



December 29, 2017

Ms. Joanne M. Judge, Chairperson
Berks County Workforce Development Board
P. O. Box 679
Reading, PA 19603

Dear Ms. Judge,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southeast 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 Southeast planning region is composed of the following local workforce development areas:

- Berks County Workforce Development Area
- Buck County Workforce Development Area
- Chester County Workforce Development Area
- Delaware County Workforce Development Area
- Montgomery County Workforce Development Area
- Philadelphia 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 or (717) 214-7173.

Sincerely,

A handwritten signature in black ink, appearing to read "Eileen", followed by a stylized flourish.

Eileen Cipriani

Deputy Secretary for Workforce Development

cc: The Honorable Christian Y. Leinbach, Berks County Commissioners Chair
Mr. Daniel Fogarty, Berks County Workforce Development Board Executive Director

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

December 29, 2017

Mr. Dennis M. Jones, Chairperson
Bucks County Workforce Development Board
One Ben Fairless Drive
Fairless Hills, PA 19030

Dear Mr. Jones,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southeast 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 Southeast planning region is composed of the following local workforce development areas:

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Sincerely,



Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Robert G. Loughery, Bucks County Commissioners Chair
Mr. John Flanagan, Bucks County Workforce Development Board Executive Director

December 29, 2017

Ms. Jennifer Duff, Chairperson
Chester County Workforce Development Board
306 Cornell Drive
Exton, PA 19341

Dear Ms. Duff,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southeast 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 Southeast planning region is composed of the following local workforce development areas:

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Sincerely,



Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Kathi Cozzone, Chester County Commissioners
Mr. Patrick Bokovitz, Chester County Workforce Development Board Executive Director

December 29, 2017

Mr. Albert Danish, Chairperson
Delaware County Workforce Development Board
200 North Warner Road, Suite 450A
King of Prussia, PA 19406

Dear Mr. Danish,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southeast 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 Southeast planning region is composed of the following local workforce development areas:

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Sincerely,



Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Mario J. Civera, Jr., County Council Chairperson
Mr. John J. Daly, Delaware County Workforce Development Board Executive Director

December 29, 2017

Mr. Craig Adams, Chairperson
Montgomery County Workforce Development Board
2301 Market Street
Philadelphia, PA 19103

Dear Mr. Adams,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southeast 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 Southeast planning region is composed of the following local workforce development areas:

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Sincerely,



Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Valerie Arkoosh, Montgomery County Board of Commissioners Chairperson
Ms. Jennifer Butler, Montgomery County Workforce Development Board Executive Director

December 29, 2017

Mr. William Strahan, Chairperson
Philadelphia Workforce Development Board
One Comcast Center
Philadelphia, PA 19103

Dear Mr. Strahan,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southeast 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 Southeast planning region is composed of the following local workforce development areas:

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Sincerely,



Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable James Kenney, Mayor of Philadelphia
Mr. H. Patrick Clancy, Philadelphia Workforce Development Board Executive Director

Southeast Workforce Planning Region

Counties of

Berks

Bucks

Chester

Delaware

Montgomery

Philadelphia

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: Southeast Workforce Planning Region

Effective Date: 1/1/2018

1.1. Identification of the region.

- Identification of the local workforce development area(s) that comprise the region;
 - Berks County
 - Bucks County
 - Chester County
 - Delaware County
 - Montgomery County
 - Philadelphia County
- Identification of the key region committee members charged with drafting the regional plan to include organizational affiliation; and
 - Berks County: Dan Fogarty, John Moser
 - Bucks County: John Flanagan, Dianna Kralle
 - Chester County: Pat Bokovitz, Patricia Hennessy
 - Delaware County: John Daly, Joan Chicklo
 - Montgomery County: Jennifer Butler
 - Philadelphia County: Patrick Clancy, Meg Shope Koppel
- A list of key region committee meeting dates.
 - March 16, 2017 Southeast PA Workforce Development Board Directors Meeting
 - May 4, 2017: Meeting with PREP Economic Development & Workforce Development Partners
 - May 10, 2017: Regional Planning meeting of Workforce Development Directors

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

The Southeast 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.

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Regional Labor Market Overview

The Southeast Pennsylvania region is home to nearly 4,510,522 residents, which represents 35.2% of Pennsylvania's population. A little more than one-third (34.8%) of the region's population resides in City of Philadelphia, followed by Montgomery (18.2%), Bucks (13.9%), Delaware (12.5%), Chester (11.4%) and Berks (9.2%). The projected population growth for the next five years for the region is 1.5%.

Local Area	Local Population	Percent of Regional Total
Berks	414,812	9.2%
Bucks	626,399	13.9%
Chester	516,312	11.4%
Delaware	563,402	12.5%
Montgomery	821,725	18.2%
Philadelphia	1,567,872	34.8%
TOTAL	4,510,522	100.0%

Source: U.S. Census Bureau, 7/1/16 estimates

The region is an economic driver for the Commonwealth of Pennsylvania. While labor force participation rates have increased, the Southeast Pennsylvania region faces an interesting labor market. The region possesses a lower unemployment rate than the Commonwealth with some counties having among the lowest with all counties having a dramatic decrease from their height during the recent recession of 2008-2009.

The Southeast Pennsylvania Workforce Region population on average is younger, better educated, and make more money when compared to Commonwealth as a whole. However, these demographics are not consistent throughout the Region with many variations exist outside of these averages.

The current median age for the Southeast Region is 38.4 and the average is 39.5 with the projected average to be 39.3 in five years. Comparatively, Pennsylvania's age is 40.9, 41, and 41.6 respectively. This general demographic requires further investigation as a major concern of SE PA employers is to address the challenges brought on by the aging workforce. A large demographic cohort of experienced "baby-boomer" workers are aging out of their prime working years and are retiring from their current occupations. Not only will that impact the challenge of filling those positions with new skilled workers but also require responses for second or post-retirement employment. This could include the engaging of the Gig Economy, another priority noted later in this section. At this time, 15.6% of the population (626,361) is over the age of 65, with an additional 13.2% (530,780) of the population between the ages of 55 and 64.

Regarding education, 32.8% of the region's population has earned an advanced degree (compared to the state average of 28.5%). Also, 9.4% of the population 25 and over had earned a Master's Degree and 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had a Bachelor's Degree. In comparison, the Commonwealth had consistently lower figures.

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Income is higher in Southeast Pennsylvania, also. The average household income in 2017 is \$85,346, higher than the state average of \$77,812. Over the next five years, the average household income is projected to grow from the current \$85,346 to \$92,354 while the state household income growth is projected to grow from the current \$77,812 to \$84,180.

While unemployment is often noted, the review of employment in the Southeast Region is important. Employment status for those over age 16 and over is as follows: 57.8% employed civilians, 6.2% unemployed civilians, and 36.0% are not participating in the labor force. These compare to state information at 57.8% employed civilians, 5.0% unemployed civilians, and 37.3% are not in the labor force.

A general occupational review shows that a higher percentage hold white collar jobs when compared to the state (64.5% vs. 60.6%), fewer hold blue collar jobs (17.2% vs. 21.3%) and service and farm workers are higher (18.3% vs. 18.1%).

Most of the employed population (70.3%) drives alone to work, with an estimated travel time to work of 32 minutes. Just over one in ten (11.3%) utilize public transportation. Most of the employed population in the state (76.5%) drives alone to work, with an estimated travel time to work of 29 minutes. Access to reliable, affordable transportation remains a challenge. The regional public transit authority, SEPTA, provide many spokes of the regional rail, high speed lines and buses that support regional workforce development. Parts of the system reflect historical investments when development of jobs was mainly in urban centers. Today, commuting patterns have changed and cross county travel is much more prevalent.

Overall, unemployment has stayed relatively stable at low levels since the WIOA transition plan was developed and approved in 2016. It is significant to note several items with the unemployment rate that is telling about the labor force and the labor market. The unemployment rate is essentially unchanged since 2016, indicating that perhaps most people with easy access and interest in working are already working. The unemployment rate in much of the region remains at or near full-employment (below 5%) and is also less than the state average with the exception of Philadelphia. However, this overall good news can mask the unfortunate fact that there are still many residents throughout the region who have been left behind by the region's long slow recovery from the 2009-2010 national recession. Some of those most impacted are older, formerly highly-paid professionals who remain long-term unemployed or under-employed.

Local Area	Unemployment Rate (Maximum)	Unemployment Rate (May 2017)
Berks	9.3%	4.9%
Bucks	8.0%	4.5%
Chester	8.7%	3.9%
Delaware	8.4%	4.8%
Montgomery	8.7%	4.2%
Philadelphia	8.7%	6.6%
SE PA Region		5.0%
Pennsylvania		5.0%

Source: Center for Workforce Information and Analysis

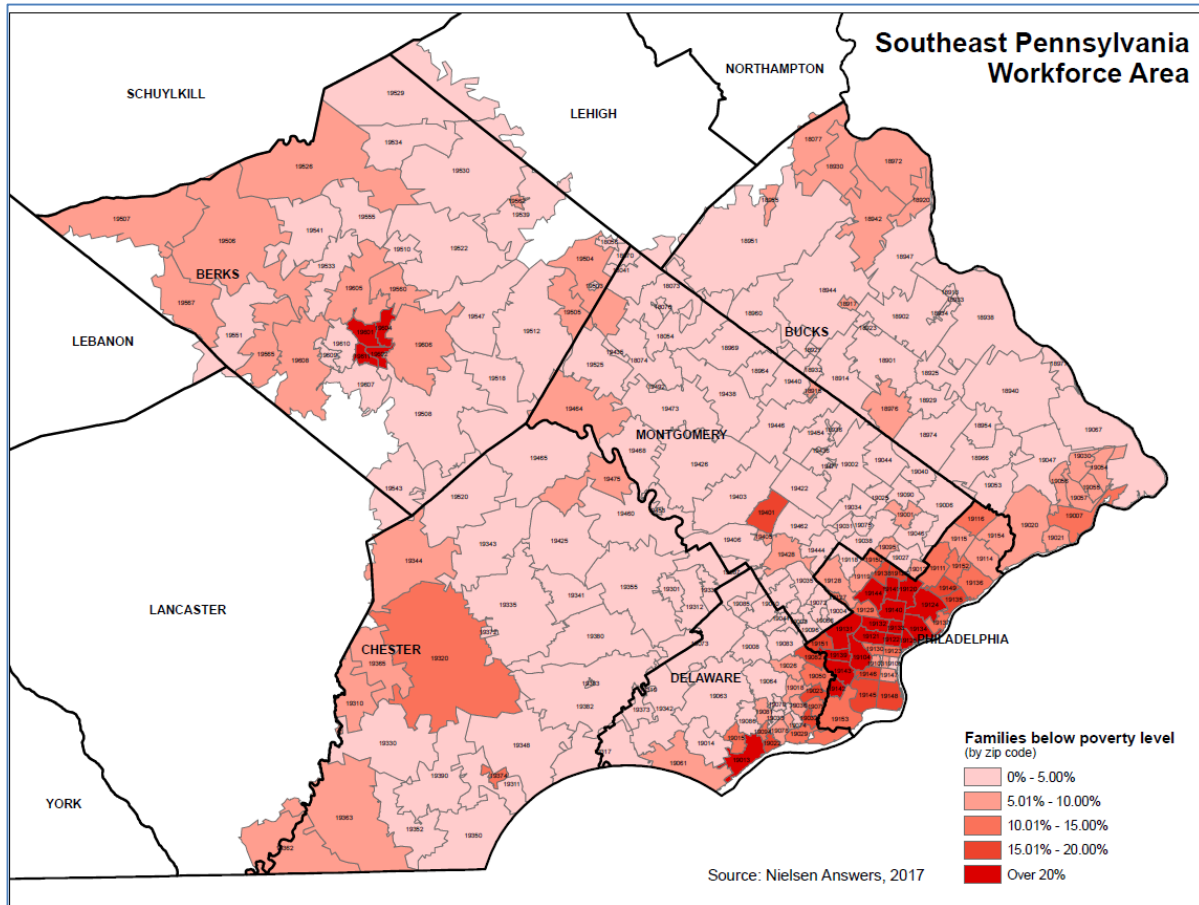
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Given the comparatively low unemployment rate and 36.0% of the population not participating in the labor force, it's important to understand the frequency, location and needs of those populations with barriers not characteristically not participating in the labor force to understand where to locate and identify potential workers to meet employer needs.

Coupled with the low labor market participation and challenging labor market throughout the region, the research provides an opportunity to review the labor market demographics of groups commonly not participating in the labor market and generally higher unemployment. These groups include those in poverty, immigrant population, and other populations with barriers (including ex-offenders, foster care, disabilities). This will be examined in varying detail below.

Poverty is often an indicator and contributes to the 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, one in ten (10.5%) of families are living in poverty. Concentrations include a portion of Berks County (select Reading zip codes), Delaware County (Chester) and Philadelphia County (select Philadelphia zip codes) with poverty levels greater than 20%. Single parents are more likely to be living in poverty, with 14.9% of the households in the region considered single parent households.

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Southeast Pennsylvania possesses an overwhelming percentage of the state's immigration population. According to the Migration Policy Institute, from 2011 to 2015 there were 461,000 immigrants in the Region, accounting for 57.6% of the state's immigrant population. Several local workforce areas already work closely with the Welcome Center for New Pennsylvanians related to assisting immigrants, including the Delaware and Philadelphia local boards.

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, and health problems that make them hard to employ. Those convicted of crimes but never incarcerated face similar barriers to finding employment. Some employers are reluctant to hire residents with convictions given their concerns about liability in the workplace. Pennsylvania has specific legislation that restricts Pennsylvanians with criminal convictions from hire in specific occupations -- especially those in healthcare and banking. Recently, lifetime bans have been challenged by the courts and the Pennsylvania

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legislature is reconsidering these bans In the Southeast region, in 2016 there were 7,119 individuals released from a state prison and 69,136 released from a county jail There are many others convicted of crimes who were not incarcerated.

According to the Division for Social Policy and Development Disability, in developing countries, nationally 80% to 90% of persons with disabilities of working age are unemployed, whereas in other industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Employers are often misinformed about the expense of accommodating an employee with a disability. The PA Office of Vocational Rehabilitation (OVR) educates and supports employers with accommodations. OVR has recently become an advocate for accommodations for incumbent workers who experience a disability. Even when embraced in the workforce, finding reliable, safe transportation can be challenging for those with physical difficulties.

When looking at the region, 4.7% of those employed have a disability, while 13.8% of those unemployed have a disability. In the region unemployment is 143.0% higher for those with a disability (20.7%) compare to those without a disability (8.5%). There are also 38,047 students receiving services through the local Intermediate Units, with half (53.1%) of those students having a learning disability, 8.2% have an intellectual disability, 1.5% have a speech/language impairment, 12.2% have emotional disturbances, 15.2% have health implications and 9.1% have autism.

In summarizing the compelling demographics of the Region, significant populations comprise the labor force that most likely have a lower participation rate than the general population. Additional demographics for those with barriers in SE PA show significant populations:

- 10.5% families are living below poverty (Nielsen Answers)
- 16.0% of households speak a language other than English at home (Nielsen Answers)
- 14.9% of families are single parent families (Nielsen Answers)
- 7,119 individuals were released from a state prison in 2015 and 69,136 individuals released from county jails (PA Department of Corrections)
- In 2015, 4,382 children left foster care, 6.9% (302) aged out of the foster care system (PA Partnerships for Children)
- In 2015, there were 7,461 youth with a juvenile court disposition (PA Juvenile Court Judge's Commission Annual Report)
- In 2016, 63,753 children between the ages of 0-17 were receiving TANF assistance (PA Department of Human Services)
- Of the estimated 2,170,769 individuals in the labor force:
 - 4.7% (92,440) of those employed had a disability
 - 13.8% (24,078) of those unemployed had a disability
 - 20.7% of the disabled population is unemployed
 - Unemployment is 143% higher for those with a disability
 - 8.5% is the unemployment rate for those without a disability
 - 10.1% is the overall unemployment rate
 - (Source: US Census Bureau, American Community Service, 5 year estimates)
- During the 2015 Point in Time Count, 8,743 people were counted at homeless that designated evening in January (HUD, Point in Time Count)

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- In 2016, 10,421 students were homeless as defined by the McKinney-Vento Homeless Assistance Act (PennLive)

This labor market summary provides the foundation for the six Local Workforce Development Boards (and their community and workforce partners) with the following regional labor market analysis.

On the positive side, the Southeast Pennsylvania Workforce Region population is on average younger, better educated, and make more money when compared to Commonwealth. The population is growing and with people, both immigrants and non-immigrants, moving to the Region particularly when compared to other parts of Pennsylvania. On the positive side also, the unemployment rate is relatively low indicating that jobs are comparatively plentiful.

On the negative side, the unemployment rate is comparatively low, indicating to employers that finding the right workers with the right skills is more challenging than ever. With 36.0% of the labor force not participating, the Southeast Pennsylvania Region must look toward and reach out to those populations that are not participating as robustly in the labor market. This includes those living in poverty, immigrants and those with barriers, as well as any remaining long-term unemployed. As noted in the map above, poverty is evident in large parts of the region but highly concentrated (20.0% or higher) in certain areas.

Regional Employer Overview

The Southeast Pennsylvania 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 Southeast Pennsylvania.

Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. Per ESMI, LQ can reveal what makes a particular region “unique” in comparison to the national average. The Location Quotients for the key industry clusters as delineated by the Center for Workforce Information by Local Workforce Area are as follows:

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Industry Cluster	Berks County	Bucks County	Chester County	Delaware County	Montgomery County	Philadelphia County
Agriculture & Food Production	1.68	0.05	1.32	0.41	0.06	0.46
Advanced Manufacturing	1.43	1.48	0.92	1.00	0.85	0.33
Bio-Medical	0.09	1.43	2.26	0.62	0.87	0.45
Building & Construction	0.91	1.43	2.26	0.62	4.26	0.58
Business Services	0.78	0.94	1.53	0.94	1.43	0.94
Education	0.98	0.86	0.96	1.33	0.77	1.43
Energy	2.66	0.69	0.48	0.67	0.74	0.66
Health Care	1.07	1.20	0.97	1.36	1.10	1.64
Hospitality, Leisure and Entertainment	0.80	0.96	0.75	0.87	0.73	0.92
Logistics & Transportation	0.94	0.75	0.64	1.10	0.52	1.37
Real Estate, Finance and Insurance	0.64	0.78	1.63	1.09	1.49	1.02
Wood, Wood Products & Publishing	0.98	1.44	1.00	0.75	1.05	0.70

Source: Center for Workforce Information and Analysis

Significant Location Quotients include high LQ's of 4.26 (Montgomery County, Building and Construction), 2.26 (Chester, Building and Construction), 1.43 (Health Care, Philadelphia) and 1.43-1.48 (Advanced Manufacturing, Berks and Bucks).

While these are general Location Quotients for each Local Workforce Area, reviewing specific occupation based Location Quotients also demonstrate an interesting concentration of occupations. High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average.

In reviewing occupations specific Location Quotients, these will be reviewed at the Local Workforce Development Area level for consideration for training and education programs. Where they encompass more than one LWDA, the Directors may discuss and consider regional programming.

Data are not available now from the Center for Workforce Information and Analysis regarding regional Location Quotients.

Additionally, long-term industry projections for the Southeast Region also provide a window into employer demand to match job seeker supply.

When looking at long-term industry projections the highest level of projected growth is in construction. This is currently a sector with high unemployment and growth will provide an

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opportunity to bring back displaced workers. Education and Health Services along with Leisure and Hospitality are also projected to grow more than ten percent. Information, Federal, State and Local Government, as well as Manufacturing are projected to decline. The region's workforce and economic development agencies are working to identify strategies to attract and train talent to reverse the decline in manufacturing employment, but more immediately to find skilled replacement workers to take over from retiring baby-boomers. Several initiatives detailed below, directly address the challenges (p. 16). Manufacturing, because of the strong supply chain effects, is a critical component along with Healthcare, Education and Professional & Business Services.

Long Term Industry Projections for Southeast Region (2014-2024)				
			Employment Change (2014-2024)	
Industry	Employment (2014)	Projected Employment (2024)	Volume	Percent
Total Jobs	2,130,540	2,266,260	135,720	6.4%
Goods Producing Industries	236,030	243,960	7,930	3.4%
Agriculture, Mining & Logging	5,240	5,400	160	3.1%
Construction	71,560	83,170	11,610	16.2%
Manufacturing	157,140	153,330	-3,810	-2.4%
Services-Providing	1,786,510	1,911,750	125,240	7.0%
Trade, Transportation & Utilities	339,780	346,640	6,860	2.0%
Information	33,890	31,210	-2,680	-7.9%
Financial Activities	133,390	140,730	7,340	5.5%
Professional & Business Services	308,940	341,160	32,220	10.4%
Education & Health Services	540,660	599,970	59,310	11.0%
Leisure & Hospitality	183,730	205,040	21,310	11.6%
Other Services, Except Public Admin.	102,920	108,150	5,230	5.1%
Federal, State & Local Government	127,490	122,870	-4,620	-3.6%

Source: Center for Workforce Information and Analysis, 2017







Further review of this chart above demonstrates a 16.2% increase in construction employment, a 2.4% decline in manufacturing within the Goods Producing Industries. Significant growth also is projected in Professional and Business Services, Education and Health Services, and Leisure and Hospitality.

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Specialty Hospitals (except Psychiatric and Substance Abuse) experienced the greatest decline in the number of job over the past year, while Services for the Elderly and Persons with Disabilities along with Home Health Care Services experienced growth. This is indicative of changes in the way healthcare is organizing across the region. Consolidation of healthcare systems has changed the landscape of demand for talent over the past five years.

Personal Care Aides and Home Health Aides are growing occupations, while Janitors and Cleaners and Sales Representatives are declining. We are expecting a decline in the types of retail jobs available in the coming years; outlets seem to do well as does the King of Prussia Mall, but department stores and clothing stores are experiencing declines in employment (*These 21 retailers are closing hundreds of stores in 2017*, Gili Malinsky, Bankrate).

Growing & Declining Industries

Industry	Change in Jobs (2015-2016)	
Services for the Elderly and Persons with Disabilities	4,181	
Home Health Care Services	2,348	
Research and Development in Biotechnology	1,453	
Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	-663	
Colleges, Universities, and Professional Schools (Local Government)	-957	
Specialty (except Psychiatric and Substance Abuse) Hospitals	-2,275	

Source: EMSI, 2017

Another method of confirming and corroborating long-term industry projections for the Southeast Pennsylvania Workforce Region is through the North American Industrial Classification System (NAICS) codes. These codes, as noted by the Center for Workforce Information and Analysis on their website (www.workstats.dli.gov) that “data contained in these tables are the best available source of information for estimating job opportunities, developing training programs and gaining an insight into future employment trends”. Based upon a summary of the six Local Workforce Development Areas, the chart below is the ten-year Long-Term Industry Projections for Southeast Pennsylvania.

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Long-Term Industry Employment Projections (based upon Jobs by NAICS Industry Sector - 2014 - 2024)

Southeast Pennsylvania WDA Industry Employment 2014-2024 Long-Term Projections						
NAICS	Industry Title	Employment*		Change		Avg Annual
		2014	2024	Level	Percent	Change
11	Agriculture, Forestry, Fishing & Hunting	4,910	5,060	150	3.1%	15
21	Mining, Quarrying & Oil & Gas Extraction	330	340	10	3.0%	1
22	Utilities	4,560	4,520	-40	-0.9%	-4
23	Construction	71,560	83,170	11,610	16.2%	1,161
31-33	Manufacturing	157,140	153,330	-3,810	-2.4%	-381
42	Wholesale Trade	60,910	61,920	1,010	1.7%	101
44-45	Retail Trade	213,450	214,220	770	0.4%	77
48-49	Transportation & Warehousing	60,860	65,980	5,120	8.4%	512
51	Information	33,890	31,210	-2,680	-7.9%	-268
52	Finance & Insurance	107,150	113,250	6,100	5.7%	610
53	Real Estate & Rental & Leasing	26,240	27,480	1,240	4.7%	124
54	Professional & Technical Services	154,750	171,880	17,130	11.1%	1,713
55	Management of Companies & Enterprises	49,910	53,310	3,400	6.8%	340
56	Administrative & Waste Services	104,280	115,970	11,690	11.2%	1,169
61	Educational Services	184,510	191,770	7,260	3.9%	726
62	Health Care & Social Assistance	356,150	408,200	52,050	14.6%	5,205
71	Arts, Entertainment & Recreation	34,820	37,420	2,600	7.5%	260
72	Accommodation & Food Services	148,910	167,620	18,710	12.6%	1,871
81	Other Services, Ex. Public Admin	102,920	108,150	5,230	5.1%	523
99	Government	127,490	122,870	-4,620	-3.6%	-462
	Self-Employed Workers	108,000	110,540	2,540	2.4%	254

Source: Center for Workforce Information and Analysis

An analysis of the chart above confirms industry growth noted in the previous chart with the largest gains occurring in Health Care & Social Assistance, Accommodation & Food Service, Professional & Technical Services, Administrative & Waste Services and Construction all in four figure positive average annual change.

Further research into some of the occupations that comprise these general categories based upon the region's fastest growing occupations indicate a varied average wage that would be a family sustaining wage and appropriate for investment by the public workforce system.

Many of the fastest growing occupations in the region are in Health Care and Food Service as noted in the Long-Term Industry Projection chart above and the specific occupations identified below.

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Occupation	2015 Jobs	2016 Jobs	Change in Jobs (2015-2016)	% Change	2015 Median Hourly Earnings
Personal Care Aides	33,332	36,213	2,881	9%	\$10.69
Home Health Aides	27,967	29,624	1,657	6%	\$10.35
Combined Food Preparation and Serving Workers, Including Fast Food	44,843	45,684	841	2%	\$8.83
Waiters and Waitresses	34,797	35,364	567	2%	\$9.55
General and Operations Managers	25,501	25,954	453	2%	\$57.66
Cooks, Restaurant	14,914	15,340	426	3%	\$11.98
Construction Laborers	15,725	16,118	393	2%	\$17.05
Customer Service Representatives	40,323	40,698	375	1%	\$16.89
Accountants and Auditors	25,067	25,442	374	1%	\$33.95
Hairdressers, Hairstylists, and Cosmetologists	12,394	12,764	370	3%	\$12.17

Source: EMSI, 2017

Within the Long-Term Industry and Occupational Projections, specific categories are cross cutting and serve the entire labor market (such as Professional and Technical Services) while others serve primarily specific categories (such as Health Care & Social Assistance and Construction).

When examining the region's fastest growing occupations in the chart above, clearly these fastest growing occupations correlate with the categories of the Long-Term Industry Occupation Projections.

The Southeast Pennsylvania Workforce Region has identified Manufacturing, because of the strong supply chain effects, as a critical component and in-demand industry cluster along with Healthcare, Education and Professional & Business Services. This identification is based upon strong employer demand and overarching impact of high quality jobs throughout the region.

The Southeast Pennsylvania Workforce Region has also identified additional in-demand industry sectors including Construction and Energy. Construction will be an expanding sector with employment expected to grow 16.2% through 2024. Reviewing this anticipated employment demand compared to the Location Quotient, it appears most of the Local Workforce Development Areas have a need to supply workers for the construction industry.

Another in-demand industry sector to consider is that of Energy. This in-demand cluster

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encompasses many aspects of energy, that could focus on the transmission of energy. This includes regional needs of PECO as well as First Energy/Met Ed and GPU, the regional utility to upgrade their gas and electric transmission capabilities. This also includes the potential and likely conversion of the former Sunoco refinery in Linwood, Delaware County, as the exporter of liquefied natural gas on the Delaware River waterfront as well as the associated Mariner 2 pipeline project this to transport natural gas liquids from Ohio and the Pittsburgh area to the Marcus Hook facility (through Berks, Chester and Delaware Counties) for both domestic distribution and export All three of these energy related projects will directly benefit the energy sector but also have impacts on the construction sector.

The region is looking to quantify both the types and numbers of those engaged in the “gig economy” to better inform our services for contingent and self-employed workers. One of the key areas of growing employment is that of what is commonly referred to as the “Gig Economy, defined by the Bureau of Labor Statistics as “a gig describes a single project or task for which a worker is hired, often through a digital marketplace, to work on demand”¹. BLS admits that the Gig workforce is spread among many different sectors and occupations with no way at this time to accurately track this information, traditionally called contingent workers.

The Long-Term Industry Employment Projections (based on the NAICS codes) project a 2.4% or 254 per year increase in self-employment income demonstrating a positive trend on the “Gig Economy”.

One of the ways to portray data to determine the Gig Economy impact is through the review of the share of resident tax returns with independent business income. Recently the Federal Reserve Bank of Philadelphia as part of their Second Quarter 2017 Community Outlook Survey reviewed and determined that barriers to employment access are major issues to improving workforce and economic development efforts. One of the key areas discussed was that private contractor “gig” work and self-employment opportunities are on the rise.²

Percentage of Independent Business Income by County	
Berks	12.17%
Bucks	14.53%
Chester	15.37%
Delaware	14.06%
Montgomery	15.11%
Philadelphia	12.91%
State	12.86%

Source: Internal Revenue Service

Based upon 2015 data (the most recent available from the Internal Revenue Service) the following Southeast PA counties have the following percentages of independent business

¹ Bureau of Labor Statistics, Working in a gig economy, <https://www.bls.gov/careeroutlook/2016/article/what-is-the-gig-economy.htm>

² Federal Reserve Bank of Philadelphia, Second Quarter Community Outlook Survey, <https://www.philadelphiafed.org/community-development/community-outlook-survey>

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income (See chart to the right). The Southeast PA counties are close to or exceed the state level, indicating a higher impact of the Gig Economy.

The survey goes on to say that, like other workforce needs, soft skills are critical to the ongoing growth and success of the Gig Economy.

The Gig Economy will be an emerging sector for the Southeast Pennsylvania given the positive growth projections and currently higher than average independent business income.

To help ensure resources are available for serving these sectors and occupational areas, based upon the research complete, the Southeast Pennsylvania Workforce Development Areas recently submitted two regional petition applications for construction and manufacturing.

Based on this ongoing growing economy, the Southeast Pennsylvania Workforce Region will continue to review and update the industry clusters, sectors and related skill needs of the employer and related occupations.

Please see the regional strategy chart on page 16 for specific employer engagement to better align training investments with talent needs of the regional employers see Section 1.5.

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.

The Workforce Development Board partners of the Southeast Pennsylvania region have a long history of working together to achieve maximum collective impact in producing a highly-skilled workforce available to existing and prospective employers on a regional basis. The partners embrace the vision of the Governor's Combined State Plan that sets a framework for multiple levels of government working efficiently and in concert toward shared goals ("government that works"), expanding the education and training routes that lead to skills documentation valued by employers ("schools that teach"), and the transition to higher wage jobs tied to higher skills in the workforce through stronger alignment of economic development and workforce development actions ("jobs that pay"). The partners enthusiastically support advancement of a state system built on two bedrock principles where Pennsylvania has been a national leader in creating best practices for the national workforce development system: *sector-based planning* through industry partnerships, apprenticeships programs, and other employer-led training programs with coalitions tied to groupings of engaged employers not county or regional boundaries; and *career pathways* as the language of the education and training system that constantly focuses on employment goals while allowing for the flexibility of multiple on-ramps and off-ramps.

A solid base for planning and action was created in 2015 by the Workforce Boards and economic development partners of the Southeast Partnership for Regional Economic Performance (SE PREP). The Southeast Pennsylvania partners used a grant from the Pennsylvania Department

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of Labor and Industry as an opportunity to enhance regional, cross-sector collaboration by bringing together the region's 5 Small Business Development Centers, 2 Industrial Resource Centers, 6 Economic Development Organizations, and 6 Workforce Investment Boards to address regional priorities and to establish a foundation for further collaboration. After nearly a year of collaboratively implementing the initiatives funded under the grant, the partners engaged an economic development consulting organization, Camoin Associates, to facilitate a strategic planning process and to develop a strategic plan for the region. As a result of the process, which included review of multiple existing plans in the region, the partners identified several common regional workforce challenges and opportunities and developed strategies that built on existing organizations, plans, and relationships. In updating the information originally developed from the SE PREP work, additional discussions and meetings were held to identify additional regional challenges. The major regional challenges identified were:

- Addressing the aging workforce
- Engaging youth
- Coordinating employer needs with education and training programs in the region
- Job creation through small business development
- Developing a sustained and coordinated outreach and public relations campaign.
- Engaging the "Gig Economy" and its impact on Southeast Pennsylvania.

To address these challenges, seven primary strategies were developed. The strategies recognize the funding limitations and uncertainties of the partners, but serve as a framework for joint action for the multiple workforce development boards in the region and for collaboration with economic development and education partners prioritizing the use of existing funds and in acquiring additional resources. The table that follows shows the seven strategies, the alignment with the five broad goals of the Pennsylvania Combined Workforce Development Plan, and the goals to be pursued by the five Workforce Development Board partners in Southeast Pennsylvania in the upcoming year.

SE PA Regional Strategies (2015 SE PREP Plan)	Alignment with PA Plan (Combined WIOA Plan)	SE PA 2017 Goals (SE PA Regional WIOA Plan)
1. Enhance partner awareness of resources, priorities and initiatives	Strengthen data sharing across agencies to create better understanding and to better target new initiatives	<ul style="list-style-type: none">• Leverage existing resources of service strategies & curricula• Creating a regional strategy with the PA Department of Labor and Industry in regards to technical assistance/monitoring to

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		<p>ensure consistency of guidelines through changing local area monitors</p> <ul style="list-style-type: none"> • Expand train-the-trainer opportunities that service staff from multiple areas can attend • Continue SEPA Regional Director's meeting on a bi-monthly basis • Identify strategies for regional data sets through alignment of data resources.
2. Identify New Funding Opportunities	Expand public-private investment in the development of existing & emerging workers	<ul style="list-style-type: none"> • Collaborate regionally to identify additional and access private or alternative funding sources for workforce programs; • Collaborate regionally to identify additional methods of revenue generation through fee – for – service programs that can allow for more flexible local and regional resources.
3. Develop Partnership Framework for Ongoing Collaboration	Engage employers via sector strategies (demand-side clarity) and connect education/training via career pathways (supply-side responsiveness)	<ul style="list-style-type: none"> • Coordinate service approaches for key employer programs (OJT, incumbent worker training) to make them more user-friendly for employer customers • Aligning regional policies for Incumbent Worker Training, and On- the-

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		<p>Job- Training, to ensure seamless access to job seekers and employers who have a presence in multiple local areas within the SEPA region.</p> <ul style="list-style-type: none"> • Create a regional strategy for leveraging Rapid Response funds to address Incumbent Worker Training needs in key Industry sectors
4. Develop a Sustained Outreach Campaign for Job Seekers and Employers	Present clear message to the public & employers through better alignment of state, regional & local plans	<ul style="list-style-type: none"> • Share resources for public & employer awareness of programs & services • Develop career awareness messages that can be used by all workforce areas, with emphasis on array of pathways for young adults
5. Engage Employers Collaboratively	Engage employers via targeted industry sectors such as Industry Partnerships & WEDnet PA	<ul style="list-style-type: none"> • Continue bi-annual meetings of all regional Workforce Board chairs; use meetings as venue for connecting to regional economic development groups & industry sector leaders/associations • Local Area Directors attend, or will attend, SE Regional Economic Development PREP meetings on a bi-annual basis to ensure close coordination and alignment with Economic Development Partners.
6. Facilitate Employer &	Establish career pathways as	<ul style="list-style-type: none"> • Promote Career Pathways

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Education Connectivity, including increasing opportunities for youth to participate in work-based learning.	primary model for credentials attainment Develop multi-employer partnerships to improve the connection & responsiveness of workforce programs	as language of the system & connection for education & training to employers <ul style="list-style-type: none"> Expand sector-based employer engagement via Industry Partnerships, apprenticeships, and other programs
7. Raise Awareness of In-demand Skills & Occupations among Stakeholders	Strengthen data sharing related to specific skills needed, along with best practices for developing the skills	<ul style="list-style-type: none"> Create regional framework for creating micro-credentials and positioning of credentials on Career Pathways

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

The Southeast Pennsylvania Workforce Development region's economic and workforce development vision and goals are based upon regional economic development efforts and common needs of the priority clusters, their employers and their critical skill needs. The region has a strong and successful history of collaborating on regional economic and workforce development efforts for many years.

The regional economic development and business engagement strategies are often regional with employers and sectors crossing local workforce development areas geographic designations in order to obtain their needed skilled labor force. In response to the regional needs of employers, the six local workforce development board directors have a successful history of meeting regularly to develop programs, apply for funds, and implement regional efforts to address the needs of employers across the region. These partnerships for program implementation will be in direct response to the employer needs and consequently may be a full partnership of all six organizations (with one usually accepting the lead role) or could be fewer than all six depending upon the locations of employers, type of industry, funds available and other factors.

Examples of these programs include the AgConnect Partnership, Innovative Technology Action Group (ITAG), the Smart Energy Initiative of Southeastern Pennsylvania, and the Philadelphia Business Education Career Awareness Project to name a few. These program examples represent responses to various industry clusters throughout the region and complement the local workforce development area efforts.

Recently, the six local areas participated in a regional Southeast Pennsylvania Workforce and

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Economic Development collaboration project with their PREP partners. This project, funded with Jobs 1st funding initiative, helped identify priority efforts, implement successful pilot and other needed programs and enhance collaboration among workforce and economic development partners. This helped identify a successful framework for regional collaboration, however, there are no funds to continue this specific project.

As a result of this collaboration, the region coordinates workforce services with our economic development partners through the regular Southeast regional PREP meetings as well as in special initiatives. For example, the region's Small Business Development Centers present their services in information session with the areas Industry Partnerships. The Delaware Valley Industrial Resource Center (DVIRC) and Manufacturing Resource Center (MRC) are critical partners in supporting the diversification of employers' manufacturing production and succession planning. These partnerships with economic development agencies provide a broader set of services to employers across the region.

To continue the momentum established by the Jobs 1st project, the six local workforce development boards will continue to emphasize and respond to the demands of employers throughout the region. To implement this, the Board Directors will continue to meet monthly and convene with their Workforce Development Board Chairs quarterly. These meetings will focus on improving the services to employers, industry clusters and skills sets necessary and in demand to complement and support local county-based efforts.

The Southeast Pennsylvania Workforce Development Region, as part of their plan, will discuss and consider the following topics (and others) as part of the quarterly meetings:

- ✓ Acquiring grants—the region has a successful history of acquiring grant funds to address critical regional needs and will continue to explore these opportunities as a region.
- ✓ Leveraging existing resources—in order to better serve employers, intermediaries, jobs seekers and others, the sharing of resources (such as curricula and service strategies), recruitment needed for skill needs in high demand for the region's employers, and other related data and information.
- ✓ Incumbent worker policies—consider reviewing and developing consistent incumbent worker policies to best serve the region's employers.
- ✓ Core partner procedures—consider development of protocols with partners such as OVR, Wagner-Peyser and Title II to better and more consistently serve employers and job seekers and as available with Youth Build and Job Corps.
- ✓ Train-the-Trainer—development of training packages in venues where staff can access this training including improved employer engagement and business service strategies.
- ✓ Review local employer engagement strategies—one of the opportunities is to improve consistency, performance and services to employers throughout the region by reviewing and sharing effective practices related to employer engagement strategies.

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As part of the plan, the Directors will continue to reach out to the lead sectors throughout the region, work with intermediaries (such as Chambers of Commerce and Economic Development Organizations) both locally and regionally, and share labor market information in order to continually serve employers as effectively as possible. Additionally, the region is exploring how to market workforce services and increase our penetration rate across industries while attracting more career seekers into our centers for workforce services.

The Southeast Pennsylvania Workforce Boards have a long successful history working with and partnering with post-secondary education. The regional community colleges are key resources in both post-secondary certifications and 2-year degrees that align with employer demand.

As noted in the Jobs 1st funding initiative, as indicated in the table below, these national trends also apply to the SEPA region. The median wage of a worker in the Greater Philadelphia region with an Associate's degree or some college education is 78% higher than that of a worker without a high school diploma. A worker with an Associate's degree earns 21% more than a high school graduate. Just graduating from high school in the region leads to a 47% increase in median earnings over the earnings of a worker without a diploma. Workers without postsecondary degrees are also more likely to be unemployed than workers with an Associate's degree or higher. The unemployment rate for workers without a high school diploma is 19%, while the rate for workers with an Associate's degree or some college is just 9%.

Earning and Unemployment Rates by Educational Attainment (Population Aged 25-64)		
Unemployment Rate*	Level of Education	Median Earnings†
19%	Less than high school graduate	\$21,369
12%	High school graduate (includes equivalency)	\$31,371
9%	Some college or Associate's degree	\$38,062
4%	Bachelor's degree	\$54,321
*included in Bachelor degree rate	Graduate or professional degree	\$73,909

Source: 2011-2013 American Community Survey 3 Year Estimates

*6 County SE PA Region

† Greater Philadelphia MSA

For these reasons, as well as the aging workforce, offering training programs that meet the needs of employers and are accessible to all residents is more important than ever. As previously referenced, employers are facing waves of retirements, removing some of the most experienced and skilled workers from the workforce. Most of these openings will require workers with at least an Associate's degree to meet the needs of employers. However, as noted by a local WDB member, focusing solely on higher level education does not hit all areas needing to be addressed for higher level jobs.

Additional assistance to support the key industry sectors aligns with two goals of the Jobs 1st Report that “workforce and economic partners provide information about the needs of key industry sectors to training providers” and that “students, educators, parents, and adult workers are aware of in demand skills and occupations on the region”. Through the strong connection to education throughout the region will obtaining these skills and their corresponding wages be possible.

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The Directors will explore then establish as part of the regional effort appropriate outcomes and results to measure the work with employers and sectors as noted in and as part of the plans per section 1.3 through developing the partnership framework for ongoing collaboration, developing sustained outreach campaigns for job seekers and employers and engaging employer collaboratively.

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

While all the local workforce development boards in the Southeast Pennsylvania region maintain strong connections with their multiple local economic development organizations and chambers of commerce, as described in each local plan, the primary forum for connecting workforce development and economic development goals and services at the regional level has been the Southeast Pennsylvania Partnership for Regional Economic Performance (SE PREP). In 2015 the core partners of SE PREP brought together the region's 6 county-based economic development organizations, 6 workforce boards, 5 small business development centers, and 2 industrial resource centers to address regional priorities, establish a foundation for ongoing collaboration, and create strategic goals to guide the individual strategies and tactics of each participating organization. The plan that resulted from the process focuses on the intersection of interests, challenges, and opportunities of the partners. The plan does not supersede any other plans but rather provides an overarching framework to focus on the core issue of primary interest to the Southeast Pennsylvania partners – creating a more highly-educated and trained workforce in the region as an enabler of business expansion and attraction. Key strategies from the plan and alignment with the state and regional WIOA plans are shown in Section 1.3 (pages 14-17).

The platform of knowledge and trust among workforce development organizations and economic development organizations in the region has resulted, and will continue to result, in quick concerted action to respond to needs and seize opportunities. Coalitions in various geographic configurations provide customized approaches to address key issues, all under the regional SE PREP platform that is used to share information, expand and replicate successful models, and assess overall regional impact on employer and job seeker customers. This process allows for flexibility and speed in crafting solutions and in sharing leadership on key initiatives, while maintaining focus on regional impact of the collective efforts. Shown below are examples of such coalitions that are serving to advance workforce skills in the region:

American Apprenticeship Grant

Purpose/Goals: Build new apprenticeship structures and pipelines in the region, specifically creating an IT apprenticeship enrolling 170 trainees and a Behavioral Health Technician apprenticeship enrolling 140 trainees. Leverage other funding sources to build and maintain pre-apprenticeship feeder programs. Create visibility for apprenticeship structures in the region to stimulate the growth of apprenticeships in other occupations.

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Timeline: 5 years beginning December 2015

Key Partners: Philadelphia Workforce Development Board, Philadelphia School District, Communities in Schools, Youth Build, Job Corps, District 1199C Training & Upgrading Fund, OIC, PHA

Coordinating Partner: Philadelphia Works

Manufacturing Alliance of Bucks & Montgomery Counties

Purpose/Goals: Connect manufacturers in the two counties to strengthen and grow the sector. Provide opportunities for increased networking, partnering, and sharing of information. Create and maintain a supply chain website. Raise money to support goals. Provide dedicated staff from the two Workforce Development Boards.

Timeline: Ongoing platform

Key Partners: Bucks and Montgomery County Workforce Development Boards, manufacturers in both counties

Southeastern Regional Workforce Development Partnership

Purpose/Goals: Develop training plans and awareness initiatives to ensure a reliable pipeline of talent for the manufacturing sector. Increase employer membership. Support work-based learning for students, including summer internships. Develop a pre-apprenticeship manufacturing program. Develop on-site career coaching models. Map manufacturing career pathways to showcase education/training leading to high wages in the sector.

Timeline: Formed in 2007, work is ongoing

Key Partners: Workforce Development Boards of Philadelphia, Bucks, Montgomery, and Delaware Counties, 50+ employers, School District of Philadelphia, Philadelphia Youth Network, regional/local economic development agencies, labor organizations, faith-based organizations

Southeast PA Region Workforce/Economic Development Collaborative: PA JOBS1st Grant

Purpose/Goals: Build a sustainable public/private partnership in Southeast PA to provide comprehensive and integrated workforce and economic development services. Address labor shortages facing manufacturers in Southeast PA through training and aggressive career awareness and pipeline development campaigns.

Timeline: Ongoing platform (built with grant from July 2014 to July 2015)

Key Partners: Southeast PA PREP Partners, Workforce Development Boards of Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties

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Workforce Innovation Fund (WIF) Grant: Micro-Credentials for Target Populations

Purpose/Goals: Develop micro-credentials in the successful 12-week metalworking training program of the college. Serve four cohorts of ten students each. Target new populations and engage community partners in recruitment and preparation.

Timeline: October 2015 – September 2019

Key Partners: Bucks County Community College, Bucks County Workforce Development Board

Workforce Innovation Fund Grant: High Priority Occupations

Purpose/Goals: Embed micro-credentials in two new and two existing career certificate programs in the healthcare and manufacturing sectors. Focus on attracting dislocated workers, with special emphasis on long-term unemployed job seekers. Provide intensive, individualized career coaching for trainees to ensure training and job placement success.

Timeline: October 2015 – September 2019

Key Partners: Montgomery County Community College, Montgomery County Workforce Development Board

Sector Partnership National Dislocated Worker Grant

Purpose/Goals: Train 54 dislocated workers in High Priority Occupations in the Nursing, Bio-technology and Bio-manufacturing sectors. Employ a Career Pathways framework. Connect short-term training to 2-year and 4-year degree programs.

Timeline: July 2015 – June 2017

Key Partners: Southeast PA regional community college and workforce development boards

Southeast Pennsylvania Defense Transition Collaborative

Purpose/Goals: Assist distressed employers, adversely impacted by defense spending cuts, in the supply chain of major Department of Defense vendors. Create marketing and diversification plans to improve business outcomes for these employers. Connect employers to other potential markets. Currently funded through a second year.

Timeline: November 2015 – November 2018

Key Partners: Workforce development boards and economic development entities in Southeast PA region plus Lehigh and Northampton Counties

Philadelphia Business Education Career Awareness Project

Purpose/Goals: Create pathways programs in manufacturing sector for 14-24-year old students and young adults. Provide career awareness and internship opportunities for over 300 youth. Enhance career awareness through real-time labor market information and mapping of pathways.

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Timeline: June 2015 – June 2016

Key Partners: School District of Philadelphia, Philadelphia Youth Network, Collegiate Consortium, Office of Career & Technical Education, Industry Advisory Committee, Manufacturing Alliance of Philadelphia, Southeast Regional Workforce Development Industry Partnership

Business-Education Partnership Grant

Purpose/Goals: To use career awareness and solidify elements for a successful school to employment experience for rising seniors through internships and intentional and more intensive career readiness training. To better support such transitions, externships of teams of CTE and academic teachers will engage with employers on-site.

Timeline: March 2017 – June 2018

Key Partners: Philadelphia Works, School District of Philadelphia Office of Career & Technical Training, Philadelphia Youth Network, SERWDP

AgConnect Partnership

Purpose/Goals: Connect farmers, to business resources, training, and financing to grow businesses and promote smart, sustainable agricultural economic development. Promote agriculture as a viable career option for students. Support training and financing programs to advance the sector, acquiring grants to assist.

Timeline: Ongoing Industry Partnership (since 2000)

Key Partners: Initiative of the Chester County Economic Development Council with partner support from Southeast PA workforce development boards, PA Department of Community and Economic Development, PA Department of Labor and Industry

Innovation Technology Action Group (ITAG)

Purpose/Goals: Develop programs and workshops for individuals and companies, promoting the latest technology and best practices in using it. Create a pipeline of qualified technically-trained workers. Host an annual Tech Summit conference for IT leaders to share knowledge and experiences on leading trends impacting business.

Timeline: Ongoing Industry Partnership (since 2009)

Key Partners: Workforce Development Boards of Southeast Pennsylvania.

As updated through meetings and discussions with the PREP Partners and other community stakeholders, the Southeast PA Workforce Development Areas have identified additional areas of focus on the regional level. These include but are not limited to:

- ✓ Engaging the “Gig Economy” in the region.

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- ✓ Increasing labor market participation throughout the region in order to better serve employers, businesses and priority sectors. This includes regional initiatives targeted at individuals with barrier as well as the long-term unemployed/under-employed.
- ✓ Continue research and engagement in the Construction Trades sectors.
- ✓ Research additional potential sectors including Child Development Associates, opportunities for Immigrant population, and services to Youth.

The Southeast Pennsylvania Workforce Region will utilize the Next Gen Sector Partnership opportunities to continue to grow and build effective sector partnerships. Working in concert with the Commonwealth, the Next Gen Sector Partnerships will provide an industry-led collaboration that serves as a vehicle for aligning workforce development, economic development and education around the needs of business from a targeted industry.

In addition to the sector strategies noted above, there is a big movement for the Apprenticeship in Bucks and Montgomery counties, more for metal working than other areas such as construction and welding.

Given the size, diversity, and complexity of the broader Southeast PA region that includes over 1/3 of the commonwealth's population, the approach of sponsorship of initiatives by varying combinations of geographic and industry partners has served the region well. Many of these efforts, as shown above, are ongoing and funded for multiple years. As such, they lay the foundation for region-wide sharing of knowledge and best practices and spawning new initiatives that can be expanded and replicated as needed.

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.

The Southeast Workforce Development Region has significant regional populations in need of services and skills to meet the need of the region's sector employment needs. Each local workforce area has their priorities for serving target groups in their area.

During Program Year 2015, through Job 1st funds contracted with Camoin Associates to produce a report titled "Southeast Pennsylvania Workforce-Economic Development Collaboration Strategy" identified the aging workforce and youth engagement as regional target populations.

Additional regional labor market analysis then expands the regionally targeted populations to include veterans, returning citizens, low-income individuals, low educational attainment individuals, persons with disabilities and limited English proficiency. This list of targeted populations will be regularly reviewed and updated to determine any gaps or services necessary. Additionally, each local area has spent extensive time and research documenting, reaching out, and serving to the best of their abilities many targeted populations, as identified in their respective local plans. With a region as large, extensive and diverse as the six local workforce

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areas comprising Southeast Pennsylvania, the regionally identified target groups could comprise sub-group of areas or the entire region.

As a core partner, OVR has the ability to collaborate with the local Workforce Development Boards to serve individuals with disabilities. Eligible OVR customers receive multiple, individualized services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. Under WIOA, OVR has the ability to provide both eligible and potentially eligible in-school youth with disabilities with pre-employment transition services (PETS) to better prepare these students for life after high school. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

The Workforce Board Directors will continue to explore these areas as part of their monthly meetings. The Directors will also work in the context of the Workforce Innovation and Opportunity Act (WIOA), the Commonwealth's Combined Plan, and other significant stakeholders in reaching out to identify and address ongoing target population needs. As appropriate, they will work closely with local organizations and agencies that have a keen and in depth understanding of the critical challenges and opportunities in addressing these target populations.

Another area of focus will be on developing effective regional responses to the challenges of disconnected young adults. This will involve coordination with our educational partners, community-based organizations (CBOs) and WIOA partners such as Job Corps and YouthBuild.

Section 1.3 in this plan further delineates the regional priorities and plans to address the connection of the employer's labor force and occupational demands for all workers and job seekers, including those with disabilities.

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

Transportation is a critical factor to the success of an individual receiving education and training, getting to and from work, and a key success factor toward obtaining and keeping a job. The chart to the right illustrates where people live versus where they work. This is particularly true for those individuals with barriers to employment including but not limited to ex-offenders now more commonly known as returning citizens, persons with disabilities, TANF recipients, veterans, and others. Additionally, many of the priority sector jobs available, such as

Southeast Pennsylvania Workforce Areas Comparison of Place of Work vs. Residence			
Local Area	Work in the county	Work outside the county	Work outside of PA
Berks	74.6%	24.6%	0.8%
Bucks	57.3%	28.8%	13.9%
Chester	64.6%	27.1%	8.4%
Delaware	52.4%	40.1%	7.6%
Montgomery	63.2%	33.8%	3.0%
Philadelphia	75.6%	19.2%	5.2%
<i>Source: American Fact Finder, US Census Bureau, 2014</i>			

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health care, manufacturing, agriculture, retail sales, and management occupations require non-traditional working hours including evenings and weekend work. Managing these challenges while also including additional needs such as child care, further education, and other activities further amplifies the need of reliable transportation.

In Southeast Pennsylvania, most people drive alone to work; 50.6% of those in Philadelphia and approximately 76.8% in the suburban counties do just that. (See chart to the right.)

Additional but much smaller percentages of individuals car pool, take public transportation, walk or work at home. This clearly demonstrates that reliable transportation and most likely ownership or use of a vehicle is critical to the long-term work success of individuals throughout the region.

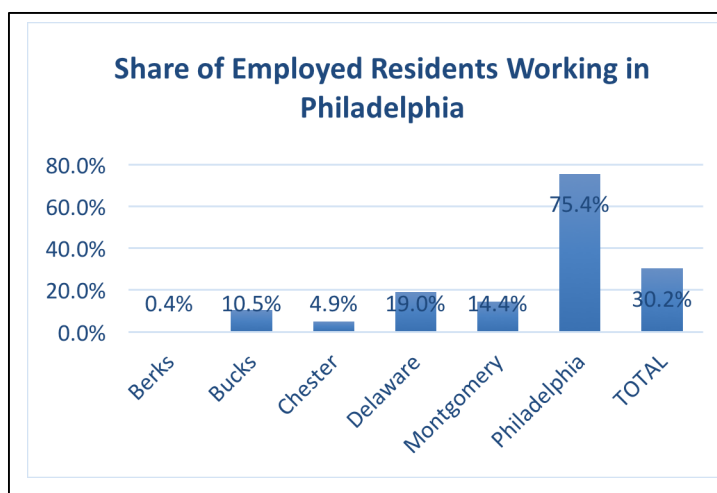
Southeast Pennsylvania Workforce Areas Means of Transportation to Work				
Local Area	Drive Alone	Car Pool	Public Transportation	Other
Berks	80.3%	10.7%	1.5%	7.5%
Bucks	81.6%	8.2%	3.0%	7.2%
Chester	77.7%	8.3%	3.0%	11.0%
Delaware	74.4%	6.7%	10.5%	8.4%
Montgomery	77.9%	7.1%	5.5%	9.5%
Philadelphia	50.6%	8.3%	26.8%	14.3%

Source: American Fact Finder, US Census Bureau, 2014

This is reflected in the regional commuting patterns across the region. The chart below illustrates the means of transportation to work. Based on the American Fact Finder US Census Data, fewer people drive to work in Philadelphia when compared to their neighboring Southeast Pennsylvania counties.

As has been stated many times, skill sets do not stop at county lines. Economic development and their employer engagement efforts are often a regional approach by the Southeast Pennsylvania Workforce Development Boards (see Section 1.9). Another way to illustrate that in transportation terms is the commuting across county lines (or in some cases state lines) to get to work. The analysis of the place of work versus the neighboring county or state illustrates a broad commuting pattern from suburban Philadelphia counties to Philadelphia while the Berks County labor force mostly works within Berks County.

Comparing where a person's permanent residence is located versus where they work is also a manner of identifying commuting patterns. The vast majority of individuals work within their home county or contiguous county. Clearly a large number of residents in counties contiguous to



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Philadelphia are commuting to Philadelphia. The chart above shows the county of residents versus where persons are working.

All local workforce development areas in Southeast Pennsylvania have a majority of employed residents in their counties working within their counties. On average two out of three workers work within their county of residence with Berks having a high of 79.2% (almost 8 out of 10) and Delaware being the lowest at 54.3% but closely followed by Bucks County at 55.3%.

One of the significant issues for transportation planning for both individual commuting and public transportation is the level of employment in Philadelphia versus the other Southeast Pennsylvania counties. While Philadelphia does have a significant draw of residents employed in the city from neighboring Southeast PA counties, the level varies significantly largely due to geography.

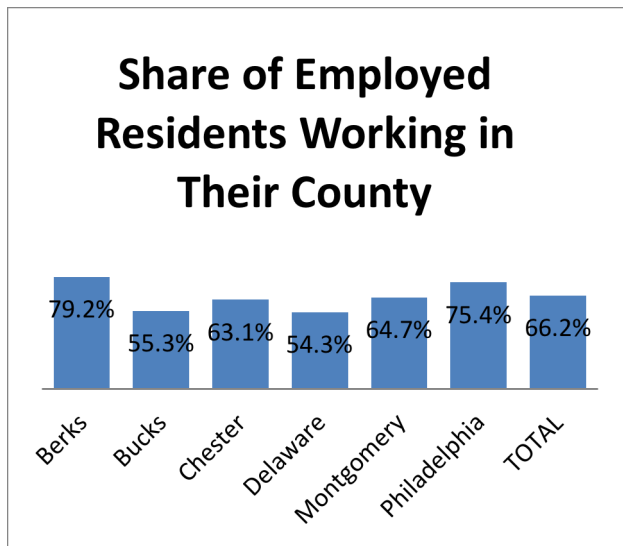
Public transit has been and will continue to be a vital component of community life throughout much of Southeast Pennsylvania.

Southeast Pennsylvania County-to-County Worker Flow							
	Berks	Bucks	Chester	Delaware	Montgomery	Philadelphia	TOTAL SE PA
Berks	140,819	410	1,916	187	4,231	243	147,806
Bucks	675	168,090	1,133	2,060	23,722	23,248	218,928
Chester	5,596	3,036	137,678	18,504	25,006	7,810	197,630
Delaware	505	2,754	17,870	137,988	11,758	21,802	192,677
Montgomery	12,727	48,414	25,673	28,144	245,619	59,970	420,547
Philadelphia	702	31,892	10,586	48,151	54,576	429,667	575,574
Other PA	15,270	5,574	5,107	1,399	3,976	3,114	34,440
Other USA	1,526	43,475	18,106	17,348	10,794	23,533	114,782
Other Int.	11	240	96	141	150	374	1,012
Total	177,831	303,885	218,165	253,922	379,832	569,761	1,903,396

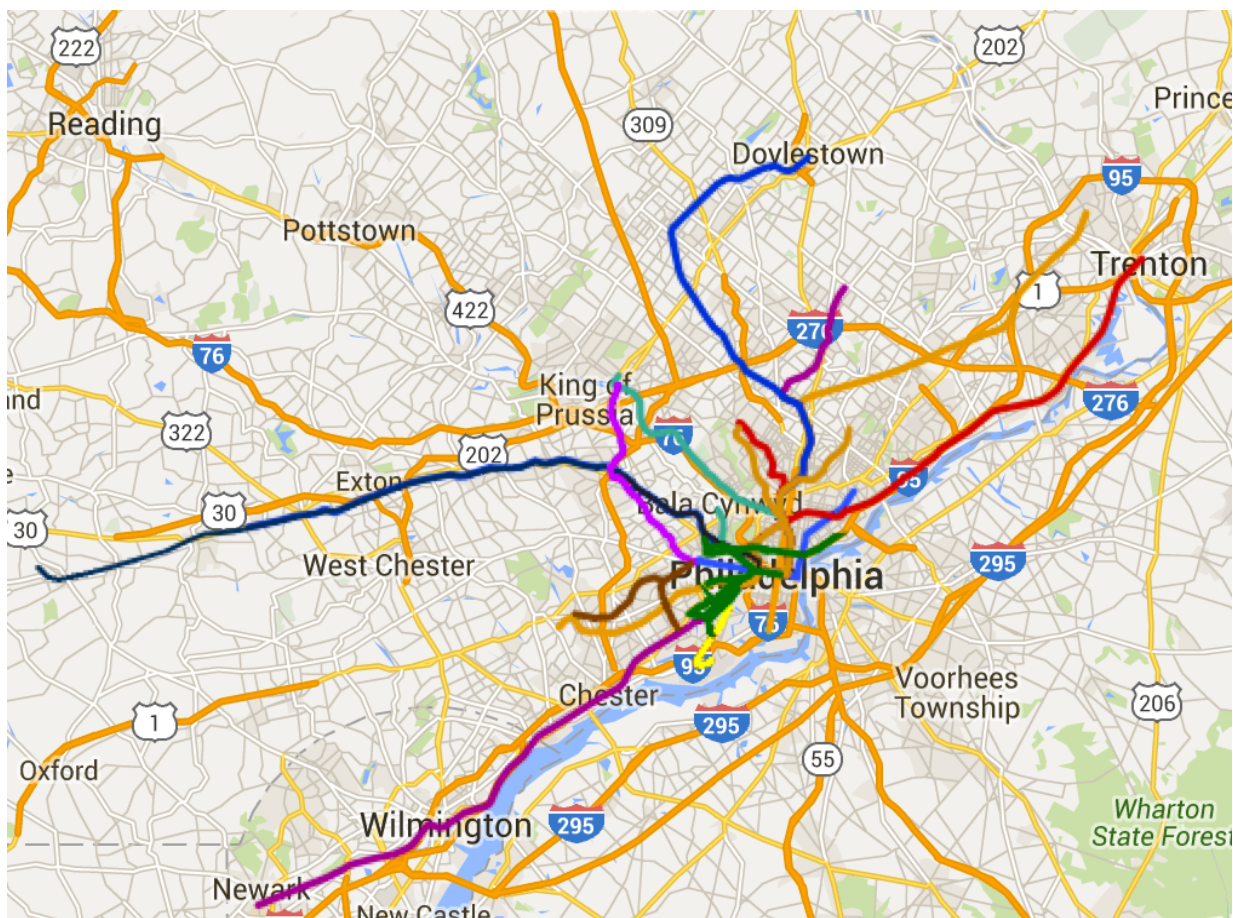
Source: US Census County-to-County Worker Flow Files 2000

Southeast Pennsylvania is fortunate to have an extensive public transportation system with the Southeast Pennsylvania Transportation Authority (SEPTA) serving the region. (Berks County is served by a separate county-based public transportation system – BARTA). While the SEPTA map below (from their website) shows the transportation venues throughout the Southeast Pennsylvania Workforce Development Area region, the use of public transportation varies within the counties. For example, Philadelphia has the highest percentage of individuals using public transportation at 27% with 11% in Delaware County and 4% in the remaining counties.

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As can be seen from the SEPTA map of their routes, the services of SEPTA are concentrated in Philadelphia and Delaware County with limited services to other counties (and neighboring states in some cases). While SEPTA is the sole provider in Philadelphia and Delaware Counties, the other counties have various local or county-based public transportation that complements SEPTA services or addresses various county needs.



Source: <http://www.septa.org/maps/system/>

The Job Access/ Reverse Commute (JARC) program funded by the Federal Transit

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Administration (FTA) was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. The JARC funding was used by SEPTA to provide additional service to passengers at times when regular transit operations would not be justified, such as the late evening, early morning, and on Sundays. Many low-income workers and Temporary Assistance for Needy Families (TANF) recipients in the region, particularly Philadelphia and neighboring counties rely on transit in order to work night shifts and on weekends.

All this being noted, the Southeast Pennsylvania Workforce Development Area works diligently to link with public transportation including ensuring that the PA CareerLink® centers and major contractors are on public transportation routes wherever possible. The Boards also work closely with employers and their sectors to address transportation issues.

The Southeast Pennsylvania Workforce Development Areas will update and identify those regional transportation options identifying accessible transportation options for persons with disabilities that cross county lines. Based upon the current data available, the Southeast Pennsylvania Workforce Development Areas will work collectively with the available Human Services Transportation Plans within each county to best identify services available to address accessible transportation for those with disabilities. Also, in the broader engaging of employers and coordination of services noted in Section 1.3 the Southeast Pennsylvania Workforce Development Areas will pursue the available public transportation availability to serve employers' labor force needs during off-peak time periods (nights and weekends). This could include working with collaborative efforts with non-traditional carriers such as Uber or special arrangements with public dedicated transportation systems, such as county human services.

