are in Production, and 8.6% are in Transportation and Moving.

Most of the employed population in the SCPa Works area (82.2%) and South Central region (81.3%) drives alone to work with an average travel time of 27 minutes to work in the local area and 26 minutes in the region.

#### POPULATION WITH BARRIERS

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the SCPa Works area, 7.7% are living in poverty. There are portions of Dauphin County (select Harrisburg zip codes) where 20% or more families are living in poverty. Single parents are more likely to be living in poverty, with 12.5% of households in the county considered single parent households.

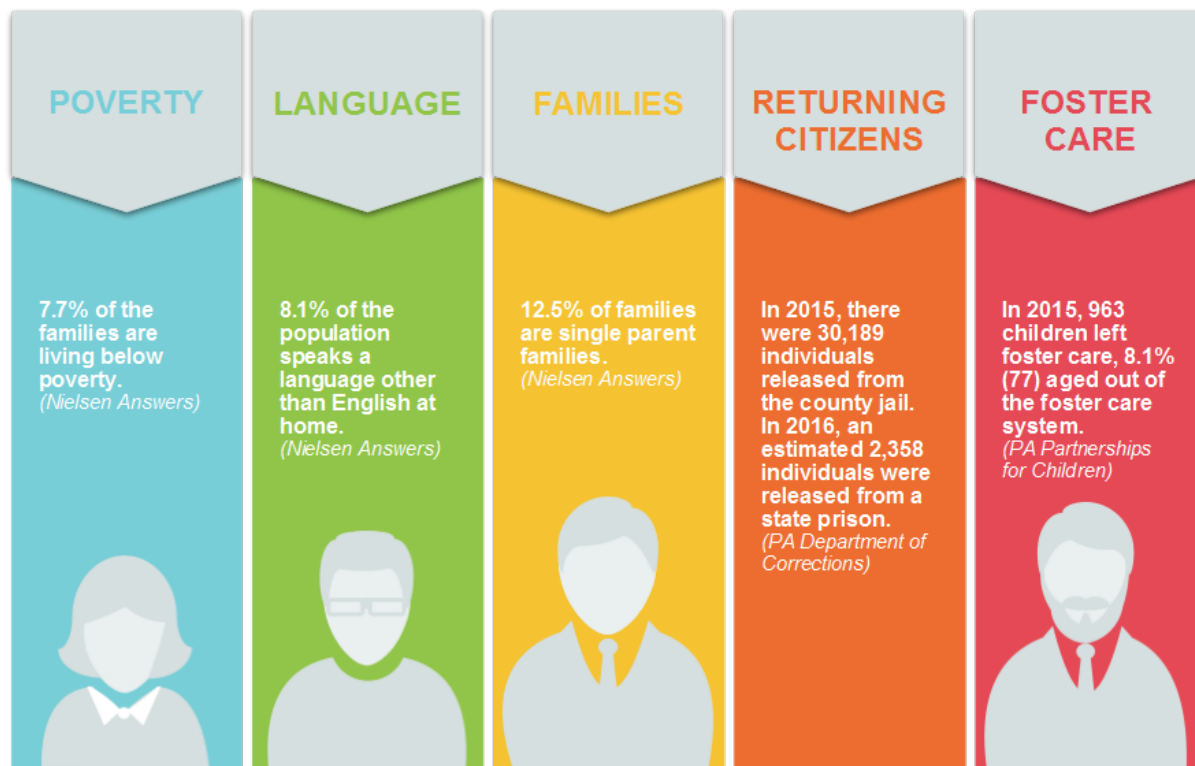




According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In SCPA Works, in 2015 there were 30,189 individuals released from the county jail and in 2016 there were 2,358 individuals released from a state prison, if considering releases from county or federal prisons this number would only increase.

Research obtained from Children's Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general

population had done so. In the SCPA Works area, approximately 77 children age out of foster care each year.



According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

When looking at the SCPA Works area, 5.4% of those employed have a disability, while 14.1% of those unemployed have a disability. In the SCPA Works area unemployment is 128% higher for those with a disability (13.7%) compared to those without a disability (6.0%). There are also 10,876 students receiving services through the local Intermediate Unit, with one third (37.3%) of those students having a learning disability, 8.6% have an intellectual disability, 1.0% have a speech/language difficulty, 14.1% have emotional disturbances, 9.2% have health implications and 6.2% have autism.

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

on educational outcomes of teen parents.

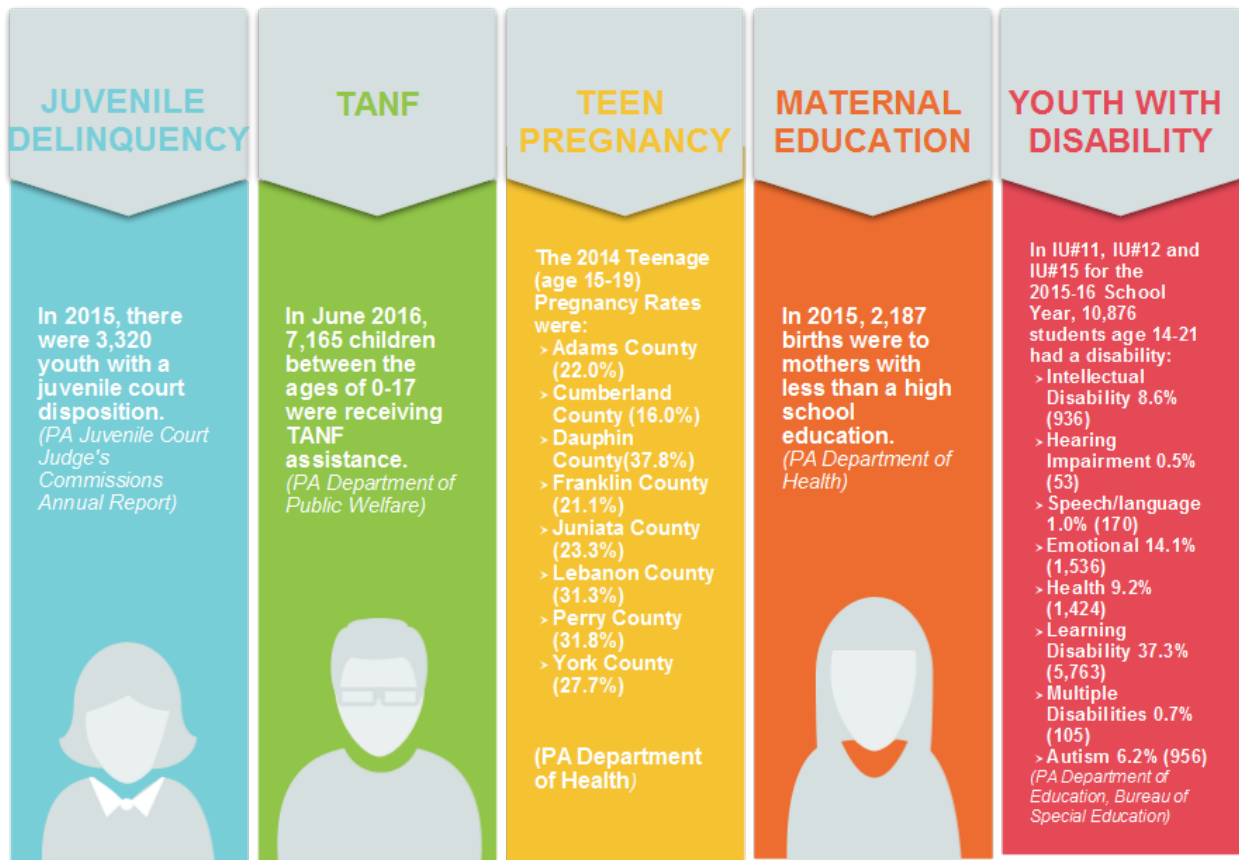
- By age 22, only around 50 percent of teen mothers have received a high school diploma and only 30 percent have earned a General Education Development (GED) certificate, whereas 90 percent of women who did not give birth during adolescence receive a high school diploma.
- Only about 10 percent of teen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

Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to:

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

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about \$11 billion per year due to increased health care and foster care, increased incarceration rates among children of teen parents, and lost tax revenue because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as \$28 billion per year or an average of \$5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

In the SCPA Works area, in 2017 there were 7,165 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 3,320 youth had a juvenile disposition in 2015, and there were 2,187 births to mothers with less than a high school education. In 2014 the teenage pregnancy rate in Cumberland County (16.0%) and Franklin County (21.1%) were significantly lower when compared to the state (27.2%), while the rate in Dauphin County was significantly higher (37.8%).



The SCPA Works area is serviced by the following Intermediate Units:

IU#11 includes: Fulton, Huntingdon, Juniata and Mifflin Counties

IU#12 includes: Adams, Franklin and York Counties

IU#15 includes: Cumberland, Dauphin and Perry Counties

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

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. 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 2015, there were 1,493 individuals counted in the SCPA Works area.

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 students in the SCPA Works area who met the McKinney-Vento definition of homeless.



## LABOR FORCE AND UNEMPLOYMENT

The overall unemployment rate for the SCPa Works area is 4.6%, with a labor force of 748,200. When looking at the first few months of 2017, the unemployment rate has fluctuated between 3.9% and 4.4%.

**Annual Average Labor Force Statistics, 2016**

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	748,200	713,800	34,400	4.6

Source: Center for Workforce Information and Analysis

**Seasonally Adjusted Labor Force Statistics, 2017**

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	741,900	712,700	29,200	3.9
February	743,800	712,400	31,400	4.2
March	744,600	714,200	30,400	4.1
April	753,000	719,600	33,400	4.4

Source: Center for Workforce Information and Analysis

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

An analysis of skill gaps begins with a review of current and projected skills demanded by employers in the region. Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market information. Regarding Long Term Industry Projections from 2014-2024, the total employment in SCPa Works area is projected to increase by 5.0% or 34,160. This is slightly less than the projected growth for the region (5.4%) and less than the state (7.7%). Construction is projected to grow the most in terms of volume followed by Professional and Business Services. Construction is an area with high unemployment so there is a trained pool of candidates to fill the projected demand.

**Long-Term Industry Projections for South Central WDA (2014-24)**

Industry	Employment (2014)	Projected Employment (2024)	Employment Change (2014-2024)	
			Volume	Percent
Total Jobs	683,290	717,450	34,160	5.0%
Goods Producing Industries	115,600	120,140	4,540	3.9%
Agriculture, Mining & Logging	11,630	11,990	360	3.1%
Construction	24,680	28,950	4,270	17.3%
Manufacturing	79,290	79,200	-90	-0.1%
Services-Providing	532,830	561,970	29,140	5.5%
Trade, Transportation & Utilities	133,780	140,330	6,550	4.9%

Information	7,260	6,680	-580	-8.0%
Financial Activities	30,580	30,310	-270	-0.9%
Professional & Business Services	70,840	78,300	7,460	10.5%
Education & Health Services	133,630	146,480	12,850	9.6%
Leisure & Hospitality	60,860	65,030	4,170	6.9%
Other Services, Except Public Admin.	34,070	35,150	1,080	3.2%
Federal, State & Local Government	61,820	59,710	-2,110	-3.4%

*Source: Center for Workforce Information and Analysis*

Opportunity Occupations are employment opportunities that are generally considered accessible to someone without a bachelor's degree and that pays at least the national annual median wage, adjusted for differences in local consumption prices. There are several in the area that only require a high school diploma; although most are part of an apprenticeship program or require on the job training and experience.



SOC	Description	2016 Jobs	2021 Jobs	2016 2021 Change	2016 2021 % Change	Annual Openings	COL Adjusted Avg. Hourly Earnings	Typical Entry Level Education
11-3071	Transportation, Storage, and Distribution Managers	662	706	44	7%	24	\$42.60	High school diploma or equivalent
15-1152	Computer Network Support Specialists	799	815	16	2%	16	\$28.06	Associate's degree
27-2021	Athletes and Sports Competitors	109	110	1	1%	5	\$32.63	No formal educational credential
29-1124	Radiation Therapists	90	98	8	9%	4	\$33.31	Associate's degree
29-1126	Respiratory Therapists	489	535	46	9%	21	\$26.83	Associate's degree
29-2021	Dental Hygienists	984	1,049	65	7%	30	\$28.23	Associate's degree
29-2032	Diagnostic Medical Sonographers	287	325	38	13%	13	\$27.32	Associate's degree
29-2033	Nuclear Medicine Technologists	89	91	2	2%	2	\$30.79	Associate's degree
29-2035	Magnetic Resonance Imaging Technologists	202	212	10	5%	6	\$26.58	Associate's degree
29-9099	Healthcare Practitioners and Technical Workers, All Other	110	122	12	11%	5	\$30.13	Postsecondary nondegree award
33-1011	First-Line Supervisors of Correctional Officers	138	141	3	2%	5	\$34.05	High school diploma or equivalent
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	70	72	2	3%	4	\$27.60	Postsecondary nondegree award
41-1012	First-Line Supervisors of Non-Retail Sales Workers	1,164	1,173	9	1%	17	\$28.64	High school diploma or equivalent
41-3099	Sales Representatives, Services, All Other	3,455	3,595	140	4%	104	\$26.07	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,333	5,411	78	1%	134	\$28.05	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	2,262	2,357	95	4%	65	\$28.17	High school diploma or equivalent
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairs	80	90	10	13%	3	\$28.18	Associate's degree
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	61	67	6	10%	2	\$27.21	Postsecondary nondegree award
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	137	140	3	2%	3	\$31.44	Postsecondary nondegree award
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	97	103	6	6%	5	\$27.79	High school diploma or equivalent
49-9051	Electrical Power-Line Installers and Repairers	708	849	141	20%	60	\$34.63	High school diploma or equivalent
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	67	94	27	40%	7	\$26.01	High school diploma or equivalent
51-8011	Nuclear Power Reactor Operators	147	147	0	0%	6	\$41.48	High school diploma or equivalent
51-8012	Power Distributors and Dispatchers	48	49	1	2%	2	\$32.85	High school diploma or equivalent
51-8013	Power Plant Operators	160	161	1	1%	7	\$31.04	High school diploma or equivalent
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	84	98	14	17%	6	\$26.83	High school diploma or equivalent
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	1,357	1,414	57	4%	56	\$27.35	High school diploma or equivalent
53-2012	Commercial Pilots	82	95	13	16%	5	\$41.66	High school diploma or equivalent
53-2021	Air Traffic Controllers	114	115	1	1%	4	\$52.43	Associate's degree
53-4011	Locomotive Engineers	227	232	5	2%	11	\$28.54	High school diploma or equivalent
53-6051	Transportation Inspectors	67	71	4	6%	3	\$35.82	High school diploma or equivalent

Source: EMSI, 2017

Several counties within the SCPA Works area are experiencing the fastest growing or declining industries across the state:

- Juniata County: Manufacturing is the fastest growing industry
- Dauphin County: Other Services is the fastest declining industry
- Cumberland County: Agriculture/Forest/Fishing/Hunting is the fastest declining industry



Industry	Fastest Growing		Fastest Declining	
	County	Change	County	Change
Accommodation/Food Services	Greene	95.5%	Wayne	-38.4%
Admin./Support/Waste/Remediation	Warren	571.4%	Clinton	-67.4%
Ag./Forest/Fishing/Hunting	Centre	387.5%	Cumberland	-83.3%
Arts/Entertainment/Recreation	Philadelphia	147.1%	Wayne	-78.0%
Construction	Greene	238.9%	Monroe	-48.2%
Educational Services	Columbia	237.7%	Jefferson	-65.2%
Finance/Insurance	Montour	83.6%	Venango	-51.8%
Healthcare/Social Assistance	Snyder	76.5%	Wyoming	-50.3%
Information	Greene	90.5%	Wayne	-55.9%
Manufacturing	Juniata	20.9%	Huntingdon	-49.5%
Mgmt. of Companies/Enterprises	Jefferson	534.0%	Union	-44.9%
Mining/Quarrying/Oil & Gas	Bradford	1,278.8%	Bucks	-67.1%
Other Services	Butler	35.6%	Dauphin	-29.0%
Professional/Scientific/Technical	Butler	193.3%	Lawrence	-36.4%
Real Estate/Rental/Leasing	Bradford	287.5%	Somerset	-77.3%
Retail Trade	Greene	122.6%	Armstrong	-29.4%
Transportation/Warehousing	Columbia	188.8%	Monroe	-68.1%
Utilities	Indiana	60.3%	Washington	-52.1%
Wholesale Trade	Armstrong	175.9%	Montour	-83.3%

Source: Pennsylvania State Data Center, State of Industry 2017

Looking at Help Wanted postings provides information on the real time demand our employers are facing. The largest increase in postings is for Trusts, Estates, and Agency Accounts followed by National Security. When looking at occupations the greatest growth was for First Line Supervisors of Retail Sales Workers. The following tables list the top 10 postings by industry and occupation.

#### Top 10 Help Wanted OnLine Job Postings by Industry, May 2016 & 2017

Industry Title	NAICS	May-2017	May-2016
Temporary Help Services	561320	1,171	1,055
Employment Placement Agencies	561311	698	640
All Other Miscellaneous Ambulatory Health Care Services	621999	476	530
Elementary and Secondary Schools	611110	423	253
Commercial Banking	522110	397	266

	62231		
Specialty (except Psychiatric and Substance Abuse) Hospitals	0	393	239
	92811		
National Security	0	356	136
	61131		
Colleges, Universities, and Professional Schools	0	341	149
	52592		
Trusts, Estates, and Agency Accounts	0	325	35
	48412		
General Freight Trucking, Long-Distance, Truckload	1	322	711

*Source: Center for Workforce Information and Analysis*

**Top 10 Help Wanted OnLine Job Postings by Occupation, May 2016 & 2017**

Occupation	SOC	May-2017	May-2016
Heavy and Tractor-Trailer Truck Drivers	53303200	1,455	1,686
Registered Nurses	29114100	1,291	1,038
Retail Salespersons	41203100	771	678
First-Line Supervisors of Retail Sales Workers	41101100	634	480
Laborers and Freight, Stock, and Material Movers, Hand	53706200	451	515
First-Line Supervisors of Production and Operating Workers	51101100	422	435
Maintenance and Repair Workers, General	49907100	417	398
Computer User Support Specialists	15115100	379	295
Customer Service Representatives	43405100	365	393
First-Line Supervisors of Food Preparation and Serving Workers	35101200	362	350

*Source: Center for Workforce Information and Analysis*

Looking at the fastest growing industries provides insight into the areas to focus development and recruitment efforts. Over the next few years Restaurants and Other Eating Places and Individual and Family Services are projected to experience the greatest volume change, while Offices of Other Health Practitioners and Utility System Construction will experience the greatest percent growth.

### Fastest Growing Industries in South Central WDA (2014-24)

#### By Volume Change:

Industry Title	Employment Change (Volume)
Restaurants & Other Eating Places	2,370
Individual & Family Services	2,320
Employment Services	2,270
General Freight Trucking	2,020
Other General Merchandise Stores	1,970
Community Care Facilities For The Elderly	1,650
Offices Of Other Health Practitioners	1,630
General Medical & Surgical Hospitals	1,610
Management Of Companies & Enterprises	1,270
Building Equipment Contractors	1,140
Computer Systems Design & Rel. Services	1,110
Residential Mental Health Facilities	990
Home Health Care Services	810
Colleges, Universities & Professional Schools	790
Utility System Construction	750
Traveler Accommodation	650
Automobile Dealers	600
Outpatient Care Centers	590
Other Amusement & Recreation Ind.	540
Personal Care Services	510

#### By Percent Change: (min. employment of 1,000)

Industry Title	Employment Change (Percent)
Offices Of Other Health Practitioners	37.6%
Utility System Construction	33.6%
Residential Mental Health Facilities	30.0%
Other General Merchandise Stores	26.5%
Individual & Family Services	24.9%
Computer Systems Design & Rel. Services	24.0%
Home Health Care Services	23.2%
Community Care Facilities For The Elderly	21.0%
Outpatient Care Centers	19.2%
Building Finishing Contractors	18.7%
Other Ambulatory Health Care Services	18.4%
General Freight Trucking	17.0%
Building Equipment Contractors	15.2%
Management & Technical Consulting Services	14.8%
Personal Care Services	14.7%
Other Specialty Trade Contractors	14.0%
Other Support Services	12.2%
Employment Services	12.2%
Turbine & Power Transmission Equip. Mfg	11.6%
Electronic Shopping & Mail-Order Houses	10.3%

Source: Center for Workforce Information and Analysis

<b>2017 Est. Pop Age 25+ by Edu. Attainment</b>	<b>995,798</b>	
Less than 9th grade	37,182	3.73%
Some High School, no diploma	80,123	8.05%
High School Graduate (or GED)	397,570	39.92%
Some College, no degree	157,564	15.82%
Associate Degree	79,624	8.00%
Bachelor's Degree	151,885	15.25%
Master's Degree	67,356	6.76%
Professional School Degree	15,855	1.59%
Doctorate Degree	8,639	0.87%

**Employment Growth Rates by Educational Attainment Level for South Central  
WDA**

<b>Educational Grouping</b>	<b>Employment (2014)</b>	<b>Projected Employment (2024)</b>	<b>Percent Change (2014-24)</b>
On-the-job training	353,430	367,470	4.0%
Long-term training	34,740	37,860	9.0%
PS education or experience	105,620	112,050	6.1%
Associate degree	14,360	15,390	7.2%
Bachelor's degree	122,070	128,510	5.3%
Advanced degree	27,040	29,540	9.2%

*Source: Center for Workforce Information and Analysis*

Understanding knowledge and work activities employers need it important to preparing the future workforce and developing training programs. English language is needed in the highest number of occupations. In the SCPa Works area 8.1% of the families speak a language other than English at home. Customer and Personal Service, Mathematics, and Administration and Management are also knowledge areas in high demand.

In terms of work activities: getting activities, communicating with supervisors, peers, or subordinates, and performing for or working directly with the public are important work activities.

### Top 20 Knowledge Area and Projected Needs, 2014-2024

Knowledge Area	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
English Language	557	18,909	3,814	15,095
Customer and Personal Service	515	17,249	3,507	13,742
Mathematics	440	14,752	2,811	11,941
Administration and Management	461	14,366	3,275	11,091
Public Safety and Security	366	11,309	2,636	8,673
Education and Training	428	11,240	2,650	8,590
Computers and Electronics	410	10,405	2,084	8,321
Clerical	353	9,999	1,906	8,093
Sales and Marketing	180	7,439	1,112	6,327
Production and Processing	249	7,282	1,338	5,944
Psychology	228	7,206	1,705	5,501
Law and Government	241	6,701	1,548	5,153
Personnel and Human Resources	201	6,004	1,303	4,701
Communications and Media	199	5,020	997	4,023
Mechanical	246	4,719	1,098	3,621
Transportation	129	3,729	945	2,784
Sociology and Anthropology	125	3,571	811	2,760
Economics and Accounting	145	3,543	661	2,882
Therapy and Counseling	96	3,422	863	2,559
Engineering and Technology	200	3,325	869	2,456

Source: Center for Workforce Information and Analysis

### Top 20 Work Activities and Projected Needs, 2014-2024

Work Activity	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
Getting Information	434	11,841	2,644	9,197
Communicating with Supervisors, Peers, or Subordinates	315	9,766	2,040	7,726
Performing for or Working Directly with the Public	117	6,542	1,176	5,366

Interacting With Computers	245	6,309	1,181	5,128
Making Decisions and Solving Problems	278	6,286	1,507	4,779
Identifying Objects, Actions, and Events	189	4,903	1,175	3,728
Documenting/Recording Information	174	4,865	1,221	3,644
Organizing, Planning, and Prioritizing Work	169	4,768	1,108	3,660
Updating and Using Relevant Knowledge	217	4,591	1,150	3,441
Establishing and Maintaining Interpersonal Relationships	178	4,514	1,033	3,481
Evaluating Information to Determine Compliance with Standards	121	3,849	841	3,008
Assisting and Caring for Others	89	3,423	1,069	2,354
Performing General Physical Activities	65	3,176	836	2,340
Processing Information	136	3,070	618	2,452
Monitor Processes, Materials, or Surroundings	105	2,701	615	2,086
Inspecting Equipment, Structures, or Material	108	2,633	728	1,905
Handling and Moving Objects	79	2,590	545	2,045
Communicating with Persons Outside Organization	117	2,405	370	2,035
Analyzing Data or Information	105	2,402	622	1,780
Thinking Creatively	110	2,168	537	1,631

*Source: Center for Workforce Information and Analysis*

Looking at the projected work activities, tools and technologies that are expected of the future workforce provides an opportunity for training programs to ensure they are graduating individuals who are able to meet employer needs. Workers need to order materials, supplies, or equipment as well as calculate costs of goods or services and sell products or services. They also need to use computers and associated software.

### Top 10 Detailed Work Activities

Detailed Work Activity	2024 Employment	Percent of Annual Openings	Annual Openings
Order materials, supplies, or equipment	111,710	16.5%	3,352
Calculate costs of goods or services	90,400	14.9%	3,033
Sell products or services	88,080	14.6%	2,961
Record operational or production data	95,100	14.0%	2,843
Clean work areas	74,510	12.4%	2,509
Monitor inventories of products or materials	79,730	11.3%	2,288
Greet customers, patrons, or visitors	72,240	11.0%	2,226
Maintain records of sales or other business transactions	56,710	9.7%	1,977
Clean food preparation areas, facilities, or equipment	48,160	9.4%	1,913
Answer customer questions about goods or services	54,070	9.4%	1,902

Source: Center for Workforce Information and Analysis

### Top 10 Tools & Technologies

Tools & Technologies	2024 Employment	Percent of Annual Openings	Annual Openings
Spreadsheet software	597,010	81.2%	16,496
Data base user interface and query software	562,230	77.9%	15,811
Personal computers	535,360	73.7%	14,970
Word processing software	521,620	68.8%	13,981
Office suite software	489,840	67.4%	13,698
Desktop computers	462,820	62.7%	12,739
Electronic mail software	405,670	52.3%	10,620
Notebook computers	399,060	50.9%	10,343

Internet browser software	362,770	46.1%	9,369
Presentation software	317,420	39.6%	8,045

*Source: Center for Workforce Information and Analysis*

Looking at the online postings provides insight into the skills and certifications that employers are requesting. The most frequently requested skill is the ability to operate a forklift and freight. Driver's License and Commercial Driver's license are the most sought after certification.

#### **Top 10 Help Wanted OnLine™ Skills**

Skills	OnLine™ Job Postings
Forklifts	1,082
Freight+	938
Quality Assurance	824
Pediatrics	603
Human resources software	585
Preventive maintenance	570
Mathematics	509
Structured query language	458
Blueprints	447
Bilingual	438

*Source: Center for Workforce Information and Analysis*

#### **Top 10 Help Wanted OnLine™ Certifications**

Certifications	OnLine™ Job Postings
Driver's License	3,097
Commercial Driver's License	1,920
Certified Registered Nurse	1,881



Basic Life Support	850
Certification in Cardiopulmonary Resuscitation	718
Continuing Education	660
HAZMAT	636
Occupational Safety & Health Administration Certification	577
Board Certified	524
Licensed Practical Nurse	508

*Source: Center for Workforce Information and Analysis*

Utilizing this labor market data, SCPa Works conducts a series of ongoing employer roundtables to gain insight and feedback into the specific occupational skills that are needed to meet the needs of sectors across the region. These sessions serve to validate and expand insights related to the official labor market information, with a focus on the types of training and curricula that will be valued by the employers.

For the manufacturing sector, for example, SCPa Works, in collaboration with the Manufacturers Association of South Central PA (MA) and Harrisburg Area Community College (HACC), conduct employer roundtables to identify skills gaps, training needs and the development of training courses that will meet projected occupational demand. These industry partnerships confirm much of the labor market data presented in the plan. Manufacturing occupations, although showing a flat-line growth in number of occupations, are changing rapidly. Thus, the feedback from employers about training needs for Computer-Numerically Controlled (CNC) Machinists, Welders, and occupations requiring Mechatronics skills is driving SCPa Works' strategies for meeting the projected demands in these key occupations.

In the healthcare sector, SCPa Works works closely with a number of industry associations (such as PA Health Care Association, PHCA) to validate the growing need for skilled nurses and nursing assistants across our region. In partnership with PHCA and HACC, SCPa Works is working to develop and implement training programs that are directly tied to employer demand using this market intelligence. Training programs that have been created in partnership with healthcare sector employers include Certified Nursing Assistant and Medical Billing Assistant.

### *1.3. What are the challenges the local area faces in aligning existing labor force skills and education and training activities with the needs of employers in the region/local area?*

SCPa Works is also keenly aware of the employment challenges faced by our community, especially the challenges to those with the highest barriers to employment. Given the need for to address these challenges, it is critical that SCPa Works design the local and regional plans and strategies to serve job

seeker populations who have barriers to employment related to poverty and unemployment. For example, 68.3% of citizens in the region who are living below the poverty level are either unemployed or out of the labor force. Helping those individuals who seek employment and those who face barriers to finding employment that pays family sustaining wages are key SCPa Works priorities. Another critical indicator for those with the highest barriers to employer is the long-term unemployment, which has been a significant challenge for Pennsylvania and the entire county since the end of the Great Recession. To indicate the significance of this challenge, even though between 2010 and 2015 the annual number of long-term unemployed (job seekers out-of-work for 26 weeks or longer) in SCWDA dropped by more than half (25,000 to 11,040 individuals), approximately 38% of the unemployed population in the region are still identified as long-term unemployed. Further, while unemployment levels have decreased, there are geographic sub-regions with the local workforce area where the poverty rate remains stubbornly high.