The Southeast Pennsylvania Workforce Development Areas are aware of the Delaware Valley Regional Planning Commission Equity through Access, the DVRPC's update to the region's Coordinated Human Services Transportation Plan (<http://www.dvrpc.org/ETA/>). Among the key gaps identified in the plan include:

- ✓ Infrastructure—Not all fixed-route service is American with Disabilities Act (ADA) accessible.
- ✓ Service and funding—Existing routes and schedules are not always coordinated, flexible or convenient.
- ✓ Service and funding—There is inadequate funding to meet overall service demand among vulnerable populations.
- ✓ Data and coordination—There is lack of coordination between public transit services and Transportation Network Companies (TNC's) such as Uber and Lyft.

Based on this report, there is much to be done to improve both regional, intercounty and county based human services transportation to address job seeker and employer needs. The Southeast Pennsylvania Workforce Development Areas will explore and work closely with all entities involved to better address these critical transportation needs.

Note: In the long-term, re-establishing regional rail connection between Reading and Philadelphia would help better integrate the Berks County workforce and employers into the regional labor markets. However, there are no realistic plans for doing so at the current time.

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Regarding coordinating supportive services, 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 outcomes. This includes not only the WIOA Title I providers but also all the partners and other community providers involved or engaged in the public workforce system. While supportive services are based upon local county-based policies, the Southeast Workforce Planning Region will continue to review supportive services as needed based on common needs of employers (and their sectors) 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 Southeast Workforce Planning Region has a long successful history of sharing resources. For many years, the Workforce Development Areas shared funds to employ a Regional Coordinator to address regional needs related to common job seeker and employer programs. Based upon experience, the six areas will use the groundwork from this past experience as a basis for sharing resources. In this case, the local areas employed evenly shared expenses based upon an equal division of the total costs shared equally among the various areas. Based upon the scope of work this was an appropriate method for sharing costs.

The Southeast Planning Region has experience working collaboratively with administering Industry Sector, Partnerships, special workforce initiatives, and most recently the Jobs 1st PREP Region Grant. These programs are based upon employer or job seeker priorities and the local areas have learned through this process to regionally prioritize activities to reflect these priorities with an eye toward a more regional impact. Toward that end, the six local areas will pursue funding streams, address economic development efforts, explore cost-sharing and cost-saving initiatives through local, regional, national, philanthropic and other funds as appropriate. The specific determinations related to defining and establishing appropriate allocation of costs will be determined on a case by case basis.

Should this not be appropriate in the future then the local areas will agree upon a comparable formula to allocate funds. This could be based upon allowable methods based upon Generally Accepted Accounting Principles, Office of Management and Budget Circular, or similar guidance that is most efficient and effective for the circumstance. Every effort will be made with the interest of the efficient shepherding of public resources.

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. However, the WDAs in the region seek to coordinate on policies associated with training and contracting with employers to reduce confusion. This will positively impact our local areas' performance.

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The Southeast Workforce Planning Region recognizes the value and importance of performance measures related to effective performance outcomes. These measures have many intended and unintended consequences for the entire public workforce system including the job seekers, employers and various agencies and intermediary organizations that help align services based on satisfactory performance outcomes.

The local areas will review and analyze the local performance measures negotiated for the six local areas and based upon those results will then utilize this information and negotiation experience to collectively address the regional performance levels. Since the system is awaiting guidance on these measures (and on still to be determined additional state measures and employer measure(s)), the Southeast Workforce Planning Region will then identify the process to collectively address these outcomes.

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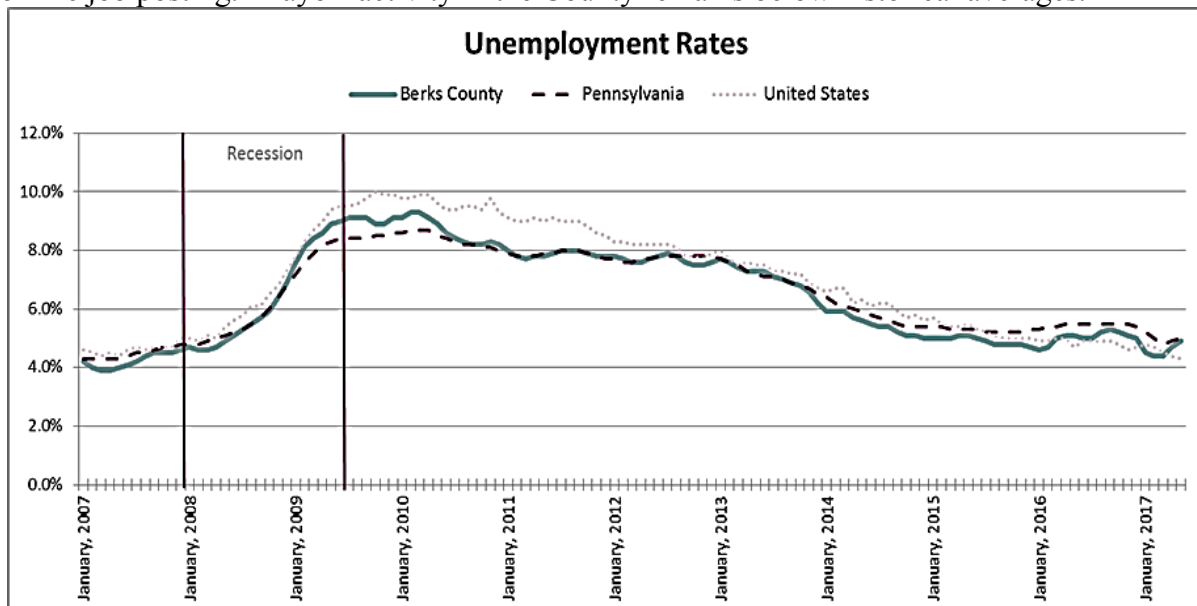
Local Workforce Development Area name: **Berks County Workforce Development Board**

Effective Date: **January 1, 2018**

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

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

By the second quarter of calendar year 2017, the Berks County Local Workforce Development Area (LWDA) labor was fully recovered from the devastating recession of 2009-2010 when the LWDA's unemployment rate peaked at 9.3% in March 2010 with 19,600 individuals officially listed as unemployed. Data provided by the U.S. Bureau of Labor Statistics (BLS) and Pennsylvania's Center for Workforce Information and Analysis (CWIA), show that the LWDA has now stabilized at "functional full-employment". In April 2017 the local unemployment rate stood at 4.7%, lower than the state (4.8%) and slightly above the nation as a whole (4.4%). Most importantly, this sustained improvement in the official local unemployment rate has taken place within a steadily growing labor force reaching 214,900 – an increase of over 11,000 resident workers and job-seekers from pre-recession records set in 2007. In fact, Moody's Analytics (May 2017) reported that the local labor force "has spiked to an all-time high, helping to arrest the fall in the unemployment rate" with the labor force participation rate at 65.2%. Employment in the Berks County LWDA also stands near record high levels at 204,900 in April 2017 compared to 194,400 in 2007 – a significant increase of 10,500 employed individuals. Berks County employers provided 179,300 (seasonally adjusted nonfarm jobs) that month, an increase of 2,600 jobs (+1.5%) from a year earlier and a record high. The County's estimated "U-6" unemployment/under-employment rate is 9.7%. Local job openings continued at historically high levels in April 2017, with online job postings reaching 12,900. This is almost 30% higher than the local officially unemployed population and equates to 0.7 unemployed persons per online job posting. Layoff activity in the County remains below historical averages.

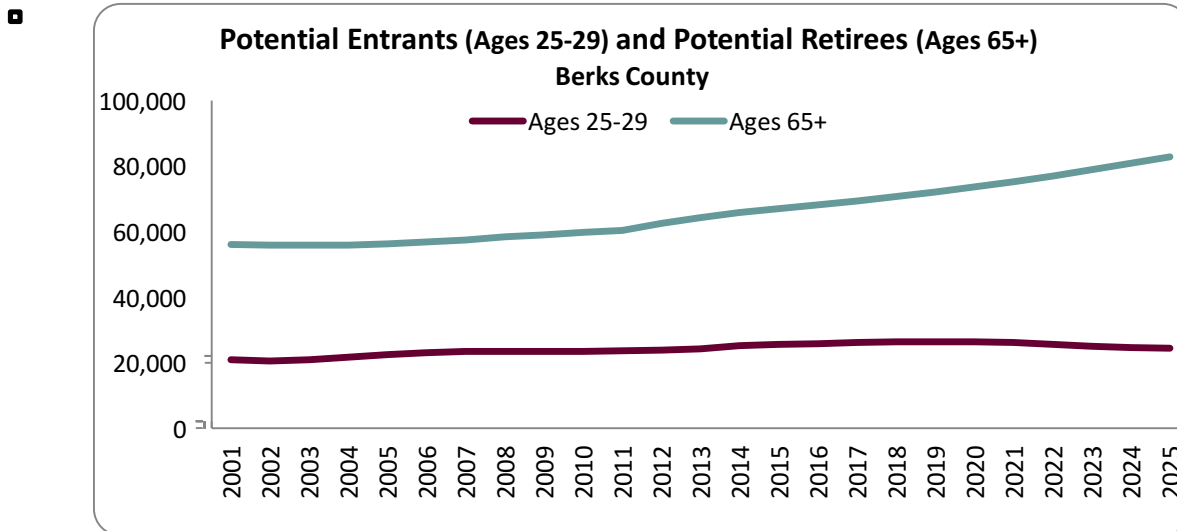


In response to this tightening labor market, private sector average weekly wages in the Berks County LWDA have risen to \$943 in the fourth quarter of 2016, marking a nearly 27% increase over a low of \$741 in the first quarter of 2010. In March 2017, BLS ranked Berks County as 14th

highest nationally (among counties with 75,000 or more residents) in annual average weekly wage growth at 9.2%.

The most significant changes taking place within the Berks County labor market are the continued aging and the diversification of the local population and the available workforce. These shifts were documented in a Reading Eagle article (dated June 24, 2016) based on recent U.S. Census Bureau Data. The LWDA's median age increased from 39.1 in 2010 to 39.8 in 2016. During this six year period, the number of local residents age 65 and older has increased by 13% from 60,000 to almost 70,000. At the same time, the LWDA saw its population between ages 30 – 49 decline by more than 9,000. The article also reports that while whites remain the LWDA's largest racial group (73%), their actual numbers have dropped slightly “while almost all other racial and ethnic groups have grown.”

Berks County has historically been characterized by a predominantly native-born population which has long supplied the region's skilled talent needs, particularly for good paying middle-skill jobs in healthcare and in manufacturing. Most of this highly-skilled and experienced workforce combines at least a high school diploma with significant knowledge, skills and abilities acquired through decades on the job with local employers. From 2011 – 2025, the “potential retiree” population (ages 65+) is projected to grow by 33% from approximately 60,000 to just over 80,000. As a proportion of the total Berks County population, “potential retirees” will grow from 14.6% to 19.6% - from approximately 1 out of every 7 Berks County residents to nearly 1 out of every 5! Over the same decade and a half, the population of “potential entrants” into the labor force (ages 25-29) is projected to remain essentially flat, growing from 23,639 to 24,480 – a mere 3.5% increase. As a proportion of the overall local population, this important labor-force entering 25-29 year age group will remain at approximately 5.8% (Source: EMSI Data Set Q42015).



Another significant characteristic of the Berks County labor force is a distinctive education-level

profile (EMSI Dataset Q42015). 17.2% of the County's adult population (age 25+) has less than a high school diploma which is significantly higher than Pennsylvania (11.4%) and the U.S (14.1%). 38.4% of Berks County adults have a high school diploma or the equivalent and 15.4% of adults have "some college, no degree". Therefore, a majority (53.8%) of Berks County adults successfully achieved a high school education but not an Associate's Degree or higher. Only 30% of Berks County adults persevered with their formal education to complete an Associate's Degree or higher. This profile may have been a good match for a 20th century economy, but it does not meet the needs of our region's current and future technology-driven workplace.

According to the U.S. Census Bureau (3-year ACS estimate 2011-2013), residents of the City of Reading in particular are often alarmingly under-educated. Less than two-thirds of adult city residents have earned a high school diploma, compared to more than 83% of adults in the County as a whole (including Reading) and 85% nationally. The city's large Hispanic adult population has even lower educational attainment - with less than half of Hispanic adults over age 25 having earned a high school diploma or GED. As a result, Reading is home to a growing population of younger, less-skilled and less-educated workers and potential workers.

In March 2016 the O'Pake Institute at Alvernia University issued a timely *Brain Drain or Brain Gain – What's Happening in Berks County* report as part of the *Berks Vital Signs* series funded by the Berks County Community Foundation (BCCF). This report delved deeply into the education levels, migration patterns, and economic circumstance with a focus on the county's working age population and determined:

A. Education Levels

- "The percentage of 18 to 34 year olds in the county with a Bachelor's degree has risen steadily in Berks County but both the percentage and the growth curve lag behind both the state and the country."
- After factoring out the low educational attainment levels in the City of Reading, the remainder of Berks County actually outperforms Pennsylvania and the nation as a whole.
- Both Latinos and White Non-Latinos residing in Reading fare worse in educational achievement than their counterparts in the nearby mid-size cities of Allentown, Lancaster and York.
- African American adults living in Reading are "roughly on par with their counterparts in the other cities in terms of schooling."

B. Migration and Mobility

- Pennsylvania's statewide population has declined since 1980, but Berks County has experienced modest population growth during the same time period.
- Some of the region's increase over the last three decades is due to "normal replacement", but much of the growth has resulted from positive net migration.
- In recent years, Berks County has benefited from a net influx of young adults (ages 25-34) "probably related to employment".

- The County has experienced significant net in-migration from Southeastern Pennsylvania, particularly Montgomery County.
- There has also been “a significant migration of those with lower educational attainment to the Reading area from out-of-state and out of the country”
- The region is experiencing some out-migration of retirees.

C. Young Adult Employment and Poverty

- “Economic downturns in 1999-2001 and 2007-2009 adversely impacted job opportunities for young adults, more significantly in Berks County than in either the state or country as a whole.”
 - In 1990, over three-quarters of Berks County’s young adults were employed – well above state and national averages.
 - From 2009-2013 on average, just two-thirds of Berks County’s young adults were employed, only slightly higher than the state and national averages.
- Since 2002, the percentage of the County’s young adults (age 18-34) still living at home has increased from 24.3% to 33.1%. By 2013, “nearly 10,000 more young adults were living with their parents than had been the case a decade earlier.”
- Over the same time period, the percentage of the region’s young adults living in poverty rose from approximately 13% to nearly 20% (approximately 15,000 individuals). This disturbing trend saw Berks County’s young adult poverty rate rise from well-below to essentially equal to state and national averages.

Berks County’s Biggest Labor Supply Challenge: Barriers Faced by Disconnected Youth

The strategic planning process and analysis conducted by the WDB since 2015 for WIOA implementation has led to the inescapable conclusion that Berks County’s future prosperity is directly tied to our success in better connecting our youth and young adults with the great career opportunities that local industry sectors have to offer. In doing so, we must work collaboratively with all education and service providers to address the special challenges facing our many Disconnected and Under-employed Young Adults and Out of School Youth (OSY). In 2016, the WDB’s Youth Committee identified a unique and crucial role for the Board to serve as the key convener of local partners with the mission and capacity to meet the extensive needs of this large and challenging population.

The Youth Committee soon recognized that we currently lack comprehensive and current information regarding the size and critical characteristics of this elusive population. In order to proceed with the best information available, the WDB joined with the United Way of Berks County (United Way) to fund a project to research and profile disconnected and under-employed young adults. The resulting report was published in July 2017 and is expected to inform local priorities and programs going forward. Findings from the report include:

- The LWDA is currently home to between 3,000 – 5,000 disconnected individuals who meet the WDBs’ definition of a disconnected young adult:
 - an individual age 16 – 24 who has neither been in school or employed for a period of at least six-months at the time of the study; or

- a young adult age 21 – 24 who is underemployed (would like full-time work but has settled for part-time work or is employed in a position that is inadequate with respect to their skills/training).
- 90% of disconnected young adults reported experiencing life circumstances that are common barriers to employment or education.
- Disconnected young adults in Berks County often face multiple and varied barriers to gainful employment and education.
- Over half of disconnected young adults face more than one reason for being disconnected.
- The top barriers disconnected young adults in Berks County face include:
 - Lack of Transportation
 - Family Care Obligations
 - Focus on “Making Money” vs. “Investing in a Career”
 - Significant Barriers to Pursuing Education

Other Barriers to Employment (U.S. Census)

Besides the growing challenges of serious pockets of poverty and low-levels of education achievement, Berks County is home to many individuals with other significant barriers to employment. For example, over 17,000 residents speak English “less than very well” – a major barrier to gainful employment and to the education and training programs necessary to prepare for gainful employment.

Berks County is home to 48,990 individuals (age 16 and over) with a disability of which only 22.4% are currently employed. This leaves 38,000 individuals with disabilities and over age 16 not in the workforce. 22.2% of adult individuals with disabilities live below the poverty line - twice the rate of those with no disability.

Berks County is home to a large population of individuals with involvement in the criminal justice system and approximately 75% of all Berks County Jail inmates are unemployed upon release. The Berks County Adult Probation and Parole Office supervises approximately 7,600 individuals at any given time and there were over 1,100 individuals released from a State Correctional Facility to Berks County in 2014.

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

In response to the historic challenges facing the Berks County economic region during the 2009 – 2010 recession, the Berks County Workforce Investment Board (WIB) joined seven other partners with primary responsibility for supporting effective economic and workforce development policies and programs in the region to develop the Berks County *Ride to Prosperity (RTP)* strategy. The RTP project helped regional leaders cultivate a deep understanding of the region’s key industry clusters which has since informed RTPs evolving strategy and action plans.

With regional economic recovery well underway by 2013, the Berks County WIB, along with its RTP Partners issued a progress report and refined the strategy under the title of *Ride to Prosperity Version 2.0*. *RTP 2.0* built upon the original work plans and laid out a new vision for the coming years focused on regional collaboration in five key areas, including *Workforce and Talent Development*. Reflecting its reputation for local workforce development expertise and analysis and the importance that the partners placed on workforce and talent, the Berks County WDB was assigned the leadership role in developing RTP's Workforce and Talent Development strategies.

The Berks County *Ride to Prosperity (RTP)* strategy project helped regional leaders cultivate a deep understanding of the region's key industry clusters and workforce needs and positioned the partners to respond to the changing economic conditions throughout the immediate post-recession recovery period from 2011- 2015. Since then, the Berks County WDB has further developed this sector-based analysis in determining workforce development sector priorities for Program Years 2015-2020. As a result, the Berks WDB is home to local labor market subject matter expertise in the knowledge, skills and requisite industry-recognized credentials needed to contribute to the growth of a qualified talent pool, the recruitment and retention qualified employees, and the upskilling of "home grown talent." The Berks County WDB verifies the relevance of the training activities associated with the targeted occupations through outreach to employers. The WDB develops a detailed understanding of the skills and experience related to current and future employment projections by utilizing print and on-line job ad analysis, employer surveys, employer feedback via in-person, phone and email interviews, and by active WDB participation in educational provider Occupational Advisory Committees and Industry Partnerships. Ongoing partnership with economic development agencies promotes the growth of a competent workforce in support of economic development initiatives.

In addition, the Berks WDB and the PA CareerLink® Berks County Business Services Team employ occupational research capabilities using workforce development software, Transferable Occupational Relationship Quotient (TORQ) comparison, O*net and CIP/SOC comparison, and pre-employment assessments, such as Work Keys®, of the fundamental knowledge, skills, and abilities required by employers

Manufacturing Industry Needs: Berks County's singular Priority A Industry Sector is Manufacturing. Over the past two decades, many Berks County manufacturing employers have thrived in an increasingly competitive international economy by developing *world-class products, processes and people* – the defining characteristics of what we refer to as *advanced manufacturing*. During this period of turbulent transition, local employers benefited from a stable and experienced workforce which was able to adapt to the changing technological environment. Due to successful process improvement strategies and significant capital investment in new manufacturing technologies, local advanced manufacturing employers were able to increase output with the same number or even fewer employees. However, the retained employees need a higher skill level as reflected in advanced manufacturing's highest priority skilled technical occupations. In particular, our region's economic health is tied closely to our ability to maintain the historically-available supply of skilled precision machining occupations.

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industrial maintenance/mechatronics technicians, high-end welders and similar manufacturing “technologists”.

Precision Machining – Precision machining occupations are consistently identified by the PA Dept. of Labor & Industry as “High Priority Occupations” which are in demand by employers, have higher skill needs, and provide family sustaining wages. Many Berks County employers are recruiting candidates directly from the two local CTC and Reading Area Community College (RACC) programs even before graduation/program completion and are willing to provide on the job upskilling immediately upon hiring.

Precision Machining careers follow well-established career paths and/or ladders that can result in greater job responsibility and wages approaching \$30 per hour in time.

In early 2015, the Berks County WDB produced a comprehensive supply vs. demand study *Precision Machining Occupations in Berks and Surrounding Counties*. Extensive face to face interviews with Berks County precision machining employers in 2014-2015 combined with a structured survey provided valuable feedback on initial projections derived from labor market information systems. The consensus is that the initial projected demand numbers were much lower than the employers expected needs for the next five years. Some of the anticipated precision machining openings will be to expanding production expansion driven by added business and tool acquisition. However, much more hiring will be required for replacement of employees leaving through pending retirements.

Occupation Snapshot of Precision Machining in Reading, PA MSA											
		Current			Historical				Forecast		
		Four Quarters Ending with 2017Q1			Total Change over the Last 5 Years	Avg Ann % Change in Employed 2012Q1-2017Q1			Over the Next 10 Years		
SOC	Title	Employed	Avg. Annual Wages ¹	Location Quotient	Employed	Reading, PA MSA	Pennsylvania	USA	Total Replace Demand	Total Growth Demand	Avg. Annual Growth Percent
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	313	\$41,400	1.84	9	0.6%	-1.0%	0.6%	98	27	0.8%

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51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	53	\$50,700	1.70	3	1.1%	-1.0%	0.7%	15	5	1.0%
51-4041	Machinists	999	\$39,100	2.13	35	0.7%	-1.1%	0.6%	283	15	0.2%
51-4111	Tool and Die Makers	98	\$49,700	1.13	0	0.0%	-0.8%	1.4%	6	-19	-2.2%
	Precision Machining Total	1,463	\$40,700	1.93	47	0.7%	n/a	n/a	402	29	0.2%

[Source: JobsEQ®](#)

Data as of 2017Q1
unless noted otherwise

Preliminary research currently being conducted into an update of the 2015 Berks and Surrounding Counties Precision Machining Occupations report indicates that the supply versus demand skills gap could be worsening as a result of two significant contributing factors: improving economy-driven increases in production capacities that are required to meet customer orders AND declining enrollment in RACC and CTC Machine Tool Technology program enrollment. In an area where 25% of state's precision machining occupations are concentrated, the unfortunate reality for local employers is that the Berks County CTCs and RACC cannot currently support demand for entrants to precision machining due to low enrollment and future support is increasingly in doubt. Qualified completers are being recruited for multiple open positions prior to graduation. In response to this ongoing shortage, local employers report that they must attempt to recruit scarce talent from outside the region, lure incumbents from other local employers, settle for less qualified candidates, or have positions go unfilled for extended periods.

2017 Precision Machining Needs - Conclusion: Our ongoing monitoring of the precision machining occupation supply versus demand issue confirms that serious precision machining skills shortages will continue to grow for Berks and the surrounding region through at least 2020. This worsening shortfall carries a significant risk to the success of a key manufacturing sector in the region. The economic consequences of failing to find effective solutions are magnified by the concentration of machining employment in the seven county regional manufacturing sector and the primary importance of this sector to our regional economy. Employers unable to recruit and develop the necessary talent will forfeit the opportunity for growth in customer orders or not receive appropriate return on investment in new technology and/or expanding production

requirements.

It is the Board's policy to share occupational employment information with our economic and education partners and community-based organizations. The Board supports career awareness through career pathway development and counseling resource tools with the Berks Business and Education Coalition, the Berks County Intermediate Unit, 18 school districts and five colleges and universities in the Berks WDA. The Board also actively participates in enhancing employer engagement in the promotion of CTC and RACC program enrollment and apprenticeship opportunities in programs relevant to the industry's needs and that will result in the attainment of industry recognized credentials such as National Institute for Metalworking Skills certification and Machine Tool Technology AAS.

Industrial Maintenance / Mechatronics Technicians – While precision machining employment is most often found in small or medium-size manufacturing employers focused on the production of parts and end-products, Industrial Maintenance / Mechatronics technicians are needed in nearly every manufacturing establishment and many non-manufacturing establishments as well. Consistent employer feedback from our PA CareerLink® Berks County Business Services Team (BST) and the Berks County Advanced Manufacturing Industry Partnership (IP) identifies employer demand and challenges in filling open positions around these occupations as having reached a critical stage in 2017 that is expected to continue for the next ten years as new job growth and replacement demand impacts a talent pipeline that is expected to struggle to meet employer needs. Several employers have reported that job openings are, in some cases, taking up to 18 months to fill.

This critical, in-demand Industrial Maintenance/Mechatronics Job Family of occupations has been targeted by the WDB and the Berks Advanced Manufacturing Industry Partnership for priority workforce development activity. Evidence of the Job Family similarity in the knowledge, skills, and abilities required for the efficient performance of these SOC job functions is shown by the high level of Transferable Occupation Relationship Quotients within the SOC's that make up this job family.

The skill sets and key competencies for these targeted occupations closely match the skills local employers demand from graduates of Reading Area Community College's Schmidt Training & Technology Center (RACC-STTC) Mechatronics program. RACC has been pro-active in its response to this employer demand for qualified candidates skilled in the Industrial Maintenance/Mechatronics competencies by partnering with the two Berks Career & Technology Centers in the creation of a 2+2+2 Mechatronics Technical Academy, devoted exclusively to nurturing this career-path talent pipeline beginning at the secondary school level. Employers looking to hire workers proficient, specialized, and ready to plug in "out of the gate" talent are constantly soliciting RACC for qualified job candidates.

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Occupation Snapshot of IMT/Mechatronics Occupations in Reading, PA MSA													
		Current					Historical				Forecast		
		Four Quarters Ending with 2017Q1			2017Q1		Total Change over the Last 5 Years	Avg Ann % Chg in Empl 2012Q1-2017Q1			10 Year Projection		
SOC	Title	Employ	Avg. Annual Wages ¹	Location Quotient	Unemployed	Unemployed Rate	Employed	Reading, PA MSA	Pennsylvania	USA	Total Replace Demand	Total Growth Demand	Avg. Annual Growth Percent
17-3023	Electrical and Electronic Engineering Technicians	297	\$53,600	1.82	8	2.8%	21	1.5%	-0.1%	0.3%	67	-25	-0.9%
17-3024	Electro-Mechanical Technicians	16	\$52,200	0.89	0	n/a	0	0.4%	-0.3%	0.3%	3	-1	-0.6%
17-3026	Industrial Engineering Technicians	148	\$50,000	2.01	4	2.6%	6	0.8%	-0.6%	1.0%	39	-15	-1.1%
17-3027	Mechanical Engineering Technicians	97	\$59,400	1.72	3	2.8%	6	1.3%	0.3%	1.2%	23	-6	-0.7%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	622	\$68,600	1.14	20	3.0%	33	1.1%	0.5%	1.6%	123	-3	0.0%
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	107	\$53,200	1.29	5	4.3%	1	0.2%	-1.2%	0.5%	17	-7	-0.7%
49-9041	Industrial Machinery Mechanics	649	\$53,600	1.57	19	2.8%	0	0.0%	-0.4%	0.7%	172	64	0.9%
49-9043	Maintenance Workers, Machinery	725	\$47,800	6.67	14	2.2%	39	1.1%	-0.3%	0.8%	112	-7	-0.1%
49-9044	Millwrights	77	\$53,400	1.55	4	5.5%	-2	0.4%	0.1%	2.1%	15	6	0.8%
49-9071	Maintenance and Repair Workers, General	1,667	\$40,300	1.01	69	3.5%	83	1.0%	0.7%	1.6%	436	-12	-0.1%
	IMT/Mechatronics Occupations Total	4,405	\$49,700	1.39	147	3.1%	186	0.9%	n/a	n/a	1,008	-6	0.0%

Source: [JobsEQ®](#)

Data as of 2017Q1 unless noted otherwise

2016 IMT/Mechatronics Occupation Data – Our analysis confirms a continuing rise in the employer demand for qualified Industrial Maintenance/Mechatronics technician occupations suggesting that Berks employer's percentage of growth in new jobs will match or outgrow the statewide percentage over time. This increasing demand is particularly evident when focusing on the growth of replacement jobs. 62.2% of the current Berks workforce occupying industrial maintenance occupations is 45 years or older compared to 47% of the regional workforce in all industries. By 2025, at least 25% to 30% of the total Berks County industrial maintenance workforce will be retired or near, at or above retirement age. The Berks WDB supports the Berks Advanced Manufacturing Industry Partnership's determination to circumvent the anticipated attrition's toll by training qualified individuals that will assume these responsibilities in order to support continual demand from increased production requirements and acquisition of new technology. Employer judgments about their ability to fill these openings in the next 5-10 years will impact their expansion planning decisions regarding capital investment in technology. Simply put, *companies will not invest in equipment that they cannot operate and maintain.*

It is the Berks County Workforce Development Board's policy to share occupational employment information with our economic and education partners and community-based organizations. The Board supports career awareness through career pathway development and counseling resource tools with the Berks Business and Education Coalition, the Berks County Intermediate Unit, 18 school districts and five colleges and universities in the Berks WDA. The Board also actively participates in enhancing employer engagement in the promotion of CTC and RACC program enrollment and apprenticeship opportunities in programs relevant to the industry's needs and that will result in the attainment of industry recognized credentials such as Advanced Material Integration Systems Technology (AM/IST) certification and Mechatronics Engineering Technology AAS.

Manufacturing Needs Conclusion: Unfortunately, the state's annual Industry Partnership and WEDnetPA funds for incumbent worker training have proved too little and too unreliable from budget year to budget year for the type of long-term planning and continuous improvement that is needed to sustainably address the region's manufacturing technical skills shortages "at scale".

Beginning in PY2016, the Berks WDB is actively pursuing additional sources of public and private matching funds to sustain and support needed advanced manufacturing technical skills training for incumbent workers. Federal WIOA Title I and Rapid Response funds, discretionary grants (including National Emergency Grants), will be "braided" into the aforementioned Pennsylvania Industry Partnership (IP) grants through an Advanced Manufacturing Employment Retention/Layoff Aversion Strategy adopted by the Berks County WDB. As a consequence of this "braided" funding approach, all WIOA and State incumbent worker and employer eligibility data collection requirements have been added to the Berks County WDB Work-based Training Policy (approved March 17, 2017) and incorporated into all related incumbent worker training applications and agreements.

As a forward thinking job retention, layoff aversion and economic development strategy, the Berks WDB supports a return to the historical practice of capitalizing on incumbent worker technical training to build advanced manufacturing worker competencies while matching newly-

entering talent with experienced employees for knowledge transfer. Upskilling incumbent workers can lead to advancement opportunities which create entry-level opportunities for new entrants to these attractive career pathways.

It is the Berks WDB's policy that the training targeted with these "braided" funds is tied directly to a comprehensive training plan for industry recognized credential attainment developed in collaboration with the Berks County Advanced Manufacturing Industry Partnership and is the result of direct employer stated priorities of need in precision machining, industrial maintenance technician, welding, and quality systems incumbent worker upskilling activities.

Individual production and maintenance workers also benefit by avoiding future job losses and attaining broad-level employment security in the sector. In cases where upskilled workers do become dislocated, the enhanced technical skills provided by such training will enable them to be more quickly reemployed in similar well-paying jobs at other more successful local manufacturers.

Acknowledging a labor market shared regionally for these high demand occupations, the Berks County WDB has solicited feedback from neighboring WDB's in Southeastern PA to gauge their level of concern surrounding the supply versus demand talent gap issues for the aforementioned skilled opportunity occupations. Overwhelmingly, their response has confirmed that they and their employers share these priority needs. The Berks WDB, in partnership with and on behalf of the SE PA PREP Partners, was the lead applicant in a collective regional petition initiative to have eight skilled production/mechatronics related SOC codes reinstated to and retained on the High Priority Occupations list in our six Workforce Development Area region (Berks, Bucks, Chester, Delaware, Montgomery and Philadelphia WDBs).

Healthcare and Social Assistance Industry Needs – The Berks County WDB has identified the Healthcare and Social Assistance sector as a "Priority B - Sustaining" Industry. The sector currently employs 26,480 workers (15% of local employment) and demonstrates steady employment growth that will likely overtake manufacturing as Berks County's largest employment sector by 2022 (Section 1.1).

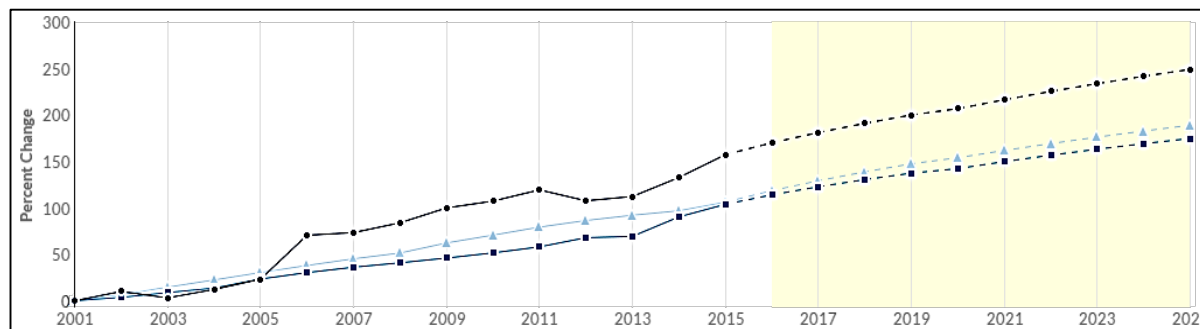
Our two local hospital systems are among the top 10 employers in Berks County – Reading Health System (#2 - 6,673 employees) and Penn State-St. Joseph's Regional Health Network (#6 - 1,623 employees). Together, these large health systems incorporate multiple industry sub-clusters under their provider "umbrella."

Local labor market trends have led the WDB to focus particularly on the needs of the healthcare industry sub-cluster that encompasses home-aid and home healthcare services occupations. This industry is expected to show significant growth in the next several years, especially in the Home Health and Personal Care Aide occupations. However, evaluation and projections of these occupations is particularly challenging given the fragmented and changing environment. Unlike most other healthcare occupations, industry-recognized credentials in home healthcare are under-developed.

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Industry Summary for Home Health Care Services Occupations		
2,118	55.5%	\$38,296
Jobs (2017)	% Change (2017-2027)	Avg. Earnings Per Job (2017)
17% above National average	Nation: 59.9%	Nation: \$30,281

Regional Trends: Home Health Care Occupations



	Region	2017 Jobs	2027 Jobs	Change	% Change
●	Reading MSA	2,118	3,295	1,177	55.5%
■	Pennsylvania	60,763	93,716	32,953	54.2%
▲	United States	1,516,035	2,424,828	908,793	59.9%

Occupations Employed by the Reading MSA Home Healthcare Industry		
Description	Employed in Industry (2017)	% of Total Jobs in Industry (2017)
Home Health Aides	762	40%
Personal Care Aides	372	17.6%

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Registered Nurses	269	12.7%
Licensed Practical and Licensed Vocational Nurses	130	6.1%
Nursing Assistants	128	6.0%

Observations on Home Healthcare Occupations:

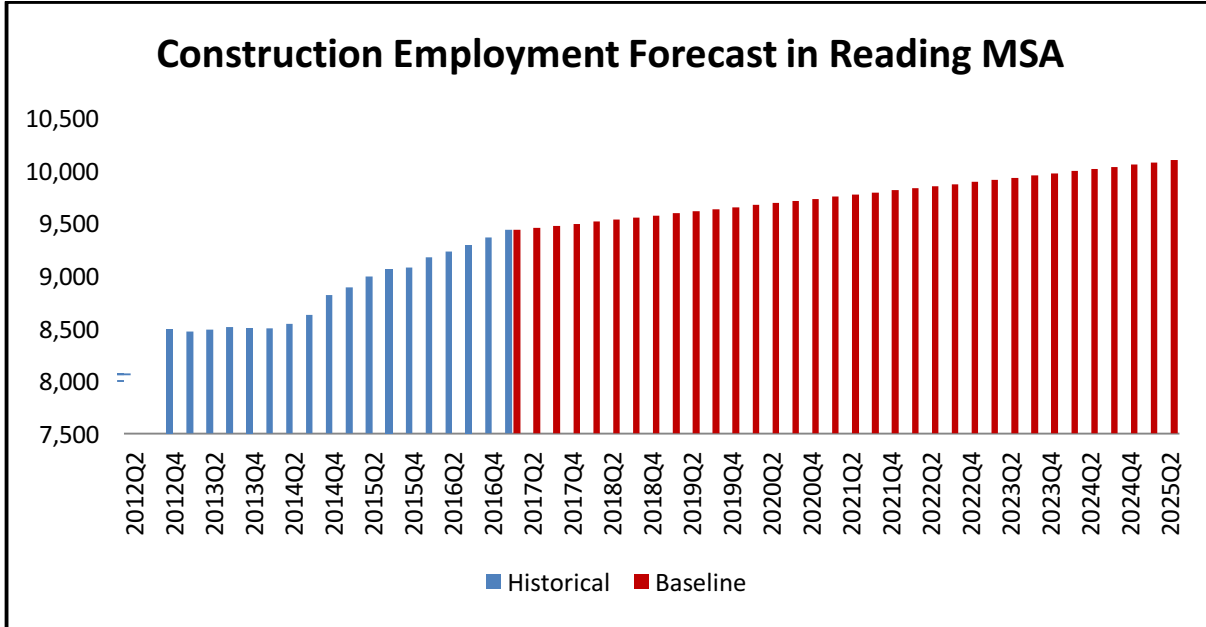
- Registered Nurses (RNs) will remain one of the most attractive local occupations and career paths for the foreseeable future. However, many RN opportunities will develop outside of the traditional acute care hospital environment to include home healthcare
- Local employer feedback indicates that due to the changes in healthcare delivery models in response to aging demographic and federal legislation (PPACA), the actual growth of home healthcare industry employment may well exceed already significant growth projections from current models.
- There does not currently exist a sufficient training pipeline for qualified new entrants into most home healthcare occupations.
- A primary focus in this sector will be to identify and screen career-oriented entrants with barriers to employment into training programs that lead to placement in homecare employment opportunities. Following placement, career development planning will be critical to retain and grow new-hires and incumbents on pathways that result in better paying high-priority healthcare occupations.

Construction Sector Needs

The construction industry in Berks County was severely impacted by the 2008-09 recession with new home construction bottoming out in 2011. The industry has been slower than other major industry sectors in the MSA to recover but recent data indicates that the housing market is turning the corner and has entered an upward trend. With a 5% share of the Reading MSA Gross Domestic Product (GDP), a recent Reading Eagle economic outlook reports construction industry output increased by 1.4% from 2014 to 2015.

By the beginning of 2017, the construction industry recovered to approximately 85% of its pre-recession employment. In the period 2012Q1 through 2017Q1, the construction industry in Berks County increased employment by 854 jobs. This represents an average annual percentage change in employment of 1.9% or more than twice the average annual employment change when compared to state-wide growth (.8%) for the same period. Total employment has reached 9,435 or approximately 5% of the employment in Berks County, and is projected to continue modest growth to over 10,200 by 2027.

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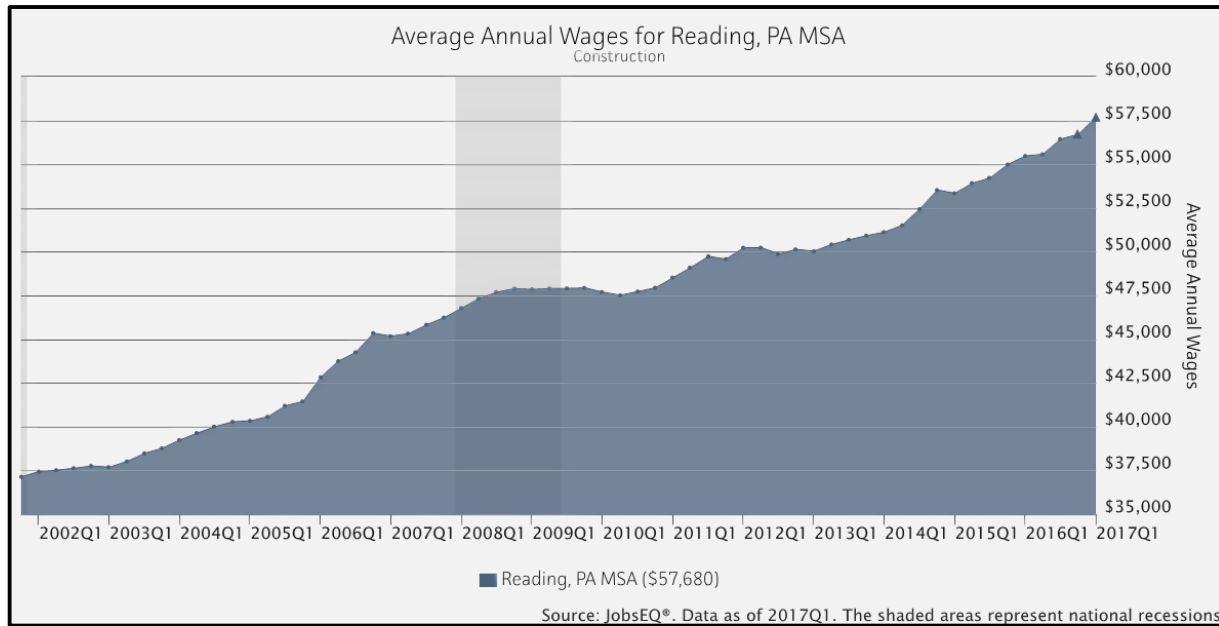
While annual new job growth within the industry is forecast at a moderate 0.8% with slightly more than 800 jobs to be added over the next ten years, a particular concern is the need for replacement jobs within the sector in the same period. Currently 48% of those employed in construction occupations are included in the 45 years or older age demographic. Compounding this aging demographic issue is the reality that nearly 3,000 workers (31%) are employed in skilled trades and construction machine operating occupations that require long-term training, apprenticeships, and licensing certification. These high demand occupations include Carpenters, Electricians, Plumbers & Pipefitters, HVACR Technicians, and Operating Engineers and Heavy Construction Equipment Operators.

10 Year Industry/Occupation Mix for Construction in Reading, PA MSA, Baseline						
SOC	Title	Current Employment	Regional Average Wage	10-Year Replacement Demand	10-Year Growth Demand	10-Year Total Demand
47-2031	Carpenters	988	\$41,800	165	45	210
47-2111	Electricians	721	\$51,700	127	105	232
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	397	\$46,100	70	56	126
47-2152	Plumbers, Pipefitters, and Steamfitters	394	\$61,400	60	36	96

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47-2073	Operating Engineers and Other Construction Equipment Operators	328	\$43,900	56	30	86
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Average annual wages for construction occupations has increased to 123% of pre-recession wages. The 2017Q1 preliminary average wage data for construction occupations is \$57,680 per annum.



With this new focus on the industry as a potential workforce and economic development growth cluster, the Berks County WDB has adopted construction into its 2017-2021 Berks County Industry Sector Strategy Priorities as a Priority B – “Recovering Industry” and the Board has recommended sustained support of the industry’s progress toward sustainable growth in employment and output. It is the Board’s policy to enhance ongoing employer engagement in the promotion of CTC program enrollment and apprenticeship opportunities in programs relevant to the industry’s needs. The Board has also assisted the Berks Connections Pre-Trial Services (BCPS) community-based organization in the development of a successful US Department of Labor (US DOL) re-entry grant opportunity. Beginning in July 2017, this 3-year grant will introduce ex-offenders to work-based experience and skills acquisition in construction trades occupations leading to family sustaining career pathways in this critical industry sector. It is expected that 150 local qualifying individuals will benefit from this innovative partnership.

Note: Recognizing that construction firms typically contract for projects that are regional and might require hiring outside of their local workforce development area, the Berks WDB takes into consideration the labor market shed in the Southeast PA region and has solicited feedback from neighboring WDB’s in Southeastern PA who share our level of concern surrounding the supply versus demand for these skilled occupations and the need for their continued classification as High Priority Occupations. Overwhelmingly, their response has confirmed that

they and their employers share this priority need. The Berks WDB, in partnership with and on behalf of the SE PA PREP Partners, served as the lead applicant in a collective regional petition initiative for the inclusion of the Carpenters, Electricians, Plumbers & Pipefitters, HVAC/R Technicians, and Operating Engineers and Heavy Construction Equipment Operators SOC codes on the High Priority Occupations list in our six Workforce Development Area region (Berks, Bucks, Chester, Delaware, Montgomery and Philadelphia WDBs).

Transportation and Warehousing Needs

CDL/Driver Needs – The *Logistics, Transportation, and Warehousing Industry* has been identified as a “Priority C – Watch Industry” by the Berks WDB’s sector strategy analysis and is much smaller and less impactful than either the manufacturing or healthcare sector. However, within this sector the Berks WDB has identified a severe shortage of qualified **CDL Drivers** that threatens regional growth. In the period 2014 through 2024, the Center for Workforce Information & Analysis forecasts an employment change of 13.4% or 400 new Berks County job for *Heavy and Tractor-Trailer Truck Drivers* (SOC 53-3032). This forecasted increase is reflective of an annual opening intensity of **90**, the third largest employment growth for fastest growing occupations in the Berks WDA.

Observations on CDL/Driver Occupations:

- In the 30 days preceding July 6, 2017 there were 478 active on-line job postings for CDL drivers in Berks County.
- JobsEQ datasets project substantial growth (>500) in both new and replacement job openings for CDL Drivers over the next ten years in the Reading MSA.
- A CDL certification may currently be the surest credential and shortest path for job-seekers in the region to attain gainful employment at family-sustaining wages.

Percentile Earnings for Heavy and Tractor-Trailer Truck Drivers (53-3032)

\$37,800/yr.	\$48,200/yr.	\$59,400/yr.
25th Percentile Earnings	Median Earnings	75th Percentile Earnings

- Ongoing shortages of qualified candidates with CDL certifications throughout Eastern Pennsylvania have led to upward movement of these wages. Sign-on bonuses in excess of \$5,000 and other incentives have become common recruitment practices in the region.
- By far, CDL training has been the topmost training activity in terms of local Individual Training Account (ITA) funding expenditure in recent years and this pattern is likely to continue.
- Reflecting a national industry reality, regional employers report very high turnover among CDL drivers – sometimes reaching 50-100% annual turnover. However, a 2014 Berks WDB review of CDL training participants determined that even if new entrants did not stay long in their initial position, participant wage records showed that medium-term earnings met or exceeded expectations. If new CDL entrants did

not stay with their initial placement, they consistently are able to find comparable employment within or without the occupation and industry.

- The Berks Career & Technology Center (BCTC) has ramped up its' CDL Training Program to abet reducing the demand versus supply gap by adding an English/Spanish Language CDL program that will tap into the significant Hispanic resident population in the Reading MSA. If successful, this and similar programs will provide qualified, licensed CDL Driver candidates to employers and family sustaining wages to a demographic that has traditionally experienced barriers to economic upward mobility.

Needs of the Regional Agriculture Food / Production Industry – The Berks WDB has identified *Agriculture* as a “Priority C – Watch Industry”, largely due to its close association with the larger region’s substantial food production and manufacturing sectors (Section 1.1). The WDB is now taking a closer look at local *Food and Beverage Manufacturing* in an effort to understand the current and future employment needs of this very important regional industry. With a combined Location Quotient of 1.77 or 1 ¾ times the percentage of regional to national employment in these industries, sustaining the 71 establishments that employ the 3,904 (Source: JobsEQ 2017Q1 dataset) occupations in Berks County is a major concern.

Industry Snapshot of Food Processing in Reading, PA MSA											
		Current			Historical				Forecast		
		Four Quarters Ending with 2017Q1			Total Change over the Last 5 Years	Average Annual % Change in Employment 2012Q1-2017Q1			Over the Next 10 Years		
NAICS	Industry	Employment	Avg. Annual Wages	Location Quotient	Employment	Reading, PA MSA	Pennsylvania	USA	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
311	Food Manufacturing	3,653	\$50,878	1.92	94	0.5%	1.0%	1.3%	879	-322	-0.9%
312	Beverage and Tobacco Product Manufacturing	251	\$27,071	0.83	168	24.7%	8.2%	6.1%	62	-4	-0.2%
	Food/Beverage Processing Total	3,904	\$49,348	1.77	261	1.4%	1.7%	1.9%	941	-326	-0.9%

Source: JobsEQ®

Data as of 2017Q1

Observations on the Food/Beverage Industry:

- The Crescent Region Industry Sector Partnership (CRISP) of the Berks, Lancaster and Lehigh Valley WDBs has adopted the Food and Beverage Processing Industry as

a critical industry sub-cluster that closely aligns the three WDAs. Berks County is considered to be the keystone of the CRISP region's Food and Beverage Processing industry sector.

- A 2016-17 comprehensive study on the regional workforce and economic impact of the Food and Beverage Processing industry sector conducted by the Berks WDB on behalf of the CRISP Partners into critical occupations within the industry and its supportive Transportation and Warehousing businesses indicates that the two highest priority occupations needed to sustain the national and international market growth of the industry are Industrial Maintenance/Mechatronics Technician and Heavy & Tractor-Trailer Truck Drivers (CDL).
- The CRISP study revealed that employment numbers for lower task Food/Beverage Batchmakers and Packaging/Filling Machine Operators occupations appear to be stable. However, preliminary data regarding the supply versus demand for replacement openings and the JobsEQ dataset projection of a general downturn in industry employment is troubling. On-site employer visits and surveys also indicate that training and regulatory certifications for high-priority entry-level jobs such as Food/Beverage Batchmakers and Packaging/Filling Machine Operators in food quality control and process improvement are a common industry need to be addressed through collaborative planning and consortia training
- It is the Berks WDBs policy that regional collaboration with our neighboring CRISP WDAs will continue to assure equilibrium in the supply versus demand for critical Food and Beverage Processing and related transportation occupations for this vital regional industry sub-sector.

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?*

Berks County is a substantial (and growing) natural labor market area (LMA) which is contiguous with the federally-designated Reading Metropolitan Statistical Area (MSA) and the County serves as the focus of our regional community, government, economic and workforce development partners with a long track record of collaboration to develop and implement strategic economic strategies. The highly-successful *Ride to Prosperity (RTP)* project has helped regional leaders cultivate a deep understanding of the region's key industry clusters which has since informed RTPs evolving strategy and action plans as described above in Section 1.2

In mid-2015, the Berks County WIB was reappointed as the Berks County Workforce Development Board (WDB) just as our regional economy moved from *recovering* to *recovered* and the Berks County LWDA at or near "functional full-employment." (see section 1.1)

Reason for optimism that the region's current economy is stable and likely to continue growing was documented in a September 2015 report from the Federal Reserve Bank of Philadelphia – *Identifying Opportunity Occupations in Pennsylvania, New Jersey and Delaware*. The report

finds that the Reading MSA has the highest percentage of “opportunity occupations” of all eleven MSAs in the Philadelphia Fed’s three-state region. The Philadelphia Fed report went on to say that over a third (33.6%) of Berks County jobs meet their standards for “*opportunity occupations*” *characterized by above-average pay for workers without a bachelor’s degree* and concludes with:

It is true that certain broad occupational categories - such as healthcare practitioners; production; installation, maintenance, and repair; and construction and extraction – are more likely to offer work at an above-average wage for those without a college degree than others.

Economies that include higher levels of employment in these fields will offer more and better opportunities for workers with lower levels of education.

At the same time, Berks County employers and the Berks County Workforce Development Board (WDB) face significant workforce challenges driven by economic transformation and most notably by rapidly-changing local demographics. Berks County as a whole is characterized by an older, predominantly native-born white population which has long supplied the region’s skilled talent needs, particularly for good paying middle-skill jobs in healthcare and in manufacturing. Most of this highly-skilled and experienced workforce combines at least a high school diploma with significant knowledge, skills and abilities acquired through decades on the job with local employers. However, much of the County’s most available current and future talent resides within the City of Reading and has significantly different demographic characteristics.

Reading’s population has been growing for the last two decades and reached 87,812 at the time of the 2010 Census - making it the fifth largest city in Pennsylvania with a population density of 8,951 people per square mile. This highly urbanized core city was also identified by the 2010 Census as having the highest percentage of citizens living in poverty in the nation. Besides being disproportionately poor, Reading residents are also often under-educated. Less than two-thirds of city residents have earned a high school diploma, compared to more than 85% nationally. Reading’s demographic make-up has changed remarkably over the past twenty years; with fewer non-Hispanic white residents, a slow-growing black population (13%) and a Hispanic population that now makes up nearly 60% of the city’s population. The *New York Times* reports that this change has been due primarily to a large influx of Hispanics from New York and other large cities and that many of these new residents have been drawn by cheaper housing and prospects for a better life. Reading’s Hispanic population is much younger than that of the city and Berks County as a whole. The city’s Hispanic adult population has low educational attainment - with less than half of Hispanic adults over age 25 having earned a high school diploma or GED. As a result of these changes, Reading is now home to a growing population of younger, less-skilled and less-educated workers and potential workers.

Despite the many challenges that the City faces, there is reason for optimism going forward. In 2015, the Franklin & Marshall College Local Economy Center (LEC) published the *Reading Economic Report* outlining the roots of Reading’s economic crisis but also pointing to a particular advantage: *Reading still has a production-oriented workforce, and despite a long*

period of decline, manufacturing has shown some post-recession resilience both nationally and in Berks County. This sector, which provides more jobs than any other industry for Reading households, provides an important foundation for the City's economic future. The strength of this production base is still present, even as the City and Region continue to transition into a more diverse service-based economy.

With retirements from the local baby-boomer workforce now accelerating, Berks County will prosper if we can successfully prepare and connect the City of Reading's younger, less-educated workforce with the great career opportunities generated by these retirements and continued regional economic growth over the next decade.

In January 2017, the Berks County Workforce Development Board (Workforce Development Board or WDB), together with the United Way of Berks County (United Way), contracted Thomas P. Miller & Associates, LLC (the Research Team) to conduct a mixed-methods research study on the disconnected young adult population of Berks County, Pennsylvania. The primary objectives of the study were to better understand the reasons young adults are disconnected, how they pay for what they need, and to provide a context for developing strategies to engage and assist disconnected young adults.

The data gathered through this research project is intended to build a foundation for the Workforce Development Board to better market to, assist, and create programs for disconnected young adults in Berks County.

Three major themes emerged from the study: 1) young adults face multiple and varied barriers, 2) there is an information disconnect between young adults and service providers, and 3) the data from this study is consistent with national research.

Reflecting these realities and a thorough local analysis of all regional industry clusters, the Berks County Workforce Development Board in June 2017 formally approved the following workforce development sector priorities for Program Years 2017-2021:

I. Priority A (*Driver Industry*): Manufacturing

- Largest sector by annual economic output = \$3.4 Billion (23% of Berks GDP)
- Largest sector by employment: 30,983 (17% of local employment).
- Led local post-recession recovery with 2,200 new jobs added in the period 2011Q4 to 2016Q4 (1.5% growth vs. -0.2% PA).
- Average Weekly Wages for local manufacturing workers grew 9.14% in one year (3rd Quarter 2015 – 3rd Quarter 2016) per the Bureau of Labor Statistics (BLS). This strong wage growth in the sector drove **Berks County's ranking to 14th nationally** in one-year average weekly wage growth for the period.
- Average annual earnings = \$56,380 (+ 33% in benefits/other compensation: Total Average Compensation=\$75,000 per year)
- 525 establishments (including 1st and 4th largest employers – East Penn Manufacturing and

Carpenter Technology Corp.)

- Strong Location Quotient (LQ) = **2.04** (projected to remain fixed through 2026)
- Local Manufacturing Sector is broad-based and not overly concentrated in any single sub-sector
- Multiplier effect supports many jobs in other sectors / supply chain
- Continued productivity growth will drive increased economic output with relatively flat manufacturing job growth (i.e. Berks will be successful if we retain >30,000 manufacturing industry jobs thru 2021).
- 52% of manufacturing workers are age 45 or older – need ~7,000 new entrants by 2026.

II. Priority B (*Sustaining Industry*): Healthcare & Social Assistance

- 2nd largest sector by employment: 29,308 (16% of local employment)
- 2nd Largest employer (Reading Health Systems) and 6th largest employer (Penn State - St. Joseph Medical Center)
- Steady job growth since 2000 will continue – 5,000 total growth demand in 2016-2026
- Likely to surpass manufacturing as largest employment sector by 2022
- Good opportunities for middle-skill jobs and career paths; average annual earnings = \$47,700 (+ 15% in benefits/other compensation)
- 2026 Location Quotient = **1.19**, slightly above national average
- Excellent system of industry-recognized licenses and credentials
- Slightly less than 10% of Berks GDP
- Service industry with limited jobs multiplier effect
- Relatively normal age distribution
- Industry change/consolidation with implementation of Affordable Care Act and possible successor legislation
- Top five Healthcare occupations by 10 year demand:

	Occupation	Current Employed	10 Yr. Total Demand
1.	Registered Nurses	3,330	1,249
2.	Personal Care Aides	2,864	1,050
3.	Nursing Assistants	2,016	792
4.	Home Health Aides	1,560	918
5.	Licensed Practical/Licensed Vocational Nurses	912	402

III. Priority B (*Recovering Industry*): Construction

- Approximately 9,340 jobs (~5% of Berks total employment)
- Location Quotient (LQ) = **0.93** (estimated 0.94 by 2026)
- Average annual earnings = ~\$56,000 + benefits. Significant upward pressure on wages now being reported and expected to continue through 2021.
- 818 new jobs in the period 2011Q4-2016Q4 (1.9% growth vs. 1.0% PA)

PY 2017-2019 WIOA Multi-Year Local Area Plan

- 48% currently employed at or above age 45 years
- Employment forecast – 10,146 by 2026Q4
- Top five Construction occupations by 10 year demand:

Occupation	Current Employed	10 Yr. Total Demand
1. Construction Laborers	1,163	434
2. Electricians	703	226
3. Carpenters	946	197
4. Plumbers, Pipefitters, and Steamfitters	472	118
5. Painters, Construction and Maintenance	299	104

IV. Priority C (*Watch Industries*):

A. Transportation and Warehousing:

- Approximately 7,800 jobs
- 5th largest employer – Penske Truck Leasing has 1,683 employees and is growing
- Otherwise, relatively flat employment growth projections thru 2026
- Average annual earnings = \$46,737 (+ 26% in *benefits/other compensation*)
- 2020 Location Quotient = **1.04**, slightly above national average
- New facilities on I-78 and across the larger region
- Lots of entry-level positions, but sector lacks strong career ladders
- Ongoing, increasing demand in 2016-2026 for CDL Drivers

B. Agriculture

- Legacy industry - approximately 3,600 jobs (2% Berks employment)
- Average annual earnings = \$42,000 (+ 22% in *benefits/other compensation*)
- \$160 Million annual output, projected to grow after years of decline
- 2020 Location Quotient = **1.33**, above the national average
- Tied closely to food production (manufacturing sub-sector)
- Related regional demand for technicians to service increasingly sophisticated agricultural equipment – including electronic, hydraulic and diesel technicians.

Information Technology Occupations: The local supply of talent in Information Technology (IT) occupations has largely been in balance with demand for the past decade and the region has seen some actual decline in IT companies and closely-associated large financial services companies. However, many IT occupations are also critical to the successful implementation of technology-based improvements strategies in key local sectors like advanced manufacturing, healthcare and logistics. Current job postings and recent interviews with local employers indicate that IT skills shortages are surfacing and will continue to grow over the next five years.

Workforce Delivery System Working with Regional Employers

Manufacturing is Berks County's largest employment base and is considered the WDBs' Priority A-Driver Industry. Berks County has been home to an Advanced Manufacturing Industry Partnership since 2007. The primary function of the partnership has been advancing the strategic importance of this targeted industry cluster by providing a partnership structure and an interactive forum for Berks manufacturers in support of the industry partnership's mission of workforce enhancement opportunities, transfer of technology and understanding of best business practices, and the advancement of market innovation. The Berks WDB consistently looks to the industry partners for input and guidance as to the best and most effective focus in the pursuit of, and ultimate expenditure of, federal and state funding opportunities to support the upskilling of incumbent workers to increase productivity and efficiencies, and for the rapid "on-boarding" of new hires through well-defined on-the-job training activities. As subject matter experts, the industry partners are consistently surveyed for their priority training needs and these survey results are aggregated to represent industry needs in the form of a partnership training plan as shown below.

As a forward thinking job retention, layoff aversion and economic development strategy, the Berks WDB supports a return to the historical practice of capitalizing on incumbent worker technical training to build advanced manufacturing worker competencies while matching newly-entering talent with experienced employees for knowledge transfer. Upskilling incumbent workers can lead to advancement opportunities which create entry-level opportunities for new entrants to these attractive career pathways

The Berks WDB has effectively used this methodology throughout the existence of the industry partnership to upskill well over 1,200 incumbent workers trained in industry recognized competencies.

2016-17 Berks Advanced Industry Partnership Training Plan		
Name of Training (Specific)	HPO SOC Code	HPO SOC Title
Industrial Maintenance/Mechatronics: Hydraulics, Pneumatics, Motor Controls, PLCs, Electrical Circuits, Mechanical Drives, Robotics, Refrigeration Systems, Maintenance Master Certification	17-3024	Electro-Mechanical Technicians
	17-3026	Industrial Engineering Technicians
	49-1011	Supervisors-Mechanics, Installers & Repairers
	49-9041	Industrial Machinery Mechanics
	49-9043	Maintenance Workers, Machinery
	49-9071	Maintenance & Repair Workers, General
CNC Machine Operation: Milling, Turning, Lathe, Grinding, Engineering Graphics, CAD/CAM, CNC Programming, Electrical Discharge Machining Technician, 3D Printing	51-1011	Supervisors-Production & Operating Workers
	51-4011	Computer-Controlled Machine Tool Operators, Metal & Plastic
	51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal & Plastic
	51-4033	Grinding, Lapping, Polishing & Buffing Machine Operators, Metal & Plastic
	51-4041	Machinists
	51-4081	Multiple Machine Tool Setters, Operators & Tenders, Metal & Plastic

PY 2017-2019 WIOA Multi-Year Local Area Plan

Welding Technology/Metal Fabrication	51-4121	Welders, Cutters, Solderers & Brazers
Quality Systems: Advanced	17-2112	Industrial Engineers
Statistical Process Control, Failure	51-1011	Supervisors - Production & Operating Workers
Mode Analysis, Root Cause	51-2092	Team Assemblers
Analysis, Global Standards for	51-4011	Computer-Controlled Machine Tool Operators, Metal & Plastic
Plastics Certification, Lean Tools	51-4041	Machinists
Workshop Series, Lean Master		
Certification, Hazard Analysis		
Critical Control Point (HACCP)	51-9061	Inspectors, Testers, Sorters, Samplers & Weighers
Certification		
Six Sigma Black Belt	17-2112	Industrial Engineers

Unfortunately, the state’s annual Industry Partnership and WEDnetPA funds for incumbent worker training have proved too little and too unreliable from budget year to budget year for the type of long-term planning and continuous improvement that is needed to sustainably address the region’s manufacturing technical skills shortages “at scale”.

Beginning in PY2016, the Berks WDB sought additional sources of public and private matching funds to sustain and support needed advanced manufacturing technical skills training for incumbent workers. Federal WIOA Title I and Rapid Response funds, discretionary grants (including National Emergency Grants), have been “braided” into the aforementioned Pennsylvania Industry Partnership (IP) grants through an Advanced Manufacturing Employment Retention/Layoff Aversion Strategy adopted by the Berks County WDB. As a consequence of this “braided” funding approach, all WIOA and State incumbent worker and employer eligibility data collection requirements have been added to the Berks County WDB Work-based Training Policy (approved March 17, 2017) and incorporated into all related incumbent worker training applications and agreements.