A review of the population and skills demand data points to several other key challenges that the Board and its partners are addressing via the local and regional plans:

- *Educational Attainment Levels* – While skills demand data points to a need to create more post-secondary credentials, the data also point to the value placed by employers on on-the-job experience. The challenge will be to produce postsecondary credentials while providing work experience. Solutions will need to include more creative work-based learning options with employers engaged in the training process through internships, on-the-job training, and sector partnerships.
- *Under-Employment* – Unemployment rates have decreased since the recession but poverty rates remain high in sub-regions of the area. Further analysis will need to be done on jobs that are being filled by over-qualified incumbent workers, and also on the impact of discouraged workers in the labor market. New partnerships will need to be built for incumbent worker training and advancement strategies with employers as partners in projecting and addressing skill needs.
- *Cross-Sector Collaborations* – High demand continues to exist for workers in lower wage jobs in Restaurant/Food Services and some areas of Retail, even though Retail is experiencing major disruptions as a result of on-line purchasing. These jobs provide valuable work experience, particularly in highly-valued customer services skills. The challenge is to use these jobs and others as training and preparations for higher-skill jobs that provide family-sustaining wages.
- *STEM Skills* – STEM (Science, Technology, Engineering, Math) components are increasingly demanded in all sectors. Certifications and proof of skills for word processing, spreadsheets, customer management software, and mobile data entry are needed for multiple entry-level jobs as evidenced by the current demand for “tools and technologies.” The challenge is to provide tech skills as a component of all occupational training along with “soft skills” that are also highly valued by employers.

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

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 following entities

provide workforce development services in our area:

- **Title I Adult and Dislocated Worker:** EDSI
- **Title I Youth Services:** EDSI (Perry and Juniata); ResCare Workforce Services (Dauphin/Cumberland); KRA Corporation (Adams/Franklin); Crispus Attucks (York); IU13-Lebanon/Lancaster (Lebanon)
- **Title II service partners:** IU12; IU 13; York County School of Technology; Lebanon County Career and Technical Center; Dauphin County School of Technology; York Literacy Council; Tri-County OIC; Perry County Literacy Council; Employment Skills Center; among others.
- **Title III services:** Bureau of Workforce Development Partnership staff
- **Title IV services:** Office of Vocational Rehabilitation staff

Beyond these contracted or required partners, the workforce delivery system in South Central PA is also strong. We have a significant number of CTCs, technical schools, 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. The strengths of the workforce development activities in our region are in large part due to the significant educational and training resources we have. For instances, Harrisburg Area Community College (HACC) represents the majority of our workforce region, and has a dedicated workforce department that is focused on meeting the needs of employers.

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 there are Chambers of Commerce, educational institutions and workforce development service providers that are offering similar services in isolation of each other. This can cause duplication of services and misappropriation of resources. Most critically, it is important that SCPa Works is able to elevate some of these local conversations and initiatives into a more regional perspective, thereby creating more efficiencies and economies of scale as we collectively attempt to tackle these challenges as a region.

In support of the Governor's State Workforce Plan, SCPa Works is committed to leverage 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.

Title 1 services in the local workforce development area include skills assessment, research on available jobs, job matching services, career pathways information, labor market information, and extensive training and job placement services funded primarily by WIOA. Title 1 services are also geared toward those with barriers to employment such as: persons with disabilities, low literacy levels, disconnected an out-of-school youth, and long-term unemployed. These Title I services are designed to help advance the career pathways opportunities for those who are unemployed and/or have barriers to employment. These services are delivered through six PA CareerLink® sites throughout the region.

Title II Services in the South Central Workforce area include adult basic education and literacy programs

and other services that serve adult learners, along with those learning English as a second language. Many of the services funded through the title II program are provided locally through Intermediate Units, literacy councils, and other community-based organizations.

EARN services are provided by EDSI and address the needs of low income individuals on public assistance with serious barriers to gaining and maintaining employment. Services include comprehensive case management, remediation, education with special emphasis on individuals with limited English proficiency, skills training, work activities, job placement and retention activities. EARN services in the South Central area are designed to meet the needs of out-of-school pregnant and parenting youth between the ages of 18 to 22, as well as non-assistance custodial or noncustodial fathers. Work activities in EARN include unsubsidized employment, subsidized employment, paid work experience, and community service. EARN activities remain a key component for implementing the Priority of Services strategy by providing work-and-learn programs for target populations.

## **2. STRATEGIC PLANNING QUESTIONS: Vision and Goals**

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

South Central PA Works, as a Board and as the broader system of partners and contractors, must be impactful, accessible, and driven to invest in the region's most important resource, its people, and particularly in our young adults and individuals with barriers to meaningful employment.

All efforts are grounded in the belief that in order to drive economic progress and success, the Board must build a strong foundation that supports the region as a place where the opportunity for growth and prosperity exists for everyone. Because developing and investing in that foundation is central to the mission of South Central PA Works, the Board has recommitted to a mission aimed at unlocking the human talent that drives the development of businesses, individuals, and ultimately the growth and prosperity of the local area and the broader region.

To carry out the mission, South Central PA Works has charted a new strategic direction to invest in the region's businesses and people in ways that are accessible, driven, and impactful. In doing so, the Board is pursuing new solutions that, among others:

- ! Reform the employment process for job-seekers, particularly those with barriers to employment, to find, prepare for, and acquire employment, by growing local industry clusters and investing in employer-designed curricula, and short-term training programs;
- ! Attract Local, State, and National level resources that are aligned with the needs of the region and will provide flexibility to explore innovative programming models and implement promising national practices;
- ! Strengthen relationships with the local business community so that planners and service providers can more clearly understand current and projected labor demand, support sector-driven training models that lead directly to employment, and invest in the development of the future workforce; and
- ! Bridge the gap between education and labor by working directly with school districts, Intermediate Units, Post-Secondary Institutions, and community organizations to cultivate our local youth talent pipeline.

To effectively deliver upon these ambitions, the Board is focusing its efforts to:

- Build a productive network of business, economic development, and community partners that will create a demand driven opportunity engine for the region;
- Connect youth and adults to a value chain stretching from education to job opportunities and beyond;
- Integrate education, training programs, and community partners with the needs of industry and the regional economy;
- Invest in and evaluate the effective use of all work and in order to serve as trusted stewards of public resources.

The success of the community requires a talented and knowledgeable workforce. Effective workforce programs can contribute to higher employment, job retention, and higher wages for participants, particularly youth and individuals with barriers to employment.

Because the Board is driven by the importance of investing in the region's businesses and people, it recognizes and embraces the leadership role South Central PA Works plays in developing new ideas and innovative solutions to meet the growth opportunities within the South Central PA region.

By creating positive ripple effects for businesses and communities by raising worker productivity, reducing unemployment costs, and strengthening the tax base for local government, local investments also impact the regional economy and the overall prosperity of the Commonwealth.

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

The Board 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 stack-able 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* in bringing employers, educators, labor and economic development leader together to develop joint goals and establish accountability structures for actions to be taken;
- *Research* in collecting and analyzing labor market information to ensure that goals and strategies are data-driven;
- *Community Voice* in 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* by connecting resources, attracting new resources, and providing professional development on best practices for implementation of strategies.

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 LWIA. Through the successful development and coordination of employer-led efforts, such as Industry and Educational Partnerships, these evidence-based strategies help create a high-demand,

skilled workforce that supports local businesses in the region.

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. This selection marks a major opportunity to further connect ground-level services to local and regional economic development goals.

*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 commonwealth's workforce development system, as well any the goals and strategies articulated in the regional plan?*

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:

- 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;
- Expand public-private investment in the state's pipeline of workers and in incumbent workers for targeted industry sectors from entry-level skills to middle skills by investing in Industry Partnerships, WEDnetPA, and other innovative strategies;
- Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences;
- Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.
- 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 and efforts.

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

1. **Business engagement:** Building a productive network of business, economic development, and community partners to create a demand-driven opportunity engine for the region
2. **Individual engagement:** Connecting youth and adults to a value chain stretching from education to job opportunities and beyond
3. **Research and integration:** Integrating education, training programs, and community partners to

address the needs of local industry and the regional economy

4. **Public investment:** As entrusted stewards of public resources Investing in and evaluating what works most effectively in all local initiatives and programs.

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 as courses are posted to the System. In addition, SCPa Works has implemented a strategy of interviewing employers and education providers to analyze specific job and identify whether or not the curricula offered is current to employer needs.

**Assisting in the creating more valuable training opportunities:** SCPa Works has developed employer-driven partnerships with industry by assembling employers and local businesses by sector, completing a survey of new hire needs, and then providing that information to the local training providers and educators.

**Creating innovative economic and workforce development services:** SCPa Works is currently working on a project designed to bring workforce and economic perspectives closer by asking them to partner with a regional (8 county) needs assessment initiative that is designed to reveal skill gaps within particular industries. This information should also be shared with the educators to highlight the needs and offer opportunity for them to make the needed changes to current curricula.

**Developing and expanding career pathways:** Through the use of incumbent worker training in the manufacturing sector, SCPa Works supports continuing efforts that have been used successfully in the past. Here again, SCPa Works is drawing on the knowledge from the labor assessment projects to serve as a guide to expand current career pathways for youth and other populations that are served.

**Implementing more effective job matching services to assist all job seekers:** As stated above, SCPa Works will continue to use the outcomes from assessment tools, including WIN, WorkKeys® and Work Certified to guide efforts in preparing job seekers for industry specific employment. These tools allow partner staff 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.

**Enacting strategies that support the goals and needs of jobseekers and employers and the economic development plans for the local area:** The Board identifies key partnerships necessary to successfully implement the LWDB's goals. For example, SCPa Works is working with numerous educational partners who want to be added to the statewide HPO list, as well as the local provider list. SCPa Works also continues to utilize the HPO list to guide the overall training and education opportunities in the South Central Pennsylvania region. This list, which is reviewed annually, was initially developed in collaboration with local industry partners, educational partners and the Center for Workforce Information and Analysis (CWIA).

SCPa Works has worked collaboratively and aggressively with its partner in the region, the Lancaster Workforce Development Board, to address both the opportunities and the challenges of the broader

region. The Directors of the two workforce areas convened a meeting of stakeholders that resulted in agreement on several strategic priorities:

- Working to embed soft skills into secondary and post-secondary education and occupational training programs;
- Addressing remediation needed by job seekers to access occupational training;
- Enhance incumbent worker strategies in order to keep existing workers employed and on career pathways for advancement;
- Work together to identify and align best practices between the two workforce areas, and when practices are adopted from other regions;
- Educate students and parents on the wider array of education and training opportunities leading to high-quality jobs beyond traditional 4-year college; and
- Raise the awareness of skill gaps prevalent in the region.

SCPa Works is committed to supporting these strategic priorities by:

- Building new partnerships with local organizations who can assist in connecting populations with barriers to employment as identified in Section 1.1;
- Developing regional approaches to fund development to address key issues;
- Developing new employer coalitions under the Next Generation Industry Partnership structure; and
- Building stronger business–education partnerships that link employers directly to schools to increase awareness and to provide work-based learning opportunities for students.

**2.4. *What are the local levels of performance that have been negotiated with the governor and chief elected officials?***

*How will the local board's goals relate to the achievement of these measures?*

See Appendix A (Performance Accountability) for SCPa Works' negotiated performance standards between the governor and the local elected officials.

SCPa Works attempts to not only meet but also exceed the WIOA Adult, Dislocated Worker, and Youth negotiated performance measures. To do so, SCPa Works will work 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. WIOA performance measures include participation in employment, postsecondary education, or the military in the 4th quarter after exit for youth programs for the first time. SCPa Works has discussed this requirement at length with youth providers and has begun a technical assistance program to help youth providers understand and implement best practices in follow-up and retention of youth participants who have historically been more ephemerally attached to the workforce system than adults.

Further, SCPa Works' various committees are developing targets to address performance measures negotiated with the Governor. SCPa Works will be responsible for compiling and providing this data to all committee members.

Additionally, SCPa Works' Compliance Team constantly evaluates each provider's performance and monitors for compliance with the law and for progress in raising the quality of training services they



deliver. Customer satisfaction surveys have been developed for customers enrolled in training at an eligible training provider. Information from these surveys is gathered and fed back to the training provider, along with our suggestions for improvement.

Likewise, to ensure that the strategic direction and performance goals are communicated for the PA CareerLink® planning and alignment, SCPa Works partners with the Harrisburg Regional Chamber and CREDC, which now serves to assist the new one-stop operator in coordinating the work of partners. HRC/CREDC began as operator on July 1, 2017 and meets monthly to assist in development of policy and quality management strategies consistent with the direction of SCPa Works and the Board of Directors. Information discussed at this level then is disseminated to the PA CareerLink® staff via the PA CareerLink® partner meetings. Throughout all phases of the local and state monitoring process, strategic direction and performance goals are communicated to all partners and contractors of the PA CareerLink® system.

As another means of promoting accountability, SCPa Works Board, along with the LEOs, has established performance goals for contracted services. These goals are a way for the SCPa board to require the staff of SCPa Works, the Title I Contractor (EDSI), and all of the Youth Providers to regularly report on activities, outcomes, and accomplishments. To do so, committee members and the SCPa Works Board are given monthly performance reports, by county, that highlight PA CareerLink® activity, ITA, OJT, Youth, and EARN. These reports, along with Committee Meeting Minutes and Full SCPa Works Board packets, are the posted on the SCPa Works website.

In order to understand system successes and challenges in real time, SCPa Works has begun to implement additional internal performance measures beyond those required by WIOA. This is another way of illustrating local tracking and utilization of data to like the Board's with a data dashboard that tracks outcomes in real time, including wages and placement rates attached to specific interventions (e.g. OJT or ITA) and populations (e.g., long-term unemployed and those with barriers to employment). Further, the Board utilizes an internal database to track participation, services, and outcomes for Temporary Assistance for Needy Families (TANF) participants. Additionally, TANF and WIOA youth participant outcome data is linked with service/intervention data on the participant level.

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

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

See Appendix E for Local Workforce Development Area Workforce System Organizational Chart.

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; Operations; 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 six 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. It also reviews in advance the findings and recommendations of the other committees and adds recommendations as necessary as these committee actions are reported to the full SCPa Works Board.