As follow-on to this new strategy, the Berks WDB received Rapid Response Additional Funds in the amount of \$50,000 to be used solely for the purpose of incumbent worker training. This funding availability now enables the WDB to subsidize technical skills training during employer “windows of opportunity” without the restrictions that fiscal year to year funding can impose.

In another follow-on to this expanded funding strategy, the Berks WDB entered into a partnership with its neighboring WDBs, Lancaster and Lehigh Valley, to pursue resources for a regional focus on occupational employment needs. The partnership, designated “Crescent Regional Industry Sector Partnership” (CRISP) and funded by a PA Department of Labor & Industry grant, is charged with identifying clusters important to the economic competitiveness of the region and is conducting this research project to investigate the occupational demand vs. supply in this labor sharing region. The result of this regional investigation is a CRISP consortium report that identified comparative industry sub-clusters in which all three workforce areas share a comparable presence and interest. In this report, Manufacturing and Transportation and Warehousing industry sectors were both examined for their respective economic impact on the CRISP region. Identified as *traded industry clusters*, both sectors contribute significant value because their combined regional domestic products serve national and global markets bringing

financial wealth back into the regional economies.

Of the sub-clusters examined during an industry cluster analysis, Food Processing and Manufacturing represents the highest LQ (2.45) for a traded industry in the CRISP region. Breaking down the sub-cluster even further, shows that there is a true comparative relationship within the CRISP consortium in an industry group comprising the manufacture of food and beverage products and its related transportation and logistics sector.

Having identified the comparative industry focus, employment issues emerged. Staffing pattern analysis of current and projected in-demand occupational needs within the Food and Beverage Manufacturing industry group, as well as direct employer verification from interviews and survey results, isolated the greatest 10-year employment recruitment challenges to be addressed. Of these, two particular opportunity occupations require the CRISP consortium's attention: ***Industrial Maintenance Technician and Commercial Truck Driver***. These two occupations alone are most critical to production output and delivery to market. Our investigation confirms that current shortages in these two occupations will continue to grow for the CRISP region through 2020. As noted in section 1.2, these two occupations have been designated as High Priority Occupations for the Berks County Workforce Development Area.

The initiatives described above are just two examples that showcase the Berks County Workforce Delivery System's ongoing interaction with regional employers. The Berks WDB, working with our local employers, economic and education partners, PA CareerLink® Business Services Team, community-based organizations, regional WDB peers and state government resources continually looks to identify workforce development issues and opportunities where informed and effective solutions can be employed. The Berks WDB recognizes the value of data but does not consider it to be the end point of analysis. Outreach, feedback and interaction with the aforementioned agencies and the business community is required for true labor market intelligence and the Berks WDB will continue to utilize these "boots on the ground" techniques to insure that our workforce development focus continues to be relevant and timely.

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

Due to ongoing forward-thinking and progressive business, educational and political leadership, Berks County is home to possibly the most comprehensive and accessible career and technical training and education (CTE) infrastructure of any region in the Commonwealth. With the encouragement and guidance of the Berks County WDB and fellow RTP partners, over the past five years **Reading Area Community College (RACC)** reached back to the County's two excellent high school career and technology centers - **Berks Career and Technology Center (BCTC) and Reading Muhlenberg Career and Technology Center (RMCTC)** - to build comprehensive Technical Academy career pathways and the associated articulation agreements for high school CTE students to earn college credit for high-end technical coursework. In effect, the Technical Academy serves as an *honors program* for qualified CTC students, allowing them to acquire up to 27 college credits at no cost prior to high school graduation. Such focused and talented students are highly sought after by local employers for paid internships during the

school year, while on summer break and again upon high school graduation. Once hired, Technical Academy graduates may receive financial support from their employers while they complete their Associate's degree programs at RACC. RACC has been particularly effective in assisting qualifying students to access federal Pell grants to cover tuition costs. If the students wish to continue their technical training and education beyond RACC, they may do so at aligned 4-year institutions (e.g. **Penn State – Berks**) through additional articulation agreements that are part of the Technical Academy pathway.

While many regions in the state allowed advanced manufacturing and similar programs at their secondary Career and Technical Education Centers (CTCs) to wither or close, Berks' local leadership's commitment to excellence in such crucial programs remained rock-steady. As a result, **Berks Career and Technology Center (BCTC) and Reading Muhlenberg Career and Technology Center (RMCTC)** provide state of the industry facilities, equipment and instructors to all high school students in Berks County who are interested and qualified for high-demand careers in Mechatronics, precision machining, welding, health care technology, information technology, etc. BCTC operates two campuses, one at the east end of the County and one at the west end of the County. RMCTC is located at the center of the County, adjacent to the City of Reading and neighboring Muhlenberg Township where the school has developed a unique core competence in meeting the needs of the rapidly-expanding (and mostly young) Hispanic population of both municipalities. BCTC and RMCTC also provide excellent adult education and training programs and are often the providers of choice for displaced workers looking to retool for re-entry into the local job market.

Reading Area Community College (RACC) is geographically well-positioned at the center of the County (95% of RACC enrollees are County residents) and within the City of Reading (nearly 40% of enrollees are City residents) to serve the region's evolving future workforce. In fact, RACC is the only institution of higher education in the Commonwealth to be designated by the federal government as a Hispanic Serving Institution (HSI) with 32% of the student body self-identifying as Hispanic.

RACC is also programmatically well-positioned to meet the education and workforce development needs of key regional industry sectors and employers. Recognizing that 21st Century careers require significant training and education beyond high school, local employers worked with and donated to Reading Area Community College (RACC) to launch the **Schmidt Training and Technology Center (RACC-STTC)** in 2006. Since its founding, RACC-STTC has become widely-acknowledged as the best advanced manufacturing training facility in the Commonwealth, with expanding programs (both *for credit* and *non-credit*) serving the needs of employers and students/job-seekers alike.

In addition to its world-class manufacturing programs, RACC offers a number of programs to meet the needs of Berks County's large and growing healthcare industry. For-credit programs include Associate degrees in Nursing, Medical Laboratory Technology, Respiratory Care and Electronic Health Records Technology as well as a clinical-based Licensed Practical Nursing (LPN) program. Seven additional non-credit career training programs are offered including Certified Nurse Aid (CNA), Phlebotomy with EKG Training, and Dental Assistant.

RACC is the Title II education coordinator for the Berks County region and partners with other adult education providers such as the **Literacy Council of Greater Reading-Berks** to meet the extraordinary needs for GED and ESL (English as a Second Language) in Reading and the surrounding municipalities. RACC's President serves on the Berks County WDB.

In keeping with Berks County's history of a local economy oriented to middle-skill occupations, Berks County is not home to a major research university. For some regions, this would be seen as a major deficiency but our employers know this to be a competitive advantage to be located in a region that can produce educated job-seekers with skills that better match their actual needs. For example, **Penn State – Berks** is a centrally located and thriving institution with a long tradition of providing high quality education relevant to the needs of local employers. Originally founded by local textile industrialists in 1933 as the Wyomissing Polytechnic Institute, the school became part of the Penn State system in 1958. Along with its growth as a full-scale academic institution to include resident student housing and the conferring of four-year degrees, Penn State – Berks continues to enroll large numbers of traditional and working adult students in rigorous degree programs (e.g. Electro-Mechanical Engineering Technology) geared toward the needs of Berks' strong regional industry sectors of advanced manufacturing and healthcare. Berks County is fortunate to also be home to three other colleges – **Kutztown University, Albright College, and Alvernia University** – each with robust ties to local industry, strong programs, and expanding articulation agreements to meet those needs.

The Reading Hospital School of Health Sciences offers a highly-regarded Registered Nursing program which is accredited by the Accreditation Commission for Education in Nursing (ACEN) and approved by the Pennsylvania State Board of Nursing. The school also offers accredited programs for many other health care occupations in association with the Reading Health System, the region's largest employer. In 2015, Berks County's St. Joseph's Regional Health System joined the Penn State Health system and became Penn State Health St. Joseph. This merger is anticipated to bring even more opportunities for our local workforce to access training and education programs to grow along with this steadily expanding industry sector. Alvernia University has a popular BSN – Nursing program while Penn State-Berks and RACC offer LPN-Nursing certifications.

The District Administrator for the **Berks-Schuylkill District Office of Pennsylvania's Office of Vocational Rehabilitation (OVR)** is a member of the Berks County Workforce Development Board and OVR is a partner in the PA CareerLink® Berks County. Beginning in 2015, local OVR staff members have been particularly active with the Berks County WDB's Youth Committee and local education providers to implement OVR's new transition policy in reaching out to youth with disabilities and their families beginning at age fourteen (14) and at least two (2) years before graduation. Summer 2017 is the second year of this partnership between WDB, OVR, and Goodwill Keystone Area. As detailed in the State's WIOA Plan, OVR entered into a first in the state Interagency Agreement with the Berks Career and Technology Center (BCTC) effective in 2014 *to provide school-to-work transition services to OVR eligible youth with disabilities who are enrolled in approved training programs at the BCTC and attend one of the 16 public school districts within Berks County associated with BCTC.*

The *Committee on Increasing Opportunities for Individuals with Disabilities* is a new standing committee of the board recommended by a working group consisting of board members (including the District Administrator for the **Berks-Schuylkill District Office of Pennsylvania's Office of Vocational Rehabilitation (OVR)** who co-chaired the group) and off-board members with expertise in human resources or serving/advocating for the community of individuals with disabilities. The group reviewed the impact of Board activities on individuals with disabilities. The focus of this committee will be to increase the percentage of individuals with a disability in the workforce by offering meaningful employment opportunities through strong partnerships with businesses in greater Reading and Berks County. The committee will begin meeting in program year 2017.

The Berks WDB Youth Committee collaborates closely with OVR and with the **Berks County Transition Coordinating Council (BCTCC)**, a highly successful public-private regional partnership serving the region's population with significant barriers to employment. BCTCC brings together individuals with disabilities, educators, employers and service providers with the mission of assisting students with disabilities and their families' transition from secondary school to the post-secondary school world including post-secondary education and employment. BCTCC is a unique resource focused exclusively on students attending the 18 school districts located within Berks County.

The **Berks County Intermediate Unit (BCIU)** coordinates additional educational services for Berks County's eighteen public school services within Berks County and is also represented on the Berks County WD Board as well as the Board's Youth Committee. The **Berks Business Education Coalition (BBEC)** is chaired by a local business leader and the BBEC's membership includes the County's five colleges and the eighteen public school districts as well as business leaders. The BBEC is an active partner with the Berks County WD Board on programs to facilitate employer-educator collaboration and to provide local students with valuable work-based learning opportunities throughout the County. The BBEC's Executive Director is a member of the Board's Youth Committee. Both the BCIU and the BBEC partner with the Berks County WDB and our 18 local school districts to promote career awareness and preparation programs including *Project Lead the Way*, STEM Academies, STEM competitions, and employer engagements geared to the many career opportunities available within the region.

Berks County is also home to a comprehensive network of community-based organizations (CBOs) that cooperate with the local workforce development board to leverage private and public funding to assist job-seekers and their families reach economic prosperity. Many of these service providers receive financial support and coordinate efforts through the **United Way of Berks County** whose Executive Director serves on the Berks County WDB. Leaders from a number of workforce-focused CBOs also have been appointed to the Berks County WDB, including **Olivet Boys and Girls Clubs, Opportunity House and United Community Services (UCS) for Working Families**. Olivet runs highly successful after school and summer programs to help disadvantaged youth, primarily but not exclusively with the City of Reading, discover and achieve their career and educational goals. Opportunity House is located in the City of Reading and has been recognized for its innovative "green" recycling programs to provide jobs to local residents with significant barriers to employment while raising revenue by providing

important services to the community. Located within the City of Reading and founded by the United Labor Council of Reading and Berks County, UCS has been awarded ongoing and highly-competitive federal YouthBuild grants to provide out of school youth with industry training and GED preparation. UCS was also recently awarded a federal AmeriCorps grant in coordination with its YouthBuild program.

Weaknesses in the local workforce development System. The most significant weaknesses in Berks County workforce development programs result from two primary systemic factors: (1) a lack of sufficient, reliable and flexible federal and state public funding and (2) often conflicting statutory and regulatory requirements to balance the competing needs and capacities of two very different customer types – (a) employers and (b) job-seekers, particularly those with barriers to employment.

1. Weaknesses due to funding challenges.

With the possible exception of special Congressional actions such as the *American Recovery and Reinvestment Act (ARRA) of 2009* in response to extreme circumstances, the local public workforce system historically receives funding well below what is required to help all eligible job-seekers reach the level of qualifications required by employers with family sustaining jobs. As a result of this mismatch of needs between employers and available job-seekers, the Berks WDB is tasked with setting priorities for use of available funds. What makes this disconnection even more challenging to close is that federal funding comes to the WDB in various programmatic streams, each with its own restrictions. As a result, it is not uncommon for the Board to have funding for some programs with little local need while other programs have great local need and little available funding.

Annual core WIOA Title I federal funding is allocated to local workforce development boards via a somewhat complex formula that makes it nearly impossible for the Berks WDB to anticipate funding for the new program year (beginning July 1) prior to an annual allocation notice generally received only 8-10 weeks before the end of the current program year. For example, in early May 2015 the Berks County WDB learned that it would receive \$431,354 less for its three core WIOA Title I programs (Adult, Dislocated Worker and Youth) in PY2015 than it received in PY 2014 – a 14.4% reduction. This led to significant staff cuts and other cost cutting measures being implemented at the WDB and at our PA CareerLink® Berks County one-stop American Job Center (AJC).

While the Commonwealth of Pennsylvania typically appropriates little annual funding for workforce development programs, the historic 9-month state budget impasse which began on July 1, 2015 led to the stoppage of most workforce development federal pass-through funding well into PY 2015. As a result, local Berks County WDB partners were delayed payments for contracted services. The local delivery system did not shut down, but the uncertainty driven by the budget impasse damaged our ability to reliably deliver anything beyond the most basic services to job-seekers and employers alike. In particular, activities sponsored by the

Berks WDB's well-regarded Advanced Manufacturing Industry Partnership (IP) slowed to a crawl at a time when the training needs of participating employers grew increasingly acute.

In order to fill such gaps, the board has aggressively applied for discretionary grants issued by the Commonwealth. The WDB had a very-successful year in securing discretionary / competitive grants totaling over \$2,000,000 in PY2016. Recent successes include a \$195,000 Strategic Innovation Grant to be shared with the Lancaster WDB and the Lehigh Valley WDB and a \$144,231 Apprenticeship USA Expansion Grant in conjunction with IBEW Local 742. Securing such grants help the WDB remain effective and relevant despite significant cutbacks in formula funding over the past three years.

2. Weaknesses due to conflicting statutory, regulatory and customer requirements.

The initial implementation of the Workforce Innovation and Opportunity Act (WIOA) of 2014 has led to positive steps forward for the public workforce system in many ways. However, WIOA does not resolve many of the conflicting statutory and regulatory requirements that require local WDBs to constantly balance the sometimes competing needs and capacities of two very different customer types. Employers always seek and need the best talent available, but local WDBs are often required by regulation and policy to fund programs and services designed to “place” job-seekers, particularly those with barriers to employment. As a result, local employers often have difficulty viewing the public workforce system as a demand-driven system focused on their needs rather than one overly-focused on the needs of job-seeker customers. Given this reality, the Berks County WDB has a good track record of balancing these sometimes contradictory priorities and keeping local employers engaged in the process.

A local non-systemic Berks County WDB weakness – working with ex-offenders. In early 2015, the Berks County's WDB identified an opportunity for improvement in working with the area's large ex-offender population. As a result, Berks County WDB staff reached out to community leaders experienced in working with this challenging population as well as to local employers with success in hiring individuals with this particularly onerous barrier to employment. In July 2015, we included representatives of two Community-Based Organizations (CBOs) with specialized expertise in working with ex-offenders to join the newly-constituted Berks County WDB to help address this weakness. As a result, in March 2016 we were awarded a state CBO grant to expand and coordinate proven best practices among these partners. This grant funding is available through September 2017 and has proven to be highly effective (see Section 2.1)

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The Berks County Workforce Development Board's (Berks County WDB) vision is to support

the development and maintenance of a skilled and competitive workforce in alignment with the broader economic development efforts to attract, retain and grow business in Berks County. In support of this vision the Berks County WDB has established a reputation for offering effective services and programs and for continuously improving the quality of services and programs. In response to the needs of local employers and job-seekers and in alignment with new WIOA requirements, the Berks County WDB has developed implementation and improvement strategies for Program Years 2017 – 2019.

Six areas of focus for the period covered by the plan (PY2017 – PY2019) to promote economic growth and economic self-sufficiency were approved by the WDB on March 17, 2017 and include:

I. *Meeting the Needs of Employers / The Retirements of Baby Boomers*

From 2010-2014, much of the work of the Berks County WDB focused on the unique needs of unemployed and under-unemployed workers during a time of high unemployment and general labor surpluses. The extraordinary needs and numbers of displaced workers, long-term unemployed individuals, struggling veterans and individuals with barriers to employment were generally well-met in Berks County. However, since mid- year 2015, the local workforce development area has experienced a dramatic shift to a general labor and skills shortage environment. As a result, the priorities and services of the Berks County WDB have shifted accordingly (see Section 1.1).

The growing shortage of qualified candidates for critical “opportunity” occupations is especially acute and local employers need help. While some of the current skills shortage results from the long, steady cyclical recovery from the Great Recession of 2009-2010, an underlying wave of baby-boomer retirements will drive continuing shortages even if regional economic growth stalls. Our employers have never seen anything like this in the past and the Berks County WDB will play a crucial role in continuing to develop and implement long-term solutions along with our Business Services Team (BST) and local partners.

A key priority will be to address the region’s under-employment problem as measured by Berks County’s estimated U-6 rate which still stood at 9.7 % in April 2017. In order to do so, emphasis will be placed on assisting local employers with good jobs in key industries further develop the skills of their incumbent workers. A major challenge will be to prioritize sources of funding beyond the state Industry Partnership and WEDnetPA funding which has been too little and too unreliable from budget year to budget year for long-term planning and continuous improvement. Beginning in PY2017, the Board will seek to take advantage of the permissible use of adult and dislocated worker funds allocated to the Board for training activities associated with incumbent workers. This focus on incumbent worker training will be especially attractive to small and medium-size employers with similar needs and scarce training resources. The strategy will help proven, trained incumbents develop and grow with the companies and allow the hiring of less-skilled new hires into these

attractive career pathways. Many of these new hires will need assistance from other WDB-sponsored programs (e.g. OJTs) in order to take advantage of these proven regional career opportunities.

II. *Ongoing support for Career and Technical Education Pathways / Technical Academies*

A majority (53.8%) of Berks County adults have successfully achieved a high school education but not an Associate's Degree or higher. (Only 30% of Berks County adults persevered with their formal education to complete an Associate's Degree or higher.) This profile may have been a good match for a 20th century economy, but it does not meet the needs of our region's current and future technology-driven workplace (see Section 1.1). Our local Technical Academy model is possibly the most affordable and well-constructed pathway from high school CTE to community college education and higher; however, we need to encourage more students to elect this pathway.

III. *Local Industry Sector Priorities and Strategies*

During a time of continuing constraints on available resources, these clearly established priorities guide the Board and staff in making sure that local employers with the attractive career paths get connected with the best available talent. Accordingly, the WDB approved industry sector priorities for 2017 – 2021 on June 16, 2017 (see Section 1.3). With the manufacturing sector clearly identified as the Berks region's singular *Priority A – Driver Sector*, we will continue to work with our local economic development partners to expand and promote **Annual Berks County Manufacturing Day** events and prioritize advanced manufacturing pipeline development efforts as described above. The Berks County WDB's **Advanced Manufacturing Industry Partnership (IP)** will remain our flagship IP. These and other local industry sectors will continue to be evaluated bi-annually by the Board to ensure that federal and state workforce funds are most effectively spent where they can have the greatest long-term impact for employers and job-seekers alike.

IV. *Leading Local Initiatives for Disconnected and Under-employed Young Adults*

The Youth Committee of the Berks WDB has identified a unique and crucial role for the Board as the key convener of local partners with the mission and capacity to meet the extensive needs of the County's Disconnected and Under-employed Young Adults and Out of School Youth (OSY). The Youth Committee also recognized that we currently lack comprehensive and current information regarding the size and critical characteristics of this elusive population. In order to proceed with the best information available, the WDB joined with the United Way of Berks County (United Way) to fund a project to research and profile disconnected and under-employed young adults. The resulting report was completed in July 2017 and is expected to inform local priorities and programs going forward. Findings from the report include:

- The LWDA is currently home to between 3,000 – 5,000 disconnected individuals who meet the WDBs' definition of a disconnected young adult. (See section 1.1, Berks County's Biggest Labor Supply Challenge: Barriers

Faced by Disconnected Youth.)

- 90% of disconnected young adults reported experiencing life circumstances that are common barriers to employment or education.
- Disconnected young adults in Berks county often face multiple and varied barriers to gainful employment and education.
- Over half of disconnected young adults face more than one reason for being disconnected.
- The top barriers disconnected young adults in Berks County face include:
 - Lack of Transportation
 - Family Care Obligations
 - Focus on “Making Money” vs. “Investing in a Career”
 - Significant Barriers to Pursuing Education

V. *Promoting Work-based Experience tied to Career Pathways for In-School Youth (ISY), including Summer Youth Employment Program (SYEP) and Internship Opportunities*

While Title I Youth funding will largely be dedicated to OSY programs as appropriately required by WIOA, a major priority of the Berks WDB will be to sustain the gains of our successful In School Youth (ISY) initiatives focused on Summer Youth Employment Programs (SYEPs). Our local OVR office is now having great success in working directly with one of the Board’s summer youth contractors *Goodwill Keystone Area* to identify ISY with special needs/disabilities who can be funded for summer jobs under OVR’s new transition policy (see Section 1.4). Additional funding for youth who can participate without qualifying based on family income will be an important priority.

VI. *Underemployment: Increasing Employment Opportunities for Individuals with Barriers to Employment, including:*

- Individuals with Disabilities
- Individuals with Histories of Convictions

In addition to the five priorities detailed above, the Berks County WDB will also need to expand and upskill the overall talent pool of existing adult workers to meet the needs of our key industry sectors. In program year 2016, the WDB established a Working Group on Employment of Individuals with Disabilities consisting of WDB members, employer representatives from a cross section of local industry sectors and service providers. The working group met regularly from August 2016 thru March 2017 and also surveyed employers and service providers to better understand challenges and opportunities in this area. The working group also reached out to the local SHRM chapter of human resources professionals to confirm that this issue deserves a priority focus and to coordinate responses and educational programs. On June 16, 2017 the full WDB approved the working group’s recommendation to establish a permanent standing committee of the WDB to continue this work in accordance with full WIOA implementation.

As described in Section 1.4 The Berks County's WDB identified an opportunity for improvement in working with the area's large ex-offender population. As a result, Berks County WDB has reached out to community leaders experienced in working with this challenging population as well as to local employers with success in hiring individuals with this particularly onerous barrier to employment. In July 2015, we included representatives of two Community-Based Organizations (CBOs) with specialized expertise in working with ex-offenders to join the newly-constituted Berks County WDB to help address this weakness. As a result, in March 2016 we were awarded a state CBO grant to expand and coordinate proven best practices among these partners that has shown great promise. The CBO grant will end in September 2017 at which time a post-grant evaluation will take place with "lessons learned" identified and applied to future initiatives to match ex-offenders with local employers in need of their talents.

Relation of Goals to Negotiated Performance Measures. The Berks County WDB is widely recognized for sustained competence in developing and implementing strong processes to insure the proper oversight of its publicly-funded programs and has a proven track record of meeting annual negotiated performance measures. The Berks WIB (predecessor to the Berks WDB) met or exceeded all nine measures in the last year under WIA (PY2014) and never missed achieving the same negotiated WIA common performance standard in consecutive years. In its first year in existence (PY2015), the Berks WDB once again met or exceeded all nine negotiated measures.

With WIOA implementation still underway, many questions remain unanswered regarding how performance accountability measures based on primary indicators of performance to support regional economic growth and economic self-sufficiency. Specifically, a lack of baseline historic data for the new metrics is another challenge. The state has not yet issued clear guidance as to how the new WIOA regional performance measures will be negotiated with the state's planning region, how this new process will influence how local measures are negotiated within the region, and how local measures are negotiated between the locals and the state. With all of this uncertainty, it is not yet possible to tie the Berks County WDB's goals and priorities listed above to the mandated WIOA performance measures with any specificity.

Acknowledging the existing regulatory reality as the entire system transitions to full implementation of WIOA, the Berks WDB is confident that the strategic priorities and goals included in this local plan are the right ones for local employers and job-seekers alike. In particular, the priority given to meeting the challenges local employers currently face with the wave of experienced "baby-boomer" worker retirements now underway will position the WDB to meet any new metrics designed to determine the WDB's *effectiveness in serving employers*. Therefore, we look forward to learning what the state proposes for the newly-required WIOA performance measures in this area. In particular, the emphasis that the Berks WDB will place on WIOA's permissible use of adult and dislocated worker funds allocated to the Board for training activities associated with incumbent workers will be especially attractive to small and medium-size employers with similar needs and scarce training resources. This will facilitate a closer and more consistent engagement with these employers, thereby allowing the WDB to understand and meet their recruitment and training needs. This strategy will help proven, trained incumbents

develop and grow with the companies and allow the hiring of less-skilled new hires into these attractive career pathways. As a result, the WDB's performance will be enhanced against the more traditional employment, retention and earning metrics for eligible Adult, Dislocated and Youth job-seekers.

The Berks WDB's commitment to continuing our proven industry sector priorities and strategies will further support attainment of negotiated measures. In particular, this commitment will help the Berks WDB understand which *key credentials* are valued by industry and which credentials are not. At the same time, the WDB will continue to develop a broader expertise in understanding and *measuring skill gains* attained through a variety of training strategies, programs and partnerships.

The Berks WDB recognizes that perhaps its biggest challenge will be building strong programs and partnerships to help the region's disconnected young adults and under-employed young adults get sustainable career pathways to family-sustaining occupations with local employers. As mentioned above, experience has proven that this elusive population is difficult to find, to keep engaged and to stay connected with following program participation. As a result, the Berks WDB's determination to establish a leadership role within the region is essential to achieving negotiated Youth performance measures in all six specified areas of measurement.

Finally, a candid look at the root causes of the mismatch between the needs of current employers and the skills and qualifications of the available workforce leads the Berks WDB to the inescapable conclusion that too many Berks County residents, while they were still in our elementary and secondary school systems, did not receive the education, workplace skills and career knowledge that they need to succeed in our rapidly-changing economy. This is a national, state and local problem, but we know that many other developed countries do a better job in this area – particularly in providing in-school youth (ISY) with high quality work-based learning opportunities. By expanding and sustaining local summer youth employment programs (SYEPs), the Berks County WDB will help create the conditions for our current Youth (ISY) and future Adult and Dislocated Worker job seekers to more easily navigate the inevitable labor force disruptions they will encounter in their careers and to *find and maintain* gainful employment leading to *family-sustaining earnings*. This will promote wide-spread *economic self-sufficiency in accordance with WIOA 116(b) (2) (A)*. As a result, these individuals will also more likely become life-long learners who acquire *industry-recognized credentials* and are able to demonstrate *measurable skill gains* throughout their working careers. A local workforce with such qualities will serve as a competitive advantage for employers seeking to expand in or relocate to Berks County, the foundation of economic growth as targeted by the performance measures described in WIOA 116(b)(2)(A).

- 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?*

Title I Youth, Adult and Dislocated Worker programs are managed by two third-party

contractors procured by the County of Berks through a competitive process planned and managed by the Berks County WDB and the County of Berks Purchasing Department. The Berks WDB *One-Stop Oversight Committee* and *Youth Committee* provide oversight and policy guidance over the course of the contract period.

Staff employed by the PA Department of Labor & Industry (L&I) Bureau of Workforce Partnership and Operations (BWPO) are located at the PA CareerLink® Berks County and provide Wagner-Peyser program services under the supervision of the Career Services Team Supervisor who in turn reports to the Administrator – PA CareerLink® Berks County, who happens to be a BWPO staff person as well.

The Berks-Schuylkill District Office of Pennsylvania's Office of Vocational Rehabilitation (OVR) is a partner in the PA CareerLink® Berks County. The District Administrator for OVR is a member of the Berks County WDB and in program year 2016 co-chaired the WDB working group to review the impact of Board activities on individuals with disabilities that led to the WDB approval of a regular standing committee in this critical area.

As described above in Section 1.4, the Berks County WDB closely collaborates with both local Career and Technical Centers (BCTC and RMCTC) and Reading Area Community College (RACC) to ensure that training programs align with industry needs and high priority occupations. All three schools are PA CareerLink® Berks County partners. In addition, the Berks County WDB COO serves on Executive Advisory Boards for both BCTC and RMCTC and reviews requests for state equipment grants, providing letters of support as appropriate. The Berks WDB COO and staff also participate on annual Perkins review committees for all three schools.

As described above in Section 1.4, the Berks County WDB and fellow *RTP* partners facilitated an innovative 2+2+2 pathway from technical high school, to community college to 4-year institutions – *The Berks Technical Academy*. RACC has partnered with the County's two high school career and technical centers - Berks Career and Technology Center (BCTC) and Reading Muhlenberg Career and Technology Center (RMCTC) - to build comprehensive Technical Academy career pathways and the associated articulation agreements for high school CTE students to earn college credit for high-end technical coursework. In effect, the Technical Academy serves as an *honors program* for qualified CTC students, allowing them to acquire up to 27 college credits at no cost prior to high school graduation. Such focused and talented students are highly sought after by local employers for paid internships during the school year, while on summer break and again upon high school graduation. Once hired, Technical Academy graduates may receive financial support from their employers while they complete their Associate's degree programs at RACC. RACC has been particularly effective in assisting qualifying students to access federal Pell grants to cover tuition costs. If the students wish to continue their technical training and education beyond RACC, they may do so at aligned 4-year institutions (e.g. Penn State – Berks) through additional articulation agreements that are part of the Technical Academy pathway.

The best practice Berks Technical Academy is the most developed, but not the only example of how the Berks WDB local board coordinates education and workforce investment activities with

relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. The Berks County WDB regularly partners with other local WDBs in the Commonwealth in securing competitive state and national grants, such as the recent *Sector Partnership National Emergency Grant (NEG)*. These funds have been effectively used from 2016 - present to develop the highly-successful CRISP comprehensive study on the regional workforce and economic impact of the Food and Beverage Processing industry sector (see Section 1.2) and to support local participants in high-level occupational training.

RACC is also the local *WIOA Title II Adult Educational and Literacy* program contractor for the Berks County Workforce Development Area. RACC's President is a long-standing member of the Berks County WDB, reflecting the primary importance of coordinating WIOA Title I and Title II program services and strategies to avoid duplication and maximize our limited local resources. RACC's President also serves on the Berks County WDB's *Policy, Planning & Priorities Committee* where she was fully involved in the development of this local plan. The Executive Director of one of RACC's key Title II sub-contractors, the *Literacy Council of Reading-Berks* is a member of the Berks County WDB's *One-Stop Oversight Committee* where he is well-positioned to help coordinate local Title I and Title II services and strategies. As the current President of the Pennsylvania Association for Continuing Education (PAACE), he is recognized as a statewide expert on adult education and literacy and how to coordinate Title I and Title II programs.

In March 2016 the Berks WDB was the lead applicant awarded a \$400,000 Innovation Grant for the Greater *Reading – Lancaster Partnership for Youth Careers* to promote career and technical education (CTE) in Berks County and Lancaster County. Berks Career and Technology Center (BCTC), Reading Muhlenberg Career and Technology Center (RMCTC) and the Lancaster County Career and Technology Center (LCCTC). The Lancaster County WDB was also a partner in this grant. Under the grant, the five partners successfully coordinated a broad arrange of programs in PY2016 in both counties including 8th grade technical career explorations camps, summer work-based experience, and employer visits focused on CTE student retention and motivation.

The Berks WDB also works closely with the Berks County Intermediate Unit (BCIU) which coordinates additional educational services for Berks County's eighteen public school services within Berks County and is also represented on the Berks County WD Board as well as the Board's Youth Committee. The Berks Business Education Coalition (BBEC) is chaired by a local business leader and the BBEC's membership includes the County's five colleges and the eighteen public school districts as well as business leaders. The BBEC is an active partner with the Berks County WD Board on programs to facilitate employer-educator collaboration and to provide local students with valuable work-based learning opportunities throughout the County. Specifically, in PY2015 the Berks County WDB provided the BBEC with \$90,000 from the state Business Education Discretionary Grant program. The BBEC's Executive Director is a member of the Board's Youth Committee. Both the BCIU and the BBEC partner with the Berks County WDB and our 18 local school districts to promote career awareness and preparation programs including *Project Lead the Way*, STEM Academies, STEM competitions, and employer

engagements geared to the many career opportunities available within the region.

Finally, the Berks County WDB maintains a close working relationship with the Higher Education Council of Berks County whose membership includes the presidents of the County's five non-profit and public institutions for higher education. The Higher Education Council of Berks County also serves as the nominating entity for education sector representatives appointed to the WDB. The Berks WDB COO also serves on the Kutztown University Business Advisory Council where he provides guidance and recommendations on programs and local labor market information (LMI).

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?

The Berks County WD Board's vision and goals align well with the governor's visions and five broad goals for the Commonwealth's workforce development system.

- **Establishment of Career Pathways** – The Berks WDB supports the development of career pathways, but cautions that career pathways are best nurtured within a well-established industry sector strategy as developed and promoted by the Berks WDB. In our experience, career pathways independent of a robust local industry sector too often lead to occupational dead ends for job-seekers and unfilled positions for employers. This is especially detrimental for job-seekers with barriers to employment who have much less room for recovery from ill-advised training programs. The Berks WDB's focus on the needs of employers, strong sector strategies and sustained summer-employment programs for in-school youth all emphasize the mutual benefits of career pathways leading to high-priority occupations within expanding industry sectors. The Berks WDB COO serves as a founding member of the newly-formed *Berks County Career Pathways Alliance* coordinated by the BCIU.
- **Expanding the Pipeline of Workers for Targeted Industry Sectors** – There is nearly 100% alignment from the governor's goal and the Berks WDB emphasis on Local Sector Strategies and Priorities described above in Section 1.3.
- **Increasing Opportunities for Youth to Participate in Work-Based Learning** - Here again, there is significant alignment between the governor's goal and the Berks County WDB's priority for the expansion and sustaining of Summer Youth Employment Programs for In-School Youth (ISY). We also will continue our increased local emphasis on work-based training and pre-apprenticeship programs for disconnected and under-employed young adults. However, local employers outside of the construction sector remain reluctant to adopt the registered apprenticeship models actively promoted by the State Plan. While not actively promoting registered apprenticeships in the near term before employers are ready to adopt the model, the Berks WDB understands the proven value of apprenticeships and will seek to promote adoption over time.
- **Engaging Employers Directly to Ensure Closing of the Skills Gap.** Engagement

of employers, particularly small to medium-size employers in key sectors like manufacturing is best accomplished at that local level through frequent and sustained personal contacts. The two priorities of the Berks County WDB that focus on supporting the needs of employers through funding incumbent worker training as authorized by WIOA and our emphasis on sector strategies support this goal. In addition, many Berks County employers are fully engaged with the Berks Business Education Coalition (BBEC) and the Greater Reading Chamber and Economic Development Corporation (GRCEDC) to support career awareness and growing and sustaining summer youth employment programs.

- **Strengthened Data Sharing to Understand Outcomes** – This is less of a priority at the local level, but the Berks WDB looks forward to working with state initiatives in this area.

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 described in Sections 2.1 and 2.3, the Berks County Workforce Development Board (WDB) goals are aligned with the broad WIOA goals of placement in employment or education/training, credential attainment, retention in employment/education/training, and effectiveness in servicing employers.

During the first year of WIOA implementation in PY2015, the WDB began to transition the year-round youth program to serve primarily out-of-school youth, in alignment with WIOA emphasis on serving this group. Beginning in program year 2016, the WDB used WIOA youth funding exclusively to serve out-of-school youth through programs that offer GED and access to post-secondary education and training through individual training accounts, work-based learning opportunities tied to employer needs, and follow-up services that engage youth with continued supportive services and practical training (budgeting, etc.) that are aimed at ensuring their continued success after program exit.

Focusing on the manufacturing , healthcare and construction sectors is meant to ensure that job-seeker customers of the PA CareerLink® Berks County are provided access to and information concerning the most promising jobs in the county, while benefiting employer customers through recruitment efforts targeted towards job-seekers meeting their skill requirements. This focus is translated at the PA CareerLink® Berks County to services such as individualized job development for adult and dislocated workers and the extensive use of work-based training to bring the job seeker and employer together. This two pronged approach is meant to increase the likelihood of employment and retention for the job seeker while meeting the hiring needs of the employer customer.

The WDB negotiated PY2017 local levels of performance for the federal measures are found in Appendix A.

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.*

Please see Appendix C: Organizational Chart.

Local Workforce Development System

The Berks County Workforce Development Board (WDB) was appointed effective July 1, 2015 by the Berks County Board of Commissioners. The Board continues the work begun in 1999 by its predecessor organization the Berks County Workforce Investment Board (WIB). Federal funding under the *Workforce Innovation and Opportunity Act of 2014* provides most of the financial support for Board activities and programs.

The purpose of the Berks County Workforce Development Board is to identify the long-term, strategic workforce development needs of the community; propose strategies to meet those needs; set priorities; build partnerships to align resources in support of those strategies; test specific initiatives to advance those ends; and measure and evaluate results. We support the development and maintenance of a skilled and competitive workforce in alignment with the broader economic development efforts to attract, retain and grow business in Berks County.

WDB members are unpaid members of the local community. By federal law and state policy, representatives of the local business community must constitute a majority of the Board's membership. Local labor organizations, community-based organizations, economic and community development entities and educational institutions are also represented on the Board. The Board normally holds public meetings once each calendar quarter and members also serve on Committees which meet regularly. Board Committees may also include non-Board members with particular workforce development experience and expertise.

The Board designates the operator(s) and oversees the operation of the PA CareerLink® Berks County (one stop delivery system).

Berks County is a single-county Workforce Development Area. The Chief Elected Official is the elected Chair of the Berks County Board of Commissioners, a body consisting of three Commissioners, elected for four-year terms as specified by the Third Class County code. The Berks County Board of Commissioners has entered into a partnership with the WDB for the planning and governance of workforce activities authorized under WIOA with respective roles and responsibilities delineated in the partnership agreement effective July 1, 2016. In general the WDB is responsible for the administration of these activities and acts as a convener and facilitator for broader workforce issues in the county and collaborates with neighboring boards on issues of importance that cross county borders or have mutual benefit to their respective workforces.

WDB staff are County of Berks employees reporting to the Chief Operating Officer/Director of Workforce Development, who in turn reports to the full WDB and administratively to the County's Chief Administrative Officer. Staff assist the board in the development of its strategic vision and plans and manages the implementation of board initiatives; develop and facilitate community partnerships which advance the goals of the board; maintain relationships with Federal, Commonwealth, and other funding sources; and assures the flow of information to assist the board in oversight and decision-making processes.

The County has elected not to designate a Fiscal Agent for funds received under WIOA and therefore this role is maintained at the County level.

The Board is composed of the required mix of leaders from business, labor, education, community based organizations, and economic development entities as defined in WIOA and subsequent Federal and Commonwealth guidance. The Board meets quarterly to approve policy and conduct other high-level functions. The "heavy-lifting" work of the board is conducted in the committees of the board:

- *Executive Committee* which has responsibility, directly or through delegation to the Chief Operating Officer, for setting Board operating procedures and Board management issues; making recommendations to the Chief Elected Official on Board membership; tracking, through the Committee structure as appropriate, implementation of the Board's plans; maintenance of required working relationships with the Chief Elected Official, State and Federal authorities, and the Pennsylvania Workforce Development Association; setting broad policy direction for the Board; coordinating the work of the various committees; and Performance Appraisal of the Chief Operating Officer. Executive Committee meetings are advertised in advanced through public notice and allot time on the agenda for public comment.
- *Finance Committee* reviews budgets for the broad allocation and distribution of funds and make recommendations to the full Board, as well as identifying and obtaining additional and/or more flexible funding to advance the Board's priorities.
- *Policy, Planning and Priorities Committee* has primary responsibility for working with Board staff to develop strategic plans for review and approval by the full Board. In particular, the Committee will develop and periodically review the Board's local plan(s) to ensure alignment with federal guidelines under WIOA, state policy and the Board's priorities. The Committee will provide input into other required plans, including WIOA regional plans.

The Committee conducts analysis of the current state of the local labor market: identifies and analyzes gaps; recommends priorities and strategies for Board action and support; and identifies opportunities for future priorities and strategies in need of further exploration. The Committee regularly reviews and updates the Board's industry sector strategies and priorities in conjunction with the Training and Industry Partnership Committee and makes recommendations for approval by the Board. The Committee has

the principal responsibility for guiding and tracking implementation of the Board's plans, including development and maintenance of alliances, partnership and key working relationships – particularly those leading to regional planning efforts.

The Committee coordinates closely with the Board's Youth Committee (which has similar related planning responsibilities for youth programs overseen by the Board) and incorporates input from the Youth Committee into the overall planning process. The Committee assists in the development of local and regional economic development, community development and education and literacy plans as appropriate.

The Committee develops and reviews general Board policies, including the Board's By-Laws and governance agreements as required.

- *Committee on Increasing Opportunities for Individuals with Disabilities* is a new standing committee recommended by a working group made up of Board members and non-Board industry and community representatives that reviewed the impact of Board activities on individuals with disabilities throughout PY2016. The focus of this committee will be to increase the percentage of individuals with a disability in the workforce by offering meaningful employment opportunities through strong partnerships with businesses in greater Reading and Berks County. The committee will begin its work in program year 2017.
- *One-Stop Oversight Committee* has primary responsibility for discharging the Board's responsibilities toward the "one-stop" system. These include making recommendations to the Board on:
 - the selection and retention of the One-Stop Operator; the approval of the Operator Agreement between the Board and the One-Stop Operator; the approval of the Partner Agreement between the Board and the One-Stop Partner organizations; and any major modifications to these agreements; and
 - the approval of the PA CareerLink® Berks County Business Plan submitted by the One-Stop Operator and any major modifications to the plan; and
 - the selection and retention of the Business Services subcontractor; and
 - the selection and retention of the Employment Advancement and Retention Network (EARN) subcontractor; and
 - policies integral to PA CareerLink® Operations as appropriate (e.g. On-the-Job Training, Priority of Service policies, etc.)

This Committee regularly reviews usage and performance of the PA CareerLink® Berks County system through performance information, meetings and consultation with the One-Stop Operator management, and monitoring by Board staff. Through this process the committee may, from time to time, make recommendations to the One-Stop Operator on changes or improvements.

- The *Youth Committee* assists in the development of those portions of the Board's plan

which pertain to youth and young adults; recommends to the Board priorities for the expenditure of Workforce Innovation & Opportunity Act youth funding; recommends selection of youth and young adult service providers; and provides coordination and oversight of youth and young adult workforce development activities. In addition, the Youth Committee serves as a convening and coordinating body for larger community partnerships for youth and young adult workforce development.

- The *Training and Industry Partnership Committee* is charged with understanding employer training needs, particularly relative to key regional industry sectors and with making recommendations to the Board to meet those needs. This includes oversight of any Industry Partnerships (IPs) in which the Board may be engaged, particularly as they relate to incumbent worker training activities and funding. In addition, this Committee will review progress on performance on local and regional grants related to industry training needs and priorities. This group will assist with the development of regional sector-based training strategies to include career pathways and the identification of high priority occupations.

The Committee may also make recommendations to the Board regarding training provider qualifications or significant gaps in training capacity. The Committee will make recommendations regarding Board training policies in coordination with the One-Stop Oversight Committee as appropriate. The Committee may also be asked to review training vendor performance.

Equal Opportunity Officer

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

Please see Appendix B: Program Partner/Provider List

The WDB ensures the workforce-related needs of employers, workers, and job seekers in Berks County are met, to the maximum extent possible with available resources.

The WDB will, at a minimum:

- In cooperation with the CEO, design and approve the PA CareerLink[®] Berks

County. This includes, but is not limited to:

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

WDB Staff specific responsibilities include, at a minimum:

- Provide operational and grant-specific guidance to the one-stop operator,
- Investigate and resolve elevated customer complaints and grievance issues,
- Prepare regular reports and recommendations to the WDB, and
- Oversee negotiations and maintenance of MOUs with one-stop Partners.

Three standing committees of the WDB focus to varying degrees on partner collaboration and service alignment within the local workforce delivery system:

Policy, Planning and Priorities Committee

The Board's Policy, Planning and Priorities Committee has primary responsibility for working with Board staff to develop strategic plans for review and approval by the full Board. In particular, the Committee will develop and periodically review the Board's local plan(s) in alignment with federal guidelines under WIOA, state policy and the Board's priorities. The Committee will provide input into other required plans, including WIOA regional plans.

The Committee conducts analysis of the current state of the local labor market: identifies and analyzes gaps; recommends priorities and strategies for Board action and support; and identifies opportunities for future priorities and strategies in need of further exploration. The Committee regularly reviews and updates the Board's industry sector strategies and priorities in conjunction with the Training and Industry Partnership Committee and makes recommendations for approval by the Board. The Committee has the principal responsibility for guiding and tracking implementation of the Board's plans, including development and maintenance of alliances, partnership and key working relationships – particularly those

leading to regional planning efforts.

The Committee coordinates closely with the Board's Youth Committee (which has similar related planning responsibilities for youth programs overseen by the Board) and incorporates input from the Youth Committee into the overall planning process. The Committee assists in the development of local and regional economic development, community development and education and literacy plans as appropriate.

The Committee develops and reviews general Board policies, including the Board's By-Laws and governance agreements as required.

One-Stop Oversight

This Committee has primary responsibility for discharging the Board's responsibilities toward the "one-stop" system. These include making recommendations to the Board on:

- the selection and retention of the One-Stop Operator; the approval of the Operator Agreement between the Board and the One-Stop Operator; the approval of the Partner Agreement between the Board and the One-Stop Partner organizations; and any major modifications to these agreements; and
- the approval of the PA CareerLink[®] Business Plan submitted by the One-Stop Operator and any major modifications to the plan; and
- the selection and retention of the Business Services subcontractor; and
- the selection and retention of the Employment Advancement and Retention Network (EARN) subcontractor; and
- policies integral to PA CareerLink[®] Operations as appropriate (e.g. On-the-Job Training, Priority of Service policies, etc.)

This Committee regularly reviews usage and performance of the one-stop system through performance information, meetings and consultation with the One-Stop Operator management, and monitoring by Board staff. Through this process the committee may, from time to time, make recommendations to the One-Stop Operator on changes or improvements.

Youth

The Youth Committee assists in the development of those portions of the Board's plan which pertain to youth and young adults; recommends to the Board priorities for the expenditure of Workforce Innovation & Opportunity Act youth funding; recommends selection of youth and young adult service providers; and provides coordination and oversight of youth and young adult workforce development activities. In addition, the Youth Committee serves as a convening and coordinating body for larger community partnerships for youth and young adult workforce development.

The one-stop Memorandum of Understanding is executed between the WDB, PA CareerLink[®] Berks County One-Stop Partners and the Chief Elected Official of the County of Berks. The Memorandum of Understanding is developed to confirm the understanding of these parties

regarding the operation and management of the PA CareerLink® Berks County. Further detail concerning the governance of the one-stop can be found in section 4.1.

Workforce services available to special populations include:

Veterans and covered persons are given priority of service. We notify all visitors of Priority of Service through posters at our entrance. At all points of service delivery, we distribute flyers in English and Spanish that fulfill several functions: 1) describe who is eligible for the entitlement of Priority of Service, 2) list all the USDOL programs and services at the PA CareerLink® Berks County, and 3) provide contact information for each program. When the veteran/covered persons apply for positions on Job Gateway, they are identified with an American Flag, enabling staff to prioritize those referrals. Walk-in veterans and covered persons verbally disclose eligibility. Program areas request veteran status on their applications or enrollment forms. All veterans/covered persons who attend our Welcome/PREP Orientation receive an initial intake and assessment. Veterans and covered persons decide whether they are interested in WIOA Individualized Career Services and/or Training Services. Veteran/covered persons are at the head of the group to be scheduled for WIOA registration and case management appointments. When applications for WIOA Individual Training Accounts are reviewed, those from veterans and covered persons are reviewed first. 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 educational needs met by the Adult Basic Education Title II provider, Reading Area Community College (RACC) or their subcontractor, The Literacy Council of Reading-Berks. Services include a CASAS assessment, Test for Adult Basic Literacy (TABE), Adult Basic Education (ABE), English as a Second Language (ESL), math and English remediation courses, as well as General Equivalency Diploma (GED) classes.

Individuals who receive public assistance are helped through the Employment, Advancement, and Retention Network (EARN) for employment services. EARN staff, services and clients are located at the PA CareerLink® Berks County. An income maintenance caseworker from the Berks County Assistance Office (BCAO) is located at the PA CareerLink® Berks County to provide orientations to BCAO-referred “A Project” clients, providing case management and advising them of the requirements to maintain eligibility for Temporary Assistance for Needy Families (TANF) benefits. The income maintenance caseworker also provides information to TANF-eligible clients in the Young Adult program, which is also located at the PA CareerLink® Berks County.

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. The Berks Community Action Program, Inc. administers these programs in the local area.

Older individuals who may be eligible under Title V are referred to the Senior Community Services Employment Program (SCSEP) offered by AARP. In addition, the PA CareerLink®

Berks County often serves as a host agency.

Returning citizens receive guidance and counseling to prepare for employment through Berks Connections/Pretrial Services (BCPS). Staff from the PA CareerLink® Berks County volunteer at BCPS job fairs to assist returning citizens to prepare for successful participation in the event. BCPS runs a “Tips for Job Seekers with Criminal Records” workshop at the PA CareerLink® semiannual job fairs. The PA CareerLink® Berks County will run dedicated “How to Identify Your Skills” sessions upon request for referrals from Berks County Domestic Relations Services. The Board is also working to build stronger partnerships with local Probation Offices, the Warden, and the Clerk of Court Officer as representatives of the President Judge. The Board is reaching out to the Berks County Criminal Justice Advisory Board (CJAB) to better understand the needs of incarcerated individuals prior to their release.

Individuals with disabilities are provided equal access to services at the PA CareerLink® Berks County. Staff receives Equal Opportunity training semiannually. Customers choose whether or not to disclose disability information. Appropriate referrals are made to the Office of Vocational Rehabilitation (OVR) for evaluation and OVR has an office at the PA CareerLink® Berks County. Eligible OVR customers receive multiple individualized services such as, diagnostic testing, vocational counseling and guidance, vocational evaluation, restoration, occupational training, and job placement. Under WIOA, OVR provides both eligible and potentially eligible youth with pre-employment transition services (PETS) to better prepare these students for life after high school. PETS include paid work experience, job shadowing, workplace readiness training, and career guidance. (The WDB partners with OVR to provide work experience to high school eligible youth through a summer youth work experience program.) OVR also provides multiple services to the business community designed to assist with onboarding of pre-screened qualified employees with disabilities. OVR business representatives are a vital part of our Employer Outreach Team.

Underemployed individuals are referred to Welcome Orientation, where they receive labor market information, resume guidance, and a full description of our Basic Career Services, Individual Career Services, and Training Services. Individuals complete an initial assessment and choose their next steps by completing an Initial Plan.

Unemployed individuals are identified through Rapid Response activities and PREP claimant lists. Individuals are referred to Welcome Orientation, where they receive labor market information, resume guidance, and a full description of our Basic Career Services, Individual Career Services, and Training Services. Individuals complete an initial assessment and choose their next steps with their Initial Plan. Trade Adjustment Act (TAA) dislocated workers participate in a Benefits Rights Interview (BRI) meeting and subsequent Enrollment/Assessment meetings to develop an Individual Employment Plan to pursue employment.

Migrant or Seasonal Farm Workers (MSFWs) access services through Pathstone. They receive the full range of employment services, benefits and protections, including counseling, testing, and job and training referrals. PathStone has a staff member in the PA CareerLink® center one day a week.

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.*

It is the policy of the WDB that no individual receive program services until the applicable eligibility requirements for said program have been documented and verified by appropriate workforce staff. This ensures that only those individuals for whom funds are targeted receive services.

Definitions:

- Verification means to confirm eligibility requirements through the examination of documents or speaking to the representatives of authorized agencies.
- Documentation means to maintain physical evidence, which is obtained during the verification process, in participant files. Documentation is used as the basis to verify eligibility.
- Self-Certification is a statement signed by an individual used to verify eligibility items requiring documentation that may cause undue hardship for the applicant to obtain or that may be unavailable due to loss of the documentation for the following reasons:
 - Natural or man-made disaster.
 - Eviction from residence resulting in a loss of supporting documentation.
 - Individual is fleeing or has fled an abusive or untenable home situation.
- Telephone/Electronic Verification is the verification of documentation through a telephone contact or email contact with a recognized governmental or social service agency. This form of verification is to be used as the last step prior to the use of self-certification.
- Document Inspection Verification is the verification of documentation through inspection of a document when the document can either not be copied or copying of the document is not possible.

Eligibility Determination

1. Eligibility Determination Prior to Program Enrollment. The WDB administers programs from multiple funding streams with varied eligibility requirements. Under all circumstances program eligibility must be verified by the appropriate staff prior to enrollment of a participant. Failure to do so may result in contractor disallowed costs.

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR Counselors work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal. Examples of services include diagnostic assessment and evaluation, counseling and guidance, restoration, training and placement services. OVR often collaborates with other workforce program partners to provide services, outreach and assessment. Training for OVR staff is at the discretion of the local OVR

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District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator.

2. Eligibility Documentation. Documentation required to determine eligibility is defined by the funding stream. If not defined by the funding stream or in cases where the funding stream is not clear the WDB will define the documentation requirement. Documentation requirements will be made available by the WDB to program operators as applicable to operator responsibilities.
- 3.
4. Eligibility WDB Review. The WDB is the final arbitrator of eligibility verification. All WIOA Title I funding applications are reviewed and approved by WDB staff prior to program enrollment.

Self-Certification

1. Allowable Use. Self-Certification is only to be used as a last resort and will only be accepted as verification of eligibility for the following elements:
 - a. WIOA Title I Adult
 - i. Homeless
 - b. WIOA Title I Dislocated Worker
 - i. Date of Dislocation
 - ii. Displaced Homemaker
 - iii. Reemployment Opportunity is Poor/Unlikely to Return to Work
 - iv. Permanently or Temporarily Laid Off as a Consequence of the Disaster
 - c. WIOA Title I Youth
 - i. English Language Learner
 - ii. Homeless
 - iii. In/Aged Out of Foster Care System
 - iv. Offender
 - v. Pregnant or Parenting
 - vi. Requires Additional Assistance
 - vii. Runaway
 - viii. School Status at Time of Registration
 2. Random Sampling. The use of self-certification will be monitored by the WDB. The use of self-certification to verify eligibility will be recorded by WDB staff at the time of the eligibility review for inclusion on a monthly report. 20% of self-certifications each month or all if less than five will be reviewed for use as the last resort of documentation for an eligibility element. Review may include an interview with the case manager determining eligibility, a search for applicable documentation not already in the file, and an interview with the participant. Failure to properly use self-certification may result in contractor disallowed costs.
- *Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).*

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Program co-enrollment where permissible and practical will be supported through the active cultivation of a referral system among the one-stop Partners. The WDB through the One-Stop Oversight Committee and regular WDB staff technical assistance will ensure one-stop Partners:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the PA CareerLink® Berks County,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Develop and utilize intake, eligibility determination, assessment, and registration processes,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals.

Reading Area Community College (RACC, Title II) and the Office of Vocational Rehabilitation (OVR, Title IV) are long standing partners of the PA CareerLink® Berks County and are represented on the Board. The referral strategies discussed above will be applicable to these partner programs. The one-stop operator and partners will also develop and implement a strategic outreach plan to market all one-stop programs.

Reading Area Community College (RACC) is the Title II contractor with the PA Dept. of Education; RACC subcontracts with the Literacy Council of Reading-Berks for adult literacy services.

RACC is planning to offer the CASAS and TABE (Test for Adult Basic Education) testing sessions once a month at the PA CareerLink® office. Employers and one-stop partners may refer individuals to these assessments when they begin early in calendar year 2018. Beginning in July 2018 RACC will hold an English as a Second Language Class at the PA CareerLink® office. This class will run three days a week for a total of seven hours a week. The referral process is in the planning stages.

The Literacy Council will assist customers to prepare for the WorkKeys® assessments. WorkKeys® assessments are done every Friday. The Literacy Council's math and locating information refresher class will be offered at the PA CareerLink® office on a Tuesday, Wednesday or Thursday afternoon; employers and one-stop partners may refer individuals to the class. This is scheduled to begin in February 2018. In July the Literacy Council will hold a two-days a week, 2 ½ hour a day class at the PA CareerLink® office covering basic math and basic reading. This will be an open entry, open exit class. The target audience is young adults who do not assess at a level enabling them to enroll in our Young Adult program's GED class as well as adults from the general population. The curriculum will run on a 2, 3 or 4 week rotation

(TBD). The instruction will enable attendees to move on to a GED class or pass an employer's pre-employment assessment.

For the past two years, Career Pathways have been developed in conjunction with designated Berks WDB staff through teamwork with our one-stop Business Services Team, Title I and Title II staff, educators and local employers to determine high priority career opportunities in the Berks County Workforce Development Area. This connection helps ensure that our Career Pathways are well-grounded in key local industry sectors (see Section 1.3) and our local (and regional) high priority occupation (HPO) needs. Care is taken to identify "on ramps" for customers depending on their skills levels, training needs, etc. These pathways are then explained to the customers. A viable education and training plan is created, focusing on raising basic literacy skills, building employability skills, and developing sound study skills (in the case of a student pursuing post-secondary training).

Going forward, Title II staff and local educators are now positioned to better contextualize these skills as much as possible to better prepare the students for their specific on ramps. For example, the Title II staff may provide an LPN bridge program or a manufacturing math curriculum. To expedite postsecondary training, customers may co-enroll in certain trainings (i.e., enroll in welding training while also attending adult literacy classes to brush up math skills). The title II provider may offer non-traditional class hours to accommodate adults attending daytime post-secondary training or refer students to Pennsylvania's Distance Learning Project.

The Office of Vocational Rehabilitation is the sole WIOA Title IV provider of programs under Title I of the Rehabilitation Act of 1973. In that role, OVR staff provide technical assistance regarding the provision of disability related services to one-stop staff and partners. The vocational rehabilitation program is mandated to provide vocational rehabilitation services to individuals with disabilities based on the program's authorizing statute. Eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

The WDB sets aside WIOA Title I funds for occupational and work-based training by funding stream. Additional Rapid Response training funds are available for dislocated workers – if exhausted the WDB requests additional rapid response funds from the PA Department of Labor & Industry. The WDB, along with the Lehigh and Lancaster boards was awarded the most recent Strategic Innovation Grant from the state for PY2017. The Berks portion of the award (\$55,000) will be targeted to under-employed adults, ex-offenders, and other individuals with barriers – supplementing WIOA adult and youth funds set aside for training. The WDB will continue to search for alternative funding sources to supplement adult and youth training funds.

The career pathways model was introduced with the Sector Partnership NEG (see Section 2.2)

funding for Individual Training Accounts and On-the-Job Training. Based on the initial enrollment in an ITA training program or OJT occupation, customers are provided with a comprehensive career pathway for that career, showing the occupation where they started on the pathway through to significantly higher positions that could be obtained with additional training and/or experience. This is incorporated into their Individual Employment Plan/Individual Service Strategy. Customers benefit from understanding how they can progress in their career areas beyond the initial training they receive. Pathways were created by WDB staff or Business Services Team members. Current career pathways include career areas such as Auto Diesel Technician, Building Property Maintenance, CDL-Transportation, Health Services, Industrial Maintenance Technician, Manufacturing Production Operations, and Information Technology.

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;*

The Berks WDB believes that recruiting and retaining the right local business leaders to serve on the WDB is the most important factor in sustaining the engagement of employers, including small employers and employers in in-demand sectors or who employ workers in high priority occupations. This strategy is reflected in the diversity and positive contributions of the WDBs seventeen business sector representatives. The WDB's eight manufacturing employer representatives on the Board range from the County's top HR executive for the largest employer with over 7,000 local employees to the owner of a high technology product manufacturer with only 15 full-time employees. The County's second largest employer is a regional health system represented on the WDB by its top HR executive and the President of the region's other health system is also on the WDB - helping us understand and respond to the region's rapidly-changing healthcare delivery system. With the WDB's continued emphasis on the *Agriculture/Food Production and Transportation & Logistics* sectors, members with specialized experience in these areas serve on the WDB as well. Other key business sectors represented on the Berks WDB include *Financial Services* and *Business & Professional Services*. The *Greater Reading Chamber of Commerce and Industry (GRCCI)* serves as the nominating entity for the Berks WDB and has been instrumental in identifying and recruiting an excellent cross-section of business representation on the WDB.

The Berks County WDB has also been successful in assisting local eligible employers engage with RACC and Kutztown University's Small Business Development Center (KU SBDC) to access WEDnetPA reimbursement funding for qualifying higher-technology incumbent worker training needs. In 2016-2017, 47 local employers were awarded over \$515,400 from this valuable program to help offset the costs of training and upskilling over 2,282 employees.

As described in Section 2.1, a key emphasis of the Berks WDB will be placed on assisting local employers with good jobs in key industries further develop the skills of their incumbent workers. A major challenge will be to prioritize sources of funding beyond the state Industry Partnership

and WEDnetPA funding which has been too little and too unreliable from budget year to budget year for long-term planning and continuous improvement. Beginning in PY2017, the Board will seek to take advantage of the permissible use of adult and dislocated worker funds allocated to the Board for training activities associated with incumbent workers. This focus on incumbent worker training will be especially attractive to small and medium-size employers with similar needs and scarce training resources. The strategy will help proven, trained incumbents develop and grow with the companies and allow the hiring of less-skilled new hires into these attractive career pathways. Many of these new hires will need assistance from other WDB-sponsored programs (e.g. OJTs) in order to take advantage of these proven career opportunities

The Berks WDB collaborates closely with economic development partners such as *the Greater Reading Chamber and Economic Development Corporation (GRCEDC)* on an ongoing basis to plan and sponsor activities that facilitate annual employer engagement in school-to-work activities. For example, in October 2016, the second annual *Berks Manufacturing Day* was held at RACC and offered the public the opportunity to meet with representatives from 20 diverse local advanced manufacturing workplaces. In March 2017, over 300 high school juniors and seniors from twenty area high schools attended the third annual *Berks Young Leadership Conference – Building Tomorrow’s Leaders Today* at Penn State – Berks where they were given the opportunity to network with dozens of local business leaders and explore topics of leadership and career preparation. Also in PY2016, the WDB supported the County’s first annual “What’s So Cool about Manufacturing?” video contest sponsored by the local Manufacturers Resource Center (MRC) which paired 19 area middle schools with a similar number of local manufacturing employers. This highly successful project culminated in an awards ceremony and celebration attended by over 600 students, educators, parents and employers. In PY2017, the WDB will be providing funding to the MRC through our current PA Business Education Partnership (BEP) grant award to double the number of local middle schools and employers participating the programs’ second year.

The WDB also works with the Berks Business Education (BBEC) in support of the annual *Berks County Students Interacting with Business* project. In September 2016, this project included 26 local employers hosting facility tours for nearly 3,803 high school freshmen from 16 area high schools. The WDB and BBEC have worked closely with local school districts to expand career-targeted industry internships for high school students. In PY2017, the WDB is providing the BBEC with funds from the BEP grant to support and expand formal internship programs and raise participation to 12 of the County’s 18 school districts.

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

The Berks County local workforce development system has proven that it can adjust to the changing needs of local businesses as local conditions change. From 2010-2014, much of the work of the Berks County WDB focused on the unique needs of unemployed and under-unemployed workers during a time of high unemployment and general labor surpluses. During this time period, most employers had few open positions and high retention rates. Beginning in

late 2014, the Berks WDB identified a dramatic shift underway to a general labor shortage in our local region and the priorities and services of the Berks County local workforce system shifted accordingly. As just one specific example, PA CareerLink® Berks County brought back its popular semi-annual Job Fair in October 2014 and has organized five subsequent job fairs. Participation in the job fairs during this time period has grown from 50 employers to over 90 employers, most seeking to fill a large variety of open positions.

Over the years and across the business cycle, the PA CareerLink® Berks County Business Services Team (BST) has established a reputation as a trusted partner with local employers. The region's growing shortage of qualified candidates for critical and "opportunity" occupations is especially acute and local employers need help. While some of the current skills shortage results from the long, steady cyclical recovery from the Great Recession of 2009-2010, an underlying wave of baby-boomer retirements will drive continuing shortages even if regional economic growth stalls. Our employers have never seen anything like this in the past and the Berks County WDB will play a crucial role in continuing to develop and implement long-term solutions along with our Business Services Team (BST) and local partners.

In order to avoid "employer fatigue" from multiple outreach activities, in late 2015 the PA CareerLink® Berks County and Berks County WDB formed an Employer Outreach Team that meets regularly to share information, coordinate employer outreach, maximize available resources, and tailor responses to the specific needs of individual employers. This team is comprised of individuals from Business Services, EARN, Young Adult, OVR and the WDB who come together monthly to discuss and share business/employer intelligence. The goals of the team are to ensure employers receive a consistent message from the team members, that employer visits are coordinated to maximize outreach efforts, diminish employer program fatigue, and to maximize job seeker placements through the sharing of hiring information.

Rapid Response is also another important avenue of business engagement here in Berks County. Our Rapid Response team's proactive and coordinated efforts include access to Pennsylvania's economic development assistance resources, such as helping businesses that are at risk of closing to keep their doors open, as well as helping employers reduce the size of, or prevent a layoff.

It is important to note that the state-assigned Rapid Response representative works with the PA CareerLink® Berks County BST to identify the labor needs of new and existing employers. During layoff events, BST representatives often attend initial fact-finding meetings to learn about the dislocating workforce and identify suitable new employment opportunities for that group. Knowledge of the skill sets of the available dislocated workers is valuable to the BSTs in helping them to market to those employers who are hiring. Business Service Team members also assist the Rapid Response staff to coordinate dedicated job fairs for large groups of dislocated workers with the goal of returning the dislocated workers to suitable new employment as soon as possible.

Beginning in PY2016, the Berks WDB approved and implemented a pro-active Employment Retention/Layoff Aversion strategy to support local employers and incumbent workers in our top

priority advanced manufacturing sector (see Section 1.3) As a result of this strategy, the Berks WDB received Rapid Response Additional Funds in the amount of \$50,000 to be used solely for the purpose of incumbent worker training.

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

Berks County WDB has a proven track record of coordinating workforce development programs with regional economic development partners. For example, in 2015, the Berks County WDB worked closely with local RTP Partners (see Section 1.2) to launch an updated version (2.0) of the award-winning *Careers in 2 Years* public awareness campaign in support of the County's many "opportunity occupations" open to qualified Career and Technical school graduates as our local good producing industries.

Reflecting its historically strong reputation for local workforce development expertise and analysis and the importance that the partners placed on workforce and talent, the Berks County WDB has been assigned the leadership role in developing RTP's Workforce and Talent Development strategies. In 2016, the COO of the Berks WDB was elected co-chair of the Berks County *Ride to Prosperity* project which will continue to coordinate all of the regional economic development partners' efforts and resources in support of workforce and talent development initiatives. The RTP partners are:

- The Greater Reading Chamber and Economic Development Corporation (GRCEDC):
 - The Greater Berks Development Fund (GBDF)
 - The Greater Reading Economic Partnership (GREP)
 - The Greater Reading Chamber of Commerce and Industry (GRCCI)
- The Berks County Industrial Development Authority (Berks County IDA)
- The City of Reading
- The Berks County Planning Commission
- The Greater Reading Convention and Visitors Bureau
- The Berks County Workforce Development Board (Berks County WDB)

Obviously, the successful collaboration among the Berks County RTP partners is more than just about developing written plans - it is real, vital and evolving. In January 2017, the Greater Reading Chamber of Commerce and Industry (GRCCI) formally joined with the Greater Reading Economic Partnership (GREP) and the Greater Berks Development Fund (GBDF) to form the Greater Reading Chamber and Economic Development Corporation GRCEDC. There is no doubt that with this merger, the economic development leadership of the Berks County region will accelerate and further integrate efforts leading to even greater prosperity. They will focus on regional workforce development as a strategic priority and work hand-in-hand with the region's community, education and workforce development partners, including the Berks County Workforce Development Board.

In August 2017 the WDB submitted an application for the Next Generation Industry Partnership (IP). Notice of award was issued December 22nd. With the rollout of the FY 2017-2018 Next Generation model, we will be provided an opportunity to expand our highly-successful advanced manufacturing IP beyond the previous primary focus of incumbent worker training. The fundamental goal of the new model will be business-owner centric, allowing business owners to be at the very core of the discussion on what their needs will be, and creating actionable ways to present solutions, championed by the businesses themselves. The expectation is that C-Level individuals will sit directly at the table, rather than sending their departmental directors to the conversation. These decision-makers will lead through the process, and will be a part of action teams that will rollout solutions, and work with public partners to create long-term economic competitiveness for the region. Through this process, we anticipate that employers will identify needs that may not be on the community's current radar. We also project that there will also be longstanding, recurring issues that need to be addressed with *new* perspective and creative problem solving. The most effective way to accomplish these goals with one voice is to utilize the Next Generation model, and allow it to be housed under the newly formed Greater Reading Chamber Alliance (GRCA, formerly the Greater Reading Chamber and Economic Development Corporation). With the adoption of the 2017-2018 Next Generation model for Industry Partnerships, Greater Reading's economic and workforce development leaders recognize that the GRCA is uniquely positioned and staffed to build capacity and strengthen the partnership's ultimate reach.

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

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® Berks County 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 Profile Reemployment Program (PREP) or the Reemployment Services and Eligibility Assessment (RESEA) program. These individuals are directed to come to the PA CareerLink® Berks County for job search assistance.

At the PA CareerLink® Berks County, 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 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.

Moreover, the UC Workforce Development Representative conducts several seminars throughout the year at the PA CareerLink® Berks County for employers to learn more about UC

Programs. Typical seminars include: UC 101; Separation Issues; UC Appeals and Hearings; Suitable Work; Relief from Charges. A best practice of receiving preapproval from the Society of Human Resource Management (SHRM) for HR recertification credits is also in place.

A specific example of the Board's pro-active steps to strengthen the PA CareerLink® Berks County service delivery system's relationship with UI is as follows:

With the layoff of UC staff at the end of 2016, the PA CareerLink® Berks County was inundated with individuals needing to utilize the dedicated UC phone to talk to a UC representative and avoid long on-hold times from home. Further, not all services can be performed online, and some UC claimants are not computer-comfortable. Heavy claimant traffic, however, resulted in wait lines. Individuals arriving a few hours after opening found themselves waiting all day only to not be able to have their turn on the phone before UC closed for the day.

The board working with the regional director of the PA Bureau of Workforce Partnerships & Operations and other boards was able to arrange for a reverse call line – effectively doubling the calling capacity for the UC line.

The WDB will continue to work with the Commonwealth to ensure our mutual UC customers receive meaningful access to this required one-stop partner.

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

The WDB is an active participant in the Southeast PA PREP, working with it on regional economic development opportunities that support the local occupations on the High Priority Occupation list. The Board has also built partnerships with local economic development organizations/groups (discussed in section 3.4) to better coordinate ongoing economic development and workforce activities.

For example, the PA CareerLink® Business Services Team members and economic development personnel work together at the regional level to discuss employer expansion plans, new business markets, and equipment purchase options that support growth.

Moreover, as part of its ongoing regional workforce development efforts, the WDB has formed regional partnerships with the other WDBs of the Southeast Region that includes Bucks, Chester, Delaware, Montgomery, and Philadelphia. It also participates in a number of regional economic development and workforce initiatives that include the Lancaster County WDB, such as the Crescent Region Industry Sector Partnership (CRISP) – (see Section 1.2) *Pathways to Middle Class Jobs That Pay* and the *Expanding Career Pathways to the Middle Class for Post Millennial Youth*.

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 WDB 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 our community partners, such as the Kutztown University's Small Business Development Corporation (SBDC) and its associated Jump Start Incubator located in the City of Reading, 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.

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.*

PA CareerLink® Operator

The Operator provides guidance and oversight to the PA CareerLink® Berks County Administrator.

The PA CareerLink® Administrator manages the center's day-to-day operations with the assistance of a management team which is comprised of the various functional Team Managers.

When fulfilling services for the PA CareerLink® Berks County service delivery system, all Partners are under the functional direction of the PA CareerLink® Berks County Administrator. Those Partners who may be co-located but not providing services through the PA CareerLink® Berks County service delivery system are not under the functional supervision of the PA

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CareerLink[®] Administrator. At the time that a co-located Partner begins to provide such services, co-located staff fall under the functional direction of the PA CareerLink[®] Berks County Administrator, in accordance with the formal PA CareerLink[®] Administrator Job Description.

Management of the PA CareerLink[®] Berks County shall be the responsibility of the Operator, acting through the PA CareerLink[®] Berks County Administrator who reports to the Operator. The one-stop operator, through the CareerLink[®] Administrator, will, at a minimum:

- Manage **daily operations**, including but not limited to:
 - Managing and coordinating Partner responsibilities, as defined in this MOU,
 - Managing hours of operation,
 - Coordinating daily work schedules and work flow based upon operational needs, and
 - Coordinating staff vacations/unscheduled absences with the formal leader to ensure service coverage by center staff.
- Assist the WDB in establishing and maintaining the PA CareerLink[®] Berks County. This includes but is not limited to:
 - Ensuring that State requirements for center certification are met and maintained,
 - Ensuring that career services such as the ones outlined in WIOA sec. 134(c)(2) are available and accessible,
 - Ensuring that WDB policies are implemented and adhered to,
 - Adhering to the provisions outlined in the contract with the WDB and the WDB Business Plan,
 - Reinforcing strategic objectives of the WDB to Partners, and
 - Ensuring staff are properly trained by their formal leadership organizations and provided technical assistance, as needed.
- Integrate systems and coordinate services for the center and its Partners, placing priority on customer service.
- Integrated Workforce Service Delivery, as defined by WIOA, means organizing and implementing services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.
- Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
- The services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another, when avoidable, and there is a smooth customer flow to access the array of services available in the workforce center.
- Oversee and coordinate partner, program, and PA CareerLink[®] Berks County performance. This includes but is not limited to:
 - Providing and/or contributing to reports of center activities, as requested by the WDB,
 - Providing input to the formal leader (partner program official) on the

- work performance of staff under their purview,
 - Notifying the formal leader immediately of any staff leave requests or unexcused absences, disciplinary needs, or changes in employee status,
 - Identifying and facilitating the timely resolution of complaints, problems, and other issues,
 - Collaborating with the WDB on efforts designed to ensure the meeting of program performance measures, including data sharing procedures to ensure effective data matching, timely data entry into the case management systems, and coordinated data batch downloads (while ensuring the confidentiality requirements of FERPA, 34 CFR 361.38, and 20 CFR part 603),
 - Ensuring open communication with the formal leader(s) in order to facilitate efficient and effective center operations,
 - Evaluating customer satisfaction data and propose service strategy changes to the WDB based on findings.
- Assist the WDB with cost allocations and the maintenance and reconciliation of one-stop center operation budgets.

The functional direction of the PA CareerLink[®] Berks County Administrator does not supersede a Partner organization's personnel or labor relations policy. For example, all pay and benefits will remain as dictated by those organizational policies. All discipline, performance appraisal and similar issues will be handled by an employee's organizational manager or supervisor. All requests for leave will be handled by an employee's organizational manager or supervisor, in coordination with the functional Team Manager. All Partners retain exclusive authority to supervise and manage their employees, conduct any investigation and administer any discipline to its employees.

Educational Data Systems, Inc. (EDSI) was chosen to be the one-stop operator and provider of Title I adult and dislocated worker services effective July 1, 2017 through a competitive process beginning February 3, 2017 with the release of a Request for Proposal for the PA CareerLink[®] Berks County One Stop Operator & Provider of WIOA Title I Adult and Dislocated Worker Services. A pre-proposal conference was held February 10, 2017 with a number of interested entities attending in person or via conference call. Two proposals were submitted by the submission deadline of March 13, 2017. These proposals were reviewed by an ad hoc committee of the WDB One-Stop Oversight Committee made up of three WDB staff members and three board members. After initial scoring was complete the two bidding agencies were interviewed by the ad hoc committee on April 7, 2017. Based on the interview responses the ad hoc committee recommended to the board that EDSI be awarded the contracts for the one-stop operator and provider of adult and dislocated worker services. The award letter was issued May 12, 2017. A contract for the operation of the one-stop (PC-574808-17) was executed with EDSI to begin July 1, 2017. A separate contract for the operation of Title I adult and dislocated worker services (PC-574809-17) was executed with EDSI to also begin July 1, 2017.

WIOA Title I Adult, Dislocated Worker, and Youth Programs

Adult and Dislocated Worker

EDSI provides the following job seeker services as the provider of Title I adult and dislocated worker services at the PA CareerLink® Berks County (the competitive process for this contract is described above):

Basic Career Services

- Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system
- Initial assessments of skill level(s), aptitudes, abilities and supportive service needs
- In- and out-of-area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)
- Access to employment opportunities and labor market information
- Performance information and program costs for eligible providers of training, education, and workforce services
- Information on performance of the Local workforce system
- Information on the availability of supportive services and referral to such, as appropriate
- Information and meaningful assistance on Unemployment Insurance claim filing
- Determination of potential eligibility for workforce Partner services, programs, and referral(s)
- Information and assistance in applying for financial aid for training and education programs not provided under WIOA

Individualized Career Services

- Comprehensive and specialized assessments of skills levels and service needs
- Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals
- Referral to training services
- Group counseling
- Individual counseling and career planning
- Case management for customers seeking training services; individual in- and out-of- area job search, referral and placement assistance
- Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training
- Post-employment follow-up services and support (*This is not an individualized career service, but listed here for completeness.*)

Training

- Access to occupational skills training through Individual Training Accounts (ITA)
- Access to On-the-Job Training (OJT) and Transitional Employment (TE)

Youth

ResCare Workforce Services is the provider of youth services at the PA CareerLink® Berks County. These services can be broken down to four broad activities: case management, GED instruction, work experience and job placement, and access to occupational skills training through ITA and access to OJT and TE. The following youth elements are available either directly through the youth services provider or other one-stop partner or through referral to community agencies (The bullets under each element detail how these services are accessed):

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or for a recognized post-secondary credential.

- Daily tutoring and small group instruction is available on site at the PA CareerLink® Berks County.
- The program provides GED instruction and attachment to post-secondary education/training as appropriate for the individual.

2. Alternative secondary school services or dropout recovery services.

- Referrals to alternate secondary schools if the participant's needs cannot be met in the program. Linkages are established with "I LEAD" Charter School (a charter school in the Reading School District designed to provide a high school diploma for youth who have dropped out of the district) to expedite the process as required.
- Staff meet, on an ongoing basis, with Community in Schools, a non-profit organization that has contracted with the Reading Area School District to reduce dropout and re-engage disconnected 9th and 10th grade students.

3. Paid and unpaid work experiences that have as a component academic and occupational education.

- Paid work experience is offered to GED participants. Work experience exposes youth to various aspects of industry and entrepreneurship while providing hands-on skills instruction and "on-the-job experience."
- Transitional employment is offered as an available option to individuals.
- Job shadowing is accomplished via group field trips and one on one field visits based upon students career goals.

4. Occupational skill training.

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- Youth are exposed to post-secondary environments, including opportunities for advanced training. Visits to college campuses and other post-secondary training institutions are accomplished. Assistance in completing entry applications and financial aid applications is also provided.
- Youth ITA's are available.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

- Workforce and career readiness is offered as part of the GED curriculum. Small group instruction is provided for those individuals who have a GED/high school diploma.

6. Leadership development opportunities.

- Leadership skills are developed through workshops including decision making, conflict resolution and community service skills. Civic leadership is enhanced through the community service projects, voter registration and community awareness projects i.e. current events.

7. Supportive services.

- Supportive services in the form of bus passes, uniforms etc. are available to youth enrolled in the program. Staff coordinate with other youth service organization to facilitate a two way referral network for youth in need of services beyond those offered in-house. In addition, the program provides a nutritional snack for youth during the morning break and in some cases upon arrival. These snacks enhance the participants ability to successfully participate in classroom activities

8. Adult mentoring for duration of at least twelve months.

- Adult mentoring in an on-going activity of program staff, employers and takes place concurrently with other program activities. Examples include but are not limited to guest speakers, worksite supervisors and program staff.

9. Follow up services.

- The program facilitates a combination of counseling, and workshops to motivate and engage exited youth. The Follow-Up Coordinator offers post-secondary guidance, and job searches for youth who have been exited with placement. In addition to contacting youth via mail and phone calls; a variety of other methods are used to contact youth such as Facebook, e-mail, and text messages to follow up with students. The Follow-Up Coordinator also provides incentives to youth every three months that continue to stay in post-secondary education and/ or

retain a job to ensure progress towards retaining a year (plus) employment and/ or educational goals.

10. Comprehensive guidance and counseling.

- Individual and group counseling is provided throughout program participation to discuss personal and career goals. Problems identified are addressed by staff immediately. If specialized counseling is required i.e. health, drug etc. referrals to the appropriate agencies is provided.

11. Financial literacy education.

- Financial literacy is incorporated using the FDIC Money Smart program and is proved by a representative of Visions Credit Union.

12. Entrepreneurial skill training.

- Entrepreneurial skill training is incorporated in the GED curriculum. Examples include a mock “Shark Tank” activity in which youth create a product and market it to program staff and an activity in which youth create a business and must develop a business plan.

13. Labor market information.

- Labor market information is provided to program participants during individual and group counseling when personal and career goals are discussed.
- Such information is brought back to the program through staff participation on the Employer Outreach Team (EOT) and through WDB provided information.

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

- These are also incorporated in the regular individual and group counseling sessions and include topics associated with financial literacy, building support networks and ensuring secondary and tertiary back-ups for issues such as transportation and child-care.
- College tours and assistance in completing the FASFA.

ResCare Workforce Services (ResCare) was chosen to be the provider of Title I youth services though a competitive process beginning March 1, 2016 with the release of a Request for Proposal for WIOA Youth Education and Workforce Services Program. A pre-proposal conference was held March 8, 2016 with a number of interested entities attending in person or via conference call. One proposal was submitted by the submission deadline of April 4, 2016. The proposal was reviewed by an ad hoc committee of the WDB Youth Committee made up of three WDB staff

members and two board members. Based on review of the proposal the ad hoc committee recommended to the board that ResCare be awarded the contract for provider of youth services. The award letter was issued June 24, 2016.

WIOA Title II Adult Education and Literacy Programs

Through the One-stop Memorandum of Understanding process the WDB is currently working with the local WIOA Title II service provider to design how local Title I and Title II activities will be coordinated.

WIOA Title III Wagner Peyser Programs

The Pennsylvania Department of Labor and Industry is the provider of Wagner-Peyser services at the PA CareerLink® Berks County.

Job search and placement assistance is done by conducting matching within JobGateway, either from within a job seeker's folder or within an employer's job posting. It is also done through the advertising of employer recruitments and completion of employer job applications located in the Resource Room. Career advising is accomplished through staff discussions of job seeker qualifications against job posting requirements. Welcome Orientation and the Career Decision Making / Hidden Job Market workshop include information on in-demand industry sectors and occupations. Nontraditional employment opportunities are available through postings on JobGateway. Information on specific employer worker needs, recruitment activities at our facility, and recruitment activities outside of our office are widely shared via flyers and emails to individuals as well as community agencies.

This team also manages the PREP orientation.

WIOA Title IV Vocational Rehabilitation Programs

The Pennsylvania Department of Labor and Industry, Office of Vocational Rehabilitation is the provider of Vocational Rehabilitation services at the PA CareerLink® Berks County.

Eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include: reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability.

Equal Employment Opportunity and Civil Rights Protection

John W. Moser, Contract Administration and Monitoring Manager, Equal Opportunity Officer for the WDB ensures equal opportunity and civil rights protections are provided to customers of

the PA CareerLink® Berks County. This is ensured through program monitoring for these specific requirements. He also works directly with the Office of Equal Opportunity as the need arises as an investigator in the Equal Opportunity complaint hearing process.

Advocacy Groups

The WDB includes advocacy groups in the workforce delivery system through active outreach to these groups.

An example is the board's long-standing relationship with the community of individuals with disabilities in Berks County. The WDB, since nearly the implementation of the Workforce Investment Act has partnered with the Berks County Transition Coordinating Council to offer summer work experience for youth with disabilities (recently expanded to a partnership with OVR). As discussed earlier in Section 3.1 the WDB has established a new standing committee to focus on increasing opportunities for individuals with disabilities with membership including representatives from this community.

Other Key Stakeholders

Other key stakeholders in the local workforce delivery system include economic development agencies (GRCEDC, GRCCI, GREP, GBDF, SBDC, etc.) discussed in detail in section 3.4 and the county education system (especially RACC and the two Career and Technology Centers) and community development (United Way of Berks County, Olivet Boys and Girls Clubs, Opportunity House and United Community Services (UCS) for Working Families) discussed in section 1.4.

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

Required Partners

- PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations
 - Wagner-Peyser, Trade Act, Jobs for Veterans
 - Programmatic
- PA Department of Labor & Industry, Office of UC Centers
 - State Unemployment Compensation Programs
 - Programmatic
- County of Berks
 - WIOA Title I
 - TANF/EARN
 - Programmatic
- PA Department of Human Services
 - TANF
 - Programmatic

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- PA Department of Labor & Industry, Office of Vocational Rehabilitation (OVR)
 - Rehabilitation Act Title I parts A and B programs
 - Programmatic
- Berks Connections/Pretrial Services (BCPS)
 - Second Chance Act of 2007
 - Programmatic
- Reading Area Community College (RACC)
 - Title II – Adult Education and Family Literacy Act
 - Carl D. Perkins Vocational and Applied Technology Education Act
 - Programmatic
- United Community Services (UCS)
 - YouthBuild
 - Programmatic
- AARP Foundation
 - Senior Community Service Employment Program, Title V of the Older Americans Act of 1965
 - Programmatic
- Pathstone
 - Migrant and Seasonal Farmworker Program
 - Programmatic
- PA Department of Community and Economic Development (DCED)
 - Community Services Block Grant Employment and Training Activities
 - Programmatic

Additional Partners

- ResCare Workforce Services
 - Job Corps
 - Programmatic
- Berks Career & Technology Center (BCTC)
 - Programmatic
- Reading Muhlenberg Career & Technology Center (RMCTC)
 - Programmatic

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

Access to Services

As a tightly organized and integrated single county workforce development area, Berks County has no remote areas without ready access to one-stop services delivery. In fact, Berks County has a well-developed internal system of public and private transportation services with available public transportation connecting the core with the surrounding suburban communities. The PA CareerLink[®] Berks County is located within the central urban area with a bus stop directly in front of the building and free ample parking. Many Berks job-seekers take advantage of regular

public bus route service provided by the Berks Area Regional Transportation Authority (BARTA) during their job search and once placed in new employment. BARTA also offers one-way trips via Special Services (Para transit).

As discussed in Section 3.1 the board has established a committee on increasing opportunities for individuals with disabilities. One of the areas of focus will be access to services by this community.

Also, as discussed in Section 4.4 the PA CareerLink® Berks County is certified compliant with Equal Opportunity and Americans with Disabilities Act Accessibility requirements through November 2017.

PA CareerLink® Berks County, at no cost to Limited English Proficient (LEP) individuals or families, provides interpreter services to all LEP individuals or families applying for, participating in programs or receiving services/benefits through the PA CareerLink® Berks County the following means:

- Bi-lingual staff capable of translation and interpretation responsibilities.
- Telephone interpreting services.
- Translation services.
- TTY and sign language interpreters.

The interpreter services are provided in an efficient and timely manner so as not to delay a determination of eligibility for an individual or family, receipt of eligible services/benefits or participation in a Department run program beyond that of an English speaking individual or family. The PA CareerLink® Berks County makes this policy known to the LEP through the following methods (e.g. posters in other languages, Babel cards, etc.).

- Voicemail selections on the main office phone number
- the PA CareerLink® Berks County local website, www.bccl.org
- brochures and notices
- presentations at schools and community organizations
- presentations at dislocated worker meetings
- orientations for various PA CareerLink® programs
- outreach with Berks County Justice System agencies
- tag lines on materials, handouts, brochures

PA CareerLink® Berks County addresses phone calls and voice mail by LEP individuals in the following manner: The greeting on our main phone number directs customers to English or Spanish greetings. All Spanish speaking bilingual staff have English/Spanish voicemail greetings. Messages left in Spanish on non-bilingual staff voicemails are transferred to bilingual staff for interpreting. All non-Spanish non-English calls are interpreted through Propio Language Services.

PA CareerLink® Berks County addresses walk-ins to the one-stop who are LEP individuals in the following manner: The receptionist is bilingual Spanish/English and can direct Spanish speaking

customers. Non-Spanish speaking limited English proficient visitors are directed to the language assistance poster in the reception area and a staff member call Propio Language Services for over-the-phone interpreting services using a dual-handset phone in room 301.

PA CareerLink® Berks County does not require, suggest or encourage LEP individuals or families to use friends, family members or minor children as interpreters. If an LEP individual or family insists that a friend or family member serve as interpreter, PA CareerLink® Berks County will document that choice. PA CareerLink® Berks County will then, on a case by case basis, consider factors such as: competence of the family or friend used as the interpreter; the appropriateness of the use in light of the circumstances and ability to provide quality and accurate information, especially if the interview could result in a negative effect on the individual or family's eligibility for benefits/services; potential or actual conflicts of interest; and confidentiality of the information being interpreted to determine whether PA CareerLink® Berks County should provide its own independent interpreter for itself.

The PA CareerLink® Berks County provides direct workforce services for public assistance recipients through its relationship with EARN. The EARN program provides 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. Included in EARN are services especially 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 non-custodial fathers. Work activities in EARN include unsubsidized employment, subsidized employment, paid work experience, and community service. EARN staff are co-located in the PA CareerLink® Berks County and they are also active members of the PA CareerLink® Berks County Business Services Team. If it is determined that an EARN participant can benefit from training programs offered under WIOA, then co-case management occurs. The WIOA case manager determines eligibility and both WIOA and EARN case managers work together with the client to make sure they receive all services for which they are determined eligible.

To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality jobs, the Board works with its Adult Education partners, including RACC, 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 in the upcoming year. Additional information regarding coordination with Title II services and activities is included in the response to 3.3, 4.10, and 4.12.

The career pathways model was introduced with the NEG Sector Strategies funding for ITAs and OJTs. Based on the initial enrollment in an ITA training program or OJT occupation, customers are provided with a comprehensive career pathway for that career, showing the occupation where they started on the pathway through to significantly higher positions that could be obtained with additional training and/or experience. This is incorporated into their Individual Employment Plan/Individual Service Strategy. Customers benefit from understanding how they can progress in their career areas beyond the initial training they receive. Pathways were created by WDB staff or Business Services Team members. Current career pathways include career areas such as

Auto Diesel Technician, Building Property Maintenance, CDL-Transportation, Health Services, Industrial Maintenance Technician, Manufacturing Production Operations, and Information Technology.

It is important to note that access is also provided to Unemployment Insurance Programs via the PA CareerLink® Berks County. As discussed in the response to 3.4, UC courtesy phones and UC PCs are available for those customers who need access to such services.

Management Information Systems

CWDS/JobGateway is the system of record for WIOA programs. Partner and program provider staff enter customer data into CWDS as necessary and required to track program activity, case notes, individual employment plans, etc. Data is entered within thirty days of occurrence as required by commonwealth protocol. Monitoring is conducted by the board to ensure this time frame is met. OVR utilizes a module of CWDS that is not accessible by other program staff.

The board utilizes an additional system, PrimeWorks Plus, to track customers through WIOA services and non-WIOA grants. Data is entered by WDB staff off of a tracking sheet completed by program provider staff. Customers in WIOA are reconciled with CWDS on a quarterly basis. This system is also used by the WIOA youth service provider to maintain the Individual Service Strategy, a WIOA requirement not available in CWDS.

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?

Adaptive Equipment available at the PA CareerLink® Berks County:

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

- Optical wheel mice
- Signature guide
- Sign language interpreting
- Footstool
- AT&T Telecommunications Relay Service
- Automatic doors
- Request for accommodation

Accessibility to the services provided by the PA CareerLink® Berks County and all Partner agencies is essential to meeting the requirements and goals of the PA CareerLink® Berks County. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

The one-stop will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, meet the latest standards of accessible design. Services are available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space is designed in an "equal and meaningful" manner providing access for individuals with disabilities.

The WDB will work with the Pennsylvania Department of Labor & Industry to ensure that job seekers and businesses have access to the same information online as they do in the physical facility.

All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues. Additionally, staff members are trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices are available to ensure physical and programmatic accessibility within the PA CareerLink® Berks County.

The PA CareerLink® Berks County is certified compliant with Equal Opportunity and Americans with Disabilities Act Accessibility requirements by the Office of Equal Opportunity, PA Department of Labor and industry effective November 19, 2014. This certification is in effect until November 30, 2017. A subsequent review has yet to be scheduled by the Office of Equal Opportunity. The PA CareerLink® centers and any affiliated sites are no longer certified every

three years for compliance with EO/ADA requirements. The compliance reviews are completed annually.

The WDB also reviews compliance with Equal Opportunity and Americans with Disabilities Act Accessibility requirements each year during the PA CareerLink® Berks County quality assurance review. All programs operating out of the PA CareerLink® Berks County are part of this review.

The PA CareerLink® Berks County provides twice per year training in Equal Opportunity and Americans with Disabilities Act requirements including the accommodations available at the PA CareerLink® Berks County. All on-site partners participate in this training. OVR has and will continue to provide no-cost consultation on the Americans with Disability Act (ADA) and accessibility standards, as does the Office of Equal Opportunity.

Efforts related to Individuals with limited English proficiency are discussed under the Access to Services heading of Section 4.3.

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

The Berks County Ride to Prosperity (RTP) strategy project (see section 1.2) helped regional leaders cultivate a deep understanding of the region's key industry clusters and the Berks County WDB has further developed this sector-based analysis in determining workforce development sector priorities for Program Years 2015-2019. As a result, the Berks WDB is home to local labor market subject matter expertise in the knowledge, skills and requisite industry-recognized credentials needed to contribute to the growth of a qualified talent pool, the recruitment and retention qualified employees, and the upskilling of "home grown talent."

The Berks County WDB verifies the relevance of the training activities associated with the targeted occupations through outreach to employers. The WDB develops a detailed understanding of the skills and experience related to current and future employment projections by utilizing print and on-line job ad analysis, employer surveys, employer feedback via in-person, phone and email interviews, and by active WDB participation in educational provider Occupational Advisory Committees (OACs) and Industry Partnerships (IPs). Active partnership with economic development agencies is solicited to promote the growth of a competent workforce in support of economic development initiatives.

The Berks WDB Training & Industry Partnership Committee meets quarterly to review opportunities for occupational growth and outcomes of in-force training initiatives. The committee membership is made up of industry sector employers, educators, and labor representatives. WDB staff with industry sector expertise is assigned to support the work of the committee.

Active engagement of our economic development partners in identifying in-demand occupations that will support economic growth is continuously solicited.

All training activity, including Industry Partnership Incumbent Worker, Individual Training Account, New-Hire OJT and Transitional Work Experience, and Apprenticeships are linked to High Priority Occupations (HPOs), and their relevant wage and educational attainment levels, within the priority Industry Sectors as defined by the full board. Requisite credentials are industry-recognized and are in great demand.

The board reviews the new HPO list for relevance to local labor needs. Petitions are placed for occupations that may have dropped off the new list but that, due to a variety of factors (board business relationships, the number of past training completion and training related employment, other business intelligence), the board is confident are still in demand locally. Petitions are also placed periodically through-out the year for in-demand occupations that are brought to the attention of the board.

The WDB effectively manages the Eligible Training Provider List (ETPL) process by reviewing training submissions for adequate content description, alignment with the local High Priority List, and acceptable performance prior to approval. All training providers must have a Master Agreement for Training in place prior to the start of WIOA funded training. A quarterly report of training provider performance is shared with one-stop staff providing access to ITA's. The report shows the number of training starts, completers and training related employment by training provider and specific training. Customer satisfaction surveys of individuals in training are reviewed for satisfaction with the training experience, case manager, etc. These surveys are compiled by the PA CareerLink® Administrator and shared with the WDB and WDB staff. Program with sub-par satisfaction are provided technical assistance by the WDB

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.*

WIOA defines the types of employment and training activities to be offered in local workforce development areas. These include basic and individualized career services and training services. The board uses a competitive process to procure the basic and individualized career services. Training services consist of ITA, OJT and other work-based learning including incumbent worker training. The board currently does not see any discrepancies between adult and dislocated worker activities offered and what job seekers/employers require. The WDB currently has one provider of Title I adult and dislocated worker services.

The WDB partners with the County of Berks Purchasing Department to manage the RFP/contract process. This process is detailed in the County of Berks Procurement Policy as well as in the WDB's written policy.

While the Purchasing Department manages this process for the WDB, the WDB dictates conditions under which the process begins and makes the final decision on the award of contracts.

The following general process is used for the procurement of program services:

1. Board committee identifies a procurement need.
2. Board staff (staff) develops a statement of work (SOW) including summary, type of procurement, method of payment, services to be performed, expected outcomes, administrative requirements, and proposer response items.
3. Board committee reviews and approves SOW. Recommends approval to the board.
4. Board approves SOW.
5. Staff forwards SOW to County Purchasing Department (purchasing) for insertion into RFP boiler plate.
6. Staff and purchasing develop a timeline for RFP issue, bidder's conference, review, and award.
7. Purchasing issues RFP and all subsequent addendums as necessary.
8. Purchasing runs bidder's conference. Staff is present at conference to answer/clarify questions.
9. Proposals are submitted to purchasing.
10. Purchasing conducts technical review.
11. Purchasing forwards proposals passing technical review to review committee (staff and members of board committee identifying the contracting need).
12. Review committee members conduct reviews and submit evaluations to purchasing.
13. Budgets are reviewed by review committee and changes made to evaluations as necessary.
14. Proposer interviews are conducted if the review committee decides this is a necessity.
15. Review committee submits final evaluations.
16. Recommendation to award contract is made to full board.
17. Board approves recommendation.
18. Purchasing executes contract.

Proposers provide a response which becomes the main criteria for evaluation of the proposal. Beyond a general introduction to the agency detailing its capacity to provide services (including financial stability, past performance, etc.) and justification of cost the following specific questions were asked in the most recent procurement for adult and dislocated worker services:

1. Detail your organization's staffing plan for the proposed services. Please include the following:
 - a. Staffing table including number of staff, status (full or part time), location, job function, and case load ratio.
 - b. Job descriptions that include job titles, job duties, and minimum qualifications.
 - c. Resumes for key staff designated to oversee the proposed service delivery model. At a minimum resume should include education, work history, and any specialized training or certifications relevant to proposed job function. If staff will need to be hired as a result of contract award please outline the plan and timeline to hire

- qualified staff to deliver proposed services.
- d. Describe diversity and inclusion plan to ensure staff reflects the composition of the target population and the broader community.
 2. Describe how the Resource Room will be managed including anticipated staffing levels and hours of operation.
 3. Describe how staff will work with job seekers to overcome barriers to employment.
Provide a detailed overview of plans to address any or all of the following:
 - Literacy/education
 - Disability
 - Criminal history
 - Housing
 - Basic needs
 - Limited English Proficiency
 - Other barriers not mentioned above
 4. Describe how Rapid Response activities will be coordinated with other PA CareerLink® Berks County staff and state-wide efforts.

WIOA identifies four priority groups for service within the Title I Adult funding stream. Priority of service means those individuals in the priority groups are given priority over other individuals for receipt of individualized career services and training services. Priority of service does not guarantee that by virtue of his/her status an individual will always receive services. The individual must be eligible and able to benefit from the services. Once another participant is enrolled in a WIOA individualized career or training service, that participant may not be displaced by an individual who qualifies for priority of service.

The four priority groups are (within each group a veteran or eligible spouse of a veteran takes priority over a non-veteran):

- Recipients of public assistance
- Low income
- Basic skills deficient
- Underemployed

Priority is provided in the following order:

- *First*, to veterans and eligible spouses who meet the requirements for inclusion in one of the four priority groups.
- *Second*, non-veterans who meet the requirements for inclusion in one of the four priority groups.
- *Third*, to veterans and eligible spouses who **do not** meet the requirements for inclusion in one of the four priority groups.
- *Fourth*, non-veterans who **do not** meet the requirements for inclusion in one of the four priority groups.

Priority will be determined at eligibility for all individuals enrolled under the Title I Adult funding stream. Copies of all documentation used to verify priority must be included in the

customer's file. See the WDB "Program Eligibility Policy" for further details.

The WDB has elected not to include additional local priority requirements. As such, no local requirements are included or inferred.

The WDB expects that at least 51% of all individuals served with Title I Adult funds will meet one of the priority target groups. Monitoring of progress toward and maintenance of goal will be conducted primarily through monthly reports generated from the local management information system.

While WIOA has expanded the definition of youth to include individuals through age 24 and many in the older age range meet the requirements for priority of service it is the general practice to refer meeting that age demographic to the youth program which is better designed to meet a youth's (young adult) needs.

The decision to transfer funds between adult and dislocated worker is based on training and capacity requirements being faced by the one-stop. Such transfers are approved by the board.

Career Pathways have become an integral part of the occupational and work-based training individuals receive through the one-stop and are discussed under the Access to Services heading of Section 4.3.

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.*

The maximum obligation of funds under any individual ITA shall be \$6,000, which may be applied to those costs included in the "service cost details" section of the Eligible Provider List and the costs of obtaining certifications, permits, and licensures necessary to obtain and/or retain employment in the field for which training was conducted. In the event that testing is involved in the awarding of a certification, permit, or license, the cost of one "retest" may also be covered if the first attempt was unsuccessful. The "retest" is also subject to the maximum limitation. All training must be completed in twelve months of start of WIOA funding.

It is the policy of the Berks County Workforce Development Board to concentrate its training resources on key industry sectors and on training which prepares people to enter high priority occupations and/or which provides recognized and portable certifications or credentials for higher wage, higher skill jobs offering real opportunities for self-sufficiency. The cap is determined by a review of the cost/length of the most effective and utilized training available through training providers that provide services in the county.

Training that has been approved by the WDB and other locals in the Commonwealth are posted on the ETPL on JobGateway. Training must be chosen from this list. Customers interested in occupational skills training must conduct market research (job availability after training, salary,

etc.) prior to approval of training. Locally gathered data on the training provider and specific occupational skills training is also provided to customers.

Work-based training, including On-the-Job Training (OJT) and Transitional Employment (TE), has a maximum level tied to the maximum ITA level (currently \$6,000). OJT and TE will be available to participants of the PA CareerLink® Berks County who are eligible under the Adult, Dislocated Worker, or Youth WIOA funding streams and the Employment, Retention and Advancement Network (EARN) Temporary Assistance for Needy Families program. OJT agreements will only be executed for full time positions. Full time is considered 30 hours per week or more. Individuals whose training is paid with Trade Act funds will follow the wage and hour limits set by the PA Department of Labor and Industry. OJT for EARN and all TE have a maximum training length of 520 hours (OJT) and 500 hours (TE) while OJT funded through WIOA (or discretionary grants as permitted) have a maximum length of 6 months with a unit price equal to 50% to 75% based on employer size or participant skill gap.

ITA, OJT, and TE maximums are subject to extension provisions as detailed in the appropriate Berks WDB policy.

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

The Youth Committee is chaired by a Board member and is composed of both members of the Board who have special interest or expertise in youth policy (such as educators, employers, and representatives of human service agencies) and non-board members having the same interest or expertise.

The Youth Committee assists in the development of those portions of the Board's plan which pertain to youth and young adults; recommends to the Board priorities for the expenditure of Workforce Innovation & Opportunity Act youth funding; recommends selection of youth and young adult service providers; and provides coordination and oversight of youth and young adult workforce development activities. In addition, the Youth Committee serves as a convening and coordinating body for larger community partnerships for youth and young adult workforce development.

At the committee meeting on August 5, 2015 the committee recommended that while in a perfect world there would be adequate funding to both support programs designed to keep youth in school and to assist those that, even with the best guidance, decide to drop-out, the youth committee recognizes that, with our limited funding, priority needs to be set on the following:

- WIOA funding will be used to provide programs designed to support youth who are either high school drop-outs or are high school graduates who find themselves underemployed/unemployed due to barriers they find in their life (out-of-school youth).
- TANF Youth funding (and any funds used to supplement TANF Youth funds) will primarily be used to support programs to in-school youth designed to provide work experience and exposure to careers.

At this meeting the committee also recommended the WDB (through the county) issue an RFP no later than early 2016 soliciting programs to serve out-of-school youth who meet the eligibility requirements found in WIOA. Discussed in Section 4.1 are the linkages to the fourteen youth elements provided by the current youth services provider.

At the January 19, 2016 meeting the committee recommended the issuance of an RFP for a study to identify who the out-of-school youth are in the county, where they live, the reasons for their situation, and to identify gaps in service in the community. This survey has recently wrapped up and will be issued to a wide audience by the end of July 2017. Planned follow-up is to convene a summit of community stakeholders to discuss the finding and develop next steps.

Carole Homolash, District Administrator of OVR and WDB member, attended the meeting to update the committee on the partnership developing between OVR and the board around the summer youth employment program that is targeted to youth with disabilities. This is directly related to the WIOA Title IV requirement for pre-employment transition services. Summer 2017 is the second year of this partnership between WDB, OVR, and Goodwill Keystone Area.

The process for general Title I eligibility is detailed in Section 3.3. The Board has made the determination to focus all WIOA Title I Youth funds on Out-of-School Youth (OSY). The WDB has determined that an OSY who requires additional assistance to enter or complete an educational program or to secure or hold employment is documented as follows:

- Degree/Diploma/GED/Certificate Completers: A demonstrated inability to maintain full-time employment (30 hours per week) during the six-month period after the award of a high school diploma/GED or the award of a post-secondary degree/certification, or
- Degree/Certificate Non-completers: Youth with a high school diploma/GED who enroll but do not complete a full-time post-secondary education and are unemployed for a period of six-months following the withdrawal from the education program.

ResCare has a cooperative agreement with the local YouthBuild provider to accept referrals of youth in need of assistance with placement in employment and/or post-secondary education or youth who have completed their six-month term in YouthBuild but are still in need of completing their GED.

ResCare also has Job Corps placement staff on site at the one-stop. They are listed as an additional partner.

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 Berks WDB's Rapid Response Team is made up of experienced PA CareerLink® Title I and Wagner-Peyser staff, a local community-based organization with strong labor connections (UCS), and the state-assigned regional Rapid Response coordinator. Informal feedback from a

focus group held with the Berks WDB Rapid Response Team and state regional Rapid Response staff on March 29, 2016 indicates that the Berks WDB Rapid Response Team is especially competent and assertive in meeting the needs of dislocated workers impacted by layoffs and plant closings. The team also coordinates efforts with the regional Strategic Early Warning Network (SEWN) Coordinator and to assist with this coordination, the COO of the Berks WDB serves on the SE PA Regional SEWN Advisory Council. The Berks WDB will continue to support such effective local and regional coordination going forward.

However, there is room for local improvement by placing a greater focus on layoff aversion strategies such as incumbent worker training. The painful experience of the Berks County WDB has been that dislocated workers often lack the 21st century skills to give them confidence that they can navigate the economic, social and even psychological challenges associated with job loss. We have found this to be especially true among long-tenured manufacturing production workers who often entered employment in the sector decades ago in a very different world. Through experience, seniority, and consistent contributions with their employers, these workers over time often earned their way to top pay rates, excellent benefits including maximum vacation and leave, and attractive work schedules (e.g. day shift positions.) Unfortunately, too often the job skills and process knowledge these workers acquired with a single employer is often firm-specific and not valued by other potential employers, even within the manufacturing sector. By contrast, higher-skilled manufacturing workers such as machinists, industrial electricians, and mechanics often develop and retain transferable skills that are in demand and can more quickly make the transition to jobs that approximate what they had with the previous employer. By placing a greater emphasis on WIOA's permissible use of adult and dislocated worker funds to support targeted incumbent worker training as described in Section 2.1, the Berks WDB looks to assist local employers expand and leverage their investments in word-class technology and processes in order to avert layoffs. When layoffs do occur, employees who took advantage of such training should more quickly make the transition back to family-sustaining employment.

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).*

The Berks County WDB closely collaborates with both local Career and Technical Centers (BCTC and RMCTC) and Reading Area Community College (RACC) to ensure that training programs align with industry needs and high priority occupations. All three schools are PA CareerLink[®] Berks County partners. In addition, the Berks County WDB COO serves on Executive Advisory Boards for both BCTC and RMCTC and reviews requests for state equipment grants, providing letters of support as appropriate. The Berks WDB COO also serves on annual Perkins review committees for all three schools.

As described above in Section 1.2, the Berks County WDB and fellow RTP partners facilitated an innovative 2+2+2 pathway from technical high school, to community college to 4-year institutions – *The Berks Technical Academy*. RACC has partnered with the County's two high school career and technical centers - Berks Career and Technology Center (BCTC) and Reading

Muhlenberg Career and Technology Center (RMCTC) - to build comprehensive Technical Academy career pathways and the associated articulation agreements for high school CTE students to earn college credit for high-end technical coursework. In effect, the Technical Academy serves as an *honors program* for qualified CTC students, allowing them to acquire up to 27 college credits at no cost prior to high school graduation. Such focused and talented students are highly sought after by local employers for paid internships during the school year, while on summer break and again upon high school graduation. Once hired, Technical Academy graduates may receive financial support from their employers while they complete their Associate's degree programs at RACC. RACC has been particularly effective in assisting qualifying students to access federal Pell grants to cover tuition costs. If the students wish to continue their technical training and education beyond RACC, they may do so at aligned 4-year institutions (e.g. Penn State – Berks) through additional articulation agreements that are part of the Technical Academy pathway.

The best practice Berks Technical Academy is the most developed, but not the only example of how the Berks WDB local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. The Berks County WDB regularly partners with other local WDBs in the Commonwealth in securing competitive state and national grants, such as the recent *Make It in America H-1B* grant. These funds were effectively used from 2013 - 2016 to support nearly 100 local participants in acquiring high-level advanced manufacturing industry-recognized credentials at RACCs' Schmidt Training and Technology Center and leading to hiring and promotional opportunities.

RACC is also the local *WIOA Title II Adult Educational and Literacy* program contractor for the Berks County Workforce Development Area. RACC's President is a long-standing member of the Berks County WDB, reflecting the primary importance of coordinating WIOA Title I and Title II program services and strategies to avoid duplication and maximize our limited local resources. RACC's President also serves on the Berks County WDB's *Policy, Planning & Priorities Committee* where she was fully involved in the development of this transitional local plan. The Executive Director of one of RACC's key Title II sub-contractors, the *Literacy Council of Reading-Berks* is a member of the Berks County WDB's *One-Stop Oversight Committee* where he is well-positioned to help coordinate local Title I and Title II services and strategies. As the current President of the Pennsylvania Association for Continuing Education (PAACE), he is recognized as a statewide expert on adult education and literacy and how to coordinate Title I and Title II programs.

In March 2016 the Berks WDB was the lead applicant awarded a \$400,000 Innovation Grant for the *Greater Reading – Lancaster Partnership for Youth Careers* to promote career and technical education (CTE) in Berks County and Lancaster County. Berks Career and Technology Center (BCTC), Reading Muhlenberg Career and Technology Center (RMCTC) and the Lancaster County Career and Technology Center (LCCTC). The Lancaster County WDB is also a partner in this grant. Under the grant, the five partners coordinated a broad arrange of programs in PY2016 in both counties including 8th grade technical career explorations camps, summer work-based experience, and employer visits focused on CTE student retention and motivation. This

grant was followed-up with the award of second Strategic Innovation Grant to continue the effort to promote career and technical education among these partners while also providing funds to encourage dual enrollment at Reading Area Community College and Harrisburg Area Community College.

The Berks WDB also works closely with the Berks County Intermediate Unit (BCIU) which coordinates additional educational services for Berks County's eighteen public school services within Berks County and is also represented on the Berks County WD Board as well as the Board's Youth Committee. The Berks Business Education Coalition (BBEC) is chaired by a local business leader and the BBEC's membership includes the County's five colleges and the eighteen public school districts as well as business leaders. The BBEC is an active partner with the Berks County WD Board on programs to facilitate employer-educator collaboration and to provide local students with valuable work-based learning opportunities throughout the County. Specifically, in PY2015 the Berks County WDB provided the BBEC with \$90,000 from the state Business Education Discretionary Grant program. The WDB will provide additional BEP grant funds to the BBEC in PY2017 to further expand such successful and critical programs (see section 3.4) The BBEC's Executive Director is a member of the Board's Youth Committee. Both the BCIU and the BBEC partner with the Berks County WDB and our 18 local school districts to promote career awareness and preparation programs including *Project Lead the Way*, STEM Academies, STEM competitions, the MRC's What's So Cool About Manufacturing?" annual middle school video contest (see Section 3.4) and employer engagements geared to the many career opportunities available within the region.

Finally, the Berks County WDB maintains a close working relationship with the Higher Education Council of Berks County whose membership includes the presidents of the County's five non-profit and public institutions for higher education. The Higher Education Council of Berks County also serves as the nominating entity for education sector representatives appointed the WDB. The Berks WDB COO also serves on the Kutztown University Business Advisory Council where he provides guidance and recommendations on programs and local labor market information (LMI).

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.*

Since 1999, the PA CareerLink® Berks County has shown the way in how to maximize staff coordination and services to the job seeker/employer customer through the functional alignment of staff. Integration at PA CareerLink® Berks County happens at both the staff and team manager levels. Some teams have mixed staff from multiple partners. Some teams have staff from a single partner organization. All teams have a dedicated manager/supervisor. Integration occurs through twice-monthly full staff meetings, twice-monthly team manager meetings and various staff development activities. In addition, staff from other organizations work on teams and participate in integration activities. These include Goodwill Keystone Area, AARP and Reading Area Community College work-study program. Partners whose employees participate as integrated team members are: PA Department of Labor and Industry - Bureau of Workforce

Partnership and Operation (PA L&I BWPO), EDSI Adult and Dislocated Worker, ResCare Youth Services, EDSI Business Services Team, and EDSI EARN program. Other partners with employees who do not participate as integrated team members are Berks Career and Technology Center (BCTC) and Reading-Muhlenberg Career and Technology Center (RMCTC). Functional supervisors/managers are individuals who make work assignments and supervise the work of individuals regardless of payroll attachment. Agency managers serve as liaisons for employer-specific information and issues. Responsibilities are kept separate by making all staff aware of the distinction, setting the expectation that everyone understands and implements the distinction, and enforcing it.

As detailed previously the one-stop operator provides functional supervision of the PA CareerLink[®] Administrator who acts as a functional leader within the one-stop. As such, they have the authority to organize and supervise Partner staff, in order to optimize and streamline service delivery efforts. Key functions include:

- Integrate systems and coordinate services for the center and its Partners, placing priority on customer service.
- Integrated Workforce Service Delivery, as defined by WIOA, means organizing and implementing services by function (rather than by program), when permitted by a program's authorizing statute and as appropriate, and by coordinating policies, staff communication, capacity building, and training efforts.
- Service integration focusing on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.
- Ensuring services are seamless to the customer, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another, when avoidable, and there is a smooth customer flow to access the array of services available in the workforce center.
- Oversee and coordinate partner, program, and PA CareerLink[®] Berks County performance.

Two examples of the integration of staff and programs currently taking place at the PA CareerLink[®] Berks County are the Welcome Function and Employer Outreach Team. The Welcome Function consists of two components: a Welcome Orientation and an Initial Assessment.

- The Welcome Orientation is a group activity offered three times a week on a drop-in basis, alternating between morning and afternoon sessions for the convenience of customers' schedules. A PA CareerLink[®] staff member facilitates the orientation and uses a PowerPoint presentation to reinforce the information presented verbally. Information is presented about a wide range of independent, expanded and comprehensive career services, including Resource Room services, explanations of JobGateway registration and use, career exploration and labor market information resources, workshops, assessment tools, case management and career advising, training opportunities, pre-training/pre-employment workshops, structured soft skills preparation, structured job search preparation, self-assisted job search, Career Center for Young

Adults, WIOA eligibility and PA CareerLink® events. All new PA CareerLink® Berks County customers are encouraged to attend a Welcome Orientation. Customers who choose not to attend a Welcome Orientation are offered a handout of independent career services they may participate in at any time, along with a schedule of Welcome Orientation events they may attend in the future.

- Immediately following the Welcome Orientation, each customer participates in an individual Initial Assessment with a PA CareerLink® Berks County staff member. Utilizing a specially-designed assessment form, staff members guide customers through an assessment of their labor force, Unemployment Compensation, Veteran and disability statuses, their career/employment goals, and their concerns about any factors that may impact their ability to achieve their goals. Considering the next type of service a customer may select, independent, expanded or comprehensive Career Services, the staff member guides them to participate in appropriate services. These may include JobGateway registration, workshops, resume writing assistance, assessments, job referrals, case management and application for WIOA eligibility and services. Staff members may also arrange for referrals to community agencies to assist customers with concerns beyond the scope of services delivered at the PA CareerLink® Berks County services, including child care, housing, health care and legal/financial issues.

With so much activity underway, it is critical that employer outreach activities are coordinated and communicated among the various teams. This is accomplished through a structured Employer Outreach Team (EOT) that was established in 2016. The EOT is comprised of individuals from Business Services, EARN, Young Adult, OVR, the WDB, and other community agencies who come together monthly to discuss and share business/employer intelligence. The goals of the team are to ensure employers receive a consistent message from the team members, that employer visits are coordinated to maximize outreach efforts and diminish employer program fatigue, and to maximize job seeker placements through the sharing of hiring information.

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

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

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

- and increase customer satisfaction, and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:

- Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the PA CareerLink® Berks County,
- Develop materials summarizing their program requirements and making them available for Partners and customers,
- Develop and utilize intake, eligibility determination, assessment, and registration processes,
- Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs,
- Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
- Commit to robust and ongoing communication required for an effective referral process, and
- Commit to actively follow up on the results of referrals.

Staff training occurs on a regular basis at the PA CareerLink® Berks County, encompassing training provider and community based organizations providing overviews of their available services, team updates, regular EO/ADA/LEP training, and other training specific to the provision of services (case note training, case management, etc.). These trainings usually occur at the twice monthly full staff meetings. Additionally, "fun days" are also scheduled through-out the year (Holiday Luncheon, Cultural Food Day, Chocolate Fest, Staff Egg Hunt) to encourage staff cooperation and cohesion.

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

The state plan, consistent with federal WIOA guidelines, requires that as part of the WIOA Title II adult basic education application process, the local board receive opportunity to review applications for alignment with the local plan. Local boards are not directly involved in WIOA title II solicitation and procurement; the title II competition is run solely by PDE, and all funding decisions are made solely by PDE. The local boards will review applications submitted to PDE for WIOA title II funds for alignment with the goals and strategies of the local area plan, and then provide recommendations to PDE on ways to improve alignment, if applicable. Federal regulations require PDE to establish the process by which the local boards will review the WIOA title II applications for alignment with the local area plan and submit recommendations to PDE for improvement of alignment. PDE will receive the applications for

title II funds and then distribute applications to the appropriate LWDB for review. PDE will develop related review documents and rubrics, and provide them to the local boards along with training on how to conduct the review and return the documents to PDE. All local boards must use the review documents and rubrics provided by PDE. Local boards have flexibility in determining which members of the local board participate in the review of applications. The review work can be led by local board staff, but cannot be limited to local board staff. Board members connected to entities that submit applications for WIOA title II funds or who have other conflicts of interest cannot participate in the review.

Through the One-stop Memorandum of Understanding process the WDB is currently working with the local WIOA Title II service provider to design how local Title I and Title II activities will be coordinated.

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

The Welcome Orientation and Initial Assessment process was detailed under Section 4.11.

The Operator and its Partners will develop and implement a strategic outreach plan that may include:

- Specific steps to be taken by each partner,
- An outreach plan to the region's human resources professionals,
- An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- An outreach and recruitment plan for out-of-school youth,
- Sector strategies and career pathways,
- Connections to registered apprenticeship,
- A plan for messaging to internal audiences,
- An outreach tool kit for Partners,
- Regular use of social media,
- Clear objectives and expected outcomes, and
- Leveraging of any statewide outreach materials relevant to the region.

Current outreach efforts include:

- All new applicants for unemployment compensation are directed to register on JobGateway and told they can come to the PA CareerLink® office to accomplish this task. Claimants who are placed on PDLI's Profile Re-Employment Program (PREP) list are sent letters inviting them to an Orientation. From 7/1/16 - 3/31/17 2,991 3,009 claimants were placed this list, 2,991 invitations were sent out and 1,606 attended.
- Job seekers are invited to sign up for email notifications at orientation, at workshops, and with signage in the reception area and the resource room. Those who sign up receive information about job fairs and employer recruitment

activities. On April 26, 2017 there were 1,194 contacts on the list. The average email open rate for April is 35% (the average for all Constant Contact Users is 18%). Stats from mailings show that 57% of the emails are opened on mobile devices and 43% are opened on computers. The PA CareerLink® Administrator manages the Constant Contact outreach.

- Information about job fairs and recruitment activities is shared with any community organization that requests to be part of the email group. Organizations currently on the list include all of the libraries in the Berks County Library System, Reading Public Library, County of Berks Domestic Relations Office, Child Care Information Systems, Reading Muhlenberg Career and Tech Center, Berks Connections / PreTrial Services, Abilities in Motion, PathStone, Opportunity House, Reading Area Community College, County of Berks Veterans Affairs, Friend Inc., Hope Rescue Mission, Reading Housing Authority, Berks Community Health Center, Joseph's People, YMCA, United Way of Berks County, Berks County Intermediate Unit, Berks Community Action Program, AARP Senior Community Service Employment Program, Berks County Assistance Office, Berks Coalition to End Homelessness, Kutztown University, Berks County Jail System Community Corrections Center, New Person Ministries, and Clare of Assisi House.
- Two large job fairs are held each year and provide information to the public about PA CareerLink® Berks County services.
- Classified ads are placed in the Sunday edition of the Reading Eagle featuring selected postings on JobGateway; this ad includes the PA CareerLink® logo and address.
- Staff members participate in regularly-scheduled community outreach activities throughout the program year. For example: County Human Services orientations (quarterly), Veterans Expos (one or two each year), Berks Agricultural Resource Network job fair (yearly), Berks Connections PreTrial Services Community Resource Network (quarterly), Berks Connections PreTrial Services job fairs (twice a year), Berks Coalition to End Homelessness meetings (monthly Sept - May), Be Wise (yearly). Participation in these events is based on staff availability.
- Welcome Orientations, workshops, recruitments and job fairs are posted in JobGateway "events".
- Staff participates in rapid response information sessions for dislocated workers as scheduled by Rapid Response Coordination Services in Harrisburg.
- In October 2016 a Twitter account was created to market the job fairs.
- The Business Services Team has goals for outreach and services to employers. Business Services uses various methods to perform outreach to employers including: attending regional networking events, cold calling / e-mailing points of contact, advertisement on social media, and employer visits.

A full discussion of the one-stop commitment to equal opportunity is found in Section 4.4.

As detailed earlier eligible OVR customers receive multiple services from qualified Vocational

Rehabilitation Counselors that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR onboarding supports for a qualified new hire can include: reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability.

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

The Business Services Team (BST) is a sub-contracted service currently provided by EDSI. The contract pays for two staff members, including a lead supervisor (Nicholas Shirk) who reports to a local program director (who also provides management to the other EDSI provided services – EARN and WIOA Title I Adult and Dislocated Worker). Additionally staff from other teams (EARN, WIOA Title I Adult and Dislocated Worker and Youth, Veteran’s program) also work cooperatively with this team (all are located in the same room to facilitate communication and cooperation).

The specific requirements of the Business Services Team in the PA CareerLink® Berks County are:

- Serve as a single point of contact for businesses, responding to all requests in a timely manner
- Provide information and services related to Unemployment Insurance taxes and claims
- Assist with disability and communication accommodations, including job coaches
- Conduct outreach regarding Local workforce system’s services and product
- Conduct on-site Rapid Response activities regarding closures and downsizings
- Develop On-the-Job Training (OJT) and Transitional Employment (TE) contracts
- Provide access to labor market information
- Provide customized recruitment and job applicant screening, assessment and referral services
- Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
- Assist with the interpretation of labor market information
- Conduct job fairs
- Develop customized training opportunities to meet specific employer and/or industry cluster needs
- Use of one-stop center facilities for recruiting and interviewing job applicants
- Consult on human resources issues

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- Coordinate with employers to develop and implement layoff aversion strategies
- Post job vacancies in the state labor exchange system and take and fill job postings
- Provide information regarding disability awareness issues
- Provide incumbent worker upgrade training through various modalities
- Provide information regarding workforce development initiatives and programs
- Provide information regarding assistive technology and communication accommodations
- Develop, convene, or implement industry or sector partnerships

As discussed earlier the Employer Outreach Team (EOT) was established in 2016. The EOT is comprised of individuals from Business Services, EARN, Young Adult, OVR, the WDB, and other community agencies that meet monthly to discuss and share business/employer intelligence. The goals of the team are to ensure employers receive a consistent message from the team members, that employer visits are coordinated to maximize outreach efforts and diminish employer program fatigue, and to maximize job seeker placements through the sharing of hiring information.

Much of the BST performance requirements is based on employer engagement and is measured through the following:

- Overall market penetration
- Manufacturing sector market penetration
- Healthcare sector market penetration
- Solicitation of employer on-site recruitment at the one-stop
- OJT targets
- Job placement of actively registered participants
- A requirement to maintain at least one active WorkKeys profiler certification
- The production of a bi-monthly Market Intelligence Report providing “intelligence” gained through employer and other contacts

An additional focus for the BST is to engage new employers eligible to participate in the Advanced Manufacturing Industry Partnership in hopes of assisting with efforts to expend incumbent worker training funds as well as overall participation in the partnership.

WDB staff administers the Industry Partnership and incumbent worker training funds.

The Berks County WDB has a well-established best practice of working closely with our economic development partners to first understand the needs of local employers (see sections 1.2 and 1.3) which leads to ongoing collaboration with our economic development partners on multiple events and initiatives in response to those needs. During program year 2017 these include the first annual *Manufacturing Summit* held in October, the *What’s So Cool About Manufacturing?* video contest for middle school students (now in its second year), and the *Building Pathways Between School and Work Symposium* held in November.

On October 18, 2017 the first annual *Manufacturing Summit* was held at Reading Area Community College. The summit, held in conjunction with manufacturing month, was designed to celebrate the region's robust manufacturing footprint by providing information on industry trends and peer to peer conversation. Summit partners included the Greater Reading Chamber Alliance, the Berks County Workforce Development Board, Reading Area Community College, Manufacturers Resource Center, Penn State Berks, and the Berks County Industrial Development Authority.

Through the Business Education Partnership Grant the board has partnered with the Manufacturers Resource Center (MRC) to expand the successful *What's So Cool About Manufacturing?* video contest to sixteen Berks County and three Schuylkill County middle schools. This career awareness program is designed in collaboration with employers and educators to help improve the image of manufacturing as a career choice and to recruit more young people to vocational and technical schools and community colleges that feed talent to the manufacturing industry. From October 2017 through mid-February 2018 students will produce short video profiles of local companies and the career opportunities they offer. These videos will then be judged by an expert panel and public voting in late-February 2018 with an awards ceremony in early March 2018. The MRC is a nonprofit organization partially funded by the U.S. Department of Commerce's NIST-MEP program, as well as the State of Pennsylvania's Department of Community and Economic Development. MRC is dedicated to creating jobs and economic opportunity in eastern Pennsylvania's Lehigh, Northampton, Schuylkill, Carbon and Berks counties.

The purpose of the *Building Pathways Between School and Work Symposium* held November 30, 2017 at the Crowne Plaza was to launch the Berks County Career Pathways Framework. This framework is based on the Pennsylvania Department of Education career education and workforce standards which include career awareness, work-based and post-secondary learning opportunities, and employability skills and financial literacy. This framework was developed by the Berks County Career Pathways Alliance which includes the following partners: Berks Business Education Coalition (BBEC), Berks Career & Technology Center (BCTC), Reading Muhlenberg Career & Technology Center (RMCTC), Berks County Workforce Development Board, Berks County School Districts, Greater Reading Chamber Alliance (GRCA), Northeast Berks Chamber of Commerce, National Center for College & Career Transitions (NC3T), Reading Area Community College (RACC), R.M. Palmer Company, and the Berks County Intermediate Unit (BCIU). The symposium was sponsored by the board, BBEC, and GRCA.