**Administrative/Finance Committee:** The Administration/Finance Committee oversees management, membership, budget negotiations and finance reviews. It also handles such other duties as may be assigned by the Chair. The Committee receives financial reports from the Fiscal Agent and provides recommendations to the full Board as necessary related to financial reviews.

**Local Management Committee:** The Local Management Committee is responsible for direct oversight and coordination of programs that are funded through the PA 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 oversee procurement for these programs in compliance with both State and Federal guidelines.

**Operations Committee:** The Operations Committee provides oversight and guidance for the operation of the local PA CareerLink® system. The Committee's responsibilities also include developing, maintaining, and continually reviewing service delivery structures for each of the individual PA CareerLink® sites in the South Central Workforce Development Area.

**Program Committee:** The Program Development Committee develops ideas for programs, issues requests for proposals, reviews proposal and makes committee recommendations for actions by the Board. It reviews training providers and authorizes procedures and actions related to individual training accounts (ITAs). The Committee further develops procedures and eligibility for training and oversight of the local programs of the Youth Committee, along with all local employment and training activities provided via the one-stop delivery system.

**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. These Title I services, include:

- **Title I Adult and Dislocated Worker:** EDSI
- **Title I Youth Services:** EDSI (Perry and Juniata); ResCare Workforce Services (Dauphin/Cumberland); KRA Corporation (Adams/Franklin); Crispus Attucks (York); IU13-Lebanon/Lancaster (Lebanon)

Comprehensive PA CareerLink® sites are maintained at:

**PA CareerLink® Cumberland County**

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**

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® Adams County**

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**

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® Lebanon County**

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® York County**

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. SCPa Works Board membership follows the official regulations described in the Workforce Innovation and Opportunity Act (WIOA). In order to align the Board's vision and strategy with programmatic and operational implementation, SCPa Works utilizes a structure of committees (Administrative/Finance, Operator Consortia, Local Management, Program and Executive).

In addition to EDSI's competitively procured role as WIOA Title I Adult and Dislocated Workers service provider, the LEOs have selected EDSI as the provider of all services and from any other funding source directly operated by the Grant Recipient in the PA CareerLink® offices. In compliance with the relevant Federal Law and Regulations, all other services are procured by purchase of service agreements, as in the case of OJT contracts, Work Experience, Individual Training Accounts, or others.

Overall, SCPa Works workforce development system, including the six PA CareerLink® offices 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. Led by the private sector through coordinated partnerships, this system provides training, education, and employment opportunities for all residents, along with services for employers, within the eight county region.

The Board is committed to ensuring equal access and opportunities for all population segments within the local workforce area. SCPa Works has designated an Equal Opportunity Officer and six (6) PA CareerLink's® EO Liaisons are as follows:

SCPa Works Workforce Development Area **EO Officer**  
**Joseph E. Alsberry**, Executive Vice President, SCPa Works

4201 Crums Mill Road, Suite 200  
Harrisburg, PA 17112  
717-920-2844  
([jalsberry@scpaworks.org](mailto:jalsberry@scpaworks.org))

Adams County PA CareerLink®

**EO Liaison**

**Luis C. Gomez-Ruiz**, CareerLink® Specialist, BWDO, L&I  
150-V Twin Drive  
Gettysburg, PA 17325  
717-334-1173 ext. 213  
([lgomez-rui@pa.gov](mailto:lgomez-rui@pa.gov))

Capitol Region PA CareerLink®

**EO Liaison**

**Jose Rivera**, CareerLink® Specialist, BWDO, L&I  
100 N. Cameron Street  
Harrisburg, PA 17101  
717-920-7080  
([jrivera@pa.gov](mailto:jrivera@pa.gov))

Cumberland County PA CareerLink®

**EO Liaison**

**Jeffrey Blume**, Program Supervisor, BWDO, L&I  
1 Alexandra Court  
Carlisle, PA 17013  
717-243-0007  
([jeblume@pa.gov](mailto:jeblume@pa.gov))

Franklin County PA CareerLink®

**EO Liaison**

**Randall Sanders**, CareerLink® Specialist, BWDO, L&I  
600 Norland Avenue  
Chambersburg, PA 17201  
717-709-4929  
([rsanders@pa.gov](mailto:rsanders@pa.gov))

Lebanon County PA CareerLink®

**EO Liaison**

**Gerald T. Walls**, BWDO, L&I  
243 Schneider Drive  
Lebanon, PA 17046  
717-274-2554  
([gewalls@pa.gov](mailto:gewalls@pa.gov))

York County PA CareerLink®

**EO Liaison**

**Enrique “Rick” Rivera**, CareerLink® Specialist, BWDO, L&I

841 Vogelsong Road

York, PA 17404

717-767-7600 ext. 235

([enrrivera@pa.gov](mailto:enrrivera@pa.gov))

**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?***

See Appendix B (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.

In July of 2017, SCPa Works signed an agreement with the Harrisburg Regional Chamber & CREDC (on behalf of the South Central Partners in Regional Economic Performance Group) to be the PA CareerLink® Operator for the South Central Workforce development local area. The Operator will function as a key coordinator and aligner of workforce Development programs existing in the local PA CareerLink® system. The Operator will help to evaluate effective practices for serving job seekers and employers, as well as help to align programs and services offered in the PA CareerLink® system and to streamline operations and build efficiency. One of the key functions of the Operator will be to help align programs across all WIOA titles, to ensure that all customers regardless of program eligibility are receiving high-quality services.

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, these Title II programs are provided by local Adult Literacy Training Providers. Providers of adult basic education and literacy services are shown in Section 1.4, and the one-stop operator works closely with the network of 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 Development Partnership (BWDP) 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 I of the Rehabilitation Act of 1973*  
Programs authorized under Title I of the Rehabilitation Act of 1973 are provided by the Office of Vocational Rehabilitation and are also available through the PA CareerLink® System. These program services include vocational counseling, skill assessment, assisted living services, and funding for occupational skills training to the disabled and person with disabilities population. 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. These services are targeted to welfare recipients and include information dissemination of welfare benefits. The services act as the sole determinant for eligibility of those benefits and are the referral resource to a multitude of local services, programs, and training options.

Services can be provided in the local PA CareerLinks® and include, but are not limited to, employment development and retention plan, job search assistance, job placement, job retention incentives, and supportive services. Employers and employees that are directly participating in the Industry Partnership Worker Training activities enhance and develop skill sets resulting in career ladder and career lattice opportunities for those engaged in training as well as job placement opportunities for entry-level employees, including but not limited to youth and welfare recipients. The continuing of participants who have completed training also receives certificates of completion and continued education units in some instances. Further discussion has addressed creating actual industry-recognized credentials and certificates of completion.

The *Local Management Committee (LMC)* is not a formal part of the WIB but their work including performance, fiscal activity and expenditures are reported on a regular basis to the committees and the full Board. The Committee is responsible for direct oversight and coordination of programs that are funded through the PA Department of Public Welfare. 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.”

- ! *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, and 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 BWDP, 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 BWDP, 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 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. In addition to AARP programs in Lebanon and Dauphin Counties, SCPa Works also coordinates SCSEP programs with Pathstone in Adams and Franklin Counties, Crispus Attucks in York County, and Associates for Training and Development in Cumberland and Perry Counties. The goal of these SCSEP providers is to provide older workers an opportunity to engage in the labor market while also serving their community.
- *! 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.
- *Programs under Community Services Block Grant (CSBG)*

The Community Services Block Grant (CSBG) Program's primary purpose is to assist communities in implementing locally designed anti-poverty programs. The CSBG Program provide various services, including emergency assistance, money management and housing counseling, self-sufficiency services, case management and outreach and referral services to low income households and persons within their respective regions. CSBG programs currently operate or hold programs in each of our six PA CareerLink® centers, mostly focusing on financial literacy and self-sufficiency services.

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

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

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 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.

WIOA provides a focus on serving individuals with barriers to employment, and the intent of this priority in the law is to ensure access to these populations on a priority basis. SCPa Works has updated its priority of service policy to assure that services will be provided to those most in need with the goal to serve a greater percentage of high-priority individuals in the WIOA Adult Program. The purpose of the updated policy is to establish criteria for the implementing priority services for WIOA Title I Adult Program customers.

Under WIOA, priority of service is required regardless of the funding levels. Thus, when providing individualized career services and training services using WIOA Title I Adult program funds, WIOA requires priority be given to public assistance recipients, other low income individuals, and individuals who are basic skills deficient. In addition, TEGl No. 3-15 specifies that priority should also be applied to individuals who are both underemployed and low income. WIOA provides a focus on serving individuals with barriers to employment, and the intent of this priority in the law is to ensure access to these populations on a priority basis.

Priority for individualized career services and training services funded with WIOA Title I Adult funds shall be given to recipients of public assistance, other low income individuals, and individuals who are basic skills deficient, as well as any covered persons (veterans and eligible spouses) within these groups.

Appendix C provides the entire Priority of Service policy adopted by the Board. General provisions include:

**1st Priority** – Covered persons (veterans and eligible spouses) who meet Adult program eligibility and who are:

- Low income [as defined by WIOA Sec. 3(36)], or
- Recipients of public assistance, or
- Who are basic skills deficient\*.

**2nd Priority** - Individuals (non-covered persons) who meet Adult program eligibility and who are:

- Low income [as defined by WIOA Sec. 3(36)], or
- Recipients of public assistance, or
- Who are basic skills deficient\*.

**3rd Priority** - Veterans and eligible spouses who meet Adult program eligibility and who are:

- Not low income, and
- Not recipients of public assistance, and
- Not basic skills deficient\*.

**4th Priority** - Individuals (non-covered persons) who meet Adult program eligibility and who do not meet the above priorities may be enrolled on a case by case basis with documented Title I managerial approval, which is required because Workforce System Policy No. 05-2015 limits the number of adults enrolled in WIOA who are not low income, public assistance recipients, or basic skills deficient.

**\*An individual who is “basic skills deficient” means that individual is:**

- a. a youth who has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or
- b. a youth or adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

**Geographic Service Area:**

WIOA funds allocated to SCPa Works eight county region are reserved for clients who reside in or are/were employed within SCPa Works' eight county region. On a case by case basis with Title I managerial approval, SCPa Works non-residents may be enrolled.

As described above, strategies ensure that the educational and job skill needs will be met through the tier-system of service offered in the PA CareerLink® system. The PA CareerLink® is designed to provide universal access to all individuals. 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. Training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator. In order to expand access to employment, education and supportive services to those with barriers to employment, SCPa Works also coordinating efforts across programs to build viable and clear career pathways, as well as build stronger connections, referrals and data sharing between WIOA Title I-IV programs. Persons stating they possess a disability are sent to OVR for eligibility determination for vocational rehabilitation services, if they express the desire for such assistance.

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 the identifying programs consistent with their particular employment goals, and regional HPOs, and also develops a plan for financing 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.

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 customers. 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.

SCPa Works validates eligibility for any and all programs through a comprehensive quality assurance overview. In this process, our Monitoring and Compliance team evaluates each program's eligibility forms for any and all programs, including: WIOA, EARN, TANF and other discretionary grants. This includes program eligibility as well as supportive services eligibility. In conjunction with our Program Team, any changes necessary are incorporated into eligibility forms and technical assistance to vendors is provided by SCPa Works staff. Our team reviews and checks case files at least once a year per program/venfor to assure that eligibility has appropriate validation and supporting documentation.

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

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

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

A primary strategy is a strengthened PREP alliance among business contact staff. In order to better coordinate workforce development programs with economic development partners, SCPa Works is implementing a regional business solutions effort that will be held accountable to the strategic regional goals of South Central Pa Works and the Partners for Regional Economic Performance (PREP) of South Central PA, including identifying one collaborative resource that the regional business community can rely upon for workforce services.

In order to build a strong integrated relationship between workforce and economic development services in the region, a PREP Business Solutions Team will be formed on an ad hoc basis for business that seek retention or expansion services from both economic and workforce development. For example, SCPa Works will establish a PREP Team that will, as needed, assist rapidly growing companies or new industries in the region that are seeking assistance with up-skilling or expanding their workforce.

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 on a quarterly basis, 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 coordinate regional workforce and economic development strategy, messaging, engagement and programs; and*

Better coordination with economic development entities will primarily occur via robust sector partnerships for engaging the employer community. SCPa Works is currently undergoing a significant strategic planning process to implement a comprehensive sector strategy that will provide a framework for business and job seeker services, alignment of programs and investments, developing community partnerships and board governance/structure.

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 logistics and transportation, 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 groups around each of these three key sectors.

These Industry Partnerships are centered on key clusters that have been established through collaboration with neighboring WDBs, the Commonwealth and local training providers, and then

sustained by additional federal, state and private sector funding. Industry Partnership groups include a consortium of employers from the same industry cluster/sector, including employer associations, who participate in Industry Partnerships in Healthcare, Advanced Manufacturing and Diversified Materials, Logistics and Transportation. 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. Always with a focus on keeping the respective industry competitive, 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.

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.*

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 Profile Reemployment Program (PREP). Through the PREP 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 PREP implementation and turn that into actionable Data to give to employers to show the efficacy of our system. Another important service that the local system can provide is information to employers about their rights and responsibilities for using the unemployment insurance system. The Office of UC Service Centers Customer Services Section conducts seminars on UC topics where these rights and responsibilities are explained. It also gives PA CareerLink® staff the opportunity to inform employers of the services provided at the office at the same time.

During the last few months of 2016 and the beginning of 2017, unemployment compensation call centers had to lay off a significant number of staff, thereby reducing the capacity for the call centers to process claims. Subsequently, many of the local PA CareerLink® centers in the South Central region experienced a substantial increase in foot traffic for UC claimants coming to the centers to use the UC phone. Although the increased foot traffic presented a number of logistical challenges in serving this

group of customers, one of the benefits that resulted from this was a much stronger line of communication between WDB staff, PA CareerLink® site administrators and the UC administration.

- 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?*

In conjunction with the PREP Partners, SCPa Works will develop a Business Solutions Dashboard of shared outcomes to which the PREP Team will be held accountable. Each year, the PREP group and SCPa Works will monitor and evaluate the Dashboard to identify, and possibly update, appropriate metrics and performance indicators to which the PREP Team will be held accountable:

<b>PREP Business Solutions Team - Dashboard</b>	<b>2016 - Q1</b>	<b>2015 - Q1</b>	<b>Year-to-Date</b>	<b>Y-O-Y Comparison</b>
Number of businesses served in each industry cluster				
Market penetration for each industry cluster				
Number of job placements in each industry cluster				
Average wages for placements in each industry cluster				
Number of jobs created/saved in each industry cluster				
Time-to-placement for each industry cluster				
Effectiveness of training: ITAs, OJTs, etc.				
Employer satisfaction [to be developed]				

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.