BST and WDB staff cooperatively participate in new employer recruitment and often jointly participate in tours of employer facilities. After these initial joint efforts the relationship is "handed-off" to the logical staff (BST, WDB) to maintain based on employer level of engagement in the workforce system.

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?*

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PA CareerLink® Berks County WIOA employment planners are responsible for coordinating services and providing referrals to other state and local agencies offering supportive services such as:

- Linkages to community services,
- Assistance with transportation (normally through the provision of bus passes or gas cards),
- Child care and dependent care,
- Assistance with housing,
- Needs-related payments,
- Assistance with educational testing,
- Reasonable accommodations for individuals with disabilities,
- Legal aid services,
- Referrals to health care,
- Assistance with uniforms or other appropriate work attire and work-related tools,
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education,
- Payments and fees for employment and training-related applications, tests, and certifications.

Providers of WIOA Title I services in the PA CareerLink® Berks County must develop a resource network insuring that the availability of supportive services in Berks County is made available to participants in the one-stop delivery system.

The PA CareerLink® Berks County WIOA employment planner will meet with each participant to assess the need for supportive services. The following are supportive service requirements:

- Participant must be a WIOA Title I eligible individual.
- Participant must be participating in WIOA Title I Adult/Dislocated worker training services or Title I Youth services.
- Participant must be unable to obtain supportive services through other programs providing such services.

Each participant will be given individualized case management services and plan development in order to eliminate possible dependency on supportive services. Supportive services award should be based on individual participant needs, plan development, and in compliance with this policy and WIOA and any subsequent Federal and/or Commonwealth of Pennsylvania clarifications

WIOA Title I Youth

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

WIOA Title I Adult and Dislocated Worker

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

- When funds have been specifically budgeted for supportive services.
- As a requirement of specific funding:
 - From time to time non-WIOA formula funding may be acquired by the WDB. If supportive services are to be offered as a requirement of such funding the WDB will ensure such services are offered and provided.

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.

In general the Memorandum of Understanding (MOU) is executed between the Berks County Workforce Development Board (WDB), PA CareerLink® Berks County One-Stop Partners (Partners), and the Chief Elected Official (CEO), of the County of Berks. They are collectively referred to as the “Parties” in the MOU.

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

The WDB, with the agreement of the CEO, has, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations, selected Educational Data Systems, Inc. as the one-stop operator for the PA CareerLink® Berks County.

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

The Vision, Mission, System Structure, Terms and Conditions, One-Stop Operating Budget, and Infrastructure Funding Agreement outlined in the MOU reflect the commitment of the Parties to their job seeker and business customers, as well as to the overall success of the PA CareerLink® Berks County.

OVR will be signatory on the WDB/One-Stop Partners Memorandum of Understanding. This agreement encourages cooperation and collaboration among all partners in the effort to make the PA CareerLink® Berks County a seamless operation with regard to customer flow, service delivery and customer referral.

Two examples of the effort towards integration include:

- The OVR Job Developer in Berks County is a member of the Employer Outreach Team in the PA CareerLink® Berks County. This team is comprised of individuals from Business Services, EARN, Young Adult, OVR and the WDB who come together monthly to discuss and share business/employer intelligence. The goals of the team are to ensure employers receive a consistent message from the team members, that employer visits are coordinated to maximize outreach efforts and diminish employer program fatigue, and to maximize job seeker placements through the sharing of hiring information.
- OVR continues to be an active partner in the Summer Work Employment and Assessment Program (SWEAP) targeted to youth with disabilities through funding approximately 50% of the youth in the program.

In an effort to enhance the provision of services to individuals with disabilities the WDB convened a working group under the *Policy, Planning and Priorities Committee* to study the local need for a standing committee to focus on the workforce issues of individuals with disabilities. The group consisted of WDB members, local employers, service providers, advocates for individuals with disabilities and OVR. Meeting five times between August 2016 and March 2017 the group studied data gathered through established sources and an on-line survey of local employers and service agencies to come to the conclusion that the workforce needs of individuals with disabilities justified a full standing committee of the board. This recommendation was made to the Policy, Planning and Priorities Committee and adopted by the board at the June 16, 2017 board meeting. The focus of this new standing committee will be to increase the employment opportunities for individuals with disabilities who reside in Berks County.

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

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

Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate

determined by the U.S. Treasury and will accrue during the entire time of the appeal process. This interest is waived if the debt is paid before the 31st day following issuance of the final determination. If the appeal is upheld, all interest will also be waived. However, if the appeal results in any disallowed costs, interest will be assessed on the amount disallowed.

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

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

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

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

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

The WDB will implement the actions necessary to become or remain a high-performing board once the Commonwealth has released guidance related to high-performing local boards.

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;
- 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 other local workforce boards that are contiguous to it, including those in the Northeast, South Central, and Lehigh Valley Regions, to implement broader-based regional workforce initiatives; and
- Increasing the use of technology to further improve access for customers, including returning citizens, those with disabilities, and others with barriers to employment.

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

The WDB and its *Policy, Planning, & Priorities Committee* which is responsible for developing this plan includes experienced and engaged membership from a number of private employers representing various industry sectors, economic development, higher education, labor, community-based organizations (CBOs) and public service agencies. A 30-day public comment period (beginning July 17, 2017) and a public meeting (August 4, 2017) provided ample opportunity for those entities not represented on the Policy, Planning, & Priorities Committee to provide input to the plan.

In addition, the Berks County WDB's transitional local WIOA "one-year" plan as approved by PA L&I in December 2016 has been publicly posted throughout PY2016 (and continued to be posted as this plan was being developed). This has proven to be a quite useful practice in generating informal dialogue with and input from numerous interested parties over the past year. Much of this dialogue has informed the WDB's *Policy, Planning, & Priorities Committee* development of this local plan.

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

The Berks WDB posted the proposed local plan on the County of Berks website – Berks WDB page for public review and comment from July 17, 2017 to August 16, 2017. The posting of the plan was advertised by official public notice published in The Reading Eagle on July 16, 2017. The public notice also advertised the public meeting for comment held at the PA CareerLink[®] Berks County on Friday August 14 from 9:30-11:00 am.

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The plan was additionally made available for public comment as part of the South East PA regional plan comment period to begin July 17, 2017.

The public notice of the plan specified that public comments be submitted to the designated WDB staff member at rstevenson@bccl.org. These comments were to be reviewed by Berks County WDB staff as they were received and a summary of the comments and any changes to the plan as a result of this comment were to be posted on the County of Berks website on the Berks WDB page.

Any comments that represent disagreement to the plan were to be summarized and included as an attachment to the Berks WDB local plan to be submitted to the state as part of the required South East PA regional plan no later than September 1, 2017.

No public comments were received.

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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.

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

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

X Agreement between the local area elected official(s) and the local workforce development board.

X 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.

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

X Local area procurement policy – Must describe formal procurement procedures.

X Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/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.

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

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

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

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Appendix A

WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	%
Dislocated Worker	74%	%
Youth	65%	%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	%
Dislocated Worker	75%	%
Youth	57%	%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	\$
Dislocated Worker	\$7,000	\$
Youth	Baseline	
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	55%	%
Dislocated Worker	57%	%
Youth	70%	%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	Baseline	
Dislocated Worker	Baseline	
Youth	Baseline	
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	Baseline	
Dislocated Worker	Baseline	
Youth	Baseline	

Appendix B

Program Partner/Provider List

*All programs are accessible at the PA CareerLink® Berks County, 1920 Kutztown Rd., Suite F, Reading, PA 19604, unless otherwise noted.

Required Partners

- PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations
 - Wagner-Peyser, Trade Act, Jobs for Veterans
 - Jim Nichols, Regional Director
 - 610-988-1378
 - jnichols@pa.gov
- PA Department of Labor & Industry, Office of UC Centers
 - State Unemployment Compensation Programs
 - Barbara Mourer, Director, Office of UC Service Centers
 - 717-783-4127
 - bmourer@pa.gov
- County of Berks
 - WIOA Title I
 - TANF/EARN
 - Daniel Fogarty, Director of Workforce Development & COO
 - 610-988-1363
 - dfogarty@bccl.org
- PA Department of Human Services
 - TANF
 - Edward Whisler, Area Manager for Operations
 - 215-560-2150
 - ewhisler@pa.gov
 - Tamila Lay is the signatory
- PA Department of Labor & Industry, Office of Vocational Rehabilitation (OVR)
 - Rehabilitation Act Title I parts A and B programs
 - Carole Homolash, District Administrator
 - 610-621-5800
 - cahomolash@pa.gov
- Berks Connections/Pretrial Services (BCPS)
 - Second Chance Act of 2007
 - Peggy Kershner, Co-Executive Director
 - 610-478-6920
 - PKershner@countyofberks.com
- Reading Area Community College (RACC)
 - Title II – Adult Education and Family Literacy Act
 - Auria Bradley

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- 610-372-4271
 - abradley@racc.edu
 - Anna Weitz, President is the signatory
- Carl D. Perkins Vocational and Applied Technology Education Act
 - Maria Mitchel
 - 610-372-4721
 - mmitchell@racc.edu
- United Community Services (UCS)
 - YouthBuild
 - Ashley Chambers, Executive Director
 - 484-755-5003
 - achambers@ucswf.org
 - 1251 N. Front Street, Reading, PA 19601
- AARP Foundation
 - Senior Community Service Employment Program, Title V of the Older Americans Act of 1965
 - Lisa Quinby
 - 610-375-2575
 - lquinby@aarp.org
 - 400 Washington Street, Reading, PA 19601
- Pathstone
 - Migrant and Seasonal Farmworker Program
 - Nita D'Agostino, Executive Director, Program Development Administration
 - 717-234-6616
 - ndagostino@pathstone.org
- PA Department of Community and Economic Development (DCED)
 - Community Services Block Grant Employment and Training Activities
 - Berks Community Action Program, Inc.
 - Lawrence Berringer, Executive Director
 - 610-376-6571
 - lberringer@bcapberks.org
 - 247 N. 5th Street, Reading, PA 19601

Additional Partners

- ResCare Workforce Services
 - Job Corps
 - Kathy Winstanley, Director of Placement
 - 772-285-2834
 - Kawinstanley@recare.com
- Berks Career & Technology Center (BCTC)
 - Kim DeHart, Continuing Education Administrator
 - 610-374-4073
 - kim.dehart@berkscareer.com
- Reading Muhlenberg Career & Technology Center (RMCTC)

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- Becky Seltzer, Adult Education Coordinator
- 610-921-7300
- bseltzer@rmctc.org

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

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

OVERVIEW OF LOCAL AREA

The Bucks County Workforce Development Area is comprised of Bucks County in South East Pennsylvania. Overall, it is home to approximately 628,165 citizens¹. With a 2016 labor force of 343,600, Health Care and Social Assistance is the largest employing 49,071 workers, representing 9% of the Gross Regional Product (GRP) with average earnings of \$47,631. The next largest sectors are Retail Trade (employing 37,541 workers, representing 7% of the GRP with average earnings of \$32,019) and Manufacturing (employing 27,912 workers, representing 13% of the GRP with average earnings of \$68,385)².

High location quotients (LQs) indicate sectors in which a region has a high concentration of employment compared to the nation. The sectors with the largest LQs in Bucks County are Advanced Manufacturing (LQ=1.48), Wood, Wood Products and Publishing (LQ=1.44) and Bio-Medical (LQ=1.43). Toilet Preparation Manufacturing (LQ=23.32) and Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing (LQ=16.69) represent the largest industry clusters.

POPULATION

The population in Bucks County is estimated to have increased from 625,249 in 2010 to 628,165 in 2017, resulting in a growth of 0.5%. Over the next five years, the population is projected to grow by 0.7%. When looking at the Southeast Region, the population is estimated to have increased from 3,921,550 in 2010 to 4,011,459 in 2017, resulting in a growth of 2.3%. Over the next five years, the population is projected to grow by 1.5%.

Overall, the population in Bucks County is older than that of the Southeast Region. In 2017, the median age for Bucks County is 43.9, while the average age is 42.0. Five years from now, the median age is projected to be 44.8. The median age for the Southeast Region is much lower than Bucks County (38.4), while the average age is 39.5. Five years from now, the median age is projected to be 39.3.

Most of the population in Bucks County is White Alone (86.9%), 4.1% are Black or African American Alone, 0.2% are American Indian and Alaska Native Alone, 4.8% are Asian Alone, 0.0% are Native Hawaiian and Other Pacific Islander Alone, 1.9% are Some Other Race, and 2.0% are Two or More Races. The region's population is much more diverse than the county with 63.4% are White Alone, 22.7% are Black or African American Alone, 0.3% are American Indian and Alaska Native Alone, 6.2% are Asian Alone, 0.0% are Native Hawaiian and Other Pacific Islander. Alone, 4.6% are Some Other Race, and 2.8% are Two or More Races. This county's current estimated Hispanic or Latino population is 5.4%, while the region's is twice as high (10.2%).

¹ Population estimates per Claritas

² EMSI, 2017

HOUSEHOLD

The number of households in Bucks County is estimated to have increased from 234,849 in 2010 to 238,607 in 2017, resulting in an increase of 1.6%. Over the next five years, the number of households is projected to increase by 1.2%. When looking at the region, the number of households is estimated to change from 1,505,391 to 1,546,954, resulting in an increase of 2.8%. Over the next five years, the number of households is projected to increase by 1.8%.

EDUCATION

A higher percentage of the population in Bucks County (37.0%) has an advanced degree when compared to the Southeast Region (32.8%). Currently, it is estimated that 10.9% of the population age 25 and over in this area had earned a Master's Degree, 2.0% had earned a Professional School Degree, 1.6% had earned a Doctorate Degree and 22.5% had earned a Bachelor's Degree. In comparison, for the region, it is estimated that for the population over age 25, 9.4% had earned a Master's Degree, 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had earned a Bachelor's Degree.

In Bucks County, 6.4% of the population did not graduate high school, while twice as many of the regions' population did not graduate high school (12.0%).

INCOME

The average household income in 2017 for Bucks County is estimated to be \$111,844 which is much higher than the region (\$85,346.208). The average household income in this area is projected to change over the next five years, from \$111,844 to \$123,872. The average household income in the region is projected to change over the next five years, from \$85,346.208 to \$92,354.265.

HOUSING

Most of the dwellings in Bucks County (77.2%) are estimated to be Owner-Occupied for the current year, which is higher when compared to the region (65.4%). The majority of housing units in the County (17.9%) are estimated to have been built between 1970 to 1979, while those in the region (26.0%) are estimated to have been built between 1939 or Earlier.

EMPLOYMENT

When looking at the employment status of the population age 16 and over Bucks County (63.4%) has more individuals who are employed civilians compared to the region (57.8%), 4.7% are unemployed civilians (6.2% in region), and 31.8% are not in the labor force (36.0% region).

A comparable amount of those employed hold blue collar occupations (17.6% vs. 17.2%) when comparing the county to the region, while slightly more hold white collar occupations (68.4% vs. 64.5%), and slightly fewer are occupied as service & farm workers (14.1% vs. 18.3%).

Those employed are most likely employed in Office and Administrative Support (13.8%) or Management (11.9%) occupations, while those in the region are most likely employed in Office and Administrative Support (13.9%) and Sales and Related Services (1.05%). For the civilian employed

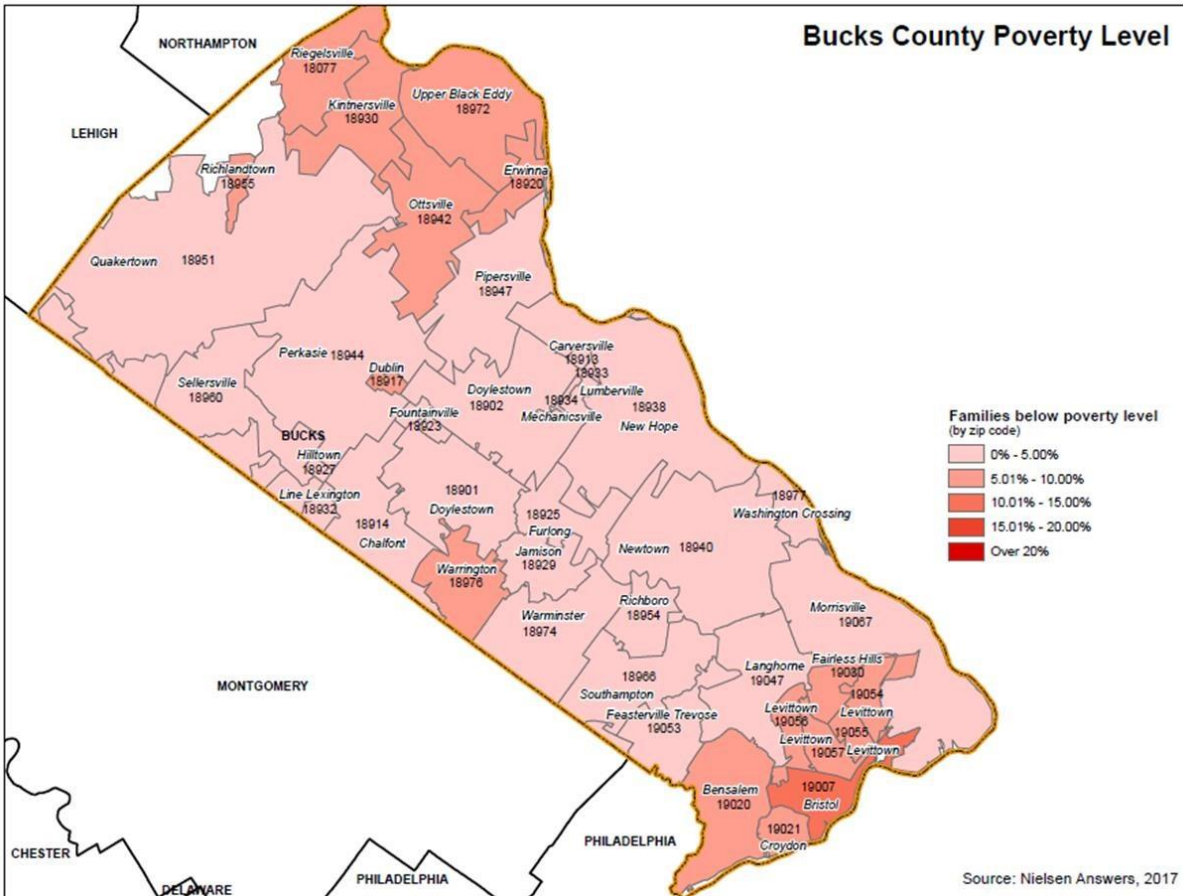
population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: 1.8% are in Architecture and Engineering, 1.6% are in Arts, Entertainment and Sports, 6.5% are in Business and Financial Operations, 3.2% are in Computers and Mathematics, 6.3% are in Education, Training and Libraries, 7.0% are in Healthcare Practitioners and Technicians, 1.8% are in Healthcare Support, 1.4% are in Life, Physical and Social Sciences, 11.9% are in Management, 13.8% are in Office and Administrative Support, 1.4% are in Community and Social Services, 4.6% are in Food Preparation and Serving, 0.9% are in Legal Services, 1.4% are in Protective Services, 12.4% are in Sales and Related Services, 3.2% are in Personal Care Services, 2.8% are in Building and Grounds Maintenance, 4.5% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 3.2% are in Maintenance and Repair, 4.9% are in Production, and 5.0% are in Transportation and Moving.

For the civilian employed population age 16 and over in the region, it is estimated that they are employed in the following occupational categories: 1.6% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 5.6% are in Business and Financial Operations, 2.9% are in Computers and Mathematics, 6.3% are in Education, Training and Libraries, 7.0% are in Healthcare Practitioners and Technicians, 2.9% are in Healthcare Support, 1.4% are in Life, Physical and Social Sciences, 9.9% are in Management, 13.8% are in Office and Administrative Support, 2.0% are in Community and Social Services, 5.5% are in Food Preparation and Serving, 1.5% are in Legal Services, 2.3% are in Protective Services, 10.5% are in Sales and Related Services, 3.7% are in Personal Care Services, 3.6% are in Building and Grounds Maintenance, 4.0% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 2.7% are in Maintenance and Repair, 5.0% are in Production, 5.6% are in Transportation and Moving.

Most of the employed population in Bucks County drives alone to work (81.7%) with an average travel time of 31 minutes to work. When looking at the region most drive alone (69.0%) while 12.5% use public transit and 8.1% carpool. The average commute across the region is 32.5 minutes.

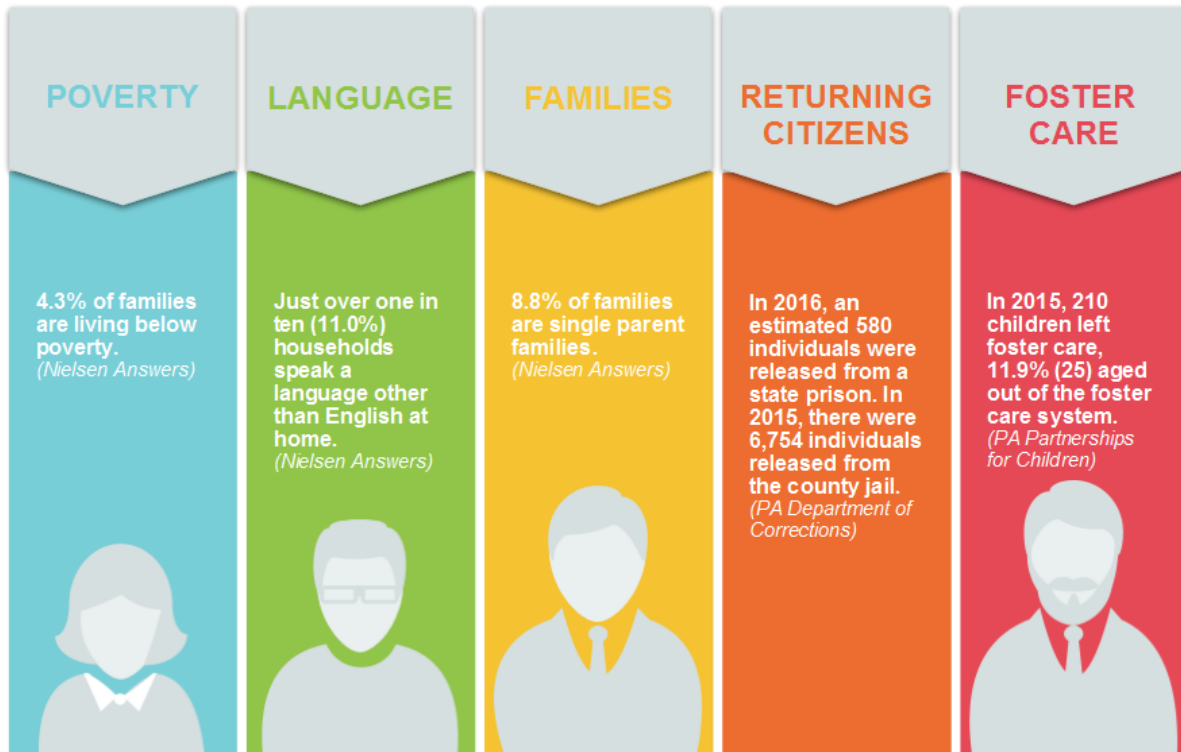
POPULATION WITH BARRIERS

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 Bucks County, 4.3% of families are living in poverty. There are pockets of the County with higher percentages of families living in poverty, these border New York and are near Northampton and Philadelphia Counties. Single parents are more likely to be living in poverty, with 8.8% 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 Bucks County, in 2016 there were 580 individuals released from a state prison, and in 2015 there were 6,754 individuals released from the county jail.

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 Bucks County, approximately 25 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 Bucks County, 3.8% of those employed have a disability, while 9.9% of those unemployed have a disability. In the County unemployment is 129% higher for those with a disability (14.6%) compare to those without a disability (5.4%). There are also 5,348 students receiving services through the local Intermediate Unit, with over half (51.1%) of those students having a learning disability, 6.8% have an intellectual disability, 0.3% have a hearing impairment, 1.8% have a speech/language impairment, 11.4% have emotional disturbances, 17.8% have health implications and 10.9% 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.

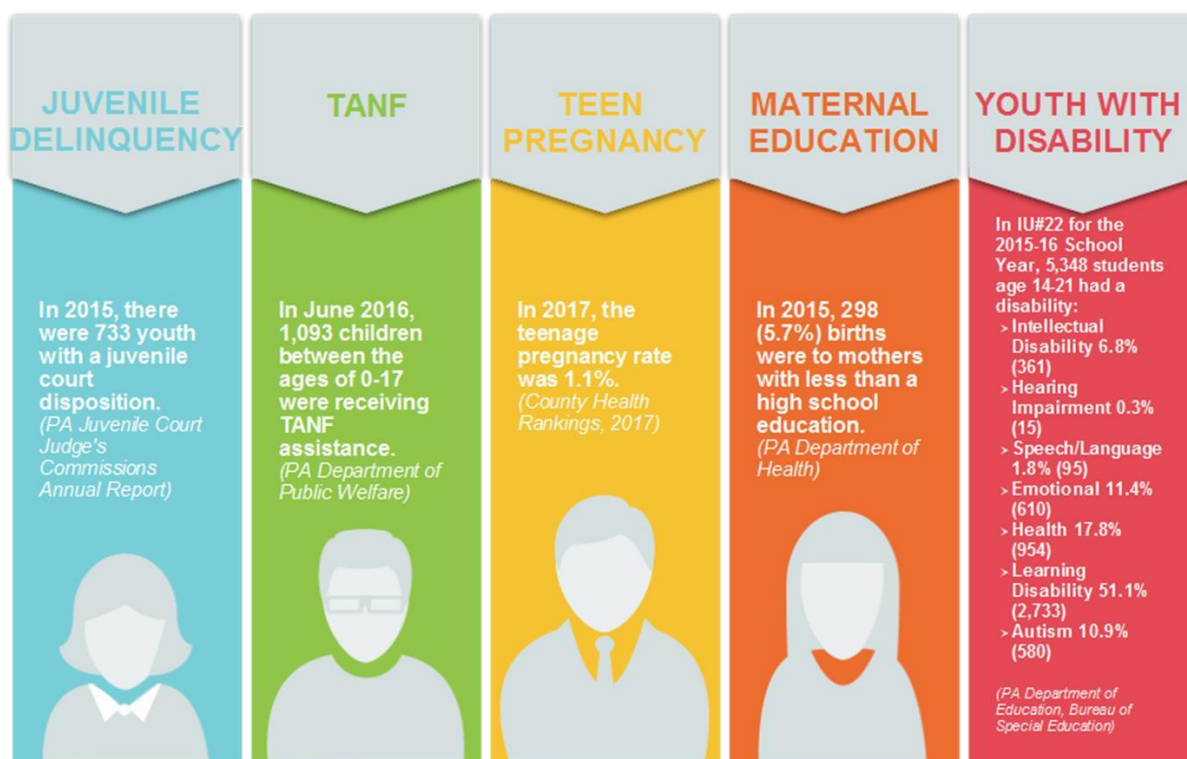
- Only about 10 percent of teen mothers complete a two- or four-year college program.
- Teen fathers have a 25 to 30 percent lower probability of graduating from high school than teenage boys who are not fathers.

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 Bucks County, in 2017 the teenage pregnancy rate was 1.1%, there were 1,093 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 733 youth had a juvenile disposition in 2015, and there were 298 (5.7%) births to mothers with less than a high school education.



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 2014, there were 492 individuals counted in Bucks 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 906 students in Bucks County who met the McKinney-Vento definition of homeless.



LABOR FORCE AND UNEMPLOYMENT

The overall unemployment rate in Bucks County in 2016 was 4.6% with a labor force of 343,600. During the first few months of 2017, the unemployment rate has fluctuated between 3.9% and 4.5%.

Annual Average Labor Force Statistics, 2016

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	342,600	326,700	15,900	4.6

Seasonally Adjusted Labor Force Statistics, 2017

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	341,500	328,100	13,400	3.9
February	342,300	327,800	14,500	4.2
March	341,400	327,600	13,800	4.0
April	343,300	327,900	15,300	4.5

Source: Center for Workforce Information and Analysis

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

An analysis of skill gaps begins with a look at current and projected skills demanded by employers in the region. Labor Market trends are examined by looking at Long Term Industry Projections as well as other Labor Market information. Overall for the period 2014-2024, the total employment in Bucks County is projected to increase by 6.4% or 17,540 workers. This growth is less than what is projected for the state (7.7%). Construction is projected to experience the greatest percent change, which is also the area with the largest amount of unemployment. Information is projected to decline the most over the next several years, with only Information (-10.5%), Government (-4.2%), and Manufacturing (-2.9%) projecting negative employment change.

Long-Term Industry Projections for Bucks County WDA (2014-24)

Industry	Employment (2014)	Projected Employment (2024)	Employment Change (2014-2024)	
			Volume	Percent
Total Jobs	274,530	292,070	17,540	6.4%
Goods Producing Industries	42,930	44,650	1,720	4.0%
Agriculture, Mining & Logging	N/A	N/A	N/A	N/A
Construction	14,550	17,120	2,570	17.7%
Manufacturing	27,310	26,520	-790	-2.9%
Services-Providing	214,240	229,650	15,410	7.2%
Trade, Transportation & Utilities	56,610	58,210	1,600	2.8%
Information	4,580	4,100	-480	-10.5%
Financial Activities	10,270	10,750	480	4.7%
Professional & Business Services	32,100	35,420	3,320	10.3%
Education & Health Services	61,700	68,250	6,550	10.6%
Leisure & Hospitality	26,270	29,530	3,260	12.4%
Other Services, Except Public Admin.	14,350	15,370	1,020	7.1%
Federal, State & Local Government	8,370	8,020	-350	-4.2%

Source: Center for Workforce Information and Analysis

A review of Help Wanted Job Postings can provide insight into real time employment demands. Several of the top posted positions by industry and occupation declined over the past year. There was an increase in postings for Commercial Banking, Elementary and Secondary Schools, General Medical and Surgical Hospitals, Home Health Care and Nursing Care Facilities. There was an increase in postings for Heavy and Tractor Trailer Truck Drivers, Registered Nurses, Customer Service Representatives, Laborers and Freight, Stock, and Material Movers and First Line Supervisors of Production and Operating Workers.

Top 10 Help Wanted OnLine Job Postings by Industry, May 2015 & 2016

Industry Title	NAICS	May-2016	May-2017
Temporary Help Services	561320	387	222
Employment Placement Agencies	561311	222	194
Home Centers	444110	129	121
Commercial Banking	522110	112	147
Elementary and Secondary Schools	611110	112	95
General Medical and Surgical Hospitals	622110	96	108
Home Health Care Services	621610	85	196
Engineering Services	541330	74	50
Child Day Care Services	624410	72	69
Nursing Care Facilities	623110	68	80

Source: Center for Workforce Information and Analysis

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

Occupation	SOC	May-2016	May-2017
Retail Salespersons	41203100	341	280
First-Line Supervisors of Retail Sales Workers	41101100	289	232
Heavy and Tractor-Trailer Truck Drivers	53303200	284	328
Registered Nurses	29114100	205	216
Customer Service Representatives	43405100	169	178
Maintenance and Repair Workers, General	49907100	143	102
First-Line Supervisors of Food Preparation and Serving Workers	35101200	139	121
Laborers and Freight, Stock, and Material Movers, Hand	53706200	132	75
First-Line Supervisors of Office and Administrative Support Workers	43101100	115	118
First-Line Supervisors of Production and Operating Workers	51101100	112	95

Source: Center for Workforce Information and Analysis

The following table lists the industries that are projecting the greatest growth over the next several years. Restaurants and Other Eating Places along with Individual and Family Services are projected to experience the greatest volume growth; while Utility System Construction and Home Health Care Services are projected to experience the greatest percent increase.

Fastest Growing Industries in Bucks County WDA (2014-24)

By Volume Change:

Industry Title	Employment Change (Volume)
Restaurants & Other Eating Places	2,380
Individual & Family Services	1,310
Home Health Care Services	950
Personal Care Services	810
Building Equipment Contractors	770
Offices Of Physicians	730
Residential Mental Health Facilities	590
Employment Services	550
General Medical & Surgical Hospitals	550
Computer Systems Design & Rel. Services	540
Outpatient Care Centers	500
Community Care Facilities For The Elderly	500
Offices Of Other Health Practitioners	460
Residential Building Construction	420
Other Specialty Trade Contractors	420
Automobile Dealers	380
Utility System Construction	360
Management Of Companies & Enterprises	330
Other Professional & Technical Services	330
Architectural, Engineering & Rel. Services	320

By Percent Change: (min. employment of 750)

Industry Title	Employment Change (Percent)
Utility System Construction	42.4%
Home Health Care Services	41.3%
Outpatient Care Centers	29.4%
Personal Care Services	27.0%
Individual & Family Services	25.7%
Offices Of Other Health Practitioners	25.4%
Computer Systems Design & Rel. Services	22.1%
Residential Building Construction	22.0%
General Freight Trucking	19.5%
Other Specialty Trade Contractors	19.0%
Employment Services	18.6%
Residential Mental Health Facilities	18.1%
Other Professional & Technical Services	17.7%
Warehousing & Storage	17.2%
Scientific Research & Development Services	15.3%
Building Foundation/Exterior Contractors	14.9%
Building Finishing Contractors	14.8%
Building Equipment Contractors	14.6%
Restaurants & Other Eating Places	14.4%
Management & Technical Consulting Services	14.4%

Source: Center for Workforce Information and Analysis

One way to measure the skills gap is to compare the current educational attainment with the expected employment growth by education level. In, Bucks County over half of the occupations are projected to require on the job training (53.6%), while 16.8% will need a Bachelor's Degree and 18.2% will require post-secondary education or experience. Bucks County has enough educated citizens to meet demand.

2017 Est. Pop Age 25+ by Edu. Attainment	445,529	
Less than 9th grade	7,955	1.79%
Some High School, no diploma	20,374	4.57%
High School Graduate (or GED)	138,886	31.17%
Some College, no degree	79,741	17.90%
Associate Degree	33,607	7.54%
Bachelor's Degree	100,287	22.51%
Master's Degree	48,374	10.86%
Professional School Degree	9,032	2.03%
Doctorate Degree	7,273	1.63%

Source: Nielsen Answers, 2017

Employment Growth Rates by Educational Attainment Level for Bucks County WDA

Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
On-the-job training	132,110	139,030	5.2%
Long-term training	15,330	16,860	10.0%
PS education or experience	43,870	47,190	7.6%
Associate degree	4,320	4,670	8.1%
Bachelor's degree	40,630	43,600	7.3%
Advanced degree	7,290	8,070	10.7%

Source: Center for Workforce Information and Analysis, 2017

When looking at the skill set employers are projecting to require of the workforce several years from now there is a need for workers who can sell products and services and calculate costs of goods or services. They will need to know how to use spreadsheet software and databases.

Top 10 Detailed Work Activities

Detailed Work Activity	2024 Employment	Percent of Annual Openings	Annual Openings
Sell products or services	44,270	17.8%	1,521
Calculate costs of goods or services	40,430	16.0%	1,372
Order materials, supplies, or equipment	43,240	15.3%	1,313
Clean work areas	33,600	13.2%	1,128
Monitor inventories of products or materials	38,170	12.9%	1,106
Greet customers, patrons, or visitors	34,370	12.5%	1,073
Maintain records of sales or other business transactions	30,500	11.9%	1,021
Answer customer questions about goods or services	29,230	11.4%	975
Explain technical product or service information to customers	27,130	10.8%	922
Serve food or beverages	20,570	10.7%	916

Source: Center for Workforce Information and Analysis

Top 10 Tools & Technologies

Tools & Technologies	2024 Employment	Percent of Annual Openings	Annual Openings
Spreadsheet software	226,820	75.4%	6,454
Data base user interface and query software	208,880	70.6%	6,044
Personal computers	201,340	66.4%	5,683
Word processing software	200,740	64.0%	5,477
Office suite software	184,750	61.4%	5,260
Desktop computers	184,150	61.3%	5,252
Electronic mail software	154,910	48.8%	4,176
Notebook computers	149,330	46.6%	3,988
Internet browser software	144,330	45.4%	3,890
Presentation software	122,840	37.7%	3,232

Source: Center for Workforce Information and Analysis

When looking at current job postings employers are looking for candidates who can operate forklifts and freight, they also need candidates to have a driver's license.

Top 20 Help Wanted OnLine™ Skills

Skills	OnLine™ Job Postings
Forklifts	297
Freight+	224
Human resources software	172
Preventive maintenance	166
Quality Assurance	166
Quality control	163
Mathematics	161
Bilingual	146
Technical support	145
Tractor-trailers	145

Source: Center for Workforce Information and Analysis

Top 20 Help Wanted OnLine™ Certifications

Certifications	OnLine™ Job Postings
Driver's License	1,241
Commercial Driver's License	417
Certified Registered Nurse	342
Certification in Cardiopulmonary Resuscitation	246
HAZMAT	180
Occupational Safety & Health Administration Certification	179
Licensed Practical Nurse	169
Continuing Education	140
Real estate license	133
Food safety programs	130

Source: Center for Workforce Information and Analysis

Increasingly, jobs that are being created in the county are now including STEM content and customer interaction skills. Combined with the high percentage of skills that employers view as learned on the job, opportunities exists for creative combinations of targeted, short-term certifications (micro credentials) combined with work-based learning to fill skill gaps. Such solutions allow the employers to be partners in filling gaps, not just customers of education and training programs.

To ensure that we are providing adequate avenues for employer validation and feedback, we continue to survey employers who use PA CareerLink® services at a variety of service intervals incorporated in On-The-Job Training (OJT), hiring events, job fairs, and training. One-stop services provided in the PA CareerLink® Bucks County Centers have feedback mechanisms. PA CareerLink® partners, coordinated by the one-stop operator, meet on a regular basis to review employer feedback and ensure that suggestions and labor market insights are taken into consideration in revising service strategies as needed. As always, employers are encouraged to attend Bucks County Workforce Development Board meetings, and Board members are encouraged to identify local employers who can bring additional insights to the meetings.

As shown in the Southeast PA Regional WIOA Plan, employers have been engaged in multiple initiatives that are shared efforts of the workforce boards in the region, including Industry Partnerships such as the Innovation Technology Action Group (ITAG) to promote IT occupations, AgConnect to promote agricultural economic development, and the Manufacturing Alliance of Bucks and Montgomery Counties to grow the manufacturing sector and maintain relationships with key supply chain employers. Industry Partnerships (IPs), particularly under guidelines developed by the Commonwealth for Next Generation IPs, will continue as a primary means of engaging employers to develop partnerships for talent development within a career pathways framework.

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?

The review of employer demand and population skills quantity/quality reveals a number of challenges to be addressed by the BCWDB and its partners during implementation of this plan. Included are:

Aging Workforce

The median age of the Bucks County workforce is 43.9 compared to a regional median age of 38.4, and this gap is expected to increase during the next five years. 17% of the county's population is over the age of 65. This presents challenges for connecting older workers to job opportunities, for those remaining in the workforce, and for replacing these skills for workers leaving the workforce.

Educational Alignment

Bucks County has a college attainment rate that is higher than the region's and the state's. Yet many of the jobs projected in the county over the next five years require combinations of on-the-job training and credentials that are less than college degrees. The challenge will be to fill these gaps with micro-credentials and work-based learning.

Under-Employment

Data presented in the Bucks County Transition Plan showed the effect of the recent recession on both unemployment and poverty reveals a recovery in the unemployment level but a persistence of the increased number of people living in poverty. This is in part a result of residents taking jobs at lower wages or less than full time. The challenge is to continue to connect skills that exist with jobs

that require them, and for individuals whose skills are now obsolete, to utilize incumbent worker strategies to move them back to prior wage levels and beyond.

Cross-Sector Collaborations

On-line job posting point to numerous jobs in service industries, often at lower wages, where customer service skills can be developed. In addition, many lower-wage jobs increasing have an IT components embedded in the work. These jobs can be “gateway jobs” for higher-wage occupation when combined with education and training targeted to high-demand occupations. The challenge is to work outside of sector partnerships to form cross-sector strategies that meet the needs of all sectors.

STEM Needs

Increasingly, all jobs are requiring STEM components, often in the form of computer literacy: office suite software, database user interfaces, spreadsheet software, and others. The challenge is to embed computer literacy into all occupational training along with both language and math skills.

Out-Commuting

Bucks County has the highest level of net out-commuting in the Southeast Pennsylvania region. The challenge is to work with employers in the county to determine if skill gaps can be filled with county residents who currently commute longer distances for employment. Further analysis will also point to mismatches in skills that can be addressed through short-term training and education programs.

Barriers to Employment

Data presented above illustrate the large numbers of residents in the county who will require specialized services and multi-agency resources to ultimately prepare and connect them to family sustaining jobs in the region. The challenge is leverage the one-stop center partnerships to provide the pathways to these jobs.

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

Bucks County is fortunate to have a solid foundation of experienced service providers for both youth and adults in partnership with experienced staff from state agencies to provide career services to job seekers and expanded outreach and assistance to employers as called for by WIOA. Both short-term and long-term training is available for High Priority Occupations through strong relationships established by the Board with Bucks County Community College, through the three Career/Technical schools (Bucks County Technical High School, Middle Bucks Institute of Technology, Upper Bucks Area Vocational Technical High School), and through both classroom and on-line training accessible via contractors such as EDSI and ResCare. High Priority Occupations continue to be an integral part of all training strategies using labor market information provided by the state combined with the “reality check” provided by sector-based communications in Industry Partnerships, ongoing communication with chambers of commerce and economic development organizations, and one-on-one conversations between employers and business development team members. The Board also has a strong working relationship with Vita Education Services and the Bucks County Community

College as the providers of literacy and language services for adults, a relationship that will be strengthened under WIOA as the Board will review all adult education proposals and further align and integrate basic education with occupational training.

In reviewing both county and regional labor market information, the capacity for meeting key needs, and the priorities created by new state and federal policies and guidance, the Board has identified several key challenges where opportunities exist for expanding employment and training services under its transition plan to fully implement WIOA:

Filling Manufacturing Sector Skills Gaps

In partnership with neighboring workforce areas, the Board has identified that serious skills shortages exist in precision machining and other key occupations in manufacturing, at least through 2020. These shortages serve to stifle expansion efforts of existing employers and to make business attraction efforts more difficult for the Board's economic development partners. The Board has worked to address these shortages via coordination and expansion of Mechatronics/Industrial Maintenance programs in the Career/Technical schools and through collaboration on the Metalworks program at the Bucks County Community College. Even with expansion of training capacity for manufacturing occupations, an ongoing challenge is attracting both youth and adult talent to the available training slots, as public perception about today's advanced manufacturing environment still does not match reality. Promotion of high-quality manufacturing jobs and the career pathways that enable success in those jobs remain priorities for the Board and partners in the transition plan.

Building Stronger Youth Talent Pipelines

The Board is well-positioned to advance WIOA and state priorities in several ways, with all of them being grounded in the Board's work with employers in sector-based planning and Industry Partnerships regionally and career pathways developed locally with education partners. First, through the Business-Education Partnership grant from the PA Department of Labor and Industry, student and parent awareness has been raised related to career opportunities via programs such as Manufest, Future Fairs, and Educator in the Workplace. Second, career pathways connections have been strengthened between high school Career/Technical Education programs and the Bucks County Community College, particularly in key manufacturing occupations where severe skill gaps exist. And third, as WIOA shifts funding emphasis to out-of-school youth, Bucks County has built a model program in its "180" youth program that enlists employers as work-based learning partners for young adults who need to re-engage with education and training. With the new WIOA expanded age for youth now extended to age 24, a major opportunity exists to integrate work with partners such as Corrections to reduce rates of recidivism for young adults. The opportunity also exists for more innovation and creativity in blending youth and adult funds from WIOA, TANF, and other sources for the 18-24 year old segment.

Advancing and Replacing an Aging Workforce

The regional plan developed in 2015 by workforce development boards and their regional economic development partners identified an aging workforce as one of the five major challenges facing the region. Bucks County has a median age of 43.9, higher than the state average of 40.9 and much higher than the Philadelphia average of 34.6. This creates challenges that have implications for workforce development strategies in the plan. First, retiring workers add to job creation to make skill shortages even more acute, particularly in manufacturing. Second, many older workers will need to

retain employment at wage levels that can sustain families. Some of these workers took employment during the recession in jobs below wage and skill levels in previous jobs that we eliminated. The Board will work with employers to identify advancement opportunities and use funding for new incumbent worker programs in the county. Incumbent worker strategies will then be paired with backfilling strategies where young adults can enter entry-level jobs with the employer and advance in career ladders. Some older workers will also be able to take advantage of entrepreneurship training described below.

Creating a Culture of Entrepreneurship

A major trend in the national and regional economies is toward a rapidly increasing number of “employees” now becoming their own employers, sometimes by choice but other times by necessity. Many employers are building contract employment into their ongoing staffing strategies, thus requiring that workers must think in terms of self-employment and entrepreneurship. Training is needed to prepare the next generation of workers in areas such as legal status of a business, tax management, health insurance, and pension plans among others. The Board partnered with The Bamboo Project Inc. in 2014 to help trainees develop business plans that incorporate these topics and create an understanding of entrepreneurial thinking that will be a necessity for most workers in the future. WIOA requires a component of entrepreneurship in youth programs, and the Board embraces that requirement as an essential ingredient for both youth and adults. During the transition plan, the Board will work with all service providers to incorporate such component into all programs.

Blending and Braiding Limited Funding Sources for Maximum Impact

The gap between education and training needs identified by employers and the funding available to meet the needs continues to widen as jobs continue to require higher levels of academic preparation. Estimates continue to point to workforce in the next decade that will need 60% or more of applicants possessing post-secondary credentials in forms that directly relate to business needs. WIOA presents an opportunity for increased Board leadership in aligning resources toward the mutually-defined goals of a broad array of partners. A key part of the strategies must include increased investment by employers in work-based learning approaches (job exploration, work-and-learn structures, internships, co-op programs and others), engaging them as partners in training as part of an integrated career pathways structure with the education and training providers. This is a critical need as many workers and potential workers cannot participate in training and education without a source of income while doing so.

2. STRATEGIC PLANNING QUESTIONS: *Vision and Goals*

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

The Bucks County Workforce Development Board (BCWDB) created its Vision, Mission, Core Principles and Core Values as a foundation for long-term success in meeting the needs of employers, job seekers, and students in the county, working in partnership with other workforce areas in the broader Southeast Pennsylvania region. This foundation is maintained and serves the county well as programs and services are transitioned during implementation of the federal Workforce Innovation and Opportunity Act (WIOA). The BCWDB recognizes its role in guiding the development and

establishing accountability to the public for the workforce system as a whole, not just for the funding sources for which it is directly accountable.

Board Vision: A well-trained, high-performing, self-sufficient workforce committed to lifelong learning that meets the growing needs and expectations of employers to sustain an economically vibrant community in Bucks County.

Board Mission: To promote, drive and ensure an effective workforce in Bucks County aligned with economic development.

Core Principles of the Board: BDWDB is dedicated to creating a collaborative and integrated environment that:

- Addresses the workforce needs and expectations of Bucks County residents, workers and employers;
- Promotes lifelong learning and high-performance workplaces;
- Connects the business community to the emerging workforce and education community; and
- Encourages coordination, efficiency and effectiveness in service delivery and fiscal management among all education and workforce development programs and services.

Values for the Board: BCWDB is dedicated to:

- Building relationships with organizations and/or individuals to promote the Board's mission;
- Ongoing assessment of workforce needs in Bucks County;
- Integrating educational organizations in the workforce development system;
- Increasing the community's awareness of the Board's mission;
- Maintaining financial stability and sustainability; and
- Supporting an effective and efficient staff.

While the Board's bedrock principles and values remain solidly in place, WIOA provides an opportunity to reassess and strengthen programmatic approaches that maximize return-on investment. The Board remains cognizant that expenditures are investments of public funds that must be tied directly to employment outcomes. Thus, the Board has established local objectives, priorities and procedures to achieve employment results from the investments, including:

- Using accurate, up-to-date labor market information, informed by sector-based discussions with employers, to define entry requirements for jobs in demand;
- Utilizing High Priority Occupations (HPOs) to align training and education with employers' demands for talent;
- Employing a Career Pathways framework to connect education and workforce development programs aimed at identified demands;
- Maintaining local policies and protocols that ensure that training dollars are spent on High Priority Occupations; and
- Providing a quarterly review by the BCWDB's Systems Performance and Operations Committee on the return-on-investment of training in the HPOs.

The first priority for adult training investments remains the guaranteed job of an on-the-job training (OJT) contract with supplementary classroom training to support both the employer and the trainee. This strategy supports the WIOA priorities for increased work-based learning and for apprenticeship

like processes for “earn and learn.” A second priority, especially for adults with substantial education and skill gaps or those in need of transitioning from an obsolete occupation to a growing one, is Individual Training Accounts (ITAs). The issuance of ITAs will be based on current (up to 12-month forecast) regional labor market demands.

The Bucks County workforce area is well positioned to implement the new WIOA youth services requirement that emphasizes services to disenfranchised, out-of-school youth, as the BCWDB has already established the “180” youth initiative as a strategic priority for enlisting employers and the Bucks County Center for Young Professionals as a focus for recruiting and preparing young adults for jobs and career exploration opportunities provided by employers. Under the “180” youth initiative, the BCWDB partners with employers who are willing to provide a real work experience for a young adult that may have lacked direction in the past but is now ready to work. Then a young adult is matched with an employer that has a best fit for the participant’s interests and current abilities. The opportunity may take the form of on-the-job training, an internship, full or part-time employment, or a mentorship opportunity. Via a signed Employer Agreement, “180” youth employers choose the specific ways they wish to participate, which also includes options for job shadowing and career awareness talks. The Center for Young Professionals operates in the PA CareerLink® Bucks County office, targeting a group that has a history of high unemployment. The goal is to provide intensive coaching, training, and job placement of out-of-school youth into entry-level high-growth, high demand occupations. Partnerships with the Intermediate Unit, Juvenile Probation, and Children & Youth Services broaden the targeted outreach efforts.

Services for in-school youth also remains a strategic priority, with WIOA and TANF funds being utilized to support assistance to high-risk youth in partnership with K-12 schools. Special emphasis is placed on promoting access to career and technical education (CTE) pathways at both the secondary and post-secondary levels. Bucks County is home to three award-winning Technical High Schools, serving the 13 school districts. The Board’s Youth Council has adopted Manufacturing as a primary initiative and works closely with the CTE partners to provide manufacturing career fairs that target students and their parents, as parents often have misperceptions about job opportunities in today’s advanced manufacturing environment. The model for expanding awareness and access to Manufacturing is now being replicated for the Healthcare sector. The Youth Council also expands its influence beyond services to target populations by providing ongoing career planning and labor market information to the K-12 school districts, with messaging on Career Pathways combining current labor market data from the Pennsylvania Department of Labor and Industry’s CWIA unit, insights from sector-based work with employers region-wide, and toolkits and lesson plans for teachers on presentation of the information available to schools on the Bucks County Intermediate Unit’s website.

In support of WIOA performance measures that will now be applied across all core partners in the workforce development system, primary goals for PY 2017 for the BCWDB include:

- Identifying and filling skill gaps that are identified through sector-based employer engagement initiatives with neighboring workforce areas as part of the regional plan;
- Using a career pathways framework to coordinate all training and job-related assistance programs in the county, including Bridges Out of Poverty initiatives, in order to create a county-wide system of educational “on-ramps and off-ramps” available for all age groups and job circumstance;
- Strengthening partnerships with other workforce development boards in the broader Philadelphia region to create more efficiencies and higher levels of customer service through

coordinated policies and procedures in areas such as OJT and ITA protocols and incumbent worker guidelines;

- Identifying and providing services for Unemployment Compensation (UC) claimants in early stages via the Profile Reemployment Program (PREP) in order to shorten the length of unemployment and reduce the number of claimants who exhaust benefits;
- Creating new micro-credentials that address specific employer skill gaps, and also stack toward higher-level certifications;
- Engaging employers as partners in training through new work-based learning and apprenticeship structures; and
- Working with the K-12 school systems and higher education partners on integrated career and academic planning process for students to decrease the percentage of K-12 students who enter college needing remediation.

The analysis of barriers to employment in the county that prevent residents from accessing jobs increases the need and the opportunity to form stronger partnerships with organizations that work directly with many of the populations cited. As WIOA requires a new Priority of Service protocol, implementation of this plan will result in ongoing relationship building with these organizations.

The Bucks County Workforce Development Board will continue relationships with providers such as BARC, Wood Service(s), Office of Vocational Rehabilitation, Bucks County DHS, Prison, VTIA Educations Services, and others to address services to individuals with barriers to employment. The Bucks County Workforce Development Board and the PA CareerLink®, Bucks County, has long standing relationships with area providers who serve populations with barriers. We will continue to maintain established contacts through our Targeted Populations Sub Committee. This subcommittee meets on a quarterly basis to ensure that the WDB continues to engage and serve individuals with the highest need. All Partners listed participate in PA CareerLink® Partners meetings, held on a monthly basis to address operational needs to these populations as well.

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 BCWDB continually strives to engage a wide range of partners working toward common goals and in clarifying individual roles for the highest levels of collective impact. Intra-county and inter-county partnerships are essential for meeting all of the BCWDB's goals for a highly-skilled and employed workforce. Key partners include:

- Career and Technical Education: The three Career Tech high schools are highly engaged with the BCWDB and its Youth Council and meet quarterly with the Executive Director to coordinate responsiveness to identified employer demands.
- Intermediate Unit: The local Intermediate Unit works in partnership with the BCWDB to provide a hub for information dissemination to all educational partners and also serves on the Board.
- Adult Education Providers: The BCWDB maintains an ongoing collaborative relationship with WIOA Title II providers as key partners in the one-stop delivery system and will strengthen that relationship under new WIOA guidelines for review of Title II plans of service.
- Vocational Rehabilitation Programs: The Office of Vocational Rehabilitation (OVR) is a core partner and provides specialized programs for job seekers, students and employers for OVR-

eligible individuals. In addition, OVR assists other partners in identification of persons with disabilities so that the full range of partners' programs and resources can be utilized to address barriers to employment for all applicants.

- Higher Education: The Bucks County Community College, also a member of the Board, and the Delaware Valley College coordinate with the BCWDB, with the CTE programs, and with the affiliated universities of LaSalle and Holy Family College as part of a consortium dedicated to 21st Century Skills and advancement of Career Pathways.
- Chambers of Commerce: The BCWDB maintains active membership on all four local Chambers, with two of the Chambers having seats on the Youth Council; quarterly meetings also occur between Chamber representatives and the BCWDB Executive Director; BCWDB staff participate in numerous Chamber functions including Young Professionals, Bucks Business Connect, Business Card Exchange, and Women in Business.
- Community Based Organizations: The BCWDB and the PA CareerLink® Bucks County are represented on four multi-organization networking groups to coordinate workforce development and human service programs.
- Pennsylvania Workforce Development Association: BCWDB staff members actively participate in bi-monthly meetings of the statewide association of workforce development boards; the group serves as a learning network and policy advisory body in working with Commonwealth officials in multiple departments.
- Industry Sector Planning Groups: BCWDB staff members meet regularly with multiple sector based groups to share information and obtain input for new program development, including: Manufacturing Alliance of Bucks and Montgomery County; AgConnect; Smart Energy Initiative; Southeastern PA Healthcare Alliance; Innovative Technology Action Group (ITag); and Bucks County Long Term Care Consortium
- BCWDB staff members participate in other groups including: Local Management Committee; Bucks County Transportation Management Association; Delaware Valley Regional Planning Committee Public Participation Task Force; CTE General Advisory Committees; Bucks County Commissioners Economic Advisory Board; Family Service Association Continuum of Care; Citizens Advisory Committee; Direct Services Team; United Way; Human Trafficking Committee; and Direct Services Coalition.

The BCWDB has been developing policies for WIOA implementation to provide strategic direction for the local system. Included are: Adult Priority of Service Policy; OJT Policy; action to solicit in-school program providers to increase opportunities for schools to participate; and a decision to extend the current contract for the out-of-school youth provider in order to provide a stable platform for expanded young adult services during the important transition year.

A key component of alignment of service partners under the PA CareerLink® banner is coordinated outreach to the community related to service access. The Board currently utilizes social media via active Facebook, LinkedIn, and Twitter accounts for both the Board and the PA CareerLink® Bucks County. The PA CareerLink® Bucks County Center for Young Professionals maintains a YouTube channel. The Board plans to increase remote access to PA CareerLink® services via social media, including videotaping workshop offerings and publicly posting some of our job seeker workshops. The PA CareerLink® Bucks County maintains two ADA compliant locations; remote partners, including OJT and ITA sites, are reviewed for ADA compliance prior to the start of any partnership.

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?

Governor Wolf's WIOA Combined State Plan lays out a vision and framework for local and regional opportunities for advancement of the workforce development system. The foundation for advancement will be *Alignment, Innovation, Employer Engagement, Accountability Structures, and Improved Data*. The Bucks County Workforce Development Board supports the governor's vision through continued adherence to six foundational objectives contained in its strategic plan:

1. Purpose & Mission: Establish outcomes-base evaluation measures/metrics for all major organizational activities to demonstrate the impact of the BCWDB on workforce and economic development (supports governor's vision for Accountability Structures & Improved Data).
2. Governance/Foundation: Ensure the BCWDB acts as responsible and effective stewards of the public's workforce development resources (supports governor's vision for Accountability).
3. Operations/Foundation: Develop the Board's staff capacity for operational excellence (supports the governor's vision for Innovation and Alignment through professional development of staff to implement best practices via work with local partners).
4. Core Agenda: Strengthen relationships with legislative, economic development agencies and educational institutions to advance a shared agenda for workforce (supports governor's vision for Alignment through relationship development).
5. Outreach/Promotion: Establish the BCWDB as the premier agency for workforce development among employers, workers, and educational institutions throughout Bucks County (supports governor's vision for Employer Engagement as part of overall outreach initiatives).
6. Human & Capital Investment: Enhance workforce development initiatives for high-level professionals, small business owners, entrepreneurs, students, and the emerging workforce (supports governor's vision for Employer Engagement with focus on small business, and Innovation in support of entrepreneurs to create businesses and jobs).

The objectives above, coupled with the organization's key indicators of financial strength, are reviewed monthly by BCWDB staff and quarterly by the Board.

The governor's plan establishes five broad goals for the commonwealth's workforce development system with key strategies for advancing each one. The chart below shows goals of the BCWDB that align with each goal area of the governor's plan, along with goals in the draft WIOA Regional Plan that will be supported by Bucks County goals.

Governor's Goals	BCWDB's Goals
<p>1. Establish Career Pathways</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • Adopt WIOA definition of Career Pathways • Require adoption of Career Pathways model at local level with multiple entry points • Create a comprehensive framework that includes multiple programs & funding sources • Encourage cross-program funding and dual enrollments to meet customers' needs • Mainstream job seekers with barriers to employment combined with necessary support services • Support the creation of apprenticeships in non-traditional occupations and for nontraditional populations, adding apprenticeships to JobGateway® and CWDS • Continue to refine the High Priority Occupation (HPO) process to ensure that career pathways are aligned to demand • Maintain a robust Eligible Training Provider List (ETPL) to include performance data for informed customer choices • Create expanded lists of industry recognized credentials incorporated into Career Pathways • Require On-the-Job Training (OJT) and incumbent worker training to be tied to Career Pathways • Enhance on-line and in-person career guidance tools of multiple agencies and funding sources by utilization of the Career Pathways framework 	<ul style="list-style-type: none"> ➤ Promote the Career Pathways model in all adult and youth programs ➤ Utilize High Priority Occupations (HPO) list to better align training and education to demand ➤ Being the “go-to” source of information on employer's jobs and skills demands for pathway design by education and training providers ➤ Promoting multiple access points for Career Pathways to public to advance a culture of learning in the county ➤ Integrate the Bridges Out of Poverty program into Career Pathways to ensure wider access to higher skills ➤ Implement the Board's new OJT policies for HPOs tied to Career Pathways <p>Provide support for WIOA Regional Plan goals of:</p> <ul style="list-style-type: none"> • Promote Career Pathways as language of the system & connection for education & training to employers • Share resources for public awareness of services and pathways to high-quality jobs • Create regional framework of micro credentials that attach to specific Career Pathways

Governor's Goals	BCWDB's Goals
<p>2. Invest in Talent and Skills for Targeted Industries in Strategic Partnership with Employers and Educational Institutions</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • Establish minimum requirements for local area spending on training • Develop additional grant sources to promote program innovation • Support sector strategies and the expansion of the Industry Partnership program • Expand access for adult workers via incumbent worker training programs, encouraging advancement along Pathways • Expand access to on-line education and training that result in credentials attainment • Expand the development of micro credentials that align with employers' needs, supported by USDOL WIF grant • Promote the development of new apprenticeships programs via state grants • Expand partnerships with public libraries • Establish Priority of Service protocols for populations with barriers to employment • Increase work-based learning ("Employment First") approaches in serving persons with disabilities, combined with training and supportive services as needed <ul style="list-style-type: none"> • Implement integrated education, training, and work-based learning models for youth and adults lacking a high school diploma and/or are basic skills deficient 	<ul style="list-style-type: none"> ➤ Participate fully in regional Industry Partnerships and promote with local employers ➤ Prioritize efforts of Business Services Team (BST) to companies participating in partnerships and providing high-quality jobs ➤ Increase availability of incumbent worker training to advance skills and wages of workers who took jobs at "underemployment" level during recent recession ➤ Work with county human services partners to increase access points for target populations including ex-offenders ➤ Implement the Board's new Priority of Services policy to focus resources on individualized career services for individuals with barriers to employment ➤ Continue accountability reviews to maximize return on investment <p>Provide support for WIOA Regional Plan goals of:</p> <ul style="list-style-type: none"> • Increasing investments via acquisition of additional public & private funding

Governor's Goals	BCWDB's Goals
<p>3. Increase Work-Based Learning Opportunities for Youth</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • Identify model for effectively serving out-of-school youth under new WIOA priority • Support the development of transition jobs for youth • Via establishment of a Youth Committee of the State Workforce Development Board, advise governor on youth policies and provide technical assistance to local areas • Work with local areas to provide new onramps and access points for youth • Work with USDOL on data systems to support youth services • Leverage existing tools for literacy advancement for out-of-school youth • Use set-aside funds to identify and replicate model programs for high-risk youth, incorporating demand-driven strategies • Encourage program co-enrollment for youth, under expanded WIOA youth definition, to maximize resources for this high-risk group • Increase summer employment opportunities for youth in partnership with local efforts • Expand CTE opportunities in partnership with Perkins funding within a Career Pathways framework • Continue to support a wide range of initiatives for youth with disabilities, focused on critical transition points • Promote apprenticeships and pre-apprenticeship opportunities for youth <ul style="list-style-type: none"> • Support local collaborations with YouthBuild, Job Corps, and AmeriCorps 	<ul style="list-style-type: none"> ➤ Create better career awareness alignment with academic preparation in K-12 schools, reducing the need for remediation in for K-12 graduates entering postsecondary education and training ➤ Integrate foundational ("soft") skills into academic and occupational training ➤ Grow the number of employers joining as members of the "180" youth program to expand work-based learning options for high-risk youth ➤ Expand access to CTE programs for all youth in county ➤ Expand partnerships with community organizations and schools as referral sources for high-risk youth <p>Provide support for WIOA Regional Plan goals of:</p> <ul style="list-style-type: none"> • Develop career awareness messages that can be used by all workforce areas, with emphasis on array of pathways for young adults • Leverage existing resources of service strategies & curricula

Governor's Goals	BCWDB's Goals
<p>4. Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay</p> <p>Key Strategies:</p> <ul style="list-style-type: none"> • Require local workforce development boards to prioritize business services funding for employers offering high quality jobs • Seek sustainable funding for sector-driven strategies such as IP and apprenticeship • Implement capacity building, peer learning, and evaluation structures to support IP, and consider creation of formal certification program for IPs • Require local workforce development boards to provide funding to successful multi-employer intermediaries in local areas • Set new standards for providing products and services to employers through enhanced agency coordination • Encourage employer participation in Business-Education partnerships • Encourage employer sponsorship of work based learning • Utilize employers to validate credentials • Standardize OJT contracts for greater consistency • Provide OVR assistance for employers and other agencies • Work with PA Chamber of Business and Industry on employer survey to provide new insights to system <ul style="list-style-type: none"> • Solicit feedback from business leaders via regular meetings with governor and agency executives 	<ul style="list-style-type: none"> ➤ Work with employers to validate credentials and to create new micro credentials to meet critical sector-based needs ➤ Create new sector-based employer initiatives in partnership with other workforce areas in the SE PA region ➤ Work with regional workforce areas to streamline and coordinate policies for OJTs and ITAs to make them more user-friendly on a regional basis ➤ Maintain quarterly meetings with chambers of commerce and key industry groups in the county as “reality check” on labor market data and training strategies ➤ Prioritize business services for employers offering high quality jobs in high growth occupations <p>Provide support for WIOA Regional Plan goals of:</p> <ul style="list-style-type: none"> • Coordinate service approaches for key employer programs (OJT, incumbent worker training) to increase awareness & make them more user-friendly • Share resources for employer awareness of services

Governor's Goals	BCWDB's Goals
5. Work with the State Workforce Development Board to create a dashboard to measure achievement of plan's goals	<ul style="list-style-type: none"> ➤ Maintain a local data system that is data driven and outcome based ➤ Regularly review local economic data to adjust program and training priorities ➤ Review outcomes via Return on Investment Report, PA CareerLink® Monthly Goals, and Objectives Scorecard <p>Provide support for WIOA Regional Plan goals of:</p> <ul style="list-style-type: none"> • Create framework for region-wide sharing of information among PA CareerLink® managers & staff

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?*

The table of WIOA negotiated performance goals is presented as Appendix A.