Entrepreneurial skills training is currently embedded within our other job training programs. Entrepreneurial skills training components are embedded within certain EARN and Title I programs (such as our Job Club program), but are not a separate program element. We believe that WIOA and other federal programs are moving toward incorporating entrepreneurial skills training into most workforce development programs, and SCPa Works will continue to grow and expand this program element in years to come, as entrepreneurial and self-employment skills are becoming increasingly important in navigating the labor market.

#### **4. OPERATIONAL PLANNING QUESTIONS: 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.*

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 issues a request for proposals (RFP) on March 9, 2017 for a One-Stop Operator for the South Central PA Works and its PA CareerLink® Sites. Responses were due by April 17, 2017, and review and rating process by the Board led to the selection of the Harrisburg Regional Chamber and CREDC on June 7, 2017. The Harrisburg Regional Chamber and CREDC assumed duties on July 1, 2017. These duties, as specified in the RFP, include:

- Seamless integration and coordination of services by PA CareerLink® partners, ensuring equitable accessibility to all services are provided to all customers;
- Coordination of one stop PA CareerLink® partners;
- Assistance in fiscal management and oversight in concert with the PA CareerLink® site administrators and the SCPa Works, as fiscal agent. This includes assistance in the preparation and maintenance of the Resource Sharing Agreement (RSA);
- Evaluation of customer needs and satisfaction, including continuous improvement through responding to assessment of customer needs;
- Preparation for SCPa Works quality reviews and compliance with PA Department of Labor and Industry and SCPa Works one-stop certification criteria;
- Liaison with the SCPa Works to include participation in SCPa Works and pertinent Workforce Delivery System Committee meetings;
- Establish strong partnerships among partners;
- Recruitment of additional PA CareerLink® partners;
- Tracks and implements the negotiated one-stop partner MOUs.

Upon assuming these duties, the Operator will work closely with the Workforce Delivery System Committee of the Board, which will provide policy guidance, strategic direction, evaluation of core performance outcomes and ongoing monitoring of the Operator. The Operator will meet with SCPa Works staff on a monthly basis, in addition to meeting quarterly with the Workforce Delivery System Committee. The Committee will evaluate the Operator's performance after the first six months, and every six months after that and make any necessary recommendations to the full Board, per WIOA regulations.

The success of the One-Stop Operator will be its ability to work cooperatively with the Local Workforce Development Board and its Workforce Delivery System Committee, comprised of the major investor Partners from the SCPa Works Board and Commonwealth of Pennsylvania agencies involved in workforce development. This includes all required Commonwealth of Pennsylvania WIOA-required partners, Adult Education and Literacy, Office of Vocational Rehabilitation (OVR) and Unemployment Compensation (UC), Department of Human (DHS) services and Wagner-Peyser Programs. All members of this Committee must be decision-making level representatives. The OneStop Operator will need to work closely with this Committee in order to implement service delivery that fosters an integrated service model.

Under the leadership of the Board, and with guidance from the Board's Workforce Delivery System Committee, the selected Operator will be tasked with the coordination of service delivery with one-stop partners and related service providers in the area's multi-center, one-stop public workforce system. It is expected that the Operator will utilize the PA CareerLink® Site Administrators to carry out many of the required duties of the Operator. Thus, the Operator will oversee and manage the day-to-day operations of the PA CareerLink® sites via ongoing oversight of the Site Administrators.



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 initiates and develops the RFPs based on needs identified by SCPa Works Program Committee. Part of procurement is a pre-award review to determine the effectiveness of the Service Provider (the Vendor) in delivering services. The review includes, but is not limited to:

- ! The adequacy of financial management systems to maintain effective control and accountability for all funds, property, and other assets covered by a proposed contract;
- ! The maintenance of books, records, documents, accounts, and files for review, monitoring, and audit, including compliance with appropriate Federal Management Circulars;
- ! The adequacy of internal program management procedures and controls to prevent fraud and abuse;
- ! The history of the Vendor, including debarment, deficient conduct, or participation in any such program in the past, together with assurances it is not the successor to a program which was deficient or debarred;
- ! The absence of outstanding audit deficiencies or disallowed costs; and
- ! The demonstrated ability to meet performance standards.

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.

Fair and open competition is the basic tenet of public procurement of WIOA services that prepare customers for employment. Activities and services solicited from vendors may include, but are not

limited to, Basic and Secondary Education, Job Skills Training, Pre-employment Life Skills, Youth Services, and Supportive Services. Open competition reduces the opportunity for favoritism and inspires public confidence that all contracts are awarded equitably and economically.

In order to ensure the opportunity for competition, public notice is given to vendors by publishing the availability for each RFP. The RFP itself requires detailed information from prospective vendors concerning their understanding of the problem to be solved: proposed services to be provided; and the approach to be used for resolution of the problem or provision of the service. The RFP also contains information in sufficient detail to ensure full and fair competition. Once the RFP is sent out, vendors are allowed a reasonable interval (normally approximately 30 days) to develop and submit proposals. Successful bidders have their proposals integrated into the formal contract for services.

When the use of the competitive negotiation method is not feasible, SCPa Works utilizes a negotiation method under the following circumstances:

- ! If a public need or emergency exists and the urgency of the requirement does not permit a delay necessary to obtaining competition;
- ! If the item is available from only a single source; or
- ! If, after soliciting a number of sources, competition is deemed inadequate.

The selection of vendors is accomplished in compliance with the WIOA and all other relevant rules, regulations, and directives. SCPa Works considers the selection of vendors as a relationship for carrying out public policy relative to SCPa Works' Workforce Development programs. Each vendor is required to comply with all requirements of the WIOA and its attendant regulations and amendments and other applicable Federal, State, and Local laws, regulations, and amendments.

*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).*

One-stop partners are shown in the Appendix B template.

Partners' roles include:

- **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. 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:** EDSI (Perry and Juniata); ResCare Workforce Services (Dauphin/Cumberland); KRA Corporation (Adams/Franklin); Crispus Attucks (York); IU13-Lebanon/Lancaster (Lebanon)

- 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; 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, and 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 BWDP, 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 BWDP, 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**
  - BWDP 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?*

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.

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. 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 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 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.

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 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.

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 comprehensive PA CareerLink® sites. These services are available upon request at each location.

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.

SCPa Works will help facilitate access to services provided through our one-stop system by systematically identifying the various community partners, providers, mandated and non-mandated partners that will serve jobseekers and businesses in the most holistic way possible. Once identified, SCPa Works will help build and expand partnerships with these organizations in order to bring them into the one-stop system formally, or develop a strong referral relationship with them in order to provide a full range of access to these services for our customers. Most importantly, SCPa Works can help facilitate access to these services by identifying ways in which our current offerings of programs and services can be matched and aligned with other providers that we are not currently partnering with in order to bolster the access to services.

SCPa Works will accomplish this by conducting a thorough strategic review of each county in our region and the PA CareerLink® services provided in each county. This strategic review will take place with various stakeholders including our Board of Directors, one-stop operator, PA CareerLink® partners, and other community organizations. This strategic review will be centered on how we can improve access to services in our one-stop centers and partners' access points, and how to implement these recommendations.

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

The 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 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 and affiliate 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. 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.

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 individual, 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.

Also at each 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 the most significant 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.*

SCPa Works diligently works to ensure the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system in our region.

To ensure quality of providers on the statewide Eligible Training Provider List (ETPL), the training providers must meet a list of requirements to be approved for initial eligibility, For example, training partners must be authorized by the Commonwealth to operate training programs in Pennsylvania, provide documentation that confirms financial capacity, and demonstrate compliance with the American Disabilities Act of 1990, as well as with WIOA nondiscrimination and equal opportunity provisions.

For inclusion on the ETPL, training programs must also meet performance benchmarks related to program completion, job placement rates, median earnings, and credential attainment of their students. Furthermore, to inform customer choice to help job seekers select among available training opportunities, program applications must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered. To ensure alignment with the needs of employers and job seekers, all programs on the ETPL must involve training in a High Priority Occupation (HPO) for the South Central Workforce Development Area, which takes into account the projected job availability and average earnings for an occupation. As an additional method of maintaining quality of programs and ensuring continuous improvement, to continue to be approved for the ETPL, providers on the statewide ETPL must reapply annually.

SCPa Works prioritizes providing a highly skilled workforce trained for high-priority and in-demand

occupations. In doing so, SCPa Works ensures that the area's regional training providers are offering courses and programs associated with the high priority occupation (HPO) list. In addition, SCPa Works has implemented a strategy of interviewing employers and education providers to analyze specific jobs and identify whether or not the curricula offered as training for them is current to employer needs.

Similarly, to direct customized training delivery and increased partnership collaboration within targeted industry clusters, SCPa Works utilizes the existing and emerging Industry Partnerships and Industry Partnership Worker Training activities to engage employers and employees in skill gaps analyses, process analyses, and informational meetings. These analyses and informational meetings are organized to identify and establish true skill gaps and existing/emerging industry challenges and needs within the workplace, on various organizational levels, including front-line, management, and executive. The resulting information enables consortia activities to tailor curriculum and class offerings linked to specific skills gaps and industry needs.

Based on the process and criteria outlined in the commonwealth's Workforce System Policy 04-2015 (December 23rd, 2015), SCPa Works will develop a Local Training Provider List (LTPL). The LTPL will include eligible providers of training services that are exempt from the requirements of the statewide Eligible Training Providers List (work-based training, customized training, etc.). SCPa Works' Regional Business Solutions Team (RBST) will continue to work together to engage employers in key industries (healthcare, manufacturing, IT, etc.), assess their hiring needs, and develop a diverse mix of training opportunities (on-the-job training, incumbent work training, etc.) to meet those hiring needs. To maintain the quality of training providers/programs exempt from the statewide ETPL, SCPa Works currently has policies in place, including those for OJT, Incumbent Worker, and Customized Training. As an example of one policy, participants in work-based training programs must receive self-sustaining wages, working conditions, and benefits equivalent to those of other employees in the business. Upon verification of good standing from the Department of Labor and Industry, Registered Apprenticeship programs will also be included on the LTPL Outreach and encouraged to be included on the ETPL.

#### *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.*

As part of SCPa Works' larger strategic planning and WIOA implementation process, the strategic focus is on a sector strategy approach to provide information and services within the context of the specific skill needs of employers on a sector by sector basis. The focus, initially, will be exploring how to best support five major sectors in the region (Advanced Manufacturing, Healthcare, Transportation & Logistics, Agriculture & Food Production, and Wood-Wood Products & Publishing). These are industries where the region is competitive and providing good employment opportunities, and programmatic investments are being aligned with areas where services can add value to supporting career pathways for the region's job seekers. The outcomes of this strategy should have a positive impact on employer and job seeker customers simultaneously.

SCPa Works is currently undergoing a significant strategic planning process to implement a comprehensive sector strategy that will provide a framework for business and job seeker services, alignment of programs and investments, developing community partnerships and board governance/structure.

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 logistics and transportation, which represent a majority of our region's total economic output and employment. SCPa Works is aligning the majority its resources, programs, investment and initiatives around these sectors in order to achieve a stronger return on investment for the community as a whole.

*Dislocated Workers/Displaced Homemakers:*

Especially for this group, services include skills assessment, career counseling, job search assistance, tuition assistance and supportive services. Additionally, PA CareerLink® partners serve on Rapid Response teams which, in the event of large scale layoffs, go to job sites to assist employees. These teams meet with individuals at the job site to acquaint them with the array of available PA CareerLink® services, including options for obtaining education and job skills. Regional outreach sessions are also coordinated by PA CareerLink® partners and SCPa Works.

*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: 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 through the BWDP, Department of Labor and Industry.

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

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

The grant award for Individual Training Account (ITA) and an individual 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. To utilize available training dollars most efficiently, a three-tiered criteria model has been established based on preset standards being met: Level I \$5,500; Level II \$3,500; Level III \$1500.

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.

Training services may be provided to an individual who:

1) Is WIOA-eligible and

a. 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;
- b. 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;
  - c. Has the skills and qualifications to successfully participate in the selected program of training services;
  - d. Is unable to obtain sufficient grant assistance from other sources to pay the full cost of training; sources such Federal Pell Grants and State-funded training grants through PHEAA.
  - e. Is determined eligible in accordance with 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
  - f. Selects a training program that is directly linked to employment opportunities within the South Central Workforce region or in another region to which the applicant is willing to commute and/or relocate.

When the ITA Request Packet is recommended for approval, the Program Manager will confirm, approve and determine the level of grant to be awarded based on the following standards:

<b>Level I Grant</b>	All of the following (A-D)	\$5,500
<b>Level II Grant</b>	Must meet A, B and C	\$3,500
<b>Level III Grant</b>	Must meet A, B, and any Non-SCPa Works targeted occupation	\$1,500

As part of the local employment and training services provided through the PA CareerLink® system, SCPa Works utilizes individual training accounts as one of many types of services offered to the customer. The process for a job Seeker to qualify for an individual training account begins with WIOA eligibility/intake. If the job seeker is eligible for WIOA services, then the career advisor begins a comprehensive assessment of skills, knowledge, and abilities, as well as a discussion with the customer about the various options they have to receive employment and training services, including ITAs. If classroom training is appropriate for the job seeker and they are interested and willing to make the investment of time, 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 his/her career pathway, and SCPa Works funds that training account for the training program. There are many eligible training providers in the region, and even more eligible training programs that can be used for an individual training account beyond the region. Some of the most popular and commonly used individual training accounts include: CDL training; Certified Nursing Assistant; and Medical Billing.

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

SCPa Works' goal is to increase employment, job retention, earnings, and develop the work potential of eligible youth in the South Central Workforce Development Area. As the SCPa Works invests in skills development for youth, it is also helping youth obtain the measurable and specific skills they need to move along directed career pathways, while giving 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 as one important part of the youth services offerings. All youth program strategies SCPa Works provides offer career pathways, target industry specific activities, post-secondary education, and careers.

#### 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 evaluating youth program performance on a quarterly basis. 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).

Currently, SCPa Works uses the following contracted partners to provide youth programming throughout our eight-county region:

- EDSI (Perry, Juniata)
- Crispus Attucks (York)
- IU-12 (Lebanon)
- ResCare (Dauphin/Cumberland)
- KRA (Franklin/Adams)

The Youth Standing Committee has also helped SCPa Works align and leverage other sources of youth funds, such as the TANF Youth Development Funding (YDF). For instance, three of the five contracted youth partners also received YDF funding to provide bridge programming between the school year (WIOA) and summer (TANF) programming. This allows SCPa Works and partners to expand access to services to in-school and out-of-school youth across the region.