The Bucks County Workforce Development Board is data-driven in assessing its own work as a board and in assessing the collective community impact of its network of workforce development partners in the county. Its goals and strategies, while broader in scope than WIOA negotiate performance goals, are completely aligned with the WIOA performance goals of the Commonwealth. Primary program performance drivers for the Board include: placement of job seekers in high quality jobs, placement wages at a family sustaining level, credentials that have currency with regional employers plus "stack-ability" toward higher credentials, retention in jobs with pathways to advancement, and effectiveness in meeting employers' needs and retaining them as customers of the local workforce development system.

The Board performs a detailed review of metrics from the PA CareerLink® Bucks County on a regular basis as a means of using leading indicators to allow program adjustments to be made in a timely manner to ensure adherence to federal performance accountability measures. Key metrics monitored by BCWDB staff and board members include:

Workforce Service

- New visitors to PA CareerLink® Bucks Center
- Returning visitors to Center
- Displaced workers through WARN notices
- Customer satisfaction feedback from job seekers and employers

Financial Indicators

- Cost per participant for WIOA-funded participants
- Cost per placement for WIOA-funded participants

Other Indicators (beyond required WIOA and TANF measures)

- Decreased dependence on public assistance
- Contracts with employers (OJT, customized training, other)
- Percentage of new employer customers who are Premier (high wages/high demand/high growth)

Standards for required WIOA measures are negotiated with the state. WIOA also introduces a set of shared performance measures that will be employed by all core partners in the one-stop delivery network. The BCWDB will work with all core partners to define local standards as it develops the local Memorandum of Understanding (MOU) with the partners under the new MOU guidelines of the Commonwealth.

In addition to regular review of the PA CareerLink® outcomes and leading indicators for the county, the Board maintains its own strategic plan and tracks progress via Strategic Plan Outcomes and a Return on Investment Report. Examples are shown below:

Strategic Plan

Objective	Measure	Importance of Results to Mission	Score		Trend – PY 2014
Purpose & Mission					
1. Establish outcomes-based evaluation measures/metrics for all major organizational activities to demonstrate the impact of the BC-WIB on workforce & economic development. (Finance Committee)	1.1 Demonstrate the short and long-term impact of all major BC-WIB initiatives.	4	1.0	Excellent	Up
	1.2 Document best practices for continuous improvement opportunities.	2	1.0	Excellent	Up
	1.3 Engage regional WIBs to create competitive metrics of performance.	3	1.0	Excellent	Up
Governance/Foundation					
2. Ensure the WIB's Board acts as responsible and effective stewards of the public's workforce development resources. (Governance Committee)	2.1 Clarify the roles and responsibilities of the Board and staff.	3	1.0	Excellent	Up
	2.2 Ensure the Board reflects the will, diversity, and needs of the WIB and its stakeholders.	3	1.0	Excellent	Up
	2.3 Cultivate the next generation of Board leadership.	5	.33	Needs Improvement	Up
Operations/Foundation					
3. Develop the WIB Staff's capacity for operational excellence. (Governance Committee)	3.1 Enhance staff expertise in all areas of operations and programming.	3	1.0	Excellent	Up
	3.2 Improve the Staff's ability to identify and respond to the County's and Region's changing workforce needs.	3	1.0	Excellent	Up
	3.3 Increase Staff retention and performance.	3	1.0	Excellent	Up
	3.4 Continually develop core competencies	3	1.0	Excellent	Up

Objective	Measure	Importance of Results to Mission	Score		Trend – PY 2014
Core Agenda					
4. Strengthen relationships with legislative, economic development agencies and educational institutions to advance a shared agenda for workforce development throughout Bucks County. (Planning Committee)	4.1 Develop a shared agenda and stronger working partnerships with economic development agencies and educational institutions.	4	1.0	Excellent	Up
	4.2 Increased elected official awareness of workforce development issues.	3	.50	Good	Up
	4.3 Develop a Career Pathways model to improve training opportunities for Employers and graduates of the County's higher education system.	2	.33	Needs Improvement	Up
Outreach/Marketing					
5. Establish the BC-WIB as the premier agency for workforce development among employers, workers, and educational institutions throughout Bucks County. (Business Development & Marketing)	5.1 Increase brand awareness.	4	.80	Very Good	Up
	5.2 Expand outreach to target audiences through clear messaging strategies.	5	1.0	Excellent	Up
Human & Capital Investment					
6. Enhance workforce development initiatives for high level professionals, small business owners, entrepreneurs, students, and the emerging workforce. (Systems Performance & Operations)	6.1 Increase WIB focus on small business.	4	1.0	Excellent	Up
	6.2 Develop new initiatives for small business owners and entrepreneurs.	4	1.0	Excellent	Up
	6.3 Develop new initiative for high level professionals.	2	1.0	Excellent	Up

Financial Perspective

Key Performance Indicators, for PY14 as of 06/30/2015

	Category	Benchmark	Budget Data	Score		Trend-PY2014
1. Program Efficiency	1.1 Cost per participant	\$ 8,000	\$5,059	.95	Excellent	Up
	1.2 Cost per placement	\$10,000	\$8,551	.95	Excellent	Up
2. Funds Management	2.1 Administrative costs	<=10%	5.38%	.99	Excellent	Down
	2.2 Program costs	>=90%	94.62%	.99	Excellent	Up
	2.3 Budget to Actual	75%	75%	.95	Excellent	Up
3. Fund Raising	3.1 Generation of non-formula revenue		\$120,700	.70	Good	Up

BCWDB Overall Performance

	Score	Weight	Weighted Score
Purpose & Mission	1.0	10.0%	.100
Governance/Foundation	.77	10.0%	.077
Operations/Foundation	1.0	10.0%	.100
Core Agenda	.61	10.0%	.061
Outreach/Promotion	.90	10.0%	.090
Vision/Human Capital Investment	1.0	10.0%	.100
Financial Perspective	.922	40.0%	.368
Weighted Avg. Score			.897

- 0 = Unsatisfactory/0-10th percentile of the Benchmark
1 = Poor/11th – 30th percentile of the Benchmark
2 = Needs Improvement/31st – 50th percentile of the Benchmark
3 = Good/51st – 70th percentile of the Benchmark
4 = Very Good/71st – 90th percentile of the Benchmark
5 = Excellent/91st -100th percentile of the Benchmark

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.*

The Workforce Innovation and Opportunity Act (WIOA) was passed by the U.S. Congress in 2014 establishing Workforce Development Boards across the United States and in each of the fifty States and its territories. WDBs are local entities that operate in regional networks to implement the provisions of the WIOA and to improve workforce and economic conditions. They are charged with policy making and oversight of workforce investment and development activities in defined areas known as Local Workforce Development Areas (LWDA). The concept and practice is to ensure that the investments are used locally to foster the growth of business and industry in their area, utilizing the indigenous workforce to fulfill their employment needs. In the Commonwealth of Pennsylvania, there are sixty-seven counties (67) and twenty two (22) established Workforce Development Boards. Locally, the Bucks County Board of Commissioners appoints the Bucks County Workforce Development Board members, selecting these dedicated volunteers who commit their time and talents to strengthening our local workforce.

Board Membership

The BCWDB is comprised of a minimum of 51% private sector (employer/business) members, representatives of local educational entities, labor organizations, community-based organizations,

and economic development agencies and PA CareerLink® Bucks County Partners and investors. The Bucks County Workforce Development Board, Inc. is charged with:

Leadership: Identifying and responding to issues that affect the workforce investment and development system in Bucks County and creating policy around those issues that affect Adults, Dislocated Workers, and Youth constituencies in Bucks County.

Strategic Planning: Developing the local strategic workforce development plan.

Local Labor Market Analysis: Identifying the growth-industries in the local and regional area; Addressing the needs of the emerging workforce through Youth Development activities; Increasing the local economy by creating a highly-skilled incumbent workforce; Identifying eligible providers of Intensive and Training Services to under-employed local residents.

One-Stop Delivery System: Chartering and providing continual oversight of the PA CareerLink® Bucks Co.

Board Committee Structure

The Board maintains an Executive Committee that is empowered to act on all Board matters between regular meetings of the Board, pending subsequent ratification by the Board, and standing committees that are chaired by Board member but include participation by non-board members who have particular interest or expertise related to the committee's function. Current committees are:

Finance Committee, responsible for the fiduciary oversight of public grants/funding streams under the Board's supervision.

Key Functions: Oversees work of Board staff as fiscal agent (appointed by local elected officials) for funds allocated to Bucks County by the Commonwealth of Pennsylvania. Reviews and approves annual operating budget for approval by full Board. Ensures that funds are spent in accordance with policies of each funding source. Reviews and approves financial information including in proposals developed by Board staff.

Planning Committee, responsible for the regional and strategic planning of workforce initiatives including targets populations.

Key Functions: Oversees preparation of local strategic and operational plan for WIOA. Analyzes labor market information and suggests strategies to the full Board in light of information. Coordinates with economic development and education partners to identify ways to leverage funding sources. Identifies High Priority Occupations appropriate for local investment. Reviews requests from partner organizations for Board support and endorsement.

Systems Performance & Operations Committee, responsible for the implementation and coordination of local workforce investments and for system development.

Key Functions: Provides oversight and direction to the PA CareerLink® Operator. Develops standards and criteria for the Bucks County workforce development system. Designs customer satisfaction and

continuous improvement structures for services. Makes recommendations to full Board for service contracts to be approved.

Youth Council, responsible for planning and oversight of programs that respond to the needs of the emerging workforce of young adults in Bucks County.

Key Functions: Identifies gaps in services for young adults in Bucks County. Collaborates with youth organizations and schools to develop strategies to fill gaps. Creates systems to disseminate information on careers, job opportunities, and education/training providers. Develops strategies for integrating academic learning, work-based learning, foundational skills, and leadership skills for in-school and out-of-school programs. Reviews proposals for youth programs and makes recommendations to full Board for selection of youth services providers.

Business Development & Employer Engagement Committee, developing strategies to engage new employees and broaden opportunities for employers to become partners in planning and in development of the Bucks County workforce.

Key Functions: Develops options for ways that local employers can commit as partners in youth development. Oversees development of communication and recruitment strategies for employer engagement. Identifies employer groups in the county and develops connections for providing information to members.

Career Pathways Committee, responsible for crafting multiple entry pathways for the varied workforce in Bucks County, from recent high school graduates to returning veterans.

Key Functions: Reviews information from labor market analysis and sector-based employer input to define critical pathways to high priority jobs in the county. Collaborates with education and training providers in the county to determine priority Career Pathways for addressing skill gaps. Works with education partners to development student recruitment messages and approaches, with particular emphasis on CTE programs and access for non-traditional population segments.

Services to Target Populations Committee, responsible for identifying specific populations in Bucks County that may be better served by the public workforce system.

Key Functions: Surveying current service options and opportunities for populations including: young adults aging out of the Intermediate Unit support services; individuals with disabilities; older workers; and individuals who are incarcerated or ex-offenders. Multiple community partners with specific expertise participate on the committee and share resources and information.

Fiscal Agent and Financial Management

The Bucks County Workforce Development Board, Inc. is the fiscal agent (selected by the local elected officials) for Workforce Innovation and Opportunity Act (WIOA) and serves as the administrative entity for WIOA and Department of Human Services funded activities in Bucks County. The Board's staff will be responsible for the monitoring and oversight of activities/programs, with regular reporting of results to the Board to fulfill its responsibilities under the law.

Oversight of the Workforce Development System

The staff of the Board provides ongoing oversight of the local workforce development system via adherence to the Board's Local Area Monitoring Guidelines that outline the minimum responsibilities for monitoring, oversight and evaluation necessary to ensure compliance with the WIOA of 2014, federal regulations and state policies. This plan lists those responsibilities and how they will be carried out by the BCWDB.

The four minimum requirements for monitoring / oversight at the local level are:

- Reviews of single audits;
- Reviews of quality of service to enhance program accountability;
- On-site visits to review records and documents, and to observe operations; and
- Reviews of service providers' financial and progress reports.

These requirements will be carried out as follows:

Single Audits will be requested to be submitted prior to the execution of any contract award of \$750,000 or more. The Single Audit will be reviewed by the Fiscal Department within 30 days of contract award for new contractors. Audited Financial Statements will be requested annually from contractors with active contracts. Any findings will be noted and discussed with the contractor and be brought to the attention of the Finance Committee at the next Finance Committee meeting.

Reviews of quality of service will be conducted by the Contracts Staff during the on-site visits or desk reviews. Customer service surveys (including workshop surveys) will be reviewed. Participants will be interviewed during on-site visits whenever possible to get feedback from the customer.

Monitoring may be performed as On-site visits or Desk Reviews. Monitoring will be scheduled and conducted by the Contracts Staff for contractors, training providers (with active ITAs) and employers (with OJT contracts). Each Training Provider who has signed a Master Contract and has at least one participant enrolled will be monitored at least once during the Program Year. The BCWDB does not intend to vary the frequency of monitoring based on the number of participants enrolled with a particular Training Provider. Each Employer who has signed an On the Job Training Agreement (OJT) will be monitored at least once during the Program Year. OJT Participants may be interviewed during the on-site visit; however, it is not expected that each participant will be interviewed. The BCWDB does not intend to vary the frequency of monitoring based on the number of participants working with a particular Employer. Participant file reviews will be conducted throughout the program year to ensure participant eligibility in the Youth and Adult programs.

Review of Service Provider's Financial and Progress Reports may be required by BCWDB Staff prior to Fiscal review as follows:

- Invoices submitted for ITAs and OJTs will be reviewed and initialed by the Contract Specialist. Contracts Specialist will follow-up with training providers and employers to ensure progress reports and invoices for ITAs and OJTs are submitted timely.
- Youth Service Provider invoices will be reviewed by the Youth Operations Manager, or designee.
- EARN Service Provider Invoices will be reviewed by the EARN Coordinator, or designee.

The Fiscal Department will be responsible for the final review of all invoices and progress reports as they are submitted.

Sub-recipient Monitoring

The BCWDB intends to monitor all sub-recipients for compliance each program year. If the number of sub-recipients (including ITA Providers and OJT employers) increases to a level where it is no longer feasible to continue site visits with all providers, the BCWDB will use the Risk Assessment process outlined in this plan. The monitoring process will include, but is not limited to, the following elements:

- Fiscal and procurement;
- Administrative and Programmatic accountability;
- Compliance with contract provisions;
- Compliance with EEO requirements; and
- Compliance with ADA requirements.

As the local Board and Fiscal Agent staff are organized as a single entity for all administrative functions and procures the provision of services from other agencies, the LWDB does not need to monitor the Fiscal Agent or BCWDB staff.

Sub-recipients to be Monitored Include:

- Youth Service Providers
- Adult and Dislocated Worker Service Providers
- ITA Training Providers
- Employers with OJTs
- PA CareerLink® Bucks County
- Any other grant sub-recipient not covered above, at the BCWDB's discretion

Monitoring Tools

The BCWDB has developed written monitoring tools that include supporting documentation. Specific tools have been developed for each type of program. All monitoring tools include information such as, but not limited to:

- the Name of the provider;
- the Services or activities provided;
- the Total amount of the contract and sources of funding (WIOA adult, dislocated worker, youth, TANF, NEG, etc.);
- the Date(s) of the monitoring activity;
- the Staff / Participants interviewed; and
- a summary of the findings that include program strengths, concerns, deficiencies and areas where technical assistance may be needed.

Tools also provide the monitor the opportunity to interview a participant and receive feedback regarding the quality of service of the program.

Risk Assessment

WIIN No. 3-00, Change 2 recommends a risk assessment approach to narrow and concentrate the scope of review. At this time, the BCWDB does not feel the use of a Risk Assessment Analysis tool is necessary. As the number of sub-recipients increases to a level where it is no longer feasible to monitor each provider annually, the BCWDB will consider a risk assessment of all contractors and training providers using the Risk Assessment Analysis tool.

Monitoring will then be scheduled in accordance with the results of the assessment: contractors or providers classified as High Risk will be monitored at least annually; contractors or providers classified as Low Risk will be monitored at least once every two years.

Monitoring Reports

Results of monitoring will be forwarded to each entity monitored within 30 days of the review. A summary of all reports will be made available to the WDB Board (through the Systems Performance / Operations Committee) and/or Youth Council to assist with strategic planning efforts. These reports will enable the WDB and Youth Council as appropriate to assess program / activity provider's compliance, plan future technical assistance activities and adjust local policies to reflect emerging economic opportunities in Bucks County.

Any findings or concerns will be included in the monitoring report. The BCWDB will request the monitored entity to submit a continuous improvement plan (CIP) within 30 of the issuance of the report. Follow-up activities must be documented and action taken within 90 days of the (CIP). Monitoring reports, CIPs and follow-up activity will be made available for State and/or Federal review.

Equal Employment Opportunity (EEO): Information on the designated EEO contact person for the local area is shown in Section 4.4.

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?*

A full listing of programs of local partners is shown as Attachment B to this plan.

The BCWDB has adopted an Integrated Services Customer Flow Model (shown in Section 4.11) as the framework for connecting programs, services, and funding sources to meet job seeker customers' needs as they access the PA CareerLink® Bucks County system. Under the direction of the one-stop operator, job seekers receive personalized assistance from the integrated services providers in finding the right set of services leading to employment in the region. Assistance includes:

- Determine skill sets through assessment and interviews
- Planning customized career pathways
- Building a resume and polishing interviewing skills
- Obtaining information about job fairs and recruitments in Bucks County
- Connecting with training programs to gain new job skills
- Learning about financial aid options for education and training
- Learning about job opportunities in the immediate area

- Referrals to job openings leading to job placement
- Follow-up services for employment retention and advancement.

Within the integrated framework, services are provided for each funding source by:

Title I Adult and Dislocated Worker Services are currently provided by EDSI.

Title I Youth/Young Adult Services are currently provided by ResCare, Bucks County Community College, and Eckerd Workforce Services.

Title II Adult and Literacy Services are currently provided by Vita Education Services.

Title IV Vocational Rehabilitation Services are provided by Office of Vocational Rehabilitation staff in the local area to eligible individuals. OVR staff also assists other core partners in creating an integrated services strategy for persons with disabilities.

Wagner-Peyser Program Services are currently provided by the PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO).

Vocational Rehabilitation Services are currently provided by the PA Department of Labor and Industry, Office of Vocational Rehabilitation (OVR).

Department of Community and Economic Development, Community Service Block Programs are provided through the Bucks County Opportunity Council.

Connections to programs funded by the **Carl D. Perkins Career and Technical Education Act** occur via the Board's ongoing relationship with the Bucks County Community College, the Upper Bucks Technical High School, the Middle Bucks Institute of Technology, and the Upper Bucks County Technical School.

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

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

The Bucks County Workforce will continue a close relationship with our core partners to ensure that they implement and maintain a robust partner and referral network that ensures eligible participants have access to services offered through the PA CareerLink® Bucks County. By increasing our co-located partners in the designated one-stop center(s), it will create increased access organically. The Workforce Development Board also supports increased community access points for services, through the possibilities of increased satellite sites, or accessing technology to create virtual one-stop access points, accessed by website visit.

The Board will address access issues in a multi-faceted manner, developing new physical access points with partner organizations along with new uses of technology to connect system customers to services from computers and phones. However, access to transportation remains a major barrier to

services, training and employment for customers in Bucks County. Therefore, the Board will collaborate with its partners within the region to expand upon access to services, particularly for job seekers with additional barriers to employment. The expansion of access to employment, training, education and support service is a priority that will also be addressed in the Regional Plan. The Board's one-stop operator understands the critical role the partners play in service access and is able to leverage those partnerships effectively by working to expand access points using partners' offices across the county and the technology of partners to connect to services.

The Office of Vocational Rehabilitation (OVR) is a key partner in assisting the PA CareerLink® partners in identifying and addressing the needs of individuals with barriers. 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 within the overall direction provided by the One-Stop Operator and the commitments contained in the Memorandum of Understanding (MOU). OVR staff will assist the staff of other partners in outreach to populations with disabilities, including persons who are OVR-eligible and those who don't meet the OVR guidelines. In all cases, the full range of PA CareerLink® services will be made available and promoted to these individuals.

It is the policy of the Bucks County Workforce Development Board (BCWDB) that no individual receive program services until eligibility requirements have been documented and verified by appropriate workforce staff for each program requiring eligibility determination for program entry. This ensures that only those individuals for whom funds are targeted receive services.

Relevant Definitions:

1. Verification means to confirm eligibility requirements through the examination of documents or speaking to the representatives of authorized agencies.
2. Documentation: maintain physical documentation, which is obtained during the verification process, in participant files. Documentation is used as the basis to verify eligibility.
3. Self-Certification – The BCWDB by practice uses Self Certification as a method of last resort for program eligibility determination. Self - Certification is a statement signed by the prospective customer used to verify eligibility items requiring documentation that may cause undue hardship for the applicant to obtain or that may be unavailable due to loss of the documentation for the following reasons: • Eviction from residence, with an inability to provide supporting documentation • Individual is fleeing or has fled an abusive or untenable home-life, rendering them unable to provide documentation needed for verification • A victim of a natural disaster.
4. Telephone/Electronic Verification - verification of required documentation through a telephone or email consultation with a recognized governmental or social service agency.
5. Document Inspection Verification is the verification of documentation through inspection of a document when the document can either not be copied or copying of the document is not possible.

Eligibility Determination

6. Eligibility Determination Prior to Program Enrollment. The BCWDB administers programs from

multiple funding streams that have different and varying eligibility requirements. Program eligibility shall be verified by the appropriate staff prior to enrollment of a participant. Failure to complete may create exposure to unallowable costs due to insufficient eligibility determination.

7. Eligibility Documentation. Is required to determine eligibility is defined based on program. If not defined by the funding stream or in cases where the funding stream is not clear the BCWDB shall take documented steps to define the documentation requirement. Documentation requirements will be made available by the BCWDB to all program operators and sub-contractors to ensure proper procedure.
8. Eligibility BCWDB Review. The BCWDB is the final decider of eligibility verification for all PA CareerLink® Bucks County customers for eligibility-based programs. The BCWDB assists in the eligibility determination process with program operators to ensure each customer falls within the guidelines of specific programs.

Self-Certification

1. Allowable Use. Self-Certification is only to be used as a method of last resort and will only be accepted as verification of eligibility for the following elements:
 - WIOA Title I Adult: • Homeless
 - WIOA Title I Dislocated Worker: • Date of Dislocation • Displaced Homemaker • Reemployment Opportunity Poor/Unlikely to Return • Permanently or Temporarily Laid Off as Result of Disaster
 - WIOA Title I Youth: • Homeless • In/Aged Out of Foster Care System • Current, past or pending involvement with Criminal Justice System • Limited English Proficiency • Pregnant or Parenting • “Requires Additional Assistance” per local policy • Runaway • School Status at Time of Application
2. Program Compliance/ Monitoring. The use of self-certification will be monitored by the BCWDB. Review may include an interview with the case manager determining eligibility, a search for applicable documentation not already in the file, and an interview with the participant. It is important to re-state that the BCWDB accepts Self-Certification only as a last resort, and will review all cases of self-certification with program operators.

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

The Bucks County Workforce Development Board is committed to making Career Pathways the language of the system in bringing employers and educators together as partners. Employers must increasingly become full partners in career pathways, engaging in work-based learning in multiple ways (internships, on-the-job-training, apprenticeships and other work-and-learn strategies) to connect to classroom learning. Specificity on pathways within sectors will continue to be a key topic with employers in sector partnerships and a key component of Next Generation Industry Partnership work. While industry partnerships, developed in collaboration with other workforce boards within the region, will continue to be a focal point for development of career pathways, the Board will provide a venue to engage sector champions in a cross-sector discussion of occupational skills that apply to multiple sectors, and to build entry skills (such as customer service and IT) in sectors such as Retail and Hospitality that can be applied to high-demand, high-quality jobs in multiple sectors.

At the operational level, the Board will provide guidance to its one-stop operator on providing an overview of the Career Pathways model and training to PA CareerLink® partners on connection points to the model. To be useful for job seekers, Career Pathways must have multiple on and off ramps and must have interim steps that are manageable segments to achieve while clients are working or with minimal disruption in work transitions and job search. Thus, the Board and its one-stop operator will continue its work with regional partners and the Commonwealth on development and utilization of micro-credentials and other stack-able approaches within the Career Pathways model. A key partner in the “on ramp” process will be the WIOA Title II Adult Education Programs that provide the basic skills for accessing occupational training and work-based learning with employers. To the maximum extent possible, basic skills will be offered concurrently with occupational training and on-the-job training in order to shorten training time and retain trainees in programs.

The career pathways model is a practice used to identify points of entry into a career, identifying skill sets, certifications, and educational programs needed to create upward movement in each pathway. Pathways are identified / created through robust collaboration with community partners and BCWDB’s Career Pathways Committee, informed by relevant data for decisions on growing, stable, emerging, and high-priority occupations, all subject to review and approval by the BCWDB. Career Pathway development is the most important and impactful method for the BCWDB and PA CareerLink® Bucks County partners as they undertake efforts to provide participants with clear, actionable, and objective career choices so that they may make informed decisions for career progression and entry into a career ladder, regardless of entry point. Current career pathways include areas such as:

- ✓ Metal Works, Industrial Maintenance, (Advanced Manufacturing);
- ✓ Allied Health / Healthcare and Social Assistance;
- ✓ Commercial Driver Licensing Program (CDL) as part of a transportation and logistics pathway, Information Technology; and
- ✓ Life Sciences programs through an emerging partnership with the Bucks County Bio Technology Center.

Upon enrollment, participants are provided with a comprehensive career pathway view, identifying the occupation at entry points, giving the participant/ customer a simple and clear process to identify paths of success within their desired pathway, along with the process for additional training and/or work experiences that lead to upward mobility and more stable, higher-wage employment within the selected career path.

Program co-enrollment is supported through the development and maintaining of an organized referral system between PA CareerLink® Bucks County partners. The BCWDB through the One Stop Committee ensures one- stop PA CareerLink® Bucks County partners:

- Understand eligibility and participation requirements in addition to all services and benefits for each of the Partners’ programs represented in the PA CareerLink® Bucks County;
- Develop materials summarizing their program requirements and making them available for Partners and customers;
- Participate in active communications between partners;
- Provide referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs to the appropriate partner and non-partner programs;

- Engage in continuous improvement discussions related to the referral processes; and
- Provide comprehensive follow up of referrals to ensure ongoing program effectiveness.

Vita Education Services, representing services under Title II of WIOA and the Office of Vocational Rehabilitation (OVR, Title IV) as long standing partners of the PA CareerLink® Bucks County, maintain a co-located presence. The previously documented referral processes and strategies are implemented by these programs.

The Office of Vocational Rehabilitation (OVR) is the sole WIOA Title IV provider of programs under Title I of the Rehabilitation Act of 1973. OVR staff provides technical assistance regarding the provision of disability related services to one-stop staff and partners as an active and ongoing responsibility in their partnership duties. The OVR program is required to provide vocational rehabilitation services to eligible individuals with disabilities based on the program's legal responsibilities, outlined in statute. An OVR customer receives multiple services from qualified OVR designated staff that include:

- ✓ diagnostic, vocational counseling and guidance,
- ✓ vocational evaluation,
- ✓ restoration,
- ✓ training,
- ✓ job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities.

OVR is an active Business Services Team member within the PA CareerLink® Bucks County Structure. OVR provides assistance businesses with onboarding pre-screened qualified employees with disabilities for gainful employment opportunities.

The BCWDB sets aside WIOA Title I funds for occupational and work-based training under various programs, with a focus on high priority occupations. Additional Rapid Response training funds are available for dislocated workers. If exhausted the BCWDB requests additional Rapid Response funds from the PA Department of Labor & Industry. The BCWDB uses these funds to supplement programs with needed training resources.

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;*

The Board works to bring together multiple employers in the same industry sector to address common, overlapping human capital needs. In doing so, partnerships have been formed with multiple industry specific associations including:

- *Manufacturing Alliance of Bucks & Montgomery Counties*
- *AgConnect Agriculture Partnership*
- *I-Tag, Information Technology Action Group*
- *Southeastern PA HealthCare*
- *Smart Energy Initiative (SEI) Energy Partnership*

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

Engaging employers in the broader region and delivering a consistent message with coordinated processes remains a priority in the WIOA Regional Plan. As stated in that plan, “The platform of knowledge and trust among workforce development organizations and economic development organizations in the region has resulted, and will continue to result, in quick concerted action to respond to needs and seize opportunities. Coalitions in various geographic configurations provide customized approaches to address key issues, all under the regional SE PREP platform that is used to share information, expand and replicate successful models, and assess overall regional impact on employer and job seeker customers. This process allows for flexibility and speed in crafting solutions and in sharing leadership on key initiatives, while maintaining focus on regional impact of the collective efforts.”

Coalitions that have been built between the BCWDB and other partners include:

- Business-Education Partnership Grant with Montgomery County; • Manufacturing Alliance of Bucks and Montgomery County.
- Southeast Regional Workforce Development Partnership with all workforce boards in the region:
- PA JOBS 1st Grant for SE PA with all regional boards;
- Micro-Credentials Grant with Bucks County Community College;
- Sector Partnership National Dislocated Worker Grant with all regional colleges and workforce development boards;
- Southeast Pennsylvania Defense Transition Collaborative with all SE PA regional workforce development boards and economic development associations, plus Lehigh and Northampton Counties;
- AgConnect Partnership led by the Chester County Economic Development Council with support from all workforce development boards of the region; and
- Innovation Technology Action Group (ITAG) in partnership with the Chester County Workforce Development Board.

The relationships that have been built in these processes have laid the foundation that will be used to develop and maintain Next Generation Industry Partnerships within the recently announced guidelines of the Department of Labor and Industry.

The local PA CareerLink® partners have developed recruitment and business resource materials over the years based upon the needs of its diverse employer base, and these have proven to be a valuable asset in retaining businesses and assisting in expansion plans. Pennsylvania’s Rapid Response program has a well-developed approach and materials that it delivers to businesses to help avoid lay-offs, and the new UC Work-Share program also is a valuable resource to help companies that are needing to downsize.

The Office of Vocational Rehabilitation (OVR) is also a key partner in meeting the needs of employers. OVR provides multiple services to the business community designed to assist employers with onboarding pre-screened, qualified WIOA Title IV eligible employees with disabilities. OVR supports can include: reasonable accommodation consulting, initial probationary wage reimbursement (On-The-Job Training), and information and referrals on tax credits and deductions.

OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards, and assistance to employers in retaining current employees who have experienced accident, injury or other disability.

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

The Board will continue to work closely with its regional partners to implement joint workforce development and economic development strategies contained in the WIOA Regional Plan. As stated in that plan, “As updated through meetings and discussions with the PREP Partners and other community stakeholders, the Southeast PA Workforce Development Areas have identified additional areas of focus on the regional level. These include but are not limited to:

- Engaging the ‘Gig Economy’ in the region.
- Increasing labor market participation throughout the region in order to better serve employers, businesses and priority sectors.
- Continue research and engagement in the Construction Trades sectors.
- Research additional potential sectors including Child Development Associates, opportunities for Immigrant population, and services to Youth.

Given the size, diversity, and complexity of the broader Southeast PA region that includes over 1/3 of the commonwealth’s population, the approach of sponsorship of initiatives by varying combinations of geographic and industry partners has served the region well. Many of these efforts, as shown above, are ongoing and funded for multiple years. As such, they lay the foundation for region-wide sharing of knowledge and best practices and spawning new initiatives that can be expanded and replicated as needed.”

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

The Bucks County Workforce Development Board and the PA CareerLink® Bucks County continue to serve the population that needs services related to their unemployment claim. Participants are afforded the opportunity to present to the PA CareerLink® Bucks County locations in Bristol, PA and Perkasi PA, to gain access to a UC Representative through a dedicated phone line. This process ensures that UC registrants are able to have any questions or concerns alleviated through a live representative, from a dedicated line. Assistance is provided by on-site staff, as needed, to participants who need help in navigating phone and/or on-line systems for UC services in addition to job search services.

Bucks County will continue its robust PA Rapid Re-Employment Program (PREP). PREP identifies UC participants who are likely to either exhaust their benefit, or have some difficulty returning to work in their current profession/ job title. PREP will continue to work closely with partners to ensure that appropriate candidates are referred to training programs to make the best possible pathway to employment.

The Reemployment Services & Eligibility Assessment (RESEA) program has begun at both the Bucks County Comprehensive PA CareerLink® Center, as well as our satellite center, located in Perkasi. The One-Stop Operator will also work with the Office of UC Service Centers Customer Services Section to arrange for seminars to be conducted for employers, including UC topics such as rights and

benefits. This provides another opportunity to inform the employer community of all services provided via the partners at the PA CareerLink® Centers.

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

The Board is positioned in the county as the key partner for workforce development to support all economic development efforts aimed at employer retention/expansion for existing employers, and as a source of labor market information and training connections for prospective employers who are considering locating in the county.

Ongoing coordination is maintained between economic development and workforce development by economic development membership on the BCWDB and by active participation by BCWDB staff in multiple groups related to county and multi-county economic development, including:

- AgConnect (Chester, Delaware, Bucks and Montgomery Counties)
- Bucks County Long Term Care Consortium
- Innovative Technology Action Group (Chester, Delaware, Bucks and Montgomery Counties)
- Manufacturing Alliance of Bucks & Montgomery Counties
- Southeast PA Healthcare Alliance (entire Southeast PA region)
- Business & Financial Sector Strategies Dislocated Worker Project (Philadelphia, Montgomery, and Buck Counties)
- Meetings, tasks forces, and events of multiple chambers of commerce and economic development organizations in the county
- Active participation in the Southeast Regional Workforce Development Partnership (Philadelphia, Bucks, Montgomery, Chester, and Delaware Counties) to coordinate workforce policies and strategies for easier use by economic development officials in promoting services to employers on a regional basis.

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.*

WIOA Adult and Dislocated Worker career services are provided primarily by Bucks County staff under the overall functional supervision provided by the one-stop operator that is competitively procured and certified by the Board. Services are provided by cross-agency functional teams under the PA CareerLink® banner without individual agency identifiers. The role of the one-stop operator is providing high-quality services to all customers, with specific duties including:

- Establishing effective management structures and processes.
- Conducting ongoing analysis of PA CareerLink® Bucks County operations and conducting appropriate problem solving, continuous improvement and corrective action activities.
- Surveying customer satisfaction.
- Fostering an integrated organizational structure.
- Identifying and communicating to all partners and staff the vision, mission and values of the PA CareerLink® Bucks County.

- Assisting all partners to achieve the levels of performance expected of them by their funding sources.
- Providing all partners and staff with all information and communications needed for their optimal performance.
- Staff development.
- Providing guidance and oversight to the PA CareerLink® Bucks County site manager.

The procurement process for selection of the One-Stop Operator was completed by the Buck's County Workforce Development Board using its established procurement process. The Request-For-Proposal (RFP) was issued in the normal manner with a public/answer period that followed. The selection process was coordinated by the Planning Committee of the Board. The procurement resulted in the receipt of a single bid. The bid was determined to have been in compliance and to have met all established criteria for a successful bid. Following a recommendation by the Planning Committee, the full Board reviewed the bid and the process and approved the bid at the March 22, 2017 meeting.

The Bucks County Workforce Development Board, during the contract negotiation process with the bidder and following discussion with the PA Department of Labor and Industry, added specific language to the one-stop operator contract to address conflict of interest, as the one-stop operator is the same entity as the procured WIOA Title I service provider. Language in the contract specifies the coordination role of the one-stop operator related to the equitable treatment of all partners of the PA CareerLink® Bucks County network. A process is also prescribed for mediation of any disputes that arise related to the one-stop operator role.

The procurement of service providers under WIOA Title I is a separate process. Separate contracts are maintained and monitored for the WIOA Title I services and the one-stop operator, with the roles and relationships among all service partners and the one-stop operator spelled out in the Memorandum of Understanding (MOU). The Board has procured services under Title I of WIOA (and formerly under WIA), EARN, Out-of-School Youth, and TANF Youth Programs since the beginning of WIA in 1998, as the Board has taken the position that competition and oversight in an open marketplace for such services is the responsible approach from a cost and performance perspective. Currently there are five (5) service providers operating under competitively procured contracts

WIOA Title I Adult & Dislocated Worker Services - awarded to Educational Data Systems Inc. (EDSI) on July 1, 2016 for an initial 2-year period with an option for two one-year extensions – contract is currently under performance review with extension decision pending

EARN – contracts are in its final year with EDSI as provider in the Bristol location and Bucks County Community College as provider in the Perkasio location – contracts will go out for bid this program year

TANF Youth – contracts are in final year with two providers (Eckerd Workforce Service, Bucks County Community College) – contracts will go out for bid this program year

WIOA Out-of-School Youth – contract awarded to ResCare Workforce Services effective July 1, 2017 – ResCare has been the contracted provider of out-of-school youth services since 1998 and has continually met or exceeded contract expectations

WIOA In-School Youth – contracts are in final year with two providers (Eckerd Workforce Services, Bucks County Community College) – contracts will go out for bid this program year.

All contracts are separately procured with separately negotiated and awarded. The Board monitors performance under each and amends contracts as necessary during the contract award periods.

See question #4.2 for a list of WIOA Core Partners.

The Bucks County Workforce Development Board has integral relationship with the Bucks County Opportunity Council, recipients of PADECD Community Service Block Grants. We ensure that job seekers are linked to services of CSBG programs to ensure a full range of services and supports are available to any CareerLink customer who meets CSBG eligibility requirements. CSBG programs traditionally provide supplemental tuition and support services for certificate based upskilling programs, as well as supportive program services.

The Board is responsible for providing the operator with the following:

- Information and guidance on the Strategic Plan and priorities for the area.
- Labor market and industry cluster information, especially on targeted industry clusters of interest to the WDB and High Priority Occupations.
- Information on Industry Partnerships, Incumbent Worker Grants and other discretionary and/or competitive funds obtained and activities conducted with those funds.
- Reports on oversight monitoring and evaluation of PA CareerLink® Bucks County activities.
- Updates on WDB policies and initiatives.
- Additional funds for advertising and staff development, and incumbent worker upgrade programs as financial condition allows.
- Monthly income and expense statements on the Resource Sharing Agreement and separate statements on program income.
- Procurement of the lease for the physical location of the one stop center.
- Procurement and purchasing of necessary services, equipment, and materials financed through the Resource Sharing Agreement and program income.

The Bucks County Workforce Development Board utilizes an established, standardized process for soliciting proposals leading to award of contracts, including contracts for one-stop operator and providers of services under WIOA. The steps in the process are:

1. RFP release with concurrent public notice
2. Question and answer period for interested applicants, with posting of responses to questions on the website
3. Bidders' conference
4. Proposal due date
5. Proposal review by Board (with prior review and recommendations to Board by appropriate committees of the Board)
6. Board action on selection
7. Award of contract
8. Transition period as needed prior to start of contract
9. Contract start date.

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).*

A complete list of partners and contact information is provided as an attachment to this plan.

- Core WIOA Title Ib – Subrecipients:
 - Title I – Adult/ Dislocated Worker- Educational Data Systems, Inc.
 - Title I – Out of School Youth- ResCare Workforce Services
 - Title I – In School Youth- Bucks County Community College
 - Title I – In School Youth- Eckerd Workforce Services
- Core WIOA Title II – Adult Education and Family Literacy Act: VITA Education Services
- Core WIOA Title III/Wagner-Peyser, Trade Act, Jobs for Veterans, Foreign Labor Act, Rapid Response: PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations
- Core WIOA Title IV - Rehabilitation Act Title I parts A and B programs: PA Department of Labor & Industry, Office of Vocational Rehabilitation
- State Unemployment Compensation Programs: PA Department of Labor & Industry, Office of UC Centers
- Carl D. Perkins Vocational and Applied Technology Education Act: Bucks County Community College
- TANF & EARN: PA Department of Human Services
- Senior Community Service Employment Program: Bucks County Opportunity Council
- PA Second Chance Act Programs (There is currently no provider in Bucks County. Referrals are made as appropriate to partner agencies in Philadelphia and Berks County based on eligibility for services.)
- Native American Program(s): Council of Three Rivers American Indian Center
- CSBG: PA Department of Community and Economic Development - Bucks County Opportunity Council

At a minimum, partners will make the services below available to all customers in an integrated manner under the PA CareerLink® Bucks County brand, as spelled out in the Memorandum of Understanding (MOU) and as allowable under each partner’s funding source and under the direction of the one-stop operator. Individual partners may have funding sources that restrict certain services to specified groups (such as veterans, seniors, and persons with disabilities). In such cases, general services of the PA CareerLink® Bucks County Centers will be available to all customers and specialized services added for persons who meet the eligibility criteria for such services. Additional services may be provided on a case by case basis with the approval of the BCWDB and the Chief Elected Official.

BUSINESS SERVICES

- Serve as a single point of contact for businesses, responding to all requests in a timely manner
- Provide information and services related to Unemployment Insurance taxes and claims
- Assist with disability and communication accommodations, including job coaches

- Conduct outreach regarding Local workforce system's services and product
- Conduct on-site Rapid Response activities regarding closures and downsizings
- Develop On-the-Job Training (OJT) and Transitional Employment (TE) contracts
- Provide access to labor market information
- Provide customized recruitment and job applicant screening, assessment and referral services
- Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
- Assist with the interpretation of labor market information
- Conduct job fairs
- Develop customized training opportunities to meet specific employer and/or industry cluster needs
- Use of one-stop center facilities for recruiting and interviewing job applicants
- Consult on human resources issues
- Coordinate with employers to develop and implement layoff aversion strategies
- Post job vacancies in the state labor exchange system and take and fill job postings
- Provide information regarding disability awareness issues
- Provide incumbent worker upgrade training through various modalities
- Provide information regarding workforce development initiatives and programs
- Provide information regarding assistive technology and communication accommodations
- Develop, convene, or implement industry or sector partnerships

JOB SEEKER SERVICES

Basic Career Services

- Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system
- Initial assessments of skill level(s), aptitudes, abilities and supportive service needs
- In- and out-of-area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)
- Access to employment opportunities and labor market information
- Performance information and program costs for eligible providers of training, education, and workforce services
- Information on performance of the Local workforce system
- Information on the availability of supportive services and referral to such, as appropriate
- Information and meaningful assistance on Unemployment Insurance claim filing
- Determination of potential eligibility for workforce Partner services, programs, and referral(s)
- Information and assistance in applying for financial aid for training and education programs not provided under WIOA

Individualized Career Services

- Comprehensive and specialized assessments of skills levels and service needs
- Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals
- Referral to training services
- Group counseling
- Literacy activities related to work readiness
- Individual counseling and career planning
- Case management for customers seeking training services; individual in- and out-of- area job search, referral and placement assistance
- Work experience, transitional jobs, registered apprenticeships, and internships
- Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training
- Post-employment follow-up services and support (*This is not an individualized career service, but listed here for completeness.*)

Training

- Occupational skills training through Individual Training Accounts (ITAs)
- Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
- On-the-Job Training (OJT)
- Incumbent Worker Training
- Programs that combine workplace training with related instruction which may include cooperative education
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
- Other training services as determined by the workforce partner's governing rules

YOUTH SERVICES

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.

- Alternative secondary school services, or dropout recovery services, as appropriate.
- Paid and unpaid work experiences that have as a component academic and occupational education, which may include: Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.
- Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
- Supportive services.
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
- Follow-up services for not less than 12 months after the completion of participation, as appropriate.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
- Financial literacy education.
- Entrepreneurial skills training.
- Leadership development opportunities, including community service, peer-centered activities, and other activities encouraging positive social and civic engagement.
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
- Activities that help youth prepare for and transition to postsecondary education and training.

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

The Bucks County Workforce Development Board continues to expand its coordination among core service partners under WIOA, with roles and relationships for a fully integrated service environment described in the Memorandum of Understanding (MOU). In implementing the Board's WIOA Priority of Service Policy, the one-stop operator is charged with developing new and strengthened cross-referral processes with key partners to increase the number of high-priority participants who receive services via the PA CareerLink® Bucks County network.

The BCWDB, through oversight of the Coordination One Stop Operator's coordination of partners, will ensure that appropriate referrals are made to all partners programs for services needed for customer success in training and job placement. This topic is discussed at monthly PA CareerLink® Bucks County partner meetings led by the One Stop Operator.

Provision of services to customers in rural and remote areas are is and ongoing issue in Bucks County, specifically “Upper Bucks” County. The Bucks County Workforce Development Board and staff is currently working with local providers to identify community access points where job seekers can access services and alleviate travel needs/concerns. BCWDB is also working locally and developing partnerships to provide a Virtual Services Portal (VSP). This VSP will provide any job seeker with access to the internet the ability to access One Stop Services from either their homes, or from designated community access points such as libraries. The VSP will be an internet-based interface where no additional add-on programming is needed. Content for this VSP will include certificate-based workshops, learning modules, job search assistance, resume assistance, interest inventories, direct linkages to all partner services, including Job Gateway ®. BCWDB plans to review publish RFPs for this service in early program year 2018, with full implementation by program year 2019.

PA CareerLink® Bucks County, at no cost to Limited English Proficient (LEP) individuals or families, provides interpreter services to all LEP individuals or families applying for, participating in programs, or receiving services/benefits through the PA CareerLink® Bucks County via the following means:

- Bi-lingual staff capable of translation and interpretation responsibilities.
- Telephone interpreting services.
- Translation services.
- TTY and sign language interpreters.

The interpreter services are provided in an efficient and timely manner so as not to delay eligibility determination or provision of services to an individual or family. The PA CareerLink® Bucks County makes this policy known to the LEP participants through the following methods (e.g. brochures, alternate language posters, etc.):

- brochures and notices
- presentations at schools and community organizations
- presentations at workshops and mandatory meetings
- orientations for various PA CareerLink® programs

PA CareerLink® Bucks County addresses phone calls and voice mail by LEP individuals in the following manner: all Spanish speaking bilingual staff have English/Spanish voicemail greetings; messages left in Spanish on non-bilingual staff voicemails are transferred to bilingual staff for interpreting; all non-Spanish non-English calls are interpreted through Language Line Services. PA CareerLink® Bucks County addresses the needs of walk-ins at the PA CareerLink® Bucks County sites by immediately connecting them with bilingual staff at the sites. If such staff are not available, other interpretive services described above are employed.

PA CareerLink® Bucks County staff do not suggest or encourage LEP customers to use family or friends for interpretation. If an LEP customer or family insists that a friend or family member serve as interpreter, PA CareerLink® Bucks County staff documents that choice. PA CareerLink® Bucks County staff will then, on a case by case basis, consider factors such as: competence of the family or friend used as the interpreter; the appropriateness of the use in light of the circumstances and ability to provide quality and accurate information, especially if the interview could result in a negative effect on the individual or family’s eligibility for benefits/services; potential or actual conflicts of interest; and confidentiality of the information being interpreted to determine whether PA CareerLink® Bucks County staff should provide its own independent interpreter assistance.

All PA CareerLink® Bucks County partner staff will have access to training services for addressing job seekers who have barriers to employment, including language/limited English proficiency barriers. Training services will focus on ability to identify job seekers with specific barriers to employment (Vocational, Language, Re-Entry, or other). Appropriate referrals will be made to partner entities to ensure a complete continuum of services. Referral to outside, non-partner agencies who focus on priority populations will be facilitated to ensure a holistic approach to meeting immediate needs and ultimately ensuring job readiness. All customers of PA CareerLink® Bucks County will have access to the full range of services that they are eligible to receive from all partners. Some customers (such as veterans) may be eligible for special assistance from providers, but the decision to access such assistance is always a choice by the customer following provision of information about the services.

CWDS/JobGateway is the system of record for WIOA programs. Partner and program provider staff enter customer data into CWDS as necessary and required to track program activity, case notes, individual employment plans, etc. Data is entered within thirty days of occurrence as required by commonwealth protocols. Monitoring is conducted by the board to ensure this time frame is met. OVR utilizes a module of CWDS that is not accessible by other program staff.

The board utilizes an additional MS Access Database to track customers through WIOA services and non-WIOA grants. Data is entered by WDB staff through a MS Excel spreadsheet completed by program provider staff. Customers in WIOA are reconciled with CWDS on a monthly basis. This record management system is also used by the WIOA youth service provider to maintain the Individual Service Strategy, a WIOA requirement not available in CWDS. Other systems of record used will be UI and Adult Education databases for specific program participants. Each partner will train staff to make every effort to ensure that all participants served in non-WIOA programs will be entered into CWDS. The PA CareerLink® Bucks County has created and manages a participant database for purposes of financial records, and redundancy.

All appropriate services will be entered into system(s) of record by appropriate staff who are authorized to do so for each program activity of partner / contractor staff (program case manager), BCWDB staff will input information as needed relating to eligibility determinations. Employers may enter information related to Incumbent Worker training and, where appropriate, information will be entered into CWDS immediately if possible and no more than 72 hours after services are completed. This time period serves to ensure that all information entered is accurate for each participant and each service provided.

The PA CareerLink® Bucks County provides direct workforce development services for public assistance recipients through the established relationship with the EARN program. The EARN program provides comprehensive case management, remediation, education with emphasis on individuals with limited English proficiency, occupational skills training, work-based learning, job placement and retention services, as well as providing supportive services including child care assistance. Included in EARN assistance are services to meet the needs of out-of-school pregnant and parenting youth and assistance for non-custodial fathers. Work activities in EARN include unsubsidized employment, subsidized employment/paid work experience, and community service opportunities. EARN staff are co-located in the PA CareerLink® Centers and collaborate with other partners in business outreach. Participants are co-enrolled with WIOA and other partners as appropriate, and co-case management structures ensure that regulations and documentation needed for each partner are maintained.

To ensure that individuals participating in WIOA Title II basic education and English learning programs have direct connections to career pathways and the full range of available services leading to high-quality jobs, the Board works closely with all Adult Education partners to identify joint strategies and improve access. The Board will use to review/recommendation process being implemented by the PA Department of Education (PDE) to identify linkage points and cross-referral processes to further integrate basic skills, occupational training, and work-based learning opportunities for all customers of the PA CareerLink® system.

From an economic development perspective, the Board has purchased EMSI Developer/ Workforce Insights in order to more functionally align with economic development partners, giving the Board and its partners the opportunity not only to provide macro-economic trends/data, but local level talent mapping through unique algorithms provided through the Workforce Insights® programs.

For services under the EARN and WIOA Title II Adult Education programs, information in respective programs will be captured in appropriate systems of record and shared with partner staff in the dual enrollment process, following all necessary release(s) of information. All PA CareerLink® Bucks County partner staff will have access to training services for addressing job seekers who have barriers to employment, including language/limited English proficiency barriers. It is important to note that all attempts will be made to determine eligibility for specialized services (under programs such as Veterans services), but these services supplement, not replace, the services that available from all partners.

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible for providing meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers.

- 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 PA Department of Labor and Industry Office of Vocational Rehabilitation (OVR) serves as a member of the Bucks County Workforce Development Board and the local Operator Consortium. Through this involvement, the Board, the Operator, and the PA CareerLink® Bucks County Director rely on the expertise and knowledge of prepare staff with sensitivity training, TTY adaptive equipment/software training, sign interpretation services, along with input on procedures and policies that serve to enhance access and services for persons with disabilities. Through the development and maintenance of a new Memorandum of Understanding (MOU) between the Board and OVR, the Board will incorporate any new policies and guidance from the state as a result of the new state plan and subsequent policies to implement it.

All PA CareerLink® staff and partners will have access to training to ensure compliance with all laws and regulations within their individual programs, along with cross-training coordinated by the one-stop operator. This will include training on implementing Priority of Service procedures and compliance with the state and federal requirements under the Americans with Disabilities Act of 1990. All training for staff of individual partners must be approved by supervisors of the partner’s staff.

Primary locations for accessing services in the county are:

<p>Bucks County Office Center</p> <p>1260 Veterans Highway</p> <p>Bristol, PA 19007</p> <p>215-781-1073</p> <p>Hours of Operation:</p> <p>Monday, Tuesday, Thursday, and Friday</p> <p>8:30 AM to 4:00 PM</p> <p>Wednesday</p> <p>8:30 AM to 6:00 PM</p>	<p>BCCC – Upper Campus</p> <p>1 Hillendale Road</p> <p>Perkasie, PA 18944</p> <p>215-258-7755</p> <p>Hours of Operation:</p> <p>Monday through Friday</p> <p>8:30 AM to 4:00 PM</p>
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The designated equal opportunity officer (EEO Officer) for the local area is Patrick Bond, PA Department of Labor, PA CareerLink® Bucks County, pbond@pa.gov, 215-781-1073 x2222. The EEO Officer provides a single point of contact in the workforce area for persons or entities filing complaints and seeking assistance. The EEO Officer also provides ongoing compliance reviews in accord with state and federal policies and provides review summaries to the Board. Compliance reviews will be conducted annually by the state in accord with new review guidelines.

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

The Board utilizes three primary methods to verify the relevance of local training activities tied to target occupations in the local area and the broader Southeast Pennsylvania Region. First, the Board develops an in-depth understanding of the skills demand of employers through ongoing review of labor market information provided by the PA Center for Workforce Information and Analysis (CWIA) and via reports from EMSI (Economic Modeling Specialists International). The Board contracts with EMSI for ongoing demand-side reports, which is supplemented by real-time job posting data. Second, the Board engages in direct communication with local employers in multiple ways: business outreach staff; employer surveys; Industry Partnership groups; and active participation with economic development groups, chambers of commerce and other employer associations. Third, the Board uses a Scorecard shown in Section 2.4 that provides ongoing return-on-investment (ROI) data

for training programs and other services. The Board also reviews customer satisfaction survey information from employers and job seekers.

The board's Point of Contact (POC) reviews the new High Priority Occupation (HPO) list to ensure relevance to local labor market needs. Petitions are executed for occupations that are not included on the list but are still in demand locally. Factors that may enter into the decision to submit a petition include: key business relationships; past training success; new business intelligence. Petitions may be submitted throughout the year when new demand information is brought to the attention of the board by employers.

The board manages the Eligible Training Provider List (ETPL) process by reviewing proposed training programs for adequate content descriptions, alignment with the High Priority Occupation (HPO) list, prior performance of the training provider. All training providers must sign and maintain a Master Training Agreement prior to the start of any WIOA-funded training. A monthly report of training provider performance is reviewed with the one-stop operator and PA CareerLink® Bucks County partners as part of regular coordination meetings. The report includes training starts, training completers, and training-related employments by provider and type of training. Customer satisfaction surveys of training participants are also reviewed. These surveys are compiled by the one-stop operator and shared with the board and the board's staff. Programs with poor satisfaction scores or inadequate overall performance are provided with technical assistance, and performance improvement plans are established as needed.

One challenge cited in Section 1.3 is the current under-employment of workers, as the recent recession resulted in many workers taking jobs at lower wage levels and in occupations where their skills are not being used, in some cases because those skills are not needed in the labor market. As a result, the Board views the opportunity under WIOA to expand incumbent worker training as a major asset in addressing this issue. The Board and the one-stop operator will work collaboratively with the state's Rapid Response staff and resources on strategies that upgrade skills and wages and prevent future layoffs of employees who have skills with declining needs in the labor market. The Board's work on creating an incumbent worker policy is further described below.

The Board sees the Local Training Provider List (LTPL) as an opportunity to effectively manage and hold accountable new and innovative programs including areas such as cohort training, identification of new and innovative certificates and credentials, and expansion of a suite of work based learning opportunities to engage job seekers and employers. Including OJT (and by definition Apprentice) employers on the list is counter to the purpose of the LTPL, does not correlate with the High Priority Occupations and will be counter to the WIOA intent of increasing employer engagement. “

The Board's Business Development and Employer Engagement Committee, in crafting its incumbent worker services policy, will utilize the process as an opportunity to meet with existing and new training providers to discuss expansion of training offerings. Concurrently the Board is conducting an employer survey in collaboration with Buck County government that will offer further insights into specific training needs of employers.

The Bucks County Workforce Development Board will serve incumbent workers within the local area. Employer services staff will work with employers to identify potential candidates and identify training and up-skilling opportunities for prospective participants. Up to 20 percent of Adult and Dislocated

Worker funding will be utilized to address this need. As staff works with employers to train their existing workforce, employers will be able to back-fill job via posting openings that arise through upskilling existing worker, thus providing opportunities for both existing and new workers. Eligible employers in Bucks County will be those that provide permanent jobs with family-sustaining wages and benefits. Employers will not utilize incumbent worker funding if there is a recent history of layoffs at the employer's site. The program is intended to prevent layoffs by providing new skills to meet new demands in the workplace and conditions in the local labor market.

In addition to adherence to the Commonwealth's policies related to training in High Priority Occupations, the Board has established a process whereby it will endorse HPO applications submitted by local economic development and/or local educational institutions if documented evidence is provided that the employment position/occupation meets the HPO criteria and will therefore benefit the continued and new economic and workforce development and growth in Bucks County.

- A HPO is a specific occupation that is in demand by local employers, has a documented career path, and provides family sustaining wages.
- The Commonwealth's self-sustaining wage for the HPO list will be used by the BCWDB.
- The petition process allows the Commonwealth to include specific occupations in Bucks County demonstrating new economic growth, emerging occupations, or a regional industry cluster need.
- The HPO Application must include a minimum of three letters from different local employers. The petitioner must prove the existence of an aggregated 75 openings for each year of the next five years via the employer letters. Each letter must be for a specific occupation. Please closely review the attached sample letter; the letter may be tweaked – but must include the red-font information.

The BC-WDB will not endorse petitions that do not meet the standards.

Petitions must include:

- The Regional High Priority Occupation Application. Please note: Each section must be completed, including the "Justifications" section if the petition is for New Job Growth.
- A letter from the petitioner describing the occupation and the local need for training in this specific occupation.
- A flow chart of the typical career ladder for the occupation.
- Documentation establishing the salary for the occupation (i.e. Documentation from the www.paworkstats.state.pa.us Hourly Wage Occupational Employment Statistics.)
- Three independent letters from local employers which clearly articulate: The occupation, the projected/anticipated openings each year for the next five years, the fact that the occupation offers both family-sustaining wages and opportunity for growth. The letters must be included with the total petition packet. Please do not have the employers submit their letters directly to the BC-WDB. It is the petitioner's responsibility to collect the letters and include the original letters with the total petition packet.

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's ongoing efforts to assess the needs of employers, along with the effectiveness, availability and capacity of current programs to meet the needs, have been described in prior sections and include:

- Participation in multiple Industry Partnerships and other sector-based planning groups
- Regular meetings between the Board's staff and staff of local economic development organizations and chambers of commerce
- Cross-membership between the Bucks County Workforce Development Board, economic development organizations, and chambers of commerce
- Business-Education Partnership meetings to identify needs and gaps
- Monthly meetings of workforce development board directors from the broader Southeast PA region to identify needs, programs, and practices in the broader area.

On the training and education supply side, the Board works diligently to identify best practices and provide an open door to new training and education approaches via formal requests for proposals. The Board also tracks closely the performance of service and training providers via its Return-on Investment (ROI) Report. Consistent with priorities under WIOA, the Board is placing greater emphasis on establishing Career Pathways as the language of the system and, in doing so, will be seeking to advance the availability of education and training services in multiple ways, including:

- Increased stack-ability of credentials between the CTE programs and the Bucks County Community College programs, particularly in manufacturing
- Involvement of employers in expanding work-based learning opportunities along the Career Pathways
- Identification of candidates for new apprenticeship programs and other work-and-learn strategies including expansion of the Metalworks program offered through the Bucks County Community College; in addition to providing ITA funding the BCWDB also utilizes OJT funds for participants to ensure a fully integrated continuum of learning
- Working with other regions of the state in identifying micro-credentials that are relevant to meeting employers' needs, as part of the Commonwealth's implementation of the Workforce Innovation Fund (WIF) grant.

The following page shows what is utilized by the PA CareerLink® partners in assessing the needs of job seekers for an integrated set of services provided by the multiple partners in the local workforce development system.

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- Participation in multiple Industry Partnerships and other sector-based planning groups
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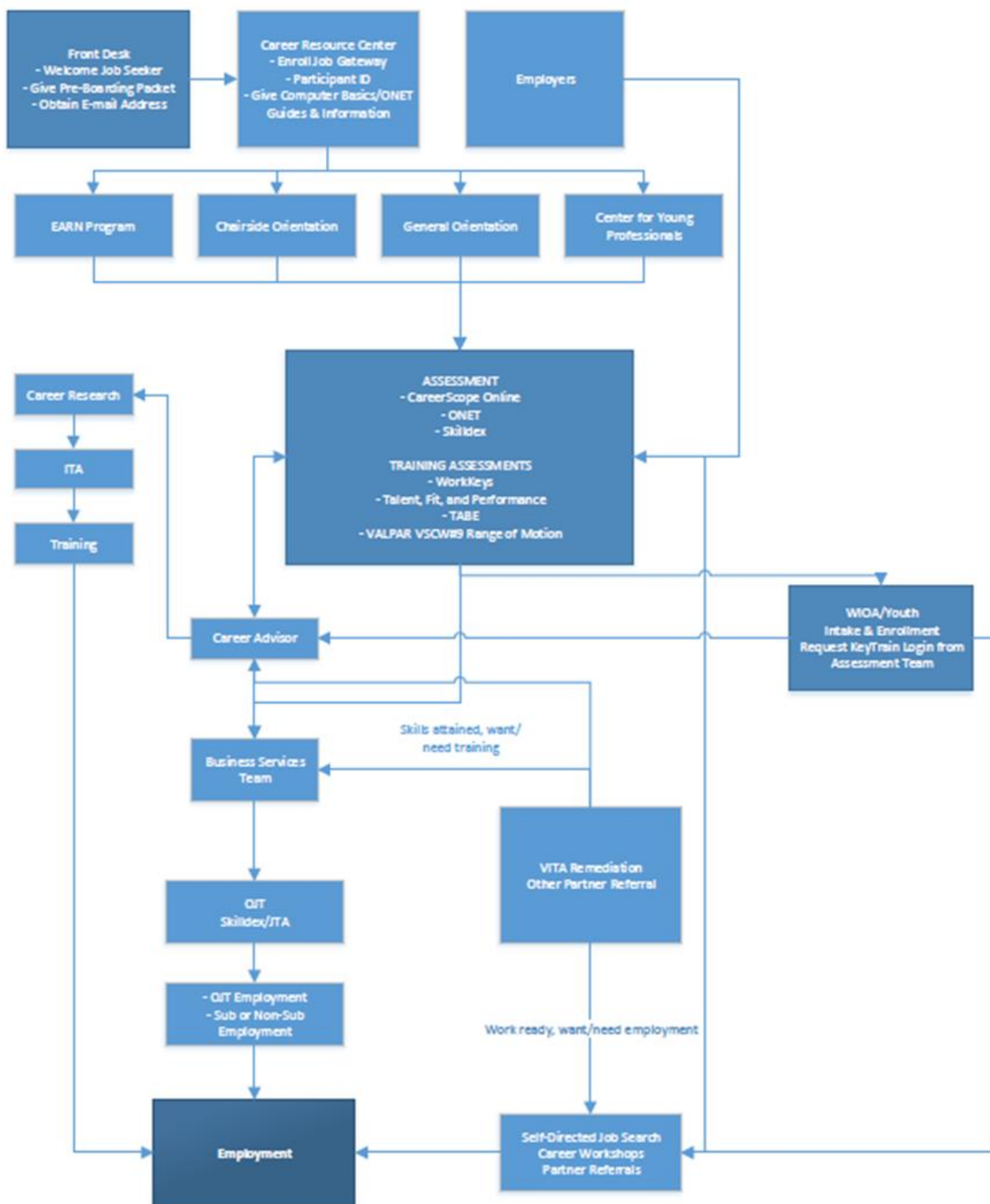
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The following flowchart shows the is utilized by the PA CareerLink® partners in assessing the needs of job seekers for an integrated set of services provided by the multiple partners in the local workforce development system.