#### Strategy for serving youth

In partnership with Jobs for the Future (a national leader in developing and evaluating youth programs), SCPa Works has worked to develop 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. Career pathways have become an important topic in national, state, and local arenas, with this framework is getting a lot of interest from policy makers and funders at all levels. 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 of this strategic vision is to create pathways for out-of-school youth participants that will help them ultimately access and attain good jobs, wages, and careers.

In line with the Career Pathways Model, SCPa Works has developed programs focusing on and targeting

specific workforce development toward specific-industry-based training to include career pathway activities, educational and work-based activities, and job placement activities that eventually translate into unsubsidized employment. Through the Career Pathways Model, Industry specific activities refocus youth workforce development efforts from trying to randomly find jobs to fit the interests and skills of the out-of-school youth to meeting the employment needs of demand industries. By creating opportunities for training or education that result in industry-recognized certification or a postsecondary 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.

SCPa Works has not specifically identified or defined an additional assistance barrier, and will not be utilizing the additional assistance barrier at this time.

#### Serving In-School Youth

SCPa Works offers local workforce development services to In-School Youth (ISY) that are 14-21 years of age, attending compulsory school, are low income as defined by WIOA, and an identified barrier that includes: Deficient in Basic Literacy Skills, Homeless or Runaway, In foster care or aged out of home foster care, Pregnant/Parenting, an Offender, Individual with a disability, or English language learner, are most in need of services with career pathways and target industry specific activities, access and entry into post-secondary education and/or occupational/technical skills training in partnership with higher educational institutions, employers, advanced skills training entities, and apprenticeship training that lead to post- secondary degrees and/or industry recognized certifications or employment.

SCPa Works will begin offering ISY services in January 2018.

In-School Youth Program strategies (as well as all youth strategies) must offer career pathways, target industry specific activities, post-secondary and careers in partnerships with higher educational institutions, labor organizations and employers that offer long-term self-sufficiency for young people through employment and/or educational services.

In School Youth who do not meet WIOA ISY income eligibility for service may be enrolled on a case by case basis under the 5% low income exception.

According to the act, not more than 5% of the of the expenditures for participants served in the local area may be enrolled who do not meet income eligibility but do have a barrier. Case managers of Operating a Title I funded youth in-school program will request to serve the youth via the 5% income exception by building a case record and advocating for the youth.

If any youth vendor wants to enroll a youth that may fall into the 5% income exception category for eligibility, permission must be granted by SCPa Works. Any 5% income exception is tracked monthly against all ISY and OSY that meet the low-income barrier, and enrollments and may only be granted if it does not exceed the 5% of low income enrollments.

#### Serving Out-of-School Youth (OSY)

Among all the youth served, out-of-school youth are a particularly at-risk population who have complicated 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/or lack basic academic and employment skills.

Some out-of-school youth may not advance to postsecondary 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. To improve outcomes for disconnected youth means to increase 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 has outlined WIOA youth eligibility documentation requirements. SCPa Works incorporates a rigorous pre-program assessment level for all youth. Based on their pre-program employability assessment levels, our program partners can quantitatively identify whether a youth need additional assistance to complete an education/training program.

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.
2. Alternative secondary school services.
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.
5. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referrals.
6. Paid and unpaid work experiences including job shadowing and internships.
7. Occupational skills training.
8. Supportive services (may include transportation, childcare, need-related payments that are necessary to participate in activities)
9. Financial Literacy
10. Entrepreneurial Skills Training
11. Services that provide labor market information about in demand industry sectors or occupations available in the local area
12. Activities that help youth prepare for and transition to post-secondary education and 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).
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 work experiences for youth. These work experiences and work sites are regularly evaluated by program and compliance staff to assure that they are in compliance and that they are in alignment with programmatic strategy.

As a core partner, OVR collaborates with the South Central Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the Workforce Development Board and other youth services providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment.

Work based learning is an important component for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to OVR in-school youth with disabilities include:

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
- Independent Living Skills training will allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence. Independent Living Skills can include the following: household budgeting and financial management; utilizing public transportation; navigating through the social services system.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness, advocating during an IEP process, understanding transition processes, and advocating for themselves in post-secondary education, employment, and coordinating social services.
- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curriculums can include soft skills training, interview skills, job readiness, job-seeking skills, HR practices, and other skills needed to become “workplace ready”.
- Job Shadowing will provide students with disabilities a one to five day job shadowing experience, for a maximum of 25 hours per school year, in an occupation of interest within a community integrated setting. Students will be provided an opportunity to shadow employees and obtain an overview of the knowledge, tasks, and abilities needed to work in a variety of occupational fields.

All youth services partners share the costs of serving youth with disabilities with OVR. Some individuals with disabilities may choose to not access programs and services from OVR; however, these individuals will remain eligible to receive services from all other partners as all applicants for services would.

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

The PA CareerLink® Site Administrators choose representatives to serve on a local Rapid Response Team. In coordination with the Regional Rapid Response Coordination Services Representatives, who cover the SCWDA. Applicable members of this team are deployed for every Rapid Response action in the SCWDA. 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 additional 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 and Individual Training Account opportunities to the clients.

Representatives from BWPO, Title 1, UC, Human Service Agencies, and Rapid Response coordinators make up the team. At times, 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 to clients.

Dislocated Workers/Displaced Homemakers: representatives of Title 1 provide Services. Services include skills assessment, career counseling, job search assistance, tuition assistance and supportive services. Additionally, in the event of 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.

*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).*

SCPa Works coordinates and collaborates with a number of postsecondary stakeholder groups that help align services among a variety of workforce investment activities in order to reduce duplication of efforts . SCPa Works works with the Career and Technical Centers throughout the region in to identify common training needs and to align curriculum. For instance, SCPa Works is working with HACC and Lebanon (CTC) to align training programs for welding and CNC machining training by brokering an agreement for both institutions to share space and training equipment. Lebanon CTC has new equipment and plenty of space in the evenings (after day classes are done) and HACC is looking to expand their operations in Lebanon. Instead of creating two CNC machining classes in two different locations, SCPa Works has worked with both institutions to align one training programs at two different times. This is an example of how we avoid duplication of services across a region with eight counties, five career and tech centers and a regional community college.

SCPa Works is involved in a group of Career & Technical Centers, postsecondary institutions and community colleges called TechLink. The TechLink group meets quarterly to help identify new curriculum needs, align workforce development programming, and share best practices. Having our Program Committee involved with groups like TechLink help us build a better understanding of what services and training resources exist in the community in order to connect these to our job seekers. 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 stronger pathways and pipelines for PA CareerLink® customers to CTCs, community colleges and postsecondary 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.*

To implement the operational goals of our local one-stop system, there is a PA CareerLink® site in six of the eight counties in the SCWDA. All companies and residents of the eight counties are served by these six 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, 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?*

The SCPa Works Program Committee (subcommittee of the SCPa Works Board) convenes as needed to review applications for WIOA Title II Adult Education and Literacy programs. Upon receipt of Title II adult education applications from the Pennsylvania Department of Education, SCPa Works will review the applications and determine the highest quality programs and strongest alignment with PA CareerLink® Services. As part of our strategy to do this, we are crafting a Balanced Scorecard to evaluate the quality of these applications. South Central PA Works will be looking for applications with strategies that ensure that the educational and job skill needs will be met through the services offered in the PA CareerLink® system. The PA CareerLink® is designed to provide universal access to all individuals. Individual strengths and barriers to employment or career enhancement are identified through an

objective assessment. In the first tier, career services such as 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. 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 employment necessary to be self-sufficient. If education or job training is needed to secure a job placement or to ensure job retention/growth, the customer may be eligible for the third tier of services, actual training.

SCPa Works is also a member of the Adult Education Coalition (Adult Educators and Employers Working Together to Build a Skilled Workforce), whose mission it is to provide quality adult education services that meet the workplace needs of area employers. 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. In addition, 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, along with the scoring framework that is being 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 so that representatives of Adult Education providers can be included in service coordination meetings led by the one-stop operator.

*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, increases the quality and quantity of job postings, while increasing employer screening and recruitment capabilities. SCPa Works is committed to enhancing workforce development services provided at the PA CareerLink® and continues to focus on increasing the job placement of individuals in targeted populations, including veterans, persons with disabilities, 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, the South Central Workforce Development Board, sponsored a roundtable focusing on the topic of connecting veterans to jobs. Facilitated by the Dering Consulting Group, that veterans' employment roundtable was held on October 14, 2015. In the facilitated discussion, veterans' employment needs were identified and the current services and support that are being provided were outlined as follows:

#### Veterans' Employment Needs

- Employment Information
- Employment Assistance
- Support Services
- Accepting Assistance
- Socialization
- Convenience
- Employers (not sure what this means – is it really available jobs or jobs they can apply for)

#### 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 that there is 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 differing needs between newly returning veterans and those who have been 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 services for employment to be successful.

A logical next step for the SCPa Works staff and board would be to further consider these prioritized action items, evaluate them in terms of impact and complexity and then refine them and decide on

specific actions to be included as part of the SCPa Works strategic plan.

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

### **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 their 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 better understand their potential, to rely on their abilities, to set realistic vocational goals, to change them when necessary, to develop successful work habits, and to begin a satisfying career.
- Training: Education, including but not limited to, basic academic, vocational/technical, college, on-the-job training, independent living skills, and personal and work adjustment training, that is necessary to prepare participants for a job.

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

### **Ex-offenders/Returning Citizens**

PA CareerLink® staff helps ex-offender job seekers access the job training, skills assessments and other resources to help overcome some of the barriers to their job search. Included in our services, Job seekers will receive personalized job search assistance, specialized job seeker workshops, networking groups, career counseling, skills and interest assessments, access to skills and occupational training, extensive job lead resources and more. SCPa Works is also involved in supporting the lives of returning citizens through the work of the Capital Region Ex-Offender Support Coalition (CRESC), a network of service providers and advocates that, to promote public safety, help to coordinate services that assist

ex-offenders with successful re-entry.

In addition to serving the populations with barriers to employment, SCPa Works will also serve job seekers and customers in the PA CareerLink® system that do not have barriers to employment. SCPa Works, in partnership with other funded partners and contractors, uses various assessment tools to identify potential career pathways, job matching, and other occupational services for those job seekers that do not qualify as one with a barrier to employment. There is a significant population of job-seekers in the region that qualify for WIOA but do not fall into one of the categories of having a barrier to employment. For instance, we are utilizing a framework called ALICE (asset limited, income constrained, and employed) as potential customers that we can serve at the PA CareerLink® centers. We will do this in partnership with community-based organizations such as the United Way of Capital Region, with whom we are starting a partnership to serve this population.

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

In order to better coordinate workforce development programs with economic development partners, SCPa Works is implementing a regional business solutions effort held accountable to the strategic regional goals of South Central Pa Works and the Partners for Regional Economic Performance (PREP) of South Central PA, to establish one collaborative resource that our regional business community can rely upon for workforce services.

In order to build a strong integrated relationship between workforce and economic development services in the region for business that are seeking retention or expansion services from both economic and workforce development, a PREP Business Solutions Team will be formed on an ad hoc basis. This team will consist of both workforce and economic development business service representatives to streamline agency referrals, share important and time-sensitive data, and jointly track results. As needed, SCPa Works will also establish a PREP Team that will 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 new one-stop operator, Harrisburg Regional Chamber and CREDC (representing the entire South Central PREP group), as well as new, proposed efforts from the Department of Community and Economic Development (DCED) to reprise a “business-calling program.”

#### **Key Team Members**

- Economic Development agencies:
  - PREP Partners including but not limited to:
  - Local County based economic development organizations
  - Small Business Development Centers
  - MANTEC Industrial Resource Center
- SCPa Works
  - SCPa Works Business Lead (single point of contact)
  - SCPa Works Regional Business Services Team (RBST) representatives located in our region

To hold the PREP Business Solutions Team accountable to both economic and workforce development, the single point of contact's (Business Lead's) performance will be evaluated based on a set of metrics agreed upon by SCPa Works and PREP leaders (most likely, a variation on the Business Solutions Dashboard). SCPa Works will be the employer of records, and a portion of the Business Lead's salary will be divided on each PA CareerLink® resource sharing agreement (RSA) (to become the Infrastructure Funding Agreement on January 1, 2018).

In order for the PREP Business Solutions Team to be held accountable to both economic and workforce development, the single point of contact (Business Lead) will be evaluated based on a set of performance metrics agreed upon by SCPa Works and PREP leaders (most likely, a variation on the Business Solutions Dashboard). EDSI, the funded partner for Title I services, has hired a Business/Industry Consultant as part of their contract in order to deliver these Title I programmatic services.

Using our employer engagement strategy outlined earlier in this plan, SCPa Works and the public workforce partners in South Central PA employ a number of programs, services and activities that serve businesses in the region:

- 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. These convenings of 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 to coordinate a regional business service team that is comprised of a cross-section of staff from multiple agencies that work directly with businesses. This service is a direct conduit between businesses and the various workforce programs across WIOA Title that assist businesses (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.
- SCPa Works is also collaborating with the South Central Partners in Regional Economic Performance (PREP) on a new business calling program (Engage!) in alignment with economic development. The goal of this programs is to administer a survey of questions to businesses across the region to identify the key challenges, opportunities and leading indicators of economic change. SCPa Works is proposing to help administer this program in conjunction with economic development partners from across the region, including being the single point-of-contact for any business that has expressed interested in learning more about workforce development programs. While this is not a specific workforce development program, it is an important business-facing program that allows SCPa Works and our partners to gather important market intelligence and be able to turn that into actionable solutions for businesses.
- UC services. SCPa Works also helps provide programming and services to businesses through the Unemployment Compensation (UC) services at the PA CareerLink centers. Through UC staff, businesses can learn about their rights and responsibilities in using the UC system. These

program services include: dissemination of information on the State Unemployment Compensation Law; claim assistance; and access to unemployment compensation benefits.

The direct services connection with economic development has been strengthened by the selection of the PREP group as the one-stop operator, thereby increasing the level of collaboration and resource sharing in our business services programs. Ongoing coordination at the planning level is maintained through participation in the PREP partnership that includes a dozen economic development organizations in South Central PA. A PREP Business Solutions Team has been created as a joint effort with economic development partners. We are currently working with partners to develop higher levels of responsiveness to employers via the Engage! Application process.

*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?*

SCPa Works is committed to leveraging and aligning our workforce development activities in order to improve access to transportation our citizens. Working closely with the one-stop operator and PREP partners South Central PA Works may conduct a series of meetings to discuss strategies that may help us establish a uniform means to identify regional transportation challenges, such as: the 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 of the system. Regarding transportation, this is one of the biggest challenges for the region in terms of workforce development. Outside of having one's own personal 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 that can help workers travel to and from work. However there is no significant regional planning body that is coordinating all of these disparate transportation providers.

SCPa Works works 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 helping to identify no-cost or low-cost transportation options for job seekers or trainees. We are beginning to experiment with pilot programs in which WIOA customers can receive free travel on certain regional transit operations during the time that they are in training, as well as other pilot programs like this. In addition, we use commuter services as a viable option for job seekers that can use the service to help them carpool, or have a dedicated service in case a family member is sick, or they need to leave work early.

SCPa Works has also built a growing partnership with the United Way of the Capital Region regarding supportive services. Through their Road To Success program, we are able to access significant resources to help with childcare and transportation for certain income that workers. We are also beginning to explore options to do this 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.*

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.

The Operators Consortium meets monthly to address challenges to and to improve one-stop service delivery (including to individuals with disabilities) through better service coordination, cross-training of staff, identifying opportunities for co-enrollment, and other efforts. SCPa Works is also currently working with OVR to explore further opportunities for partnership through data sharing and additional cooperative agreements to better serve the needs of adults and youth with disabilities.

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, as a result 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/or annual audit. Any funded disallowed cost is recaptured through credit of outstanding funds due sub-recipient.

See Appendix D for the SCPa Works Debt Collection Policy that outlines the processes for arbitration, interest collection, timelines for collection and other contingencies for debt collection from vendors and subcontractors.

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

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 SCPa Works will be responsible for compiling and providing this data to all committee members.

There is continued focus on WIOA common performance measures, including entered employment rates for Adults and Dislocated Workers. Because it will have a positive and significant impact on our region's economy, SCPa Works intends to see an increase in the entered employment rate, retention rates and six-month average earning rates for Adults and Dislocated Workers. Additional goals for SCPa Works include an increase in youth placement and in the number of youth attaining a degree or certificate.

Currently, SCPa Works Compliance Division constantly evaluates provider's performance and monitors for compliance with the law and for 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. Information gained from these surveys is fed back to the training provider along with suggestions for improvement.

SCPa Works has focused considerably on the negotiated measures to ensure SCPa Works and the state keep federally negotiated levels in sight. SCPa Works has also demonstrated the ability to project and achieve negotiated performance outcomes.

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. Information discussed at this level is disseminated to the PA CareerLink® staff via PA CareerLink® Administrator meetings, which are 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.

Overall, levels of negotiated performance ensure and support SCPa Works' vision by:

1. Providing a standard by which to deliver services that are responsive to employer and worker need;
2. Making the negotiated performance process a priority;
3. Establishing a moral and legal authority for driving the principles of quality, commitment, customer satisfaction, and fiscal responsibility; and
4. Setting achievable performance goals based on the results from the previous year.

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 for programs and services tied to identified needs. The Board will work with its regional partner, the Lancaster County Workforce Development Board, to develop proposals for funding and to develop and maintain networks with potential private and public sources of funds.

SCPa Works' strategy to leverage funds has involved various services and grant activities. For example, SCPa Works received an Aging Worker Grant in 2009 and leveraged funds through staff salaries to assist

in recruitment and eligibility determination. In addition, during PY 2011-12, SCPa Works contracted 850 ITAs and 90 OJTs. In South Central, the eligible individuals are eligible to receive up to \$5,500.00 in a lifetime toward training through either an ITA or OJT or a combination thereof. Funds for an ITA also support the costs for a training or education plan and are used when all other funds are exhausted. Further, the OJT plans support the training costs that are incurred by the employer for new hires. SCPa Works will continue to support and encourage each of these initiatives and leverage available funds wherever appropriate.

Sources outside of WIOA formula funding used to leverage local impact include:

- Employment and Training Administration (ETA)
- National Emergency Grant (NEG)
- Make It In America (U.S. Department of Labor; U.S. Department of Commerce)
- Community Based Partnership (PA Department of Labor and Industry)
- Industry Partnerships (PA Department of Labor and Industry)
- Family and community foundations

SCPa Works is also committed to securing and using funds from a variety of local, state and federal sources to support local workforce and economic development efforts and programs. For example, SCPa Works has applied and received funding support for Industry Partnerships, as well as a number of state and federal grants to augment our work in behalf of dislocated and incumbent workers. An immediate priority will be working with employer partners in the broader region on strategies to coordinate with the Next Generation Industry Partnerships initiative.

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

In addition to the public posting process described in Section 5.5, an electronic notification of the draft local plan was sent to all SCPa Works contacts including employers, regional CBOs, WIOA service providers (adult and youth) and training providers. In addition, SCPa Works solicited public comment through social media, stakeholder convenings and a public forum on March 21, 2017. Notice of this forum was posted on the SCPa Works website, at our physical offices, through social media and electronic communications, and through a legal notice in the Penn Live newspaper.

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

A public notice in the newspaper for each of the eight (8) counties in the workforce are announced the release of the local and regional plan along with ways to access the plans. 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 carefully reviewed comments and, where appropriate, included recommendations in the final plan. In all cases where recommendations for changes were received, actions taken on those recommendations are shown in the Appendix.



### **ATTESTATIONS**

*By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are (or will be) in place and effective prior to December 31, 2017.*

*Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local area plans.*

- ☒ *Agreement between all counties and other local governments, if applicable, establishing the consortium of local/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 local workforce development board.*
- ☒ *Local workforce development board 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 – Must describe formal procurement procedures.*
- ☒ *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/certification random sampling; priority of service; stipends; 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; documentation for training expenditure targets; incumbent worker training.*
- ☒ *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/non-discrimination.*

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

**WIOA Title I Programs**

<b>WIOA Performance Measures</b>	<b>Local Area PY17 Negotiated Performance Goals</b>	<b>Local Area PY16 Attained Performance Measures</b>
<b>Employment (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	65%	N/A
Dislocated Worker	74%	N/A
Youth	65%	N/A
<b>Employment (Fourth Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	65%	N/A
Dislocated Worker	75%	N/A
Youth	57%	N/A
<b>Median Earnings (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	\$5,000	N/A
Dislocated Worker	\$7,000	N/A
Youth	Baseline	N/A
<b>Credential Attainment Rate</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	55%	N/A
Dislocated Worker	57%	N/A
Youth	70%	N/A
<b>Measurable Skill Gains</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	Baseline	N/A
Dislocated Worker	Baseline	N/A
Youth	Baseline	N/A
<b>Effectiveness in Serving Employers</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	Baseline	N/A
Dislocated Worker	Baseline	N/A
Youth	Baseline	N/A

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
<b>SAMPLE: Adult Employment and Training Activities</b>	<b>WIOA, Title I, Sec. 131</b>	<b>ABC Inc.</b>
<b>123 Main St. Anytown, PA 17001</b>	<b>XXX-XXX-XXXX</b>	<b>ABC.com</b>
<b>Adult Employment and Training Activities</b>	<b>WIOA, Title I, Sec 131</b>	<b>Educational Data Systems Inc.</b>
<b>100 N. Cameron St., Harrisburg, PA 17110</b>	<b>Joe Ziegler 717-920-7096</b>	<b><a href="http://www.edsisolutions.com/">www.edsisolutions.com/</a> jziegler@edsolutions.com</b>
<b>Dislocated Worker</b>	<b>Title I</b>	<b>Educational Data Systems Inc.</b>
<b>100 N. Cameron St., Harrisburg, PA 17110</b>	<b>Joe Ziegler 717-920-7096</b>	<b><a href="http://www.edsisolutions.com/">www.edsisolutions.com/</a> jziegler@edsolutions.com</b>
<b>Wagner Peyser</b>	<b>Title III</b>	<b>PA Department of Labor &amp; Industry <a href="http://www.dol.gov">www.dol.gov</a></b>
	<b>Keith Baker, Reg Director 814-641-6408 x127</b>	<b>kebaker@pa.gov</b>
<b>Adult Education and Literacy 1 Cumberland St., Lebanon, PA</b>	<b>WIOA, TITLE II, Department of Education (DOED) Tim Shenk 717-606-1793</b>	<b>Lancaster-Lebanon IU/Lebanon <a href="http://www.iu13.org">www.iu13.org</a> tim_shenk@iu13.org</b>
<b>500 Maclay St., Harrisburg, PA</b>	<b>Jeffrey Woodyard 717-238-7318</b>	<b>Tri-County OIC-Dauphin <a href="http://www.tricountyic.org/jwoodyard@tricountyic.org">www.tricountyic.org/jwoodyard@tricountyic.org</a></b>
<b>65 Billerbeck St., New Oxford, PA 17350</b>	<b>Sharon Hagenberger 717-624-4616</b>	<b>LIU – Franklin/Adams <a href="http://www.iu12.org">www.iu12.org</a> <a href="mailto:sahagenberger@iu12.org">sahagenberger@iu12.org</a> or ktopper@iu12.org</b>
<b>2179 S. Queen St., York, PA 17402</b>	<b>Dr. Stuart Savin 717-741-0820</b>	<b>York Technology Center <a href="http://www.ytech.edu/">www.ytech.edu/</a> ssavin@ytech.edu</b>
<b>29 S Hanover St., Carlisle, PA 17013</b>	<b>Margie Weitzel 717-243-6040</b>	<b>Employment Skills Center/Cumberland <a href="http://www.employmentskillscenter.org">www.employmentskillscenter.org</a> mweitzel@employmentskillscenter.org</b>
<b>Trade Adjustment Assistance Act</b>	<b>Title III Keith Baker, Reg Director 814-641-6408 x127</b>	<b>PA Department of Labor &amp; Industry <a href="http://www.dol.gov">www.dol.gov</a></b>
		<b>kebaker@pa.gov</b>
<b>Temporary Assistance For Needy Families (TANF)</b>	<b>Programs authorized under part A of Title IV of Social Security Act</b>	<b>Department of Human Services</b>

625 Forster St., Harrisburg, PA	800-692-7462	www.dhs.pa.gov
Title V Older Americans Act	(SCSEP) Title V of the Older Americans Act of 1975	AARP
	Carol Cooksey 717-920-2849	<a href="mailto:Ccooksey011@aarpfdnscsep.org">Ccooksey011@aarpfdnscsep.org</a> www.aarp.org
Community Services Block Grant 1514 Derry Street, Harrisburg, PA	Jennifer Wintermyer 717-232-9757	TRI County Community Action – Cumberland, Dauphin and Perry/www.cactricounty.org
130 W Market St., York PA	President Robin Rohrbaugh Organizational Development Director, Carolyn Lerew 717-846-4600	Community Progress Council/ yorkcpc.org rrrohrbaugh@yorkcpc.org/clerew@yorkcpc.org
153 N Stratton Street, Gettysburg, PA 17325 533 S. main Street, Chambersburg, PA 17201	Megan Shreve 717-334-7634	South Central Community Action Programs – Adams, Franklin/ <a href="http://www.sccap.org">www.sccap.org</a> mschrene@sccap.org
503 Oak Street, Lebanon, PA 17042	Phyllis Holtry 717-273-9328	Lebanon County Community Action/www.lebanon-county-community-action-partnership.business.site pholtry@lebcnty.org
Rapid Response	Dan Kuba	PA Department of Labor & Industry <a href="http://www.dol.gov">www.dol.gov</a>
	717-243-4431 x214	Dkuba@pa.gov
Veterans Programs	Title III	PA Department of Labor & Industry www.dol.gov
	Keith Baker, Reg Director 814-641-6408 x127	kebaker@pa.gov
Unemployment Compensation	Karen Campbell (717) 787-7107	Department of Labor karencam@pa.gov
		www.dol.gov
WIOA TITLE I Youth 100 N. Cameron St., Harrisburg, PA 17110	Jamal Jones 717-920-2851	Cumberland/Dauphin Rescare Workforce Services <a href="http://www.rescare.com">www.rescare.com</a> jamal.jones@rescare.com
1 Cumberland St., Lebanon, PA	WIOA, TITLE I Tim Shenk 717-606-1793	Lancaster-Lebanon IU/Lebanon <a href="http://www.iu13.org">www.iu13.org</a> tim_shenk@iu13.org

100 North Cameron St., Harrisburg, PA	Joe Ziegler 717-920-7096	<a href="mailto:jziegler@edsisolutions.com">jziegler@edsisolutions.com</a> <a href="http://www.edsisolutions.com">www.edsisolutions.com</a>
11830 W Market Place M., Fulton MD	Victoria Rosario 301-562-2368	<a href="http://www.kra.com">www.kra.com</a> <a href="mailto:vrosario@kra.com">vrosario@kra.com</a>
Carl Perkins Career, Technical Education One Hacc Drive, Midtown 1, Harrisburg, PA 17110	Title I Lauren S. Holubec 717-736-4212	Harrisburg Area Community College <a href="http://www.hacc.edu">www.hacc.edu</a> <a href="mailto:lsholube@hacc.edu">lsholube@hacc.edu</a>
Housing & Urban Development (HUD) 31 S. Broad Street, York, PA	Regina Mitchell 717-845-2601	York County - <a href="http://www.yorkhousingauthority.com">www.yorkhousingauthority.com</a> <a href="mailto:rmitchell@yhud.org">rmitchell@yhud.org</a>
Job Corps	Title I	Rescare Workforce Services
100 N. Cameron St., Harrisburg, PA 17110	Linda Dexheimer 717-920-2851	<a href="http://www.rescare.com">www.rescare.com</a> <a href="mailto:dexheimer.linda@jobcorps.org">dexheimer.linda@jobcorps.org</a>
Migrant & Seasonal Farmworkers	Title I	Pathstone
Pathstone, 2150 Carlisle Road, P.O. Box 128, Aspers PA 17304	Melissa Reyes 717-677-6150	<a href="http://www.pathstone.org">www.pathstone.org</a> <a href="mailto:mreyes@pathstone.org">mreyes@pathstone.org</a>
Youthbuild	Title I	Crispus Attucks, York County Careerlink
605 N Duke St., York, PA	Mike Jefferson 717-848-3610	<a href="http://www.crispusattucks.org">www.crispusattucks.org</a> <a href="mailto:mjefferson@crispusattucks.org">mjefferson@crispusattucks.org</a>
Vocational Rehabilitation	WIOA Title IV - Vocational Rehabilitation State Grant Programs Title I of the Rehabilitation Act of 1973, as amended	Office of Vocational Rehabilitation (OVR)
1521 N. 6 <sup>th</sup> St. Harrisburg, PA 17102	Janice Mazzitti 717-787-5244	<a href="http://www.dli.pa.gov/Individuals/Disability-Services/ovr">www.dli.pa.gov/Individuals/Disability-Services/ovr</a>
Native American Programs	Title I, Section 166	Council of Three Rivers American Indian Center
313 W Liberty St., Lancaster, PA 17603	Bill Reckard 610-292-3034	Adams, Cumberland, Dauphin, Lebanon, York Counties <a href="http://www.cotraic.org">www.cotraic.org</a>

		<a href="mailto:dthompson@cotraic.org">dthompson@cotraic.org</a>
120 Charles Street, Pittsburgh, PA 15238	Rodney John 800-895-8721	Franklin County -rjohn@cotraic.org
Unemployment Compensation (UC) Programs	Programs authorized under PA Unemployment Compensation law (in accordance with applicable federal laws)	PA Department of Labor & Industry Office of UC Service Centers
651 Boas St., Room 625 Harrisburg, PA 17121	Barbara A. Mourer, Director 717-787-4127	bmourer@pa.gov



4201 CRUMS MILL ROAD, SUITE #200  
HARRISBURG, PENNSYLVANIA 17112  
717.236.7936 // [www.scpaworks.org](http://www.scpaworks.org)

## **PRIORITY OF SERVICE POLICY– WIOA ADULT PROGRAM (effective July 1, 2015)**

**Revised September 14, 2017**

**References:** Workforce Innovation and Opportunity Act of 2014 (WIOA)  
Training and Employment Guidance Letter (TEGL) WIOA No. 3-15  
Training and Employment Guidance Letter (TEGL) No. 10-09  
Workforce System Policy No. 05-2015, Dec. 23, 2015

**Purpose:** The purpose of this policy is to establish criteria for the implementation of priority of services for WIOA Title I Adult program customers.