PA CareerLink®
Bucks County
Assessment Flow



The Board has established On-the-Job Training (OJT) as its highest priority training strategy for increasing skill levels of adults and dislocated workers. OJT may be combined with classroom training as needed to create apprenticeship-like structures consistent with the work based learning priorities in WIOA.

The BCWDB recently adopted an updated OJT Training Policy to ensure that local policies and procedures are aligned with the priorities of state and with local economic development entities. The updated policies contain the following key provisions:

1. **Eligibility.** An OJT contract may be executed only for jobs that are considered High Priority Occupations (HPO). Generally, an HPO is an occupation that offers family sustaining wages, has career lattice/laddering opportunities, and is projected to have 75 or more openings every year for the next five years in the Bucks County regional workforce area.
2. **Goal Wages.** The goal wage for OJT contracts is \$10.88 for Adult and Dislocated Worker customers and \$8.00 for Youth customers. Contracts with lower wages may be considered if there is the possibility for increased salary compensation upon completion of the OJT. OJT contracts will not be executed for wages below minimum wage, or for seasonal positions. OJT contracts are executed for full-time employment positions of at least 35 hours per week; contractual agreements for less than 35 hours per week or 140 per month will be at the discretion of the BCWDB. Hours/wages reimbursement occurs through the Employer's submission of monthly payroll registers to the BCWDB. Only actual hours worked are eligible for the reimbursement.
3. **Length.** The length of the OJT contract is determined by whichever of the following three factors occurs first: The period of time required for an OJT Employee to become proficient in the occupation for which the training is being provided; a maximum period of six (6) months; or the Employer receiving \$8,500 in subsidy. In determining the appropriate length of the contract, consideration must be given to the skill requirement of the occupation and the academic and occupational level of the OJT Employee, including prior work experience.
4. **Capacity.** At any time, no more than five OJT Employees will be funded by the BCWDB for employment with the same company/organization. Prior to increasing the number of OJT Employees working for the same company, a 90-day job retention period for each initial OJT Employee will be necessary.
5. **ADA Compliance.** As the OJT is funded through federal resources, the work-site location where the OJT Employee will be working/training is required to be in compliance with the Americans with Disabilities Act (ADA). Participating employers must certify that they are complying with ADA standards provided to them by the BCWDB. If the worksite is found to be out of compliance as a result of monitoring of the site or as a result of a complaint that is filed with the BCWDB, the employer must to make reasonable c change/accommodations to comply.

The following safeguards are also built into the OJT program:

- The BCWDB will not contract with an employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.
- The OJT contractual agreement must be completed and fully executed (authorized signatures from the Employer and the BCWDB) before the OJT Employee/Trainee starts working. If the OJT Employee/Trainee start working before the contract is executed we will unfortunately **not** be able to provide any reimbursement or funds going forward for that OJT Employee/Trainee.
This includes paid job shadowing, internships or hiring OJT applicants as 1099 C Contractors. Unpaid job shadowing may not exceed 8 hours.
- An OJT cannot be executed for an employment position that was downsized within the previous six months. An OJT cannot be executed for an employment position that has been subject to reduced hours within the past six months.
- The Employer must make a good faith effort to retain the OJT Employee at the end of the contract.
- Reverse referrals, whereby the employer brings a potential candidate to the PA CareerLink® for an OJT, are not permitted. OJTs are executed for referrals of appropriate candidates from the PA CareerLink® Bucks County and who are eligible for subsidized work opportunities through the federal Workforce Innovation and Opportunity Act.

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.*

An Individualized Training contract allows, as appropriate, an enrolled PA Careerlink® Bucks County Job Seeker customer to increase their skill base through short-term occupational skill training programs in order to gain meaningful employment.

ITA funding is allocated for PA Careerlink® Bucks County eligible customers who are seeking training through a State-Approved Eligible Training Provider that has entered into a master contract with the BCWDB. Priority is given to residents of Bucks County.

Training services may be made available to eligible participants who:

- Have met the eligibility requirements of receiving career services and have been determined to be unable to obtain or retain employment through such services;
- After an interview and case management has determined the need of training services;
- Have researched and selected a program of training that is directly linked to employment opportunities either in the local area or in another area to which the participant is willing to travel/relocate;
- Are unable to obtain grant assistance from other sources to pay the total cost of such training, including State funded training, Trade, Pell Grants or
- Require WIOA assistance in addition to other sources of grant assistance.

The maximum amount of an ITA is \$6,500 per customer. This limit is reviewed annually by the Systems Performance and Operations Committee and may be adjusted higher or lower during the

course of a program year. Once a specific allocation is committed to a particular training provider for a particular PA Careerlink® customer that amount will remain contractually binding as long as funds remain available. No payments are made directly to an individual. All training contracts must be fully signed and executed by the BCWDB before they are considered approved and funding allocated. Funding is based on appropriateness and funds availability. PA Careerlink® Bucks County customers should never be guaranteed funds or training.

Eligibility. A training contract may be entered into only in occupations that are in the High Priority Occupation List as published by PADOL which include the following conditions:

- in demand by employers,
- have higher skill needs which provide family sustaining wages, and
- targeted to locally have 75 or more openings each year for the next five years.

Length. The length of the ITA contract may not exceed 18 months.

Cost. An ITA contract may not exceed \$6,500.

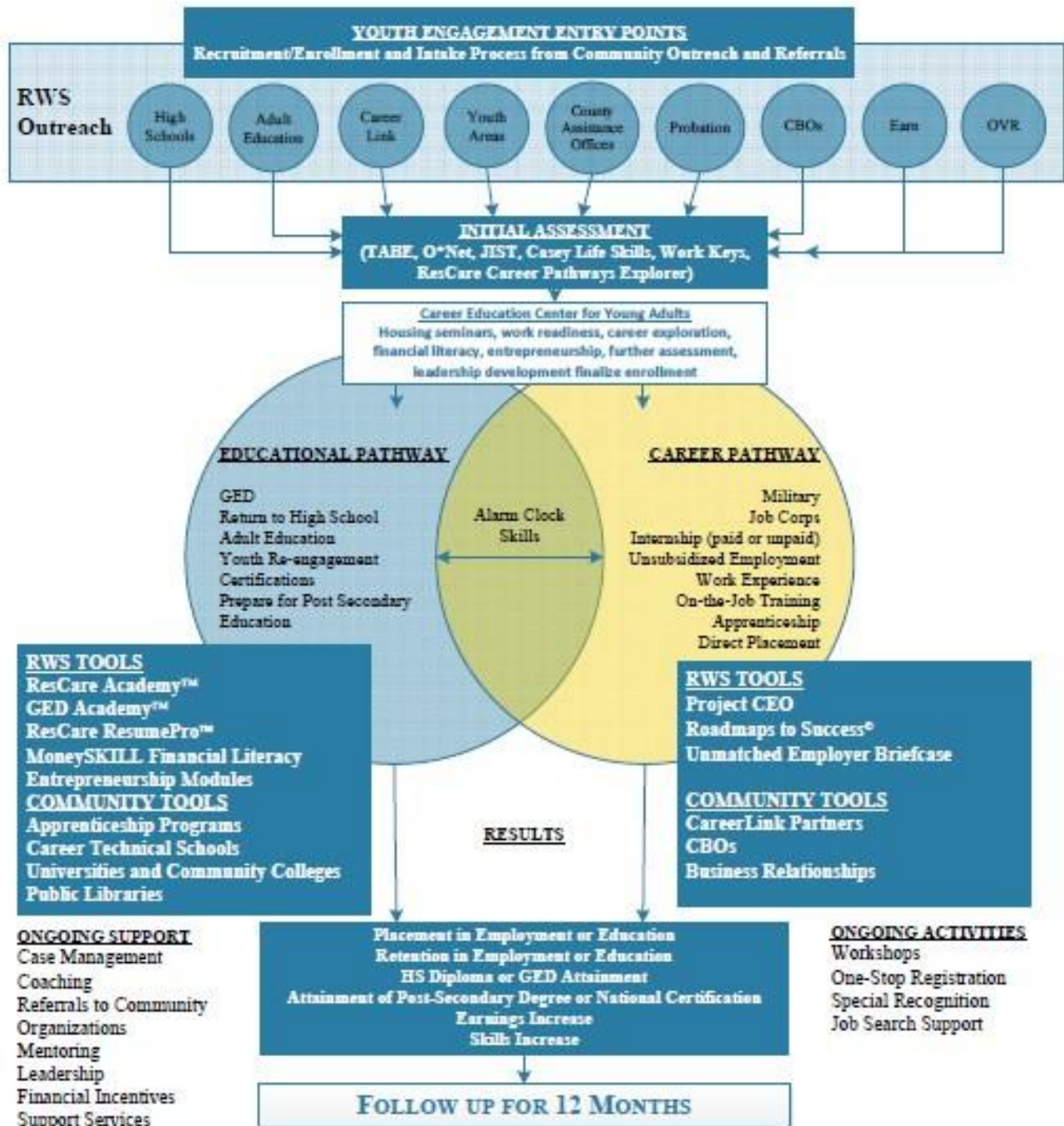
ADA Compliance. As the ITA is funded through federal resources, the location where the ITA client will be training is required to be in compliance with the Americans with Disabilities Act (ADA). The PA Careerlink® Bucks County Business Services Representative will conduct an ADA Inspection prior to engaging in a master contract with the Provider. If the site is not compliant, the Provider must agree to make reasonable changes/accommodations should the request be made by the customer.

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

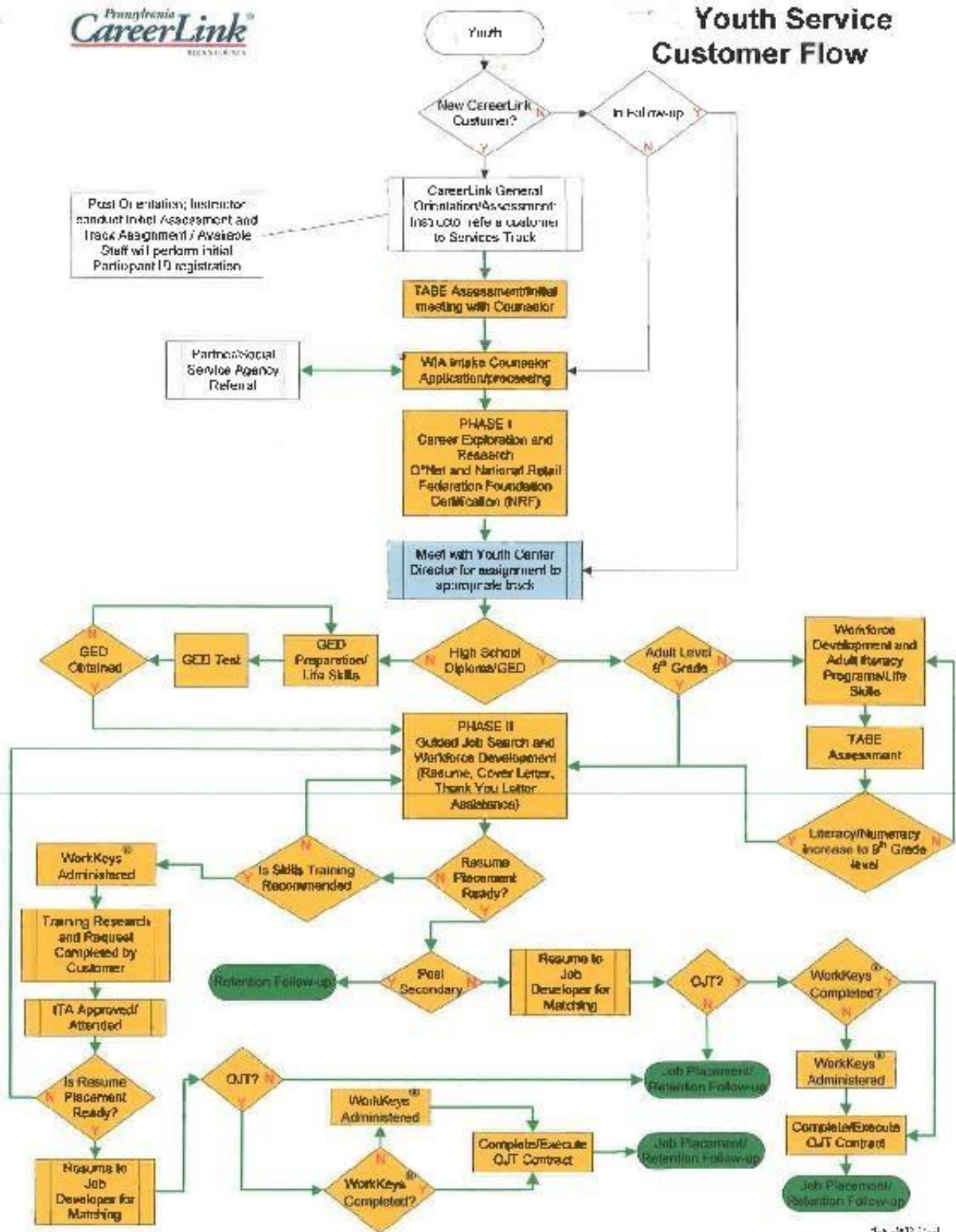
The Youth Council provides the forum for active participation of youth agencies across the county, including foster care programs, Children and Youth Services, Housing and Urban Development services, and Family Services Association of Bucks County. The Youth Council also has representation from the career and technical high schools, the public-school system, and the local community college. Employers also serve on the Youth Council, with priority given to employers who provide employment and work-based learning opportunities for young adults.

The Board's primary program for connecting out-of-school youth with employers is its "180" youth program, which positions the local area well for the WIOA priority for expansion of services and program components for out-of-school youth. The following pages present a graphic overview of the service flow for young adults (out of school youth) in the PA CareerLink® Bucks County structure.

The Board has taken action to extend the current contractor (ResCare) for out-of-school youth services. The contract for out-of-school youth services was originally issued for bid during PY16 and contract award was given to ResCare.



Youth Service Customer Flow



With the Youth Council of the Board serving as the primary connection point for policies, procedures, and partnerships to ensure engagement and services for a wide range of youth in Bucks County, the county is well positioned to implement WIOA's increased emphasis on serving out-of-school youth. The Youth Council reviews the strategies, investments, procurement processes, models for program development, and progress measurement/performance related to all youth/young adult services. The Youth Council, with a diverse mix of Board and non-Board members, leverages the experiences and insights of its members to guide the development of youth preparation strategies and connections to employers. The Youth Council reviews program proposals and makes recommendations to the full Board for approval, including recommendations on policies and procedures for co-enrollment opportunities with TANF/EARN, WIOA Title II Adult Education, and WIOA Adult Programs as appropriate within the context of each youth's individual service plan. Under the WIOA priorities for serving out-of-school youth, the Board and one-stop operator are particularly focused on strengthening relationships and referrals with key partners such as the corrections system and community-based organizations where youth are already engaged.

The Youth Council and the Board review and approve all policies and procedures for youth eligibility and documentation procedures, including the policy for "requires additional assistance to complete an educational program or to secure and hold employment." To enroll in a WIOA youth program, a youth must provide documentation to establish eligibility under the following requirements:

- Age (14-21 for in-school, 16-24 for out-of-school)
- Authorization to Work
- Residency
- Selective Service Registration (if applicable for age)
- School Status
- Low-Income Determination
- Barrier Status (school dropout, pregnant/parenting, youth with disability, in foster care/aged out, homeless/runaway, offender, basic skills deficient, English language learner, "requires additional assistance").

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

- Poor work history (fired from one or more jobs in past six months, or history of sporadic employment – such as three or more jobs in past year and no longer employed);
- Low score on pre-employment skills assessment or letter from employer stating youth does not possess skills for employment;
- Actively seeking employment for part two months but remains unemployed or underemployed (may have part-time status and unable to obtain full-time job);
- Currently at risk of dropping out of school, as documented by school official as a result of absences, discipline and/or underachievement.

The following language will be added: "WIOA ISY youth who do not meet income eligibility may still participate if they meet one or more of the following barriers: basic skills deficient, behind grade level, pregnant or parenting, individuals with disabilities including learning disabilities, homeless or

runaways, and offenders. The board has not identified or defined any additional assistance barriers. If a youth vendor wants to enroll a youth that may fall into the 5% category for eligibility, permission must be granted by the board. Any 5% exception is tracked monthly against all ISY and OSY that meet the low-income barrier, and enrollments may only be granted if it does not exceed the 5% of low income enrollments.”

The Board has established the highly successful “180” youth program as the primary means of connecting out of-school youth with employers who are committed to providing work-based learning opportunities for youth who may have lacked direction in the past but are now ready to work toward a better future. Youth participants are able to get a fresh start while employers obtain a new resource for finding highly trainable, motivated employees. At every stage of the process, “180” youth program staff works with the employer and the young adult employee to ensure success of the match and intervene with services as needed.

Employers are recruited for participation in multiple ways, with recruitment messages shown below:

Job shadowing

This is a great way to let someone see first-hand what it’s like to spend a typical day on the job. In as little as one hour or one day, you can help your “shadow” learn about your field and whether it might be the right choice for them.

Mentorship

Serving as a mentor allows you to provide guidance to an at-risk youth on your terms, according to your schedule. You specify the time, place and frequency of meetings. You can even choose to be an e-mentor if e-mail is more convenient.

Internship

When you bring a “180” youth intern on board, you get a reliable, pre-screened worker who is ready to learn. A “180” youth intern can help you boost productivity without hiring a full-time employee. Most internships run 20 hours a week for four weeks.

On-the-job training

With this option, you hire a “180” youth full-time and spend up to six months training them on the job - to your standards, for your company. You can even receive financial reimbursement of their hourly wages to offset your investment.

Full-time employment

When you hire a “180” youth full-time, you not only get a pre-screened, qualified employee - you get someone who is being actively supported by a “180” youth program caseworker. This relationship helps ensure employee reliability and decrease turnover.

The “180” youth program maintains a close working relationship with OVR and other partners to both recruit and support young adult participants in the program. The program partners with OVR in

sponsoring a Youth & Young Adult Job Fair in Lower Bucks County for 16-21 year olds with disabilities.

As a core partner, OVR collaborates with the local Bucks County 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.

As with adult programs accessed via the PA CareerLink® Center, youth have access to the services of all partners, and costs of service are shared accordingly. Some individuals may choose not to access services of OVR; in such cases individuals will still have access to the services of all other partners.

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

The Board is committed to maintaining procedures to fully coordinate local activity with statewide rapid response activities. The Board receives both formal notices of impending layoffs and informal early warnings of layoffs that are obtained via a close working relationship between the Business Development Team, local employers, and the state. The Bucks County Rapid Response Team is made up of experienced PA CareerLink® Title I and Wagner-Peyser staff, along with key community partners. At appropriate points of intervention, the team is assembled to reach out to the employer

and labor representatives to design service strategies and timelines for assisting impacted workers and their employers. The Board and its service provider partners continue to monitor activities and needs throughout the process, with Business Development Team and Business Services Team members serving on committees and task forces to coordinate services. While maximum use is made in directing exiting resources to meet the needs of impacted works, the Board may also seek additional funding that is available for large-scale layoffs.

The Board's staff and staff of the PA CareerLink® Bucks County staff are aware of the conditions set forth in the Worker Adjustment and Retraining Notification Act (WARN) and are fully trained in procedures to provide assistance to employers in full collaboration with state rapid response staff. The staff of the PA CareerLink® Centers in the local area and in the region also coordinate efforts with the regional Strategic Early Warning Network (SEWN) Coordinator. The Board, its staff, and the one-stop operator will continue to support this kind of local and regional coordination going forward.

A greater focus will be placed on utilizing all resources, including Rapid Response staff and resources, for layoff aversion. This will include engaging employers in strategies for training of incumbent workers and in connecting employers to sources of assistance from economic development partners for business development. By placing greater emphasis on WIOA's permissible use of adult and dislocated worker funds to support incumbent worker training, the Board strives to work with the PA CareerLink® partners to create proactive strategies to prevent layoff, not just respond to them.

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)?*

The Board's coordination with secondary and post-secondary education is driven by the Board's work with employers in identifying projected job demand and skills needed to fill the jobs. From that base of knowledge, Board members and staff interact with educators in a wide range of venues where the desired products are design of career pathways for both youth and adults, creation of mechanisms to inform students and the public about jobs and skills, and increasing engagement and enrollment of youth and adults in education and training that meets employers' skill needs and the needs of students and workers for paths to career and wage advancement. These venues for interaction include:

- Membership of educators from secondary and post-secondary schools on the Workforce Development Board, the Youth Council, and/or special task forces
- Participation by Board members and staff on committees and task forces formed by the local chambers of commerce, local economic development organizations, and educational advisory groups
- Sector-based employer groups and Industry Partnerships where educational program providers and workforce development providers interact to meet the specific needs of the sector
- Regular discussion sessions of the Board's Executive Director with educators, chambers of commerce, and economic development leaders in the county funded through ITAs.

At the operations level educators interact routinely with staff of the PA CareerLink® Bucks County as shown in the Assessment Flow on the following page. Assessment results for individual job seekers are combined with career interests to design an individualized training plan that will integrate remedial education as needed, and increasingly include work-based learning at an employer's site

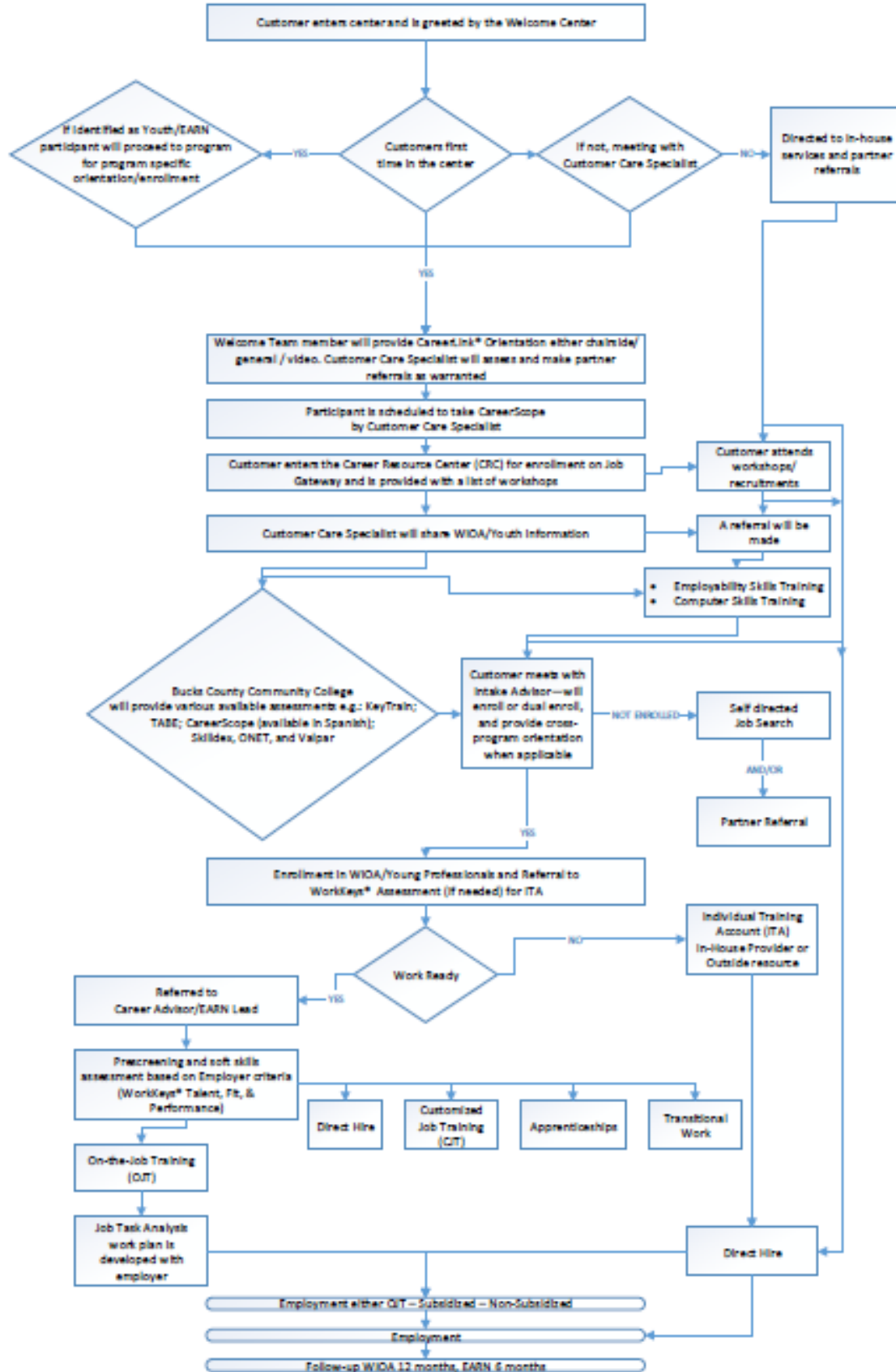
to combine with classroom training. This is an even higher priority with WIOA's emphasis on work based learning and career pathways, and with the Commonwealth's emphasis on increasing expenditures directly related to training. The Board has prioritized occupations in manufacturing that are in high demand, and the Bucks County Community College is currently providing a Metalworks program for two cohorts of students. The Board recognizes that WIOA Title II programs are a key component for providing the basic skills needed to participate in occupational training programs, and a priority is to integrate basic skills with occupational training in co-requisite rather than pre-requisite structures so as to allow participants access to occupational training as early as possible, a practice that has been shown nationally to promote student retention in programs.

At the secondary school level, a focal point for coordination is the Business-Education Partnership of Bucks and Montgomery County, supported by funding from the PA Department of Labor and Industry. The overall goal of the Partnership is to provide an intermediary network through the leadership of the Workforce Development Boards of the two counties to support middle and high schools and provide direct student involvement in career awareness and exposure activities. The Partnership includes employers, career/technical schools, and higher education institutions in addition to the regular K-12 districts. The Partnership sponsors a number of activities including Manufacturing Day activities, Educator in the Workplace, Future Fairs, ManuFest, and Food for Thought sessions where lunch sessions connect teachers, students, and employers in sessions about career opportunities in the region.

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.*

This Integrated Services Customer Flow Model shown on the following page (and referenced in Section 3.2) is the foundation for job seeker services in the physical PA CareerLink® centers. Services for employers are also provided in an integrated model and are described in Section 4.14.

Integrated Services Customer Flow Model



Career services provided by the PA CareerLink® Bucks County are delivered primarily at the integrated, comprehensive one-stop center. The one-stop operators are charged with ensuring that services are delivered on a functional basis via the one-stop partners as partners adhere to the terms of the Memorandum of Understanding (MOU) that the partners have with the Board. Regular meetings are called by the one-stop operator to coordinate customer service approaches to cover key functions of:

- Welcome & initial orientation for new customers
- Introduction to self-service options
- Skill and career development with staff assistance in creating individual plans
- Business services that combine outreach staff with internal staff to screen and connect qualified applicants to jobs that employers post in the system
- Seamless connections to additional services that are available for special populations (veterans, persons with disabilities, TANF recipients, etc.) while general career services are maintained.

Partners also collaborate to make workshops available to job seekers on topics such as resume development, labor market information/high priority occupations, supportive services available, and career pathways available via local post-secondary institutions. Duplication of business services has been greatly reduced through the integration of external outreach and internal business support functions.

The one-stop operator has regular Managers' Meetings. Each contracted program offered on site at the PA CareerLink® Bucks County is represented. Board representatives participate in the weekly meeting when needed or appropriate. Agenda items include updates on current programs and discussion on leveraging resources.

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

While the creation of final local procedures will await further policy development by the Commonwealth and issuance of the final regulations by the U.S. Department of Labor, the Board is committed to creating a board review process that covers all WIOA Title II local applications in accord with state's defined process for board involvement. The BCWDB board members and staff have a close working relationship at all levels of the education pipeline in the county. This strengthened provision under WIOA provides further opportunities for integration of basic literacy and English-as-a-second-language (ESL) programs into the career pathways framework in the county.

Current procedures announced by the PA Department of Education (PDE) call for local Adult Educator proposers for services to submit applications directly to PDE. PDE will perform an initial review to ensure that applications meet requirements for submission. PDE will then share applications related to each workforce area with the appropriate local workforce development board, along with the scoring framework. Local boards will then send recommendations regarding local Adult Education provider proposals to PDE for consideration during PDE's final review, scoring and selection process.

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

The Board has taken steps to expand access to programs and services to individuals with barriers to employment, as called for under WIOA and the Pennsylvania Combined State Plan. In 2016 the Board adopted a new Priority of Service policy to be implemented among partners in the Bucks County workforce development system. Primary partners are:

- Area Agency on Aging
- Bucks County Assistance Office
- Bucks County Community College
- Educational Data Systems, Inc.
- PA Department of Labor's Bureau of Workforce Development Partnership
- Office of Vocational Rehabilitation
- ResCare / Arbor Education & Training
- Vita Education Services

The Priority of Service Policy contains the following key elements:

Priority of Service Overview

Priority of service means that individuals in the targeted groups (public assistance recipients, other low-income individuals, individuals who are basic skills deficient, and underemployed who are also low-income) are given priority over other individuals for receipt of individualized career services and training services funded by the WIOA title I Adult program. Veterans within these groups receive priority over non-veterans. Adult priority is determined for the targeted groups during eligibility and enrollment.

Priority of service cannot be waived. (20 CFR 1010.250) Priority of service does not guarantee that by virtue of his/her status an individual will always receive service. The individual must be eligible and able to benefit from the services and application of priority of service is also subject to additional criteria as the Bucks County Workforce Development Board may determine to be appropriate. (20 CFR 680.600(b)) Once another participant is enrolled in a WIOA individualized career or training service, that participant may not be displaced by an individual who qualifies for priority of service.

Residency Requirement

Priority of Service requires residency in Bucks County. Residency is to be considered along with the individual satisfying at least one (1) of the following barriers/criteria to meet priority of service: the individual is a public assistance recipient, is a low-income individual, is basic skills deficient, or is low income and underemployed.

Definitions

"Individuals with barriers to employment" includes: displaced homemakers; low-income individuals; Native Americans, 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 as may be identified by the Governor of Pennsylvania.

The Bucks County priority of service applies to individualized career services and training services. ***“Individualized career services”*** include comprehensive and specialized assessments, development of an individual employment plan, group and individual counseling, career planning, short-term prevocational services, internships and work experiences, workforce preparation activities, financial literacy services, out-of-area job search and relocation assistance, and English language acquisition and integrated education and training programs.

Target Populations Identified to Receive Priority of Service

There are four (4) groups of individuals targeted for priority when providing individualized career services and training services in the WIOA Title I Adult program: public assistance recipients; other low-income individuals; individuals who are basic skills deficient; and individuals who are both underemployed and low-income.

“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.

“Low-income” includes: Recipients of public assistance (defined above); Individuals in a family with total income below the poverty line or 70% of the lower living standard income level; Homeless; Foster youth; and Individuals with disabilities with individual income below the poverty line or 70% of the lower living standard income level. Also included are Youth in-school up to age 21; or parents of such a youth who are eligible to receive a free or reduced price lunch.

- A youth 18 or older, who was determined low-income for the WIOA title I Youth Program, may be co-enrolled in the WIOA title I Adult Program without an eligibility re- determination, and be counted as an individual who meets Adult priority of service, if the original determination was made no more than six (6) months prior to the date of co- enrollment.

“Basic skills deficient” is defined as an 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 participant’s family, or in society.

- In assessing basic skills, the Bucks County Workforce Development Board will only use assessment instruments that are valid and appropriate for this target population, and will provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities. Standardized assessments will be administered following published guidelines and locators/appraisals will be used to determine the appropriate level of use of such assessments.
- An adult may be assessed as basic skills deficient through case manager observations and documented in case notes. A case manager may document basic skills deficiency using any one of the following: Basic skills assessment questions or test results; School records; Referral or

records from a Title II Adult Basic Education program; Referral or records from an English Language Learner program.

- Case notes will provide an auditable trail back to the source of the verified information.
- If a standardized test is used to assess basic skills, the test will include reading, writing, or computing skills. Lacking soft skills or specific skills needed for a particular job will not be used to determine otherwise high-functioning individuals as basic skills deficient.
- A youth 18 or older, who was determined basic skills deficient for the WIOA title I Youth Program, may be co-enrolled in the WIOA title I Adult Program without an eligibility re-determination, and be counted as an individual who meets Adult priority of service, if the original determination was made no more than six (6) months prior to the date of co-enrollment.

“Underemployed” individuals 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.

Interaction of the Adult Priority and Veterans’ Priority of Service

The priority of service for veterans and eligible spouses applies across all qualified employment and training programs. The priority of service for public assistance recipients, other low-income individuals, and individuals who are basic skills deficient is a statutory priority that applies only to the receipt of individualized career services and training services in the WIOA title I Adult program. With regard to the priority of service for veterans and eligible spouses, and in accordance with the Jobs for Veterans Act of 2008 (JVA); priority of service for the WIOA Title I Adult program must be applied in the following order:

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

The BDWDB has also had a long history of partnering with the Bucks County Opportunity Council (BCOC) in providing “Bridges Out Of Poverty” training to direct service provider staff to remove organizational and systemic barriers for low-income clients, help staff interact more effectively with clients in understanding the barrier presented by a “poverty mindset,” and ultimately contributing to a more sustainable community bolstered by a strong middle class. BCOC has assisted by presenting workshops and train-the-trainer sessions to service staff. To date, training has primarily focused on working directly with low-income clients and transitioning them to the PA CareerLink® Bucks County

Center for job and training assistance, and with providing resources to staff at the Center to ensure continuity of service for low-income clients. In 2016, the BCOC began offering a third type of assistance in implementing a Workplace Stability component of training aimed at employers. This component will help Bucks County employers help to stabilize employees' lives and boost productivity as a result. Low-wage employees taking entry-level jobs are often in danger of losing jobs as a result of problems with resources such as transportation, healthcare, child care, elder care, housing, and a number of other personal emergencies. Employers who invest in worker stability are also investing in the stability of their own organizations and saving money as a result of decreased turnover and dedicated employees. The BCWDB and the PA CareerLink® Bucks County Operator Consortium will work closely with the BCOC to explore ways to incorporate this employer training into employer services. This occurs at a particularly good time as work-based learning is promoted and expanded in both youth and adult programs as a result of the Board's implementation of priorities contained in WIOA and supported by the State WIOA Plan.

The BCWDB Services to Targeted Populations Committee has identified five target populations to identify and catalog existing resources, conduct needs assessments, and determine the appropriate investment for each of the groups:

- Offenders and Returning Citizens
- Immigrants, English as a Second Language, and Low-Literacy individuals
- Aging out of Intermediate Unit Services, Individuals with Disabilities not physical or intellectual (substance abuse, mental health, communication disorders), and Individuals with Autism.
- Individuals with Physical/Intellectual Limitations and Disabilities, and Individuals with Traumatic Brain Injuries.
- Older Individuals.

Support for serving these target populations is provided in collaboration with partners who specialize in meeting the needs of these groups. The Office of Vocational Rehabilitation (OVR) provides eligible Title IV customers with individualized, vocational counseling and guidance, vocational education, 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, job shadowing and vocational counseling. Group training services for youth include workplace readiness, independent living skills, and self-advocacy training.

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, including a wide array of Office of Vocational Rehabilitation (OVR) services described in the next section.

The Board will increase its services to incumbent workers as allowed under WIOA. A new policy has been created to address issues of non-traditional hours of operation at the PA CareerLink® centers and increased options for upskilling to be offered by the Community Colleges and Career/Technical Education providers. The new Incumbent Worker Training Policy contains the following elements:

Purpose

Incumbent Worker training, under the Workforce Innovation and Opportunity Act (WIOA) is designed to meet the special requirements of an employer or group of employers to retain a skilled workforce

or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

Employer Eligibility & Requirements

Incumbent Worker Training may be available to employers seeking to train participants for multiple positions.

The BCWDB will contract with Employers for IWT, subject to our Procurement Policy. To contract with BCWDB an entity must:

- Be in an Industry defined as “in-demand” (WIOA §3(23))
- Not have laid off workers within 120 days to relocated to Pennsylvania from another state
- Offer IWT training that will not inference upon he promotion of or displacement of any currently employed worker or a reduction in their hours
- Be providing full-time, non-seasonal, work of 37.5 to 40 hours per week.
- Current in unemployment insurance and workers’ compensation taxes, penalties and/or interest or related payment plan
- Not have previously exhibited a pattern of failing to provide IWT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work
- Cooperate with monitoring requirements as stipulated in the WIOA legislation and adhere to all other applicable local, state, and federal rules and regulations
- Provide quality training such as industry-recognized credentials or specific advancement opportunities
- Provide documentation on wage and benefit levels of incumbent workers trained, pre and post training
- Share the cost of the IWT based on the size of the workforce as follows:
 - At least 10% of the cost for employers with 50 or fewer employees
 - At least 25% of the cost for employers with 51 to 100 employees
 - At least 50% of the cost for employers with more than 100 employees.

Stipulations

- Priority of funding will be for workers not earning a self-sufficient wage and for workers employed in Manufacturing, Healthcare, Biotechnology, Information Technology, or Tourism.
- An example of IWT training that may be offered includes the training on proprietary software by an organization for an Employer/Industry that will benefit the competitiveness of its employees.
- The maximum time frame for an IWT is six months. The duration of an IWT is a function of training needed, not the maximum funding allocated.
- IWT funds may not be used to pay for the wages of workers being trained. Funds provided under the IWT Training Services may be used for the cost of providing the training, including the cost of developing the training or fees for the training program or provider.

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

As with services for job seekers, the Board and its service partners provide a fully integrated customer service approach to employers in the county. Services are provided by a 13-member Business Services Team that provides outreach to employers, with priority given to Premier Employers who have jobs on the High Priority Occupation (HPO) list.

The Business Services Team members include:

Business Development Team (3 members)

Business Development Manager (1)

Business & Industry Specialists ((2)

Workforce Innovation & Opportunity Act (WIOA) Members (6 members)

Employer Service Supervisor (1)

Business Relations Specialist (2)

Recruiter (2)

Customer Care Specialist (1)

Employment and Retention Network (EARN) Members (1 member)

Job Developer

Veterans (1 member)

Local Veterans Employment Representative

Center for Young Professionals (1 member)

Youth Job Developer (for Out-of-School Youth)

Office of Vocational Rehabilitation (1 member)

Business Service Representative

The Business Development Team process is as follows:

- Outreach to employers via one-on-one engagements and/or presentations made at Industry Partnership meetings, chamber of commerce events, and other business association meetings and events;
- Referrals received directly from partners (Workforce Development Board members, PA CareerLink® Bucks County partners, Business Services Team (BST) staff)
- Options discussed with employer to meet needs (job postings, OJT, incumbent worker training, customized job training, assessments, credentials produced by current training programs, youth work based learning experiences) o Job Posting Process
- Assisted – Business Development Team (BDT) representative enters employ in CWDS/Job Gateway, creates folder (if new), enters job posting, and starts hand-off process (alerts Business Services Supervisor (BSS) to posting, request BST assignment, and makes introductions between BST representative and employer); follows up within 6 months
- Unassisted – Alerts BSS; BDT representative follows up with employer within 2 weeks and again within 6 months
 - OJT/Customized Job Training – Schedules and conducts ADA review inspection and begins hand-off process to appropriate PA CareerLink® Bucks County staff

- Incumbent Worker Training – Connects employer to appropriate PA CareerLink® Bucks County staff to review needs for skills upgrading of existing workers and backfilling positions with new hires
- Assessment Services – Alerts BSS of employer interest in assessment, requests BST assignment, initiates introductions of employer to BST staff o Industry Partnership – BDT representative introduces employer to sector-based Industry Partnership, encourages employer to participate, and follows up with employer
- Credentials Produced by Current Training Programs – introduces employer to training providers related to employer’s needs, refers program graduates to employer as appropriate, follows up with employer (also obtaining information on training relevance to skills needed for use in future planning)
- Youth Work-Based Learning Experiences – BDT representative introduces employer to appropriate youth staff (Young Professionals Center and “180” Youth Program), follow up within 6 months.

(The Business Development Team to Business Services Team Process Flow Map is shown on the following page.)

The services provided to local employers by the Business Development Team and the Business Services Team include:

- Setting up and individual account for each employer with access to JobGateway
- Direct Job Posting
- Recruitment events – customized to each employer’s unique needs
- Assistance in screening applicants for direct hiring
- OJT and Customized Training
- Job task analysis
- Workshops and seminars, including information on employer roles in the Unemployment Compensation (UC) process
- Labor market information/economic forecasting
- Referrals to community partners as appropriate
- Assistance in acquiring training grants
- Access to participation in Industry Partnerships

The Business Services Team utilizes a variety of sourcing strategies to engage and attract quality candidates for jobs posted by employers, beginning with qualified candidates who are participants in career services and training programs as described in Section 3.2. Sources beyond program participants include:

- Direct partner referrals
- Unemployment tracking through JobGateway
- Online resumes from Indeed, LinkedIn, Monster, Craigslist and others
- Newspaper ads
- Community outreach

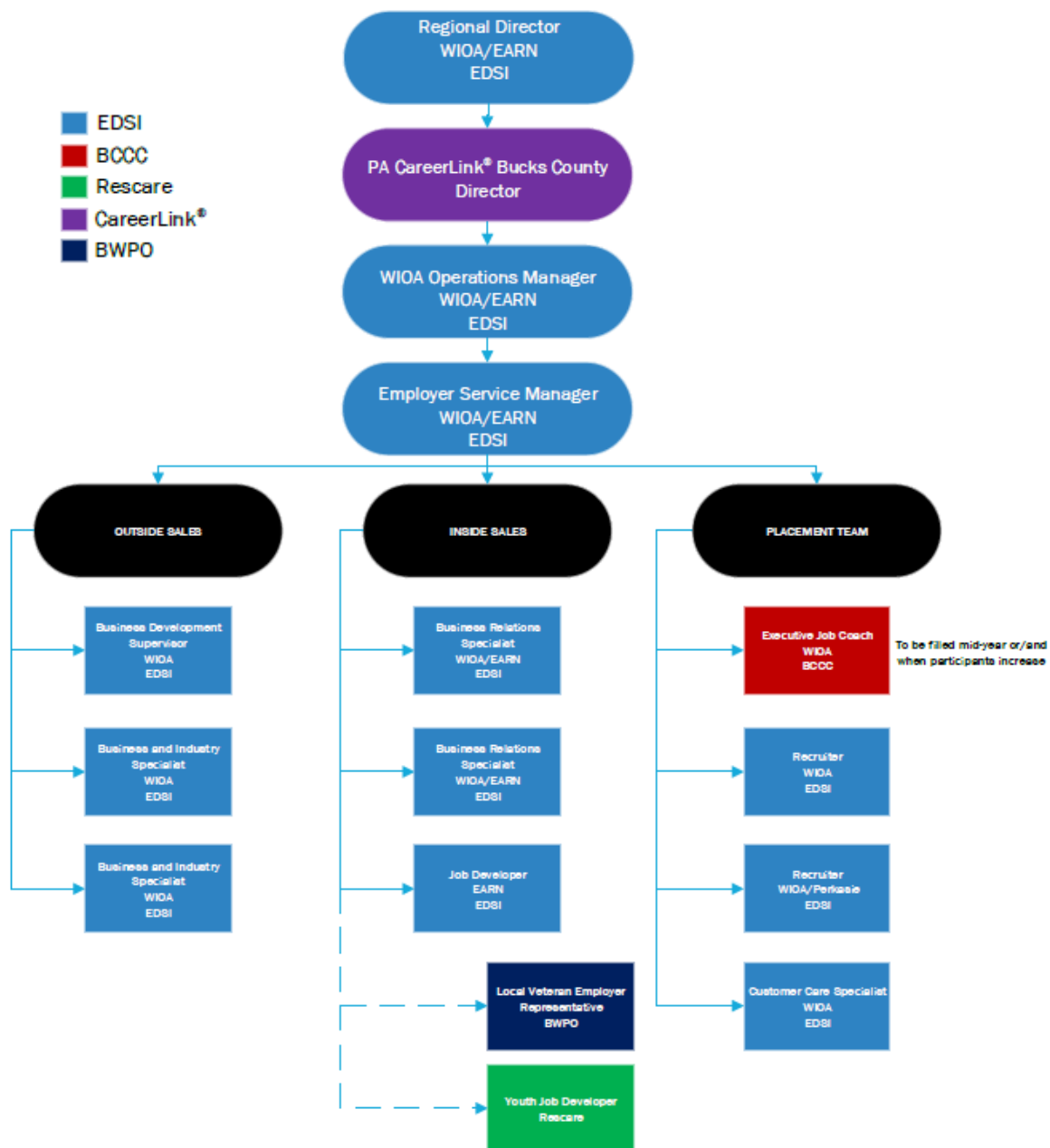
Applicants identified and recruited from multiple sources are then screened for fit with the employer’s job specifications in the following manner:

- In-person or over the phone screening by a Business Services Representative to verify an applicant’s skills, experience, and interests of the applicant to ensure a good match

- If the applicant is not already enrolled in WIOA, a referral is made to an Intake Specialist
- Relevant assessments are reviewed by the Business Services Representative
- Resumes of qualified and screened applicants are sent via email to the employer
- The Business Services Representative works with employer during the hiring process to document hiring actions and obtain more applicants if needed.

Once the hiring action is taken by the employer, the Business Services Team enters data into CWDS. If an OJT contract is being used in the process, the Business Services Team prepares the draft contract and submits to the Bucks County Workforce Development Board. If the employer is making a direct hire, the applicant starts work immediately and contact with the employer is maintained to ensure satisfaction with services and to identify additional needs.

Ongoing coordination at the planning level is maintained through participation in the PREP partnership that includes multiple economic development organizations in Southeast PA, and through the active participation of all regional workforce development boards in implementing the Regional Plan. Coordination with economic development partners in the region is ongoing with multiple industry partnerships and with applications under the Next Generation Industry Partnerships. We are also working with regional partners to develop higher levels of responsiveness to employers via the Engage! application process.



Talent Acquisition Services are provided to employers in each key industry sector group including:

Candidate Search

- Pre-Screening Applicants
- Skills/Qualifications Matching your opening and the right candidate
- PA CareerLink® Business Services – Representative managing your on-line business folder to tailor recruitment and referrals.

Assessment Services

- Comprehensive assessment and matching services including WorkKeys®.

- WorkKeys® is a nationally recognized hiring tool measuring “real world” skills across nine areas critical to job success:
 - Applied Mathematics
 - Applied Technology
 - Workplace Observation
 - Locating Information
 - Business Writing
 - Teamwork
 - Reading for Information
 - Listening
 - Writing

On the Job Training (OJT)

- Training new employee for the skills needed to perform a specific job.
- Salary costs are reimbursed up to 50% of wages.
- Maximum training period per new hire of 6 months; average training is 3-4 months.
- Maximum reimbursement per employee equals \$8,500.

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

4.15 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 understands that the availability of supportive services is often a critical element for an individual to successfully complete a training program and search for and sustain employment. Supportive services are provided to individuals based upon need. Upon determining the need, community resources are solicited including but not limited to community based organizations, faith based organizations, and other resources. Depending on funding sources and related participant eligibility for those resources, additional supportive services may be provided by TANF/EARN and other funds.

A critical and overarching factor to all employment is the reliable availability of transportation to education and training programs and ultimately reliable employment. The Bucks County Transportation Management Association, as part of the SEPTA system, has a diverse mix of transportation resources available for job seekers.

Supportive Services are available to participants enrolled in the WIOA program who are: unable to obtain these services through other programs. Supportive services should only be provided when they are necessary to enable participant to continue in Title I activities.⁴

Supportive Services include:

- Transportation

- Clothing allowance for training courses⁵
- Dependent care
- Exam Fees / Certification
- Medical Testing needed for entry into training or employment

If a participant requests assistance with any of the items listed above, it is the responsibility of the Workforce Counselor to assist them in the research of community resources first. After all attempts have failed, the participant will be required to provide a letter requesting supportive services. The following must be included in the request:

- Justification for the need,
- Detailed description of the need,
- A list of the community resources contacted, and
- Documentation providing the amount being requested.

The Workforce Counselor will complete a Supportive Service Request and submit the request and documentation to the WIOA Operations Manager for review. If approved, the Workforce Counselor will submit the request to the Fiscal Department for payment. If denied, the Workforce Counselor will forward a denial letter to the participant with the explanation. A copy will be retained in the participant's file.

When issuing a Supportive Service Request, the following funding caps will apply:

- Transportation: The most inexpensive means of transportation will be approved. If the participant is requesting mileage reimbursement, the approved rate will equal the mileage rate as determined by the Internal Revenue Service and in force at the time of the request. The maximum mileage reimbursement is 50 miles per day. Mileage will only be paid for actual days of participation and must be documented by an attendance record. Participants who are employed may be approved to receive a weekly or monthly Bus Pass or TransPass, based on employment needs and cost-effectiveness, until the participant receives one full pay check.
- Clothing allowance for training courses will be limited to one time per enrollment with a maximum amount of \$175.00.
- Dependent care will be paid at the rate of up to \$20.00 per day per dependent for a licensed day care center only. The total dependent care allowance cannot exceed \$800.00 per enrollment.
- Exam Fees and/or training items needed to enroll or attend a training course are for exact cost only and must be related to the WIOA-funded training program the participant is enrolled in or recently completed. Exam Fees may also be considered for a participant needing certification to gain employment.
- Medical Testing for entry into training or employment will only be approved after all other avenues (i.e., Medical Assistance, free clinic, etc.) have been explored to cover the cost. The maximum allowance will be \$600.00.

5. COMPLIANCE

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

The Memorandum of Understanding (MOU) is executed between the Bucks County Workforce Development Board (WDB), PA CareerLink® Bucks County One-Stop Partners (Partners), and the Chief Elected Official (CEO), of the County of Bucks. They are collectively referred to as the “Parties” in the MOU. This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the PA CareerLink® Bucks County.

The WDB provides local oversight of workforce programming in Bucks County. The WDB, with the agreement of the CEO, has, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations, selected Educational Data Systems, Inc. as the one-stop operator for the PA CareerLink® Bucks County.

The One-Stop Operating Budget and Infrastructure Funding Agreement establish a financial plan, including terms and conditions, to fund the services and operating costs of the PA CareerLink® Bucks County. The Parties to the MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the PA CareerLink® Bucks County. The Vision, Mission, System Structure, Terms and Conditions, One-Stop Operating Budget, and Infrastructure Funding Agreement outlined in the MOU reflect the commitment of the Parties to their job seeker and business customers, as well as to the overall success of the PA CareerLink® Bucks County.

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

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

The WDB will issue, in writing, the results of its review, giving the audited entity no more than 30 days from issuance of the letter to submit an appeal. That appeal will be a request for a formal review of the final determination before an impartial hearing officer of the Bucks WDB. The debt collection process will be stayed pending a decision regarding the appeal. However, the debt becomes delinquent on the first day following issuance of the letter, whether or not an appeal has been filed.

Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate determined by the U.S. Treasury and will accrue during the entire time of the appeal process. This interest is waived if the debt is paid before the 31st day following issuance of the final determination. If the appeal is upheld, all interest will also be waived.

However, if the appeal results in any disallowed costs, interest will be assessed on the amount disallowed. If no appeal of the final determination is filed, a lump-sum repayment from non-federal

funds is due to WDB within 30 days after issuance of the final determination. The board, with approval from the PA Department of Labor & Industry, Bureau of Workforce Development Administration (BWDA), may negotiate short-term installment agreements in lieu of lump-sum payment, so long as disallowed cost was not a result of:

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

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

If repayment of the outstanding debt is not received within 30 days after issuance of the second notice, a final notice will be sent by certified mail. The final notice will state that the board must receive repayment within 10 days of issuance. It will also list the amount of accrued interest during the period of repayment.

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

Multiple national groups and the U.S. Department of Labor have identified characteristics of high performing workforce development boards. These characteristics cluster around the following general standards and specific criteria:

Standard I: Strategic Planning & Implementation

Criteria:

- Creation of a goal-oriented strategic plan that goes beyond the scope of WIOA funds
- Strategic plan that is developed from a broadly inclusive process including economic development, employer, education, human services, and other community leaders
- Strategic plan is a living document that is part of the board's continuous improvement process
- Adoption of a sector strategy approach in engaging employers
- Adoptions of a career pathways approach in engaging education and training providers

Standard II: Developing and Managing Resources

Criteria:

- Board reviews and monitors budget that aligns with strategic goals
- Resources and assets are coordinated and leveraged among service partners
- Board works with partners to attract more public and private resources to support strategies

- Board meets the expectations of the local elected officials in spending public funds

Standard III: Managing the Work of the Board

Criteria:

- Board is diverse, includes major employer sectors, and includes key community planners in economic development, education, and community services
- Board oversees the one-stop partnerships and resources pledged in the MOUs as a primary line of business
- Board has its own business plan and manages its business in accord with the plan, including oversight of staff to implement the board's business strategies.

The Bucks County Workforce Development Board is committed to maintaining these standards and to continuous improvement processes related to the criteria under each standard. Current BCWDD practices in this process include:

- Maintaining a strategic plan as an overarching framework for the Board's work and for the development of the WIOA Local Plan; the strategic plan is currently being updated by the Board to complement the work on the WIOA Local Plan.
- Sector strategies are used as the framework for engaging employers within the context of the WIOA Regional Plan for Southeast Pennsylvania and for sub-regional work with neighboring workforce areas in forming Industry Partnerships.
- Career pathways have become the "language of the system" in working with education partners and other departments of Bucks County government.
- The Board has an active Systems Performance Subcommittee that monitors program performance and works with its staff on creating corrective actions on a timely basis as needed.
- As a 501c.3 non-profit organization, the BCWDB has successfully secured competitive foundation grants to address gaps in service not funded through formula WIOA allocations, with diversification of funding sources remaining a high priority in the Board's strategic plan.
- The BCWDB is currently conducting a comprehensive countywide needs assessment and will apply for leveraged funds in accord with needs that are identified as high priority.
- The Board is partnering with Bucks County local government to complete an employer survey to identify training needs and other priorities of local employers for economic growth.

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

The Board maintains and continually updates a list of key community stakeholders. On April 8, 2016, the Board hosted a public meeting at the PA CareerLink® Bucks County office in Bristol, PA to present an overview of key elements that would be included in the Bucks County local plan and to receive input on suggestions for direction that should be taken in the plan including any changes in approach based on the plan overview. Twenty-seven individuals attended the session including representatives from local government, economic development, education, human services organizations, organizations representing individuals with barriers to employment, and current providers of employment and training services in the county. Specific input gathered at the session is shown below, categorized by topic areas. Input was used in the development of the draft plan posted on the

BDWDB's website for public review and comment. The community contact list will be used to inform the key contacts of the availability of the updated plan and of the process for commenting.

Input obtained at the public session prior to submission of the Transition Plan included (by category of input type):

Eligibility

"Providing more support to spouses (homemakers). Who may be over household income for eligibility (WIOA). That request assistance . . ."

"More job seekers to qualify for intensive services – ease in paperwork."

Employer Services

"Have BCWDB & CareerLink employees who outreach to employers engage with the County tech schools & get to know them intimately so we can tap their pool of students for future jobs."

Workforce Development Board Membership

"3 CTEs as voting members."

"CTCs to sit on the board."

Improved Inter-Agency Communications

"That workforce development is part of the conversation versus being an afterthought. For example, when developing a reentry from corrections program, think about at the outset of development of program about how workforce development/employment fits instead of developing the program from saying - oh, wait, what about workforce development/employment."

"Easier communication between agencies on these common goals, remove artificial barriers on information sharing."

Integrated Services/Career Pathways

"Increased connectivity with CTEs → Community College → Employers."

"Articulation agreements with the community college and tech school made simple."

"CTCs (Career Tech Centers) promoted as a proven way to stimulate the economy."

"Better integration of services – a shift from competition to collaboration."

"For people with disabilities, link work, transportation, housing services."

"CTEs – We need referrals in order to get a pool of students to train. Best way: *shared* funding w/BCCC on workforce development grants."

“Better communication between school superintendents to facilitate a clear pipeline to alternative education – once a youth (young adult) disengages from school, all schools give student a ‘pass’ to a GED, workforce program as their next step.”

Types of Training

“Apprenticeships expanded to non-construction traditional areas such as culinary, landscape, etc.”

“Need more classes similar to BCCC’s Metalwork Training Program to prepare all ages & educational levels of potential employees prepared for the workforce.”

Career Counseling

“High quality career counseling that offers more than focus on high priority industry clusters. It’s very limiting when you think that individuals work longer than ever before and need to be in careers that fulfill them.”

Employer Engagement/Economic Development

“Give additional consideration to building on existing assets and talents. Too often economic development focuses on bringing jobs in and not building jobs from within.”

“Increase employer voice in operations. Focus groups/meetings to solicit employer comments & concerns. They may not always feel comfortable to voice concerns in a room surrounded by ‘social services-focused’ individuals. The foundation of a strong workforce system is serving demand of employers.”

“Brainstorm ways to grow more business and make it competitive.”

“Get employers together and ask them the pain points and their ideal for workforce development.”

“Better communication with employers to lower expectations of talent available from youth programs – many employers want ‘Harvard-bound’ youth – top of the class candidates. We want better understanding of the skill level of the 16-24 who have never worked before and allow them their learning curve and be patient to allow learning.”

Public Awareness

“Communication to public that resources are there so more people know and therefore more people use.”

“I would want to have a campaign to change people’s attitudes – a campaign for pride in all work environments. Send the message to young people – working in a factory is as wonderful as college graduation!”

“Do a better job promoting CareerLink with local community especially with the actual residents to make sure they know about CareerLink & its services – and that it is available for not just registered

unemployed individuals.” \ “The CareerLink is inclusive for ALL job seekers/employers, not just low skill, low wage.”

“Engage the public community more in spreading the word about services.”

Prioritize Goals

“Understand that we all want to help everyone in just the way needed, but that reality is far different. It’s better to select one or two viable targets and succeed in helping a few people than to try to be all things to everyone and help no one in the process.”

“Focus, and realize that some goals are just not feasible at this time.”

Quality of Life

“Ensure environmental impact is always a consideration.

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

The Board posts its Local WIOA Plan on the Board’s website along with a link to the Regional WIOA Plan for a 30-day comment period. Notice of the availability of the plans is sent to key local stakeholders to ensure awareness. All comments related to suggested changes to the plan are then noted and addressed prior to submission to the Commonwealth. This process is used for all subsequent major revisions to the plan.

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.

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

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

X Agreement between the local area elected official(s) and the local workforce development board.

X 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.

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

X Local area procurement policy – Must describe formal procurement procedures.

X Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/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.

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

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

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

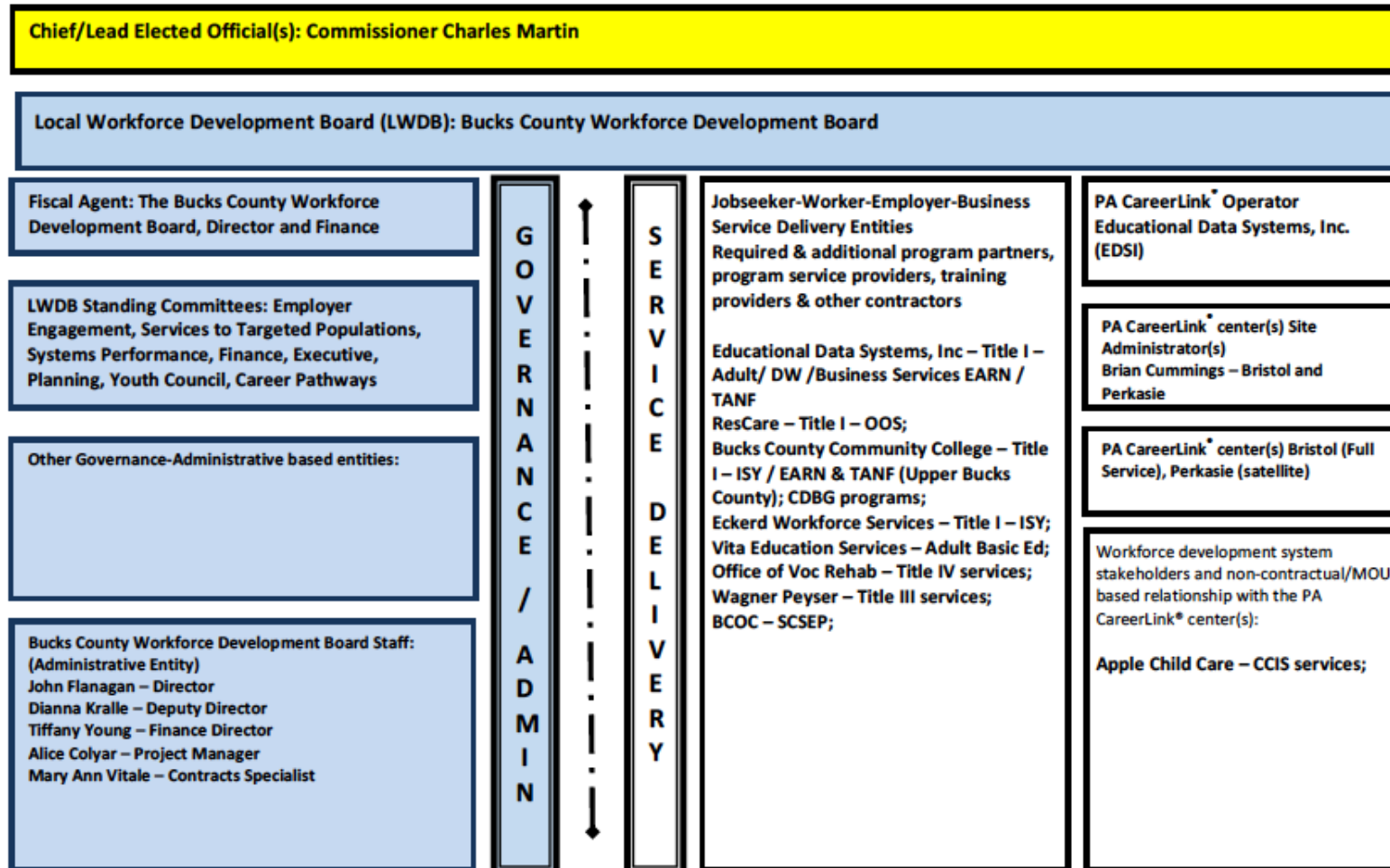
WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	%
Dislocated Worker	74%	%
Youth	65%	%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	%
Dislocated Worker	75%	%
Youth	57%	%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	15,000	%
Dislocated Worker	17,000	%
Youth	Baseline	%
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	55%	%
Dislocated Worker	57%	%
Youth	70%	%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	N/A	%
Dislocated Worker	N/A	%
Youth	N/A	%
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	N/A	%
Dislocated Worker	N/A	%
Youth	N/A	%

PY 2017-2019 WIOA Multi-Year Regional/Local Area Plan: Appendix E (Fillable)
Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: ____ Bucks County ____

Effective Date: _____



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.

PA CareerLink® Workforce Service Delivery System Program Partner/Provider List (fillable)

Local Workforce Development Area name: Bucks County, PA Local Workforce Development Area

Effective Date: July 1, 2017

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
EDSI, Inc. 15300 Commerce Drive, Ste. 200 Dearborn, MI 48120	Title I / WIOA of 2014 – Adult/ DW/ EARN/TANF -	Joe Farrell – Regional Operations Director jfarrell@eds.com
Bucks County Community College 275 Swamp Road. Newtown, PA 18940	Title I ISY/ EARN/ TANF	Susan Herring – Director of Workforce Development. sherring@bucks.edu
Eckerd Workforce Development 100 Starcrest Drive. Clearwater, FL 33765	Title ISY/ TANF	Jessica Lodermeier -Webb – Regional Manager jlodermeier@eckerd.org
Arbor DBA ResCare Workforce Services. 9901 Linn Station Road. Louisville, KY 40223 Mark Douglass -	Title I – OSY	Ron Spangler – Project Director rspangler@rescare.com www.rescare.com
PA Department of Labor and Industry – Office of Vocational Rehabilitation 1875 New Hope St. Norristown, PA 19401 Kevin Sand – District Administrator	Title IV – WIOA/ Rehabilitation of Act of 1973	Anita Diggs – Bucks County Area Supervisor adiggs@pa.gov
PA Dept of Labor and Industry – Wagner Peyser, JSVG, TAA, FLC, 651 Boas Street. Harrisburg, PA 17121 Ruben Pachay – Director – BWPO	Title III - Wagner Peyser Act of 1933	James Nichols – Assistant Regional Director – BWPO jnichols@pa.gov

PA Department of Labor and Industry – Unemployment Compensation	Federal Social Security Act of 1935	Barbara A. Mourer, Director, Office of UC Service Centers 651 Boas St. Room 625 Harrisburg, PA 17121 717-787-4127 bmourer@pa.gov
Vita Education Services 8 East Court Street, #2 Doylestown, PA 18901	Title II Adult Education and Literacy	Linda Wolfson – Executive Director - Vita Education Services lwolfson@vitaeducation.org
Council of Three Rivers American Indian Center – Native American Programs 120 Charles Street. Pittsburgh, PA 15238 (412)782-4457	Native American Programs Act of 1974	http://www.cotraic.org/
Bucks County Area Agency on Aging	Older Americans Act of 1965	http://www.buckscounty.org
Senior Community Service Employment Program 30 East Oakland Ave. Doylestown, PA 18901 (267) 880-5700		
Bucks County Community College 275 Swamp Road Newtown, PA 18940	Carl D. Perkins act of 1998	Laverne Tyrrel – Director – Perkins Programs laverne.tyrrel@bucks.edu
Bucks County Opportunity Council, Inc. 226 Mill St. Bristol, PA 19007 (215) 781-2661	Community Services Block Grant (CSBG)	Erin A. Lukoss Executive Director elukoss@bcoc.org



CHESTER COUNTY

WORKFORCE DEVELOPMENT BOARD

Advancing Chester County's Workforce

Workforce Innovation and Opportunity Act
Multi-Year Local Area Plan
Program Years 2017-2019



PY 2017-2019 WIOA Multi-Year Local Area Plan

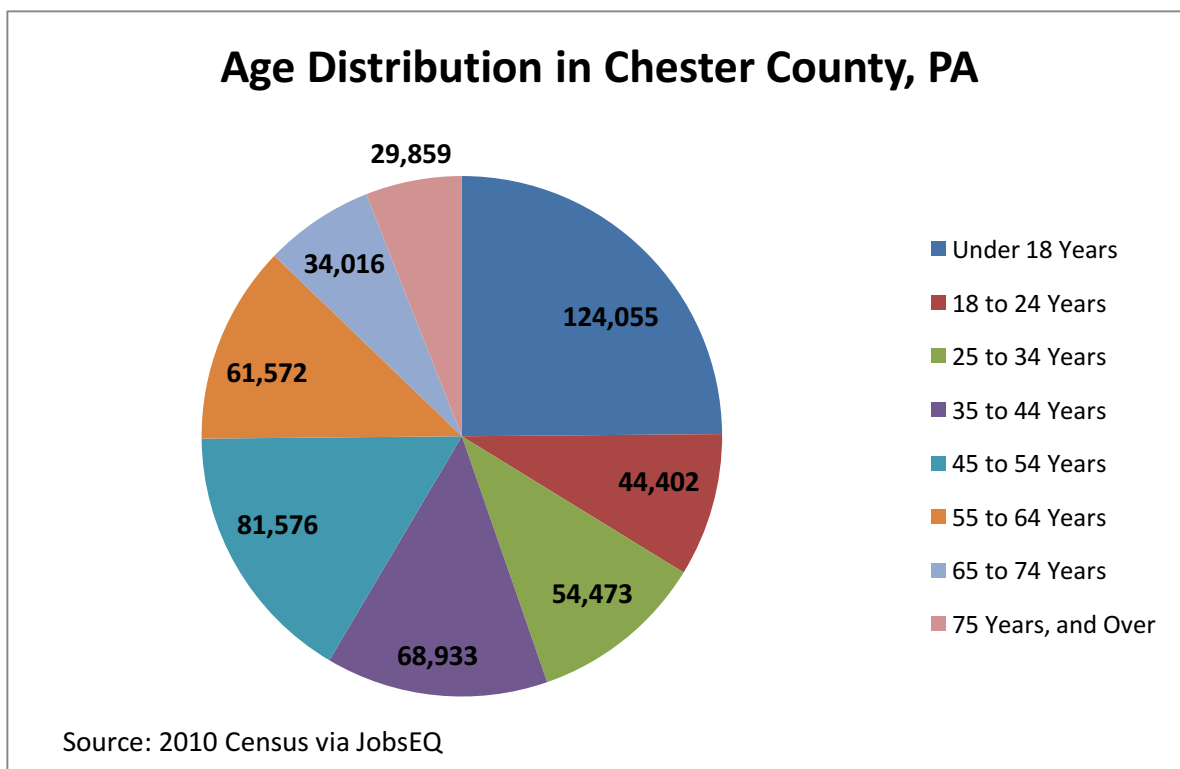
Local Workforce Development Area name: Chester County

Effective Date: September 1, 2017

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

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

According to the US Census 2016 estimates, Chester County's population is 516,312. While a quarter of the population is under 18, as reflected in the pie chart below, the largest age group of the adult population in the county falls within the 45-54 year age range, with over a quarter of the adult population falling within the 45-64 age range. There is a significantly smaller number of people entering adulthood and the workforce than those who are approaching retirement age. This is cause for concern, not only about Chester County's ability to replace its aging workforce, but for the possible loss of institutional knowledge through retirement, without the ability to fill positions in a timely manner.



Chester County has the highest percentage of population with a bachelor's degree or higher in the state of Pennsylvania, and significantly outpaces the Southeast Region in percentage of population with a bachelor's degree or higher. The Southeast Region and Pennsylvania as a whole have the highest concentration of educational attainment in the category of high school graduate. Chester County is home to 56,038 adults, age 25-64 with a post-graduate degree, accounting for 20.7% of residents in this age category.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Educational Attainment, Age 25-64

	Chester County, PA	Southeast PA Region	Pennsylvania
No High School Diploma	6.1%	9.3%	8.5%
High School Graduate	20.7%	28.6%	33.8%
Some College, No Degree	14.2%	17.2%	17.2%
Associate's Degree	6.4%	7.2%	9.1%
Bachelor's Degree	31.8%	22.7%	19.6%
Postgraduate Degree	20.7%	15.0%	11.8%

Source: Jobs EQ

Chester County also exceeds the regional and statewide average annual salary by \$6,714 and \$14,716 respectively (Source: JobsEQ). This higher average salary correlates to a higher median home value and significantly high self-sufficiency wage threshold. According to estimates based on Pathways PA's self-sufficiency rates, the self-sufficiency wage threshold for a family of one adult and one preschool-age child is \$55,721, or \$26.79 per hour, and the self-sufficiency wage for a family of 2 adults and 2 children is \$77,234, which works out to an hourly rate of \$18.57 per adult. (Source: Central Pennsylvania Workforce Development Corporation) This creates a blend of opportunity and barriers unique to Chester County, with a larger gap to self-sufficiency experienced by those with barriers to employment.

In Chester County, the homeownership rate is 74%, which, combined with the high median home value of \$347,700, contributes to a cost of living that ends up out of reach for minimum wage and entry-level workers. The high rate of homeownership and elevated home value has also led to increased rents, with a median rent of \$1,209 per month and 39.8% of renters experiencing housing cost burden, defined as paying 35% or more of their income towards housing costs. Higher housing costs and advanced degree rates have left many workers priced out of living in Chester County, or those who can find affordable housing left with a burdensome commute to places of employment (2016 ACS 1 year Estimate).

This difficulty in matching housing to available jobs within the county is reflected in the county's commuting patterns. Over 7,000 workers making less than \$3,333 per month commute into the county from places with more affordable housing, and 7,000 workers making more than \$3,333 per month commute out of the county to work elsewhere. (Central Pennsylvania Workforce Development Corporation)

Populations with Barriers to Employment

At the time of development for this plan, there is not a comprehensive data source available regarding Chester County residents with barriers. Data from various sources can be collected to begin creating a picture of individuals with barriers to employment in Chester County.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Low-Income Individuals

- 4.4% of Chester County families are below the poverty level (ACS 5 Year Estimates, 2011-2015)
- The largest age group of those below the poverty level is those under 18 years old, with 8,564 Chester County children living below the poverty level. (ACS 5 Year Estimates, 2011-2015)
- In June 2016, 979 Chester County children were receiving Temporary Assistance for Needy Families (TANF) (PA Department of Human Services)
- Of those in Chester County below the poverty level, age 16 or older, the Unemployment Rate is 25.7% and the Labor Force Participation Rate is 49.3% (CWIA)

Indians, Alaska Natives, and Native Hawaiians

- This population makes up less than 0.1% of the population of Chester County (ACS 5 Year Estimates 2011-2015)
- In Chester County, 5.9% of the population is African American, 4.5% is Asian, 2% identifies as two or more races, and 7% is of Hispanic or Latino ethnicity. (ACS 5 Year Estimates 2011-2015)

Individuals with Disabilities

- In the 2015-2016 school year, 4,800 students age 14-21 had a disability, of which the majority had a learning disability. (PA Department of Education, Bureau of Special Education)
- In Program Year 2016, 751 Chester County residents were engaged with the Office of Vocational Rehabilitation (Source: Pennsylvania Office of Vocational Rehabilitation)
- The 2015 American Community Survey estimates that 8.2% of Chester County's population has a disability.
- The disability categories with the highest percentages are; ambulatory, cognitive, and self-care. (United States Department of Housing and Urban Development)
- The Unemployment Rate in Chester County for adults age 25-64 with a disability is 15.8%, with a 52.5% Labor Force Participation Rate (CWIA)

Older Individuals

- 12.8% of the Chester County population is over 65 years of age (2010 Census)
- 4.6% of the Chester County population is over 65 years of age and below the poverty level (ACS 5 Year Estimates, 2011-2015)

Ex-Offenders

- 1,244 people have been released from prison in Chester County from 2013-2015. The average age at time of release is 37 (Source: PA Department of Corrections)

Homeless Individuals

- 682 sheltered and unsheltered Chester County residents were experiencing homelessness during the 2016 Point-In-Time-Count, of which 306 were Veterans residing at the VA Medical Center. (Source: Chester County 2016 Point In Time Count)
- 1,621 people were served under housing programs in Chester County in 2016. Over 275 of those individuals were under 18 and over 600 were ages 45-61 (Source: Decade to Doorways)

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

- In 2015, 84 children left foster care in Chester County, of them, 10.9% aged out of the foster care system (Source: Pa Partnerships for Children)

Individuals who are English language learners, individuals who have low levels of literacy

- 23,446 Chester County residents identify as speaking English "Less than very well." Of those, Spanish and Chinese are the most commonly spoken languages. (2014 ACS Estimates)
- 7.3% of Chester County residents age 25 and over do not have a high school diploma (Source: ACS 5 Year Estimates, 2011-2015)

Migrant and Seasonal Farmworkers

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- Pathstone, Inc., which administers migrant and seasonal farmworker services in Chester County, estimates approximately 6,000 migrant and seasonal farmworkers in the county, with roughly 1% eligible for WIOA services.

Single Parents

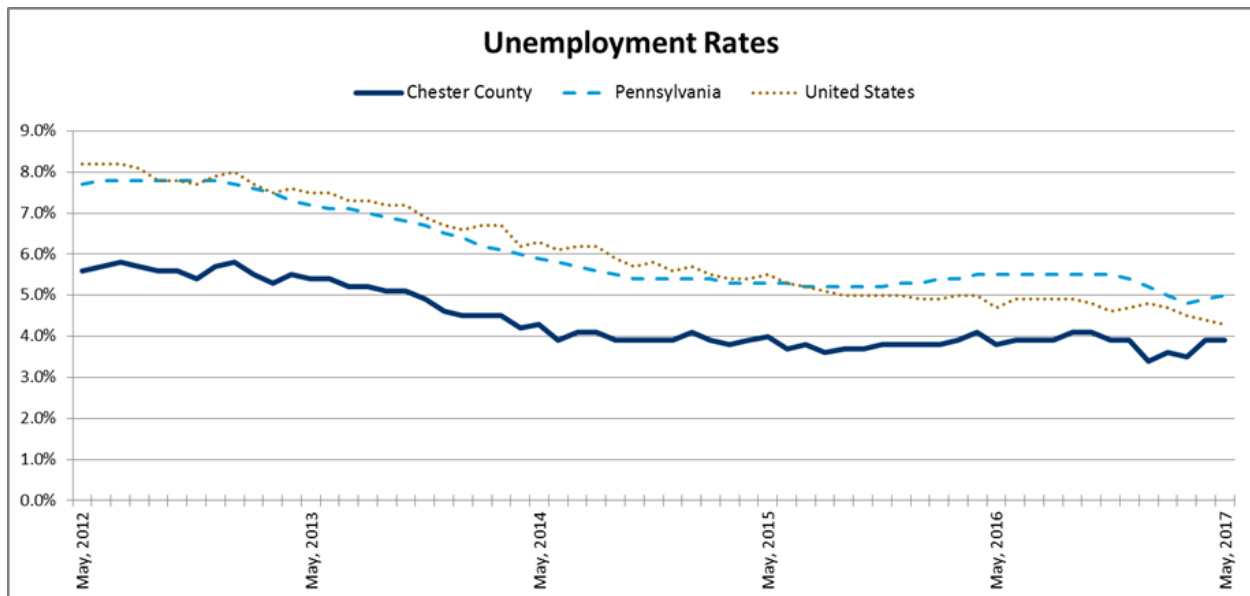
- 12% of Chester County households are single-parent households (ACS 5 Year Estimates, 2011-2015)

Long-Term Unemployed Individuals

- The Central Pennsylvania Workforce Development Corporation estimates that there are 9,800 discouraged and marginally attached job seekers in Chester County, with an additional 2,300 people working part-time who would work full time if possible. (Estimates based on data from the Pennsylvania Department of Labor & Industry and the Federal Bureau of Labor Statistics)

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

Chester County has the lowest unemployment rate in Pennsylvania, at 3.8% in April 2017. This equates to roughly 10,900 job seekers. The majority of Unemployment Compensation exhaustees in Chester County come from the Professional and Business Services industry. (Source: Center for Workforce Information & Analysis County Profile, June 2017)



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

Skills gaps are identified in two ways; through data analysis utilizing information from such sources as the Center for Workforce Information & Analysis (CWIA), JobsEQ, and the Central Pennsylvania Workforce Development Corporation, and through tracking employer feedback and requests.

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Unanticipated employer need is often discovered anecdotally through stakeholder and partner conversations. For example, the Chester County Workforce Development Board (WDB) has heard from a number of partners that the agriculture industry, particularly the mushroom industry concentrated in the southern part of the county is experiencing significant difficulty in hiring farmworkers. For many varieties of agriculture, this work can be seasonal, but for the mushroom industry, the need is year-round.

Employer demand for skills can also be determined by an analysis of job postings. Eleven of the top 20 required skills are computer programming and software related. Nine of the top 20 requested certifications are in the healthcare sector. (Help Wanted OnLine™ Job Postings, The Conference Board) This is consistent with the emphasis on the IT and Healthcare sectors in Chester County's industry Partnerships, and with projected occupational gaps referenced in the graph on page 6.

Overall educational attainment is not the only indicator of marketable skills or skills gaps in the labor force. Employers have requested the following certifications and trainings through the Incumbent Worker Training portion of the Industry Partnerships, all resulting in a certificate or credential and costing less than \$1,000 per person trained;

Health Care

- End of Life Certificate
- Oncology Nursing Certification
- Progressive Care Certified Nurse
- Alzheimer Certification
- Gerontological Nursing
- Wound Care Certification

Agriculture

- Permaculture Design
- Certified Farm Succession Coordinator

Smart Energy Initiative

- Infiltration and Duct Leakage Certification
- LEED Accredited Professional
- LEED Green Associate
- NATE Certified Technician
- International Ground Source Heat Pump Association Certified Installer

Additionally, the following skills trainings that advance certifications and provide valuable skills in career pathways have been requested, each at a cost of \$1,200 or less;

Information Technology Action Group (ITAG) – IT/Communications

- Business System Analysis
- Certified Scrum Master
- Certified Sun Java Associate
- Network Administration and Security
- Oracle Database
- ICD-10 Coding
- Business System Continuity Planning & Disaster Recovery

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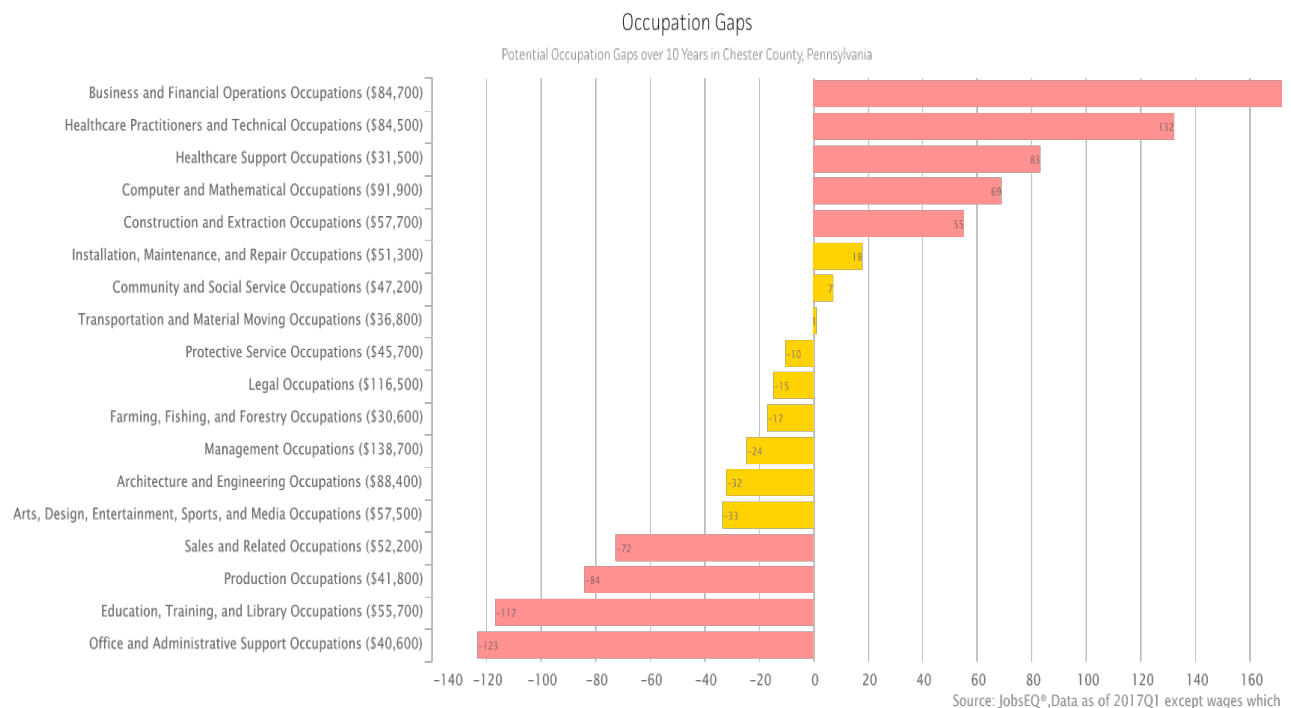
Manufacturing Alliance

- CNC Operations
- Programmable Logic Controls
- Manufacturing Project Management
- Industrial Automation and Control

The trainings requested by Industry Partnership Employers tie to High Priority Occupations and give a glimpse at shorter term trainings and stackable credentials that can help get job seekers back to work in their previous fields quickly and efficiently, with a marketable certification or an update of skills.

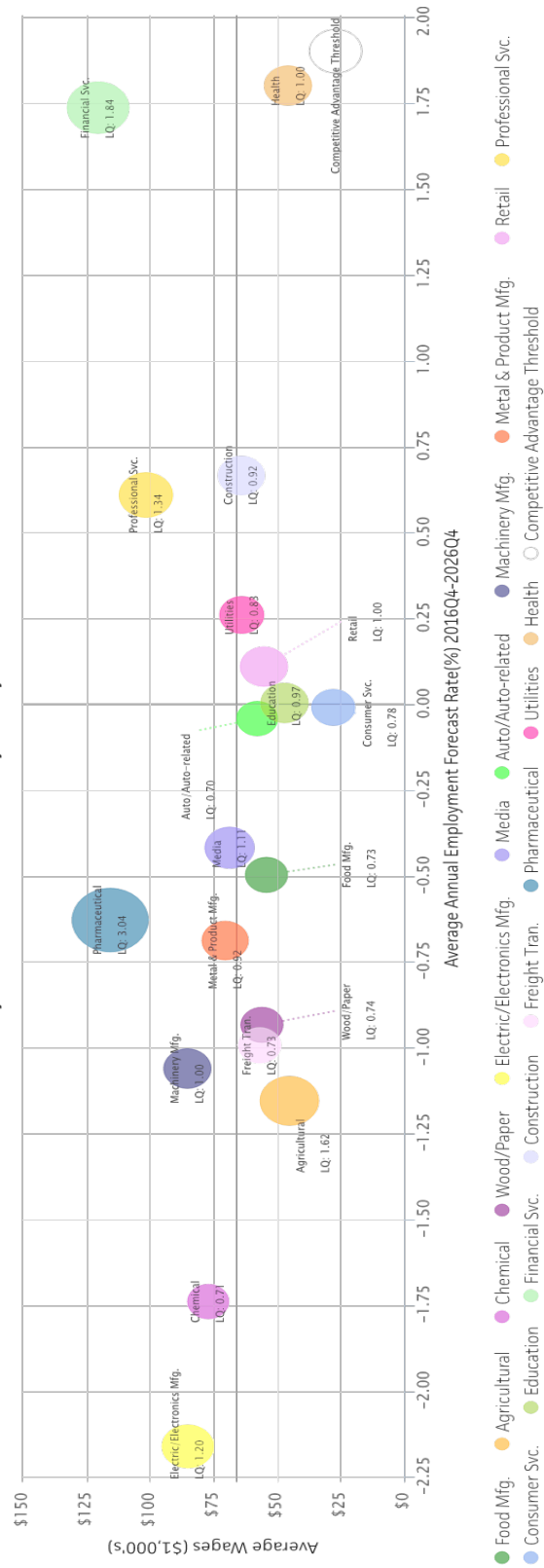
In addition to occupation-specific skills, there is constantly feedback from employers on the need for “business critical skills,” formerly referred to as soft skills. Business critical skills shortages are addressed for adults and dislocated workers via workshops and are integrated in program curriculum for WIOA Youth participants at the Career Corps and EARN and Work Ready program participants.

Expanding beyond skills gaps, the Chester County Workforce Development Board (WDB) also monitors projected occupational gaps, which include an overall package of skills or experience to fill specific occupations.



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Industry Clusters for Chester County, Pennsylvania as of 2016Q4



Source: JobsEQ® Data as of 2016Q4

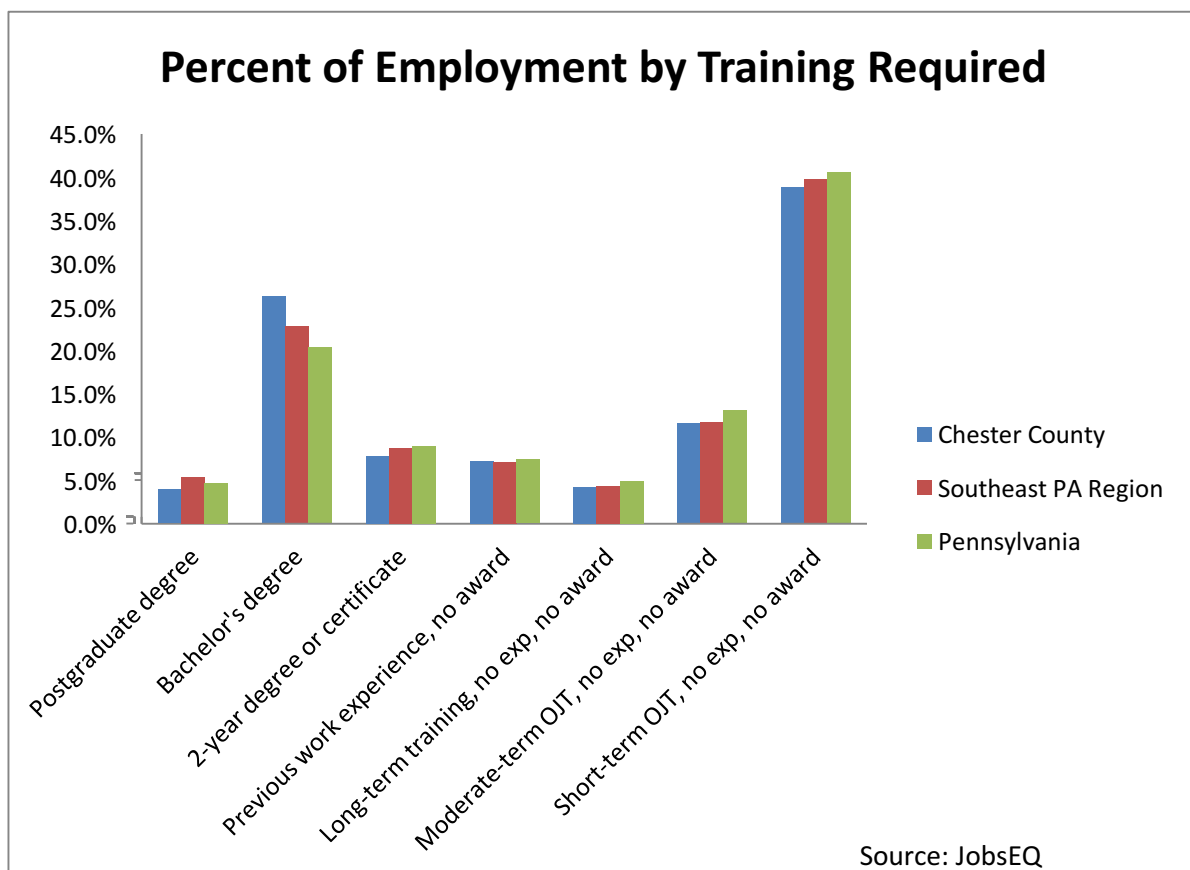
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The above Occupation Gaps graph indicates occupational categories and their forecasted gaps and oversupply in the next ten years. This data can be further drilled down to more specific occupations within a category, indicating, for example, that the largest occupation gap is forecasted to be in the “Financial Specialists” occupation within the “Business and Financial Operations” category. (JobsEQ)

The Industry Clusters bubble chart combines Location Quotient, wage opportunities, and expected growth to present a more complete view of options and opportunities for a job seeker. It is worth noting that, while some occupational categories appear on the chart to be experiencing negative growth, they are likely to have a significant need for replacement workers due to their high Location Quotient in the county.

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?*

While the high rate of bachelor’s and postgraduate degrees (cited in Section 1.1) in Chester County is often cited as a point of pride, it does create a wider gap between the education attainment of residents and the education levels needed for employment in Chester County and the region. The overwhelming percentage of employment by training required in the county, Southeast Region, and statewide is for Short-Term On the Job Training (OJT), with little to no experience and no degree required. The lowest percent of employment by training required is in the postgraduate degree category. While 20% of people in Chester County ages 25-64 have postgraduate degrees, only 3.9% of employment in Chester County requires a postgraduate degree.



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This disconnect between educational attainment and education needed for employment presents one of the biggest challenges in the Chester County Local Workforce Development Area (LWDA); the underemployed. United States Department of Labor Training & Guidance Letter (TEGL) WIOA No. 3-15, “Operating Guidance for the Workforce Innovation and Opportunity Act” states that;

“In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed.

Individuals who are underemployed may include:

- *Individuals employed less than full-time who are seeking full-time employment;*
- *Individuals who are employed in a position that is inadequate with respect to their skills and training;*
- *Individuals who are employed who meet the definition of a low-income individual in WIOA sec. 3(36); and*
- *Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment, per State and/or local policy”*

As determined at the Chester County WDB planning session on June 14, 2017, the underemployed are a frequently-overlooked population within workforce development who need increased focus in Chester County. The Chester County WDB intends to work to identify and develop best practices to more effectively locate and serve these underemployed workers and implement methods to help them reach their full employment potential. Creative solutions are needed for both job seekers and employers to identify transferrable skills that would allow job seekers to succeed in a position, instead of seeing advanced degrees and credentials and automatically deeming a job seeker “overqualified.”

According to projections from the Center for Workforce Information and Analysis (CWIA), compiled utilizing occupational projections and O*NET detailed work activities, the following tools and technologies will continue to be in demand over the next seven years.

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Top 20 Tools & Technologies

Tools & Technologies	2024 Employment	Percent of Annual Openings	Annual Openings
Spreadsheet software	219,860	78.1%	6,328
Data base user interface and query software	204,940	73.5%	5,955
Word processing software	199,920	69.0%	5,592
Personal computers	186,330	66.5%	5,387
Office suite software	182,610	65.3%	5,285
Desktop computers	183,630	65.2%	5,281
Electronic mail software	164,570	55.6%	4,499
Notebook computers	160,840	54.8%	4,442
Internet browser software	146,240	49.0%	3,966
Presentation software	140,690	47.3%	3,830
Enterprise resource planning ERP software	119,560	41.0%	3,321
Project management software	111,960	36.2%	2,934
Accounting software	103,090	35.2%	2,854
Calendar and scheduling software	97,180	33.5%	2,713
Operating system software	81,580	29.2%	2,364
Scanners	89,990	28.9%	2,341
Personal digital assistant PDAs or organizers	78,770	28.9%	2,337
Graphics or photo imaging software	83,980	28.3%	2,290
Analytical or scientific software	80,180	28.2%	2,287
Photocopiers	79,710	26.9%	2,178

While these skills do not directly correlate to an educational attainment level, they do reflect the related challenge of skills mismatch. The number of computer and technology skills represented on the above list presents a particular challenge in serving many older job seekers and those impacted by a layoff who have spent their careers in non-computer-based tasks. A significant number of job seekers who come to the PA CareerLink® - Chester County in search of assistance struggle with basic computer functions such as those listed in the above chart. Basic computer assistance is provided by the Chester County Library and United Way Financial Stability Center.

The diversity of industry and population in Chester County make for both unique needs and opportunities. The Chester County WDB has been successfully serving those needs through not only standard workforce development services, but through innovative solutions and initiatives.

Chester County's largest employers, Vanguard and QVC Network, are well-known names. However, there is a variety of employers and industries in the county. For example, Chester County has a strong and vibrant agriculture sector with a location quotient of 5.27 when compared to the rest of Pennsylvania (Source: Center for Workforce Information & Analysis). A subset of the Agriculture industry, the mushroom industry, primarily located in southern Chester County and producing 47% of the nation's mushrooms (Source: <http://modernfarmer.com/2014/05/welcome-mushroom-country-population-nearly-half-u-s-mushrooms/>), plays a critical role in making agriculture so important in

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Chester County.

Employers in Information Technology and the Life Sciences are also very well represented and growing in the county, which is reflected in the Professional and Technical Services industries having a location quotient of 1.81 (Source: Center for Workforce Information & Analysis). The strength of the Information Technology sector can be further observed when reviewing the fastest growing occupations by percent change, with Software Developers and Computer Systems Analysts regularly being in the top ten on the list (Source: Center for Workforce Information & Analysis).

Transportation is a constant challenge to services and employment within Chester County. With the county spread out over a large geographic area, as well as a blend of suburban and rural communities, public transportation can be burdensome where it exists at all. This challenge is illustrated by the Job Proximity Index. The Job Proximity Index shows access to employment opportunities for a given neighborhood, with a higher index indicating higher access to opportunities. According to the United States Department of Housing and Urban Development (HUD), the average Job Proximity Index in Chester County is 55. While the average is the second highest in the region and is, generally speaking, not a challenge, the challenge comes from the range in indices found within the county. Neighborhoods in Chester County can have Job Proximity Indices ranging from 2 to 98. This disparity of access has the greatest negative impact on individuals with barriers, with areas of higher concentrations of low income residents, migrant and seasonal workers, residents with Limited English Proficiency (LEP), and disabled residents frequently residing in areas of the county with a lower Job Proximity Index. This frequently adds additional barriers such as transportation and accessibility of opportunity to populations already experiencing barriers.

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

The Chester County WDB prides itself on innovation. This has brought a number of new programs and partnerships into the workforce development system of Chester County.

The most prominent and overarching innovation has been the integration of the PA CareerLink® - Chester County and the United Way Financial Stability Center. This unique partnership brings workforce development services and access to wrap-around supportive services under one roof in a holistic approach to helping Chester County residents on the road to self-sufficiency. This multi-directional integrated approach has successfully connected so many job seekers to supportive services that integration was furthered to include the EARN and Work Ready programs, which have been integrated at the PA CareerLink® - Chester County and United Way Financial Stability Center for the past four years.

The diversity of industry in Chester County has led to increased innovation in employer engagement and business services. Chester County is home to a variety of Industry Partnerships, including the Innovative Technology Action Group (ITAG) which pre-dates the statewide Industry Partnership program. While the Industry Partnerships serve high priority sectors in the county well, the diversity of industry meant that additional employers were not being reached to the same extent, which led Chester County WDB and Chester County Economic Development Council to launch the HireOne initiative. The initial intent of the HireOne initiative was to convince employers to expand their workforce by one person, or reduce a planned layoff by one person, it has since grown to include a Task Force of employers from a multitude of industries to discuss skills gaps, hiring practices, and other trends, as well as job seeker coaching,

networking opportunities, workshops, and trainings.

Chester County is home to seven institutes of higher education, as well as a number of community-based and privately licensed training providers that have long been partners in workforce development activities. The Delaware County Community College is represented on the Chester County Workforce Development Board, but the workforce system also has strong relationships with Cheyney University, Penn State Great Valley and West Chester University.

The majority of Individual Training Account recipients in Chester County have chosen a training provider within Chester County over 10 years in a row, speaking to the tendency of the Chester County labor market to remain within the county. In addition to postsecondary education and training partners, Chester County is home to three Technical College High Schools preparing high school students and adults for hands-on work in high priority occupations. Strategically located in central, northern and southern locations, the three Technical College High Schools are tremendous resources and partners within the workforce system, and the director of their programming is also a member of the Chester County Workforce Development Board.

The Chester County Workforce Development Board and its members actively partner with education and training providers in a variety of ways; through Industry Partnerships, Perkins Participatory Planning Committees, Adult Basic Literacy Education, and special projects. The local nature of these work groups make them valuable to each participating member.

While the Chester County Workforce Development Board prides itself on its strengths and successes, it is not without challenges. Strong employer partnerships lead to an excellent exchange of information, but not all employer needs can be readily met. There is a shortage in the area of available short-term trainings and certifications that have been identified as needs or skills gaps by employers. Additionally, the available workforce in Chester County does not often readily match up with employer needs within the county. There is a shortage of entry-level employees and an excess of available employees with advanced degrees and certifications. Part of this is due to the high cost of housing as referenced in section 1.1.

The geography of Chester County also poses challenges to effective service. Those who live in the more remote areas of the county often need the most help and have the most difficulty accessing services or finding employment they can get to. Mobile workforce services for job seekers and targeted outreach to employers in those areas, particularly the southern, northern, and far western areas, is critical to system-wide success. The Chester County Workforce Development Board has no control over public transportation options, but does make an effort to speak up for those most in need whenever the opportunity arises.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The Chester County Workforce Development Board's (WDB) vision is to offer a comprehensive menu of programs and services to both employers and job seekers for the purpose of building and maintaining a healthy economy within Chester County and the Southeast Pennsylvania (SEPA) region. The Board's vision emphasizes strong connections with employers, education, and economic development partners.

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The Chester County WDB prides itself on innovation, with a willingness to try new programs and initiatives and a commitment to pushing providers to look forward and implement pioneering ideas. This desire to be increasingly progressive has led to programming such as the Jobs 1st reentry program, Platform to Employment for the long-term unemployed, and expansion of youth programming within the Industry Partnerships. Most significantly, the partnership between the PA CareerLink® - Chester County and the United Way Financial Stability Center has brought a wider range of supportive services and community connections to job seekers at the one-stop.

Employment opportunities in any community begin with the employers. Fortunately, Chester County is home to many healthy and vibrant employers within a number of different industries. In order to further nurture a thriving employer community, a priority of the Chester County WDB is to ensure that local employers have support that enables them to compete in the global economy. The Chester County WDB recognizes the importance of employers in the workforce development system and will continue to establish strong relationships with employers and remain aware of employer needs.

Our workforce is strong, with job-seekers and incumbent workers that possess a wealth of transferrable experiences and quality contributions. Those experiences create a valuable base to fill skill gaps and train workers to fill the openings that exist today and will occur in the future. With the need to get valued workers into fulfilling and family-sustaining jobs, the Chester County WDB is committed to finding new and creative ways to serve job-seekers and employers.

The Chester County WDB also understands that the future workforce, our young people, needs to be educated on the future in-demand occupations and industries in order for them and the education system to prepare to meet these future workforce needs. To that end, the Chester County WDB will facilitate on-going dialogue between local education institutions, community-based organizations, private licensed schools and training providers, libraries, industry partnerships, and employers to create appropriate curriculum within the education system and career awareness events that communicate future employment opportunities to students and their parents.

Finally, it is very important to the Chester County WDB that all customers: employers, job seekers and incumbent workers are served through an integrated and comprehensive delivery system, which is grounded in the one-stop and utilizes the Commonwealth Workforce Development System to its full extent. The Chester County WDB has created a very innovative delivery system with the PA CareerLink® - Chester County and United Way Financial Stability Center, serving employers and job seekers. This system provides financial stability services and linkages to the county-wide system of supportive services, along with the traditional employment and training programs.

The Chester County WDB's Vision will be implemented on a daily basis using the following goals as a guide;

- 1. *Job-Seekers will have access to a comprehensive array of services that focus on employment and training, but includes all other community resources that the job-seeker can utilize during their job search.***
 - a. The Chester County WDB will focus efforts on finding appropriate employment for all job-seekers in Chester County with an emphasis on the highest and best use of the job-seekers talents.
 - b. The Chester County WDB will maximize the job matching services for job-seekers within

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the JobGateway® system by encouraging employers to increase their use of this system for posting employment opportunities.

- c. The Chester County WDB will promote and support training that leads directly to meaningful employment with family sustaining wages. Filling these existing open positions with local talent will create a win-win for employers and job-seekers.
- d. The Chester County WDB and the PA CareerLink® - Chester County will continue to stay attuned to the hiring methods being used by employers and adjust programs to meet the needs of the job-seekers to compete for these jobs.
- e. The Chester County WDB will continue to holistically serve job seekers through the partnership with and co-location of the United Way Financial Stability Center, providing connections to community-based organizations and supportive services.
- f. The Chester County WDB will focus on serving the following populations; veterans, persons with disabilities, those experiencing homelessness, low-income job seekers, ex-offenders, and the long term unemployed.
- g. The Chester county WDB will expand workshops and trainings addressing business critical, or “soft” skills to increase job seeker competitiveness and success.
- h. The Chester County WDB will explore the use of micro-credentials to close skill gaps and get job seekers back to work as quickly and efficiently as possible.

2. Employers will have individuals prepared to fill the job openings that they have now and in the future.

- a. The Chester County WDB will outreach and engage with employers to better understand their needs through all programs and partners through the PA CareerLink® – Chester County’s Business Services Team, which includes;
 - the Chester County Economic Development Council through the Hire One Initiative and Industry Partnerships,
 - the Chester County Chamber of Business and Industry and other local chambers,
 - representatives of Title III and Title IV services
 - The workforce developers of the Title I, EARN, WorkReady, and WIOA Youth programming at the Career Corps.
- b. The Chester County WDB will identify career opportunities and pathways in collaboration with local education partners and with the assistance of employers and the Industry Partnerships to prepare job-seekers for the opportunities of the future.
- c. The Chester County WDB will assist employers in educating job seekers, students, and teachers regarding job and career opportunities and pathways.
- d. The Chester County WDB will identify skill gaps in occupations through surveys, which request employers to share information, particularly relating to positions that they are having problems filling due to applicant skill gaps.
- e. The Chester County WDB will prioritize training funds to address the skill gaps identified by employers through Individual Training Accounts (ITAs), On the Job Training (OJT), and Incumbent Worker Training (IWT).
- f. The Chester County WDB will work with employers to develop strategies for identifying those job seekers with transferrable skills who could succeed in difficult-to-fill positions with specific skill upgrades and short-term training.

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3. ***The Chester County WDB will support the industry diversity in Chester County while maintaining a focus on the key industry sectors prioritized under the High Priority Occupations process, which include; agriculture, business services and information technology, health care, energy, life sciences and manufacturing.***
 - a. The Chester County WDB will continue to engage with the different industries in the region to understand their unique and shared needs.
 - b. The Chester County WDB will continue to support and participate in the Industry Partnership programs administered by the Chester County Economic Development Council and our regional Workforce Development Boards.
 - c. The Chester County WDB will work with education partners and employers in key sectors to compile Career Pathway options that include a wide variety and entry and exit points, as well as options for those job seekers with disabilities and other barriers.
4. ***The Chester County WDB will cultivate an increasingly more robust delivery of workforce services for job-seekers and employers.***
 - a. The Chester County WDB will further the ultimate goal of the collaboration between the PA CareerLink® – Chester County, the United Way Financial Stability Center and the Career Corps (the Chester County WDB youth and young adult job center) to enable program participants to increase income, increase assets and decrease debt, with the first step being meaningful employment.
 - b. The PA CareerLink® - Chester County and United Way Financial Stability Center model is a tremendous example of coordination of services along with maximizing and leveraging resources. Appropriate partners within the PA CareerLink® - Chester County and United Way Financial Stability Center will continue to collaborate on the delivery of services to individuals who need more than workforce development services.
 - c. The Chester County WDB will work to ensure that the Career Corps (a Partnership for Youth and Young Adult Employment) will be the primary location for out-of-school youth and young adults to connect into the economic opportunities of Chester County.
 - d. It is the vision of the Chester County WDB that the Career Corps will become an empowerment center for the young adult participants, especially those from the Coatesville and West Chester communities.
 - e. The Chester County WDB will bring services to all parts of the county, understanding that the county geographically, with 760 square miles, is a large area to provide workforce programming.
 - f. The Chester County WDB will continue to partner with the Chester County Economic Development Council to support the Industry Partnerships and the Hire One initiative to engage employers.
 - g. The Chester County WDB will coordinate employer outreach among all members of the business services team to engage and provide materials and services to employers
 - h. The business services team will utilize a proactive approach in employer outreach in order to better serve those with an impending layoff of less than the WARN threshold for Rapid Response and those employees affected by those layoffs.
5. ***The Chester County WDB will expand its utilization of data in order to make strategic decisions and proactively assess critical workforce issues.***
 - a. The Chester County WDB will expand its utilization of reports available through the Commonwealth Workforce Development System (CWDS), the Center for Workforce Information and Analysis (CWIA) and other sources of Labor Market Information to

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- make informed and strategic decisions about current and future programming.
- b. The Chester County WDB will look to expand its data utilization to track trends as related to the following;
 - Job seekers with disabilities
 - Those participating in the “gig economy” of short-term and contract workers
 - Employers who are hiring
 - In-demand and growth occupations
 - c. The Chester County WDB will apply data analysis when determining the focus of proactive employer outreach strategies and innovative job seeker programming

In order to maintain alignment with the Southeast Pennsylvania Regional goals and strategies, the Chester County WDB will also implement the following;

- The Chester County WDB will participate in the creation of a regional framework for micro-credentialing and the positioning of those micro-credentials on Career Pathways.
- The Chester County WDB will participate in and support regional meetings for WDB Directors, WDB Chairs and PA CareerLink® operators and administrators.
- The Chester County WDB will leverage resources of service strategies and curricula.
- The Chester County WDB will participate in the development and leveraging of resources to increase public and employer awareness of services.
- The Chester County WDB will work with regional and local partners to share career awareness messages with parents and young adults.
- The Chester County WDB will work to further coordinated service approaches for key employer programs throughout the region, to allow for expanded awareness and ease of access for employers.

- 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?*

A primary responsibility of the recently-formed Workforce System Integration Committee will be to ensure the alignment of resources and guide all providers and partners toward the common vision and goals outlined by the Chester County Workforce Development Board (WDB). Progress and efforts toward the goals and strategies outlined in this plan will be part of monitoring and discussions conducted with all contracted providers. The One-Stop Operator will work to coordinate and implement the strategies necessary for achievement of the vision and goals.

Representatives of all core WIOA programs are included in the Chester County WDB membership and will be invited to participate on the Workforce System Integration Committee. All required partners will be invited to participate in quarterly staff meetings held at the one-stop. The PA CareerLink® - Chester County, the WDB and all partners operate in a state of continuous improvement, with active feedback and participation from all partners as a key element in that action and in the daily work toward the goals outlined in this plan.

- 2.3. *How will the local board’s vision and goals align with, support, and contribute to the governor’s vision and goals for the commonwealth’s workforce development system, as well any the goals and*

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strategies articulated in the regional plan?

The Chester County Workforce Development Board (WDB) is historically one of the lowest-funded Local Workforce Development Areas (LWDAs) in Pennsylvania. While that is reflective of the higher education attainment levels, higher average wages, and lower unemployment in Chester County, it also creates a large gap to navigate for those experiencing barriers to employment. As dictated by WIOA, the Chester County WDB focuses its funds on those most in need of services. To the extent possible with limited WIOA formula funds, the Chester County WDB will support the governor's vision and goals, included in the [state WIOA Plan](#), in the following ways.

Governor's Goal #1: Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.

For the purpose of making sure that training programs lead to High Priority Occupations, the Chester County WDB will continue to work with our employers, adult education partners, secondary and post-secondary education partners, and libraries to maintain updated and current listings of high priority occupations and career pathways for the Chester County LWDA and the region. When possible, the Chester County WDB will offer supportive services for key industries such as health care and information technology to enable movement by program participants along career pathways. The Chester County WDB is committed to support the growth of apprenticeship and pre-apprenticeship programs – especially within the Chester County WDB's youth/young adult programming. The Chester County WDB will follow the Governor's lead and enhance career guidance and navigation services to advise individuals, especially individuals with barriers to employment and education, on programs and services that will provide them with an effective pathway to their career goals. In order to encourage an open-minded approach to career pathways and options, the Chester County WDB will work to ensure pathways include multiple entry and exit points, various certifications, and consideration of transferrable skills.

The Chester County WDB will convene workgroups consisting of education representatives from the Chester County Intermediate Unit and Delaware County Community College, the secondary and post-secondary Carl D. Perkins providers in the county, as well as representatives from Title I and IV services and Industry Partnerships to better define Career Pathways. These Pathways will be informed by labor market data, training curricula, and the needs of employers to provide multiple entry and exit points, as well as connections to other Pathways and inclusion of job seekers with disabilities and other barriers. The first of these workgroups will address Pathways for healthcare and information technology. Information regarding these Pathways will then be used, not only as job seeker options, but as information for students and parents to inform them of career options.

Governor's Goal #2: 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 through Industry Partnerships, WEDnetPA, and other innovative strategies.

The Chester County WDB certainly understands the importance of knowing the employers' needs for talent in targeted industries within Chester County. Over the last ten years, the Chester County WDB has supported six different Industry Partnerships to better understand the needs of employers in different industries. These partnerships allow the WDB and its service providers to assist in connecting these

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employers with local educational and training institutions to fill these gaps.

Business Education Partnership-funded programming has increased outreach to young people, engaging youth and businesses in career exploration. This expands student experience of the variety of occupations growing within the county and region, as well as the pathways to success in those occupations.

Moving forward, the Chester County WDB plans to continue our partnership with the Chester County Economic Development Council and local employers in offering connections to young people to our local employers. The level of these partnerships are heavily dependent on federal and state funding support.

Governor's Goal #3: Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.

Recognizing the employment challenges faced by older youth and young adults, the Chester County WDB will expand the work-based learning opportunities for youth and young adults. The Workforce Innovation and Opportunity Act requires that at least 20% of youth funding be dedicated for high quality work experience and the Chester County WDB and Council for the Workforce of Tomorrow (WDB committee) is committed to ensuring our youth programs continue to include and expand upon work experience. The Career Corps has taken the leading role in the implementation of a more robust work-based learning program for youth and young adults. With the diversity of industry, we also feel strongly that the work experiences should focus on occupations with family sustaining wages and a career pathway. The Chester County WDB will continue to foster alignment between the Career Corps staff and the Industry Partnerships.

As a core partner, the Office of Vocational Rehabilitation (OVR) has the ability to collaborate with the local WDB to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS), such as paid work experience, job shadowing, work place readiness training, and career counseling, to better prepare these students for life after high school. The board will continue to fine tune their collaboration efforts with OVR to serve this population.

Governor's Goal #4: 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.

The Chester County Workforce Development Board achieves employer engagement through the Business Services Team of the PA CareerLink®- Chester County (Title I, Title III, Title IV, EARN, Work Ready), and continued partnership with the Chester County Economic Development Council, the Chester County Chamber of Business and Industry and other local chambers, and local area educational organizations such as the Chester County Intermediate Unit and Delaware County Community College.

The PA CareerLink® - Chester County has a history of providing customized workforce development and recruitment for local business customers. Among business services at the PA CareerLink® - Chester County have been; providing onsite recruitment for numerous employers throughout Chester County, and providing assessment testing, such as KeyTrain, for job seekers engaged in training services as well as employers seeking to employ skilled workers. The PA CareerLink® - Chester County and the United

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Way Financial Stability Center have partnered with the Chester County Chamber of Business and Industry to meet new employers in Chester County and the Chester County Economic Development Council to both recruit and retain a diverse business population. Specific staff have also been assigned to provide exclusive services to individual business customers.

The PA CareerLink® - Chester County's goal is to provide a full range of economic and workforce development services through our partnering agencies to meet the needs of our employer customers. The one-stop offers on-site recruitment services to all employers at no charge. The employer may have recruitment events, use desk/office space, telephone, fax and copier as well as pre-screening services from staff. A comprehensive calendar is kept with access for all to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and job search workshops. Additional employer engagement takes place through our five industry partnerships and the HireOne initiative.

In the fall of 2015, the Chester County WDB partnered with the Chester County Economic Development Council and Chester County Intermediate Unit on a Workforce Summit for the specific purpose of bringing employers and educators together to better understand each other's needs. Over 100 participants attended and the Chester County WDB was able to capture valuable information on ideas offered by the summit participants. As a result of the information obtained through the summit, an action plan has been developed to continue the goals of the [VISTA 2025](#) economic development strategy for Chester County.

The Chester County WDB currently measures success in engaging employers based on the number of employers engaged with local workforce initiatives, which is tracked on a quarterly basis. This tracking will be expanded to include how employers participate in and engage with the workforce development system.

Governor's Goal #5: Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.

For the last five years, the Chester County WDB has used various sources of data to make decisions on the best way to invest valuable workforce development funding in the community. During this time, there has sometimes been a struggle to efficiently capture the necessary real-time data to provide a comprehensive picture for the Workforce Development Board and other local workforce development partners. The Chester County WDB has invested in additional data collection and analysis. Increased leverage of data from other funding sources and programs within the Chester County Department of Community Development are also leveraged to provide a more complete picture of the Chester County labor market, particularly regarding job seekers with barriers.

The Chester County WDB currently utilizes the Central Pennsylvania Workforce Development Corporation (CPWDC), JobsEQ, the American Community Survey, and the Chester County Planning Commission as primary sources of data and analysis. Board staff is currently working with the Southeastern Planning Region workforce boards and PREP partners toward regional data source consistency.

In addition, the Chester County WDB applauds the Commonwealth on its efforts to improve upon the

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Commonwealth Workforce Development System (CWDS) and hopes to utilize staff experience to assist in that effort in any way possible. As the Commonwealth's system of record, CWDS will be used by the Chester County WDB to report on the use of funding received from the PA Department of Labor and Industry and the PA Department of Human Services.

- 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?

The Chester County Workforce Development Board's (WDB's) goals support the negotiated performance levels, found in Appendix A, in the following ways:

- Providing a holistic approach to job seeker needs by assisting them with needs that distract from and impact their ability to secure and maintain employment
- Ensuring that trainings are targeted to employer needs and driven by data-demonstrated occupational openings and pathways
- Emphasizing transferrable skills while offering training options to bridge skill gaps
- Maintaining focus on high priority occupations and sectors
- Expanding career exploration and work experience options for youth to better prepare them for success in the workforce
- Emphasizing the importance of trainings that result in an industry-recognized credential
- Expanding tracking of employer services to better determine needs and successes

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.*

The Chester County Workforce Development Board (WDB) is staffed by the Chester County Department of Community Development, while the Chester County Commissioners act as the fiscal agent. This structure has been established by the Partnership Agreement, known as the Local Elected Officials (LEO) Agreement, between the Chester County WDB and the County of Chester. The Chester County Board of Commissioners is an active partner in workforce development, with Commissioner Kathi Cozzone serving as a member of the Chester County WDB.

A strong partnership is a good way to describe the relationship between education leaders, government officials, and business leaders in Chester County. Often times, the partnership is best captured by looking at the Board members of the various key organizations. For example, the Chester County Workforce Development Board contains membership from the following organizations;

- Chester County Chamber of Business and Industry
- Chester County Economic Development Council
- Chester County Intermediate Unit
- Community Based Agencies (Chester County OIC and Life Transforming Ministries)
- Private Sector Employers from various industries
- Labor Organizations

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This team of high ranking professionals representing business, education, economic development, government, and workforce development has created a synergy that enables a quick response to pressing needs as reflected in some of the creative solutions identified in the following Strategies to Provide Enhanced Quality Services to Employers and Individuals section. Each of these services have a piece of these different agencies in the initiative. This collaborative spirit makes the Chester County Workforce Development Area a unique and special place.

As provided in WIOA sec. 107(d), the Local WDB roles and responsibilities include:

- Develop and submit a local plan for the local area, in partnership with the chief elected official and consistent with WIOA sec. 108;
- If the local area is part of a planning region that includes other local areas, develop and submit a regional plan in collaboration with other local areas. If the local area is part of a planning region, the local plan must be submitted as a part of the regional plan;
- Conduct workforce research and regional labor market analysis to include:
 - Analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers;
 - Other research, data collection, and analysis related to the workforce needs of the regional economy as the WDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions;
- Convene local workforce development system stakeholders to assist in the development of the local plan under § 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the Local WDB and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the Local WDB;
- Lead efforts to engage with a diverse range of employers and other entities in the region in order to:
 - Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Local WDB;
 - Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities;
 - Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers;
 - Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations;
- With representatives of secondary and postsecondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly

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- individuals with barriers to employment;
- Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs;
 - Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and job seekers, by:
 - Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
 - Facilitating access to services provided through the one-stop delivery system involved, including access in remote areas;
 - Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
 - Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment;
 - In partnership with the chief elected official for the local area:
 - Conduct oversight of youth workforce investment activities authorized under WIOA sec. 129(c), adult and dislocated worker employment and training activities under WIOA secs. 134(c) and (d), and the entire one-stop delivery system in the local area;
 - Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and
 - Ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA sec. 116;
 - Negotiate and reach agreement on local performance indicators with the chief elected official and the Governor;
 - Negotiate with CEO and required partners on the methods for funding the infrastructure costs of one-stop centers in the local area in accordance with § 678.715 of this chapter or must notify the Governor if they fail to reach agreement at the local level and will use a State infrastructure funding mechanism;
 - Select the following providers in the local area, and where appropriate terminate such providers in accordance with 2 CFR part 200:
 - Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the Local WDB determines there is an insufficient number of eligible training providers in a local area, the Local WDB may award contracts on a sole-source basis as per the provisions at WIOA sec. 123(b);
 - Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA sec. 122;
 - Providers of career services through the award of contracts, if the one-stop operator does not provide such services; and
 - One-stop operators;

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- In accordance with WIOA sec. 107(d)(10)(E) work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities;
- Coordinate activities with education and training providers in the local area, including:
 - Reviewing applications to provide adult education and literacy activities under WIOA title II for the local area to determine whether such applications are consistent with the local plan;
 - Making recommendations to the eligible agency to promote alignment with such plan; and
 - Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;
- Develop a budget for the activities of the Local WDB, with approval of the chief elected official and consistent with the local plan and the duties of the Local WDB;
- Assess, on an annual basis, the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.*); and
- Certification of one-stop centers.

Additionally, the fiscal agent is responsible for the following functions:

- Receive funds.
- Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA and the corresponding Federal Regulations and State policies.
- Respond to audit financial findings.
- Maintain proper accounting records and adequate documentation.
- Prepare financial reports.
- Provide technical assistance to sub-recipients regarding fiscal issues.
- Procure contracts or obtain written agreements.
- Conduct financial monitoring of service providers.
- Ensure independent audit of all employment and training programs.

Membership of the Chester County WDB follows the guidelines established under WIOA, with the Chair and Vice Chair coming from the 51% of the members representing private industry. Under the Chester County WDB, there are the following standing committees;

Addressing Barriers: The Addressing Barriers Committee began as the Disabilities Services Committee and has expanded its scope to all job seekers with barriers. The purpose of this committee is to address the barriers experienced by the job seeker population and determine strategies and modifications needed to ensure those job seekers have the best possible chance at success with the support of all workforce development, social service, and community-based agencies. The Addressing Barriers Committee is chaired by the Board member representing the Office of Vocational Rehabilitation (OVR). Membership on the Addressing Barriers Committee includes; Board members, Title I staff, WDB staff, OVR (Title IV) staff, representatives from the Chester County Department of Mental Health/Intellectual and Developmental Disabilities (MH/IDD), and representatives of the Decade to Doorways Initiative to

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End Homelessness. Additional members may be invited as the committee deems fit.

Council for the Workforce of Tomorrow: The Council for the Workforce of Tomorrow (CWT), also known as the “Youth Council,” provides information and assists with planning, operations, and other issues related to the provision of services to youth and young adults. The further purpose of the CWT is to facilitate a workforce development system designed to provide youth and young adults with access to opportunities for educational enrichment and career explorations. The CWT supports youth and young adults during the dynamic transition from adolescence to adulthood through the provision of services offering academic, career, and post-secondary preparation, and leadership training. Membership on the CWT includes: Board members, representation from the Office of Vocational Rehabilitation (OVR), representation from Chester County Juvenile Probation and Children, Youth, and Families, representation from the Housing Authority of Chester County, representatives of community-based organizations, representatives of education, and representatives of the Industry Partnerships.

Executive-Governance: The Executive-Governance Committee sets the vision and agenda for the Board, keeps the Board informed of current best practices in corporate governance, reviews governance trends for their applicability to the WDB, updates the WDB’s governing principles and governance practices, and advises on the skills, qualities, and professional or education experiences necessary to be effective WDB members. Membership on the Executive-Governance Committee includes; the WDB Executive Director, Chair, Vice Chair, Board attorney, and at least one additional private sector member, and any other WDB members or staff as may be appropriate.

Fiscal Committee: The Fiscal Committee acts as a guide to increase the level of local coordination and responsible use of the multiple grants associated with WIOA’s required programs, develop the board budget, and identify resources to leverage support for workforce development activities. Additional activities of the Fiscal Committee include; developing and monitoring the board budget, review program budgets and any modifications of those budgets, and make suggestions to reduce duplicative costs. Membership on the Fiscal Committee includes; Board members with fiscal expertise, non-board members, and board staff.

Workforce System Integration Committee: The Workforce System Integration Committee oversees and advises on issues relating to service delivery at the PA CareerLink® - Chester County, which includes board-funded programming for job seekers and employers. This committee functions as the one-stop oversight committee and overarching goals include; ensuring coordination and integration of services, reviewing performance, program oversight, community outreach, and discussion of innovative programming options with an eye toward making recommendations to the Board at large. Membership on the Workforce System Integration Committee includes; Board members representing business, education, and economic development, as well as the WIOA core programs.

The Chester County Equal Opportunity Officer is Lila Singleton, Workforce Development Manager – Department of Community Development and staff to the WDB. 610-344-6914; lsingleton@chesco.org.

The Equal Opportunity Liaison is Jason Foster, PA CareerLink® Supervisor, BWPO. 610-280-1019; jasfoster@pa.gov.

Please see the Organizational Chart located in Appendix B.

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

For a list of program partners and providers, please see Appendix C: “Workforce Delivery System Program/Provider List.”

The Chester County Workforce Development Board (WDB) intends to continue existing strong relationships with even more robust connections and collaboration through updated Memoranda of Understanding (MOUs) with partner entities and through the coordination of the PA CareerLink® - Chester County Operator, Title I provider, and Workforce System Integration Committee.

Collaboration between the LWDB and service providers happen in a number of ways;

- Workforce Integration Committee meetings bring together the Operator, Title I providers, LWDB staff, and all stakeholders and service providers monthly
- LWDB staff conduct oversight monitoring and hold technical assistance meetings on a quarterly basis
- Additional technical assistance is provided on an as-needed basis
- Employer engagement is reported by all providers on a quarterly basis and sharing of information is facilitated by the Business Services Team, which includes all core partners
- The One-Stop Operator and Title I providers submit regular reports which are reviewed by the LWDB and staff
- The One-Stop Operator and Title I providers are given opportunities to provide updates and answer questions at LWDB meetings

The programs included in the local workforce delivery system provide varied, wrap-around services to job seekers and employers, delivered by experienced providers. Partnership with education providers will further the establishment of career pathways and the educating of youth and parents on the varied career options available to them in the county and region. HireOne bridges the Industry Partnerships to job seeker programming, strengthening the pipeline and sharing opportunities and recommended certifications. Education, vocational rehabilitation, and the United Way Financial Stability Center combine to offer a variety of services and supports for youth at the Career Corps, allowing a focus on work-based learning with options for all interests and abilities.

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

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

The Chester County Workforce Development Board (WDB) has created a One-Stop model that includes the PA CareerLink® - Chester County, United Way Financial Stability Center, Chester County EARN and Work Ready Programs, Chester County Assistance Office, and other appropriate partners. Other related programs and resources within the PA CareerLink® - Chester County and United Way Financial Stability Center collaborate with all partners on the delivery of services to individuals with needs beyond workforce development services. In addition to these services located at the PA CareerLink® - Chester County, the Chester County WDB has chosen to create a specialized center, adjacent to the main One-Stop, focused on youth. This youth specialized center is called Career Corps.

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Chester County partners and service providers connect with customers to provide registration into the Commonwealth Workforce Development System (CWDS) and assessments to determine barriers to employment, education, and training needs. The United Way Financial Stability Center provides services to address three goals: increase income, increase assets, and decrease debt. The Chester County EARN and Work Ready Programs provide services directly to the Temporary Assistance to Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) recipients. Being co-located within the PA CareerLink® - Chester County and United Way Financial Stability Center allows the program customers and staff to easily access and streamline other available activities, employment opportunities, trainings, and community resources. This partnership and model is a tremendous example of coordination that maximizes and leverages a variety of resources available to all individuals. There is currently a participant transfer procedure in place for customers who move from one program to another at the PA CareerLink® - Chester County, which will be expanded upon to address co-enrollment.

WIOA requires that priority of service is provided to eligible program participants regardless of funding levels. The priority of service policy includes recipients of public assistance, other low-income individuals, those who are basic skills deficient, and veterans. Under WIOA there is a stronger focus on addressing the needs of eligible individuals with barriers to employment. Individual Employment Plans (IEPs) will be developed for persons eligible, in addition to providing career services and training needs, and will address any barriers to employment that are identified through an appropriate service plan or referral. Contracted service providers will be prepared to provide interpreting and translation services for English language learners as well as for individuals who are hard of hearing. At the point of entry, materials will be provided to all individuals to inform them of the available resources and services. The Chester County WDB and PA CareerLink® - Chester County recognize the importance and value of co-enrollment to meet each individual's needs.

In early 2016, the Chester County WDB created a new committee focused on job seekers with disabilities and barriers to employment. This Addressing Barriers Committee brings together not only PA CareerLink® - Chester County partners such as the Office of Vocational Rehabilitation (OVR) and Title I, but also representatives from the Chester County Department of Mental Health and Intellectual/Developmental Disabilities (MH/IDD) and the Decade to Doorways Ten Year plan to End Homelessness (D2D). This committee will focus on services to job seekers with disabilities and barriers, as well as performance metrics for those populations. Partners and service providers work to increase awareness of local agencies and programs to have a more direct connection with individuals who meet the priority of service definitions. The Chester County WDB and PA CareerLink® - Chester County continue to work with local agencies, employers and service providers to seek out eligible individuals for co-enrollment and those individuals that meet the priority of service criteria through brochures, meetings, networking events and the WDB and PA CareerLink® - Chester County website. The Chester County WDB is constantly strengthening and targeting outreach techniques to increase engagement of the priority of service populations.

The Chester County WDB providers will develop and implement a process to track individuals eligible