**Background:** WIOA requires priority be given to public assistance recipients, other low income individuals, and individuals who are basic skills deficient, when providing individualized career services and training services using WIOA Title I Adult program funds. In addition, TEGL No. 3-15 specifies that priority should also be applied to individuals that are both underemployed and low income. WIOA provides a focus on serving individuals with barriers to employment, and the intent of this priority in the law is to ensure access to these populations on a priority basis. Under WIOA, priority of service is required regardless of the funding levels.

### **Sequence of Priority:**

Priority for individualized career services and training services funded with WIOA Title I Adult funds shall be given to recipients of public assistance, other low income individuals, individuals who are basic skills deficient and individuals that are both underemployed and low income, as well as any covered persons (veterans and eligible spouses) within these groups.

Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which includes WIOA programs. However, as described in TEGL 10-09, when programs are statutorily required to provide priority for a particular group of individuals, such as the WIOA priority of service described above, priority will be provided in the following order:

**1st Priority** – Covered persons (veterans and eligible spouses) who meet Adult program eligibility and who are:

- Low income [as defined by WIOA Sec. 3(36)], or
- Recipients of public assistance, or
- Basic skills deficient, or
- Both underemployed and low income.

**2nd Priority** - Individuals (non-covered persons) who meet Adult program eligibility and who are:



- Low income [as defined by WIOA Sec. 3(36)], or
- Recipients of public assistance, or
- Basic skills deficient, or
- Both underemployed and low income.

**3rd Priority** - Veterans and eligible spouses who meet Adult program eligibility and who are:

- Not low income, or
- Not recipients of public assistance, or
- Not basic skills deficient, or
- Not both underemployed and low income.

**4th Priority** – Other individuals (not veterans or eligible spouses) who do not meet the statutory priority (public assistance recipient, other low income individuals including underemployed, or basic skills deficient), who meet Adult program eligibility and meet one or more of the categories defined below.

**5th Priority** - Individuals (non-covered persons) who meet Adult program eligibility and who do not meet the above priorities or local discretionary policy (No local discretionary priority at this time), may be enrolled on a case by case basis with documented Title I managerial approval. Workforce System Policy No. 05-2015 limits the number of adults enrolled in WIOA who are not low income, public assistance recipients, basic skills deficient, or both underemployed and low income. The goal is to serve at least 51% of Adult customers from the priority targeted groups. Actual percentage will be tracked through CWDS. If goals are not being met, active outreach will be conducted to recruit the priority groups.

Should our local discretionary policy include

Residency of the county

Low computer skills

235% poverty guidelines

**Geographic Service Area:**

WIOA funds allocated to SCPa Works eight county region are reserved for clients who reside in or are/were employed within SCPa Works eight county region. Non SCPa Works residents may be enrolled on a case by case basis with Title I managerial approval.

**Definitions:**

**Low Income includes:**

- Recipients of public assistance (defined below);

- Individuals in a family with total income below the poverty line or 70% of the lower living standard income level;
- Homeless;
- Foster youth; or
- Individuals with disabilities with individual income below the poverty line or 70% of the lower living standard income level.

**Recipients of Public Assistance includes:**

Individuals who receive, or in the past six (6) months have received, or are a member of a family that is receiving or in the past six (6) months has received, assistance through one (1) or more of the following:

- Supplemental Nutrition Assistance Program (SNAP);
- Temporary Assistance for Needy Families (TANF);
- Supplemental Security Income (SSI); or
- State or local income-based public assistance.

**Basic Skills Deficient includes:**

- Individuals who have English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level on a generally accepted standardized test; or
- Individuals who are unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

**Underemployed includes:**

Individuals who are employed full-time or part-time and must also meet the definition of a low income individual in order to be eligible for the Adult priority of service.

**Individuals with barriers to employment include:**

Displaced homemakers; low-income individuals; Indians, Alaska Natives and Native Hawaiians; individuals with disabilities; older individuals; ex-offenders; homeless individuals; youth who are in or have aged out of the foster care system; individuals who are English language learners, have low literacy levels, or face substantial cultural barriers; eligible Migrant and Seasonal Farm Workers; individuals within two (2) years of exhausting lifetime eligibility under TANF; single parents (including pregnant women); long-term unemployed individuals; and members of other groups identified by the Governor.

# SCPa Works

## **DEBT COLLECTION POLICY**

### **EXECUTIVE SUMMARY**

#### **Purpose:**

This document establishes the SouthCentral Workforce Development Board's (SCPa Works) policy on debt collection associated with the misspent or unexpended Workforce Innovation and Opportunity Act (WIOA) funds.

#### **Scope**

Policy and procedures for debt collection associated with misspent WIOA funds as required under the WIOA which requires that all sub recipients expending WIOA funds to comply with federal and State debt collection requirements.

### **REFERENCES:**

*Note: References from WIOA are from the Act, as signed into law in July 2014. References from Title 20 of the Code of Federal Regulations (CFR) are cited from the Notice of Proposed Rulemaking, and are therefore subject to change pending issuance of final Federal Regulations.*

- WIOA
- Title 2 OMB, CFR 200.338; 200.345; 200.428
- 20 CFR 683.730 - 683.750

### **STATE-IMPOSED REQUIREMENTS: !**

This directive may contain State-imposed requirements in **bold**, *italic* type. !

### **FILING INSTRUCTIONS: !**

This policy implements the requirements of the new CFR 200 Uniform ! Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. !

## **BACKGROUND**

The WIOA requires that states establish fiscal controls. Among the required controls specified in OMB CFR Part 200 is a process for collecting debts. The policies and procedures described below have been used for other federal programs and will be used for WIOA.

## **POLICY AND PROCEDURES**

### **Definitions**

**Final determination** is the awarding agency's decision to allow or disallow questioned costs and resolve any nonmonetary findings.

**Final debt** is the amount owed based on the awarding agency's final determination if an appeal is not filed, or the decision issued in response to an appeal. Included in final debts are funds due from, but not limited to, incidents of fraud, malfeasance, misapplication of funds or other serious violations or illegal acts.

**Bad debt** (debts which have been determined to be uncollectable), including losses (whether actual or estimated) arising from uncollectable accounts and other claims, are unallowable. Related collection costs, and related legal costs, arising from such debts after they have been determined to be uncollectable are also unallowable.

### **Policy**

The SCPa Works is responsible for local sub recipient audit resolution and debt collection action. At the State level, audit resolution and debt collection are the responsibility of the Bureau of Workforce Development Administration (BWDA).

Any funds paid to the non-Federal entity in excess of the amount to which the non-Federal entity is finally determined to be entitled under the terms of the Federal award constitute a debt to the Federal Government. If not paid within 90 calendar days after demand, the Federal awarding agency may reduce the debt by: (1)

Making an administrative offset against other requests for reimbursement; (2) Withholding advance payments otherwise due to the non-Federal entity; or (3) Other action permitted by Federal Statute. Except where otherwise provided by statutes or regulations, the Federal awarding agency will charge interest on an overdue debt in accordance with the Federal Claims Collection Standards (31CFR parts 900- 999). The date from which interest is computed is not extended by litigation or the filing of any form of appeal.

The settlement of all debts resulting from fraud, malfeasance, misapplication of funds or other serious violations or illegal acts must be cash from nonfederal sources. ***Funds collected by SCPa Works in settlement of these debts must be returned to BWDA immediately on their receipt.*** The mailing address for BWDA is:

Pa Department of Labor

Bureau of Workforce Development Administration

651 Boas Street Harrisburg Pa 17121

The SCPa Works will maintain records that document the actions taken with respect to debt collection, restoration, or other debt resolution activities. SCPa Works will also document why the actions were taken to support their decisions. When the debt was not a result of fraud, malfeasance, misapplication of funds or other serious violations or illegal acts, the cash repayment of the disallowance is a credit to the title and year to which it was originally charged. The credit reduces the expenditures of the period of the cost that was refunded. If the year of allocation is still open, SCPa Works may expend the funds within the cost limits. Cash payments received after the fund availability period must be remitted to BWDA.

### **Procedure**

The following procedures will be followed in order to collect an outstanding debt of Federal funds:

- SCPa Works will notify sub recipients in writing of the establishment of the debt, their appeal rights, the date that the debt will be considered delinquent, the sanctions (which may include but are not limited to debarment) if the debt is not repaid and the interest rate charged, if any;
- Three debt collection letters will be sent to the sub recipient at no less than 30

calendar day intervals;

- SCPa Works will establish an outstanding debt category in their accounts ! receivable system; !
- SCPa Works' standards and specifications for terminating, compromising, and litigating debts unless specifically stipulated in contract provisions will be the following: It is not our policy to compromise debts. Debts may proceed to litigation if no response is received within 30 days of the final debt collection letter. Debts will not be terminated unless SCPA WORKS has established that there is no reasonable means to collect.
- A permanent record of all debt collection cases and their status will be kept on file. To be relieved of liability for a sub recipient's debt, SCPa Works will submit a written request to seek Department of Labor (DOL) agreement to forego collection action to BWDA. Requests will include documentation and other demonstrations of facts showing compliance with WIOA NPRM Section 683.730. Mere statements of compliance and recitation of the criteria will not be submitted. Examples of appropriate documentation which may be included, but are not limited to, proof that debt collection letters were sent (e.g., returned certified mail receipts), litigation was conducted and withholding of funds was attempted. Without the prior approval of both BWDA and DOL, SCPa Works will remain responsible for repayment of the entire debt. Unless other arrangements have been documented and approved by BWDA, SCPa Works, and (when appropriate) the sub recipient, all WIOA debts must be paid within 30 calendar days of the date on which the debt was established as final. When the debtor is unable to make restitution in full, an installment repayment agreement may be negotiated. Installment repayment agreements will be of short duration, from 3 to 12 months, with a maximum of 36 months. The length of the repayment agreement will be negotiated based on the size of the debt and the debtor's ability to pay. The BWDA must approve all installment repayment agreements.

BWDA will:

- Issue an invoice with payment due date and the interest charge, if any, to SCPa Works once a final debt is established.
- Issue two additional invoices to SCPa Works at 30 calendar day intervals, when payment has not been received or a satisfactory alternative repayment plan has not been negotiated.

- Determine whether to use another method of collection if the debt is still outstanding after 90 calendar days. In making the determination, consideration will be given to the amount of the debt, the cost of further debt collection, the amount collected to date, and the probable success of pursuing further collection action.
- Notify the Chief Elected Official of each relevant unit of general local government, if the agreed upon payment is not received within 90 calendar days after the date of the third invoice. When multiple units of general local government are designated as the local area, the liability of the individual jurisdictions must be specified in a written agreement between the chief elected officials.

#### **INQUIRIES:**

If you have questions, please contact the Executive Director or Fiscal Manager at (717) 236-7936

Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: South Central

Effective Date: January 1, 2018

**Chief/Lead Elected Official(s): William Ames (Lebanon); Brenda Benner (Perry); Gary Eichelberger (Cumberland); Alice Gray (Juniata); George Hartwick (Dauphin); Jim Martin (Adams); Douglas Hoke (York); Robert Ziobrowski (Franklin);**

**Local Workforce Development Board (LWDB): South Central Workforce Development Board**

**Fiscal Agent:**

**South Central Workforce Investment Board**

**LWDB Standing Committees:**

- Youth/Program Committee
- Administrative/Finance Committee
- Executive Committee

**LWDB Staff (South Central Investment Board):**

- Jesse McCree, CEO
- Doran Condon, Program Officer
- Jodi Derr, Director of Administration
- Rich Hewitt, Director of IT
- Wanda Jackson, Program Associate
- Katie Lentz, Director of Strategic Initiatives
- Wendy Potts, Compliance Officer
- Victoria Smith, Compliance Officer
- Brenda Stone, Executive Assistant
- Mike Truskev. CFO

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**Jobseeker-Worker-Employer-Business Service Delivery Entities**

**Required & additional program partners, program service providers, training providers & other contractors**

Title I – EDSI, ResCare, KRA, IU-13, Crispus Attucks

Title II – IU13, Tri-County OIC, IU12, Employment Skills Center

Title III – Wagner-Peyser staff

Title IV – PA Office of Vocational Rehabilitation

Title V (Older Americans Act) – AARP

Community Services Block Grant – Tri County Community Action Agency, Community Progress Council, Lebanon County Community Action Agency

Rapid Response – Dan Kuba (L&I)

Veterans Programs – Keith Baker (L&I)

HUD – Regina Mitchell (York Housing)

Native American Programs - Council of Three Rivers American Indian Center

Job Corps – ResCare Workforce Services

YouthBuild - Crispus Attucks

Migrant and Seasonal Farmworkers - Pathstone

**PA CareerLink<sup>®</sup> Operator:**

**Harrisburg Regional Chamber and CREDC**

**PA CareerLink<sup>®</sup> center(s) Site Administrator(s):**

- Cristie DeWitt, York
- Sam Marte, Cumberland
- Sam Primak, Lebanon
- Lori Rank, Dauphin

**PA CareerLink<sup>®</sup> center(s)**

- Adams County
- Cumberland County
- Capitol Region
- Franklin County
- Lebanon County
- York County

Local Workforce Development Boards (LWDB) are requested to publically post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.



**Local Workforce Development Area Workforce System Organizational Chart**

Local Workforce Development Area name: South Central

Effective Date: January 1, 2018

Local Workforce Development Boards (LWDB) are requested to publically post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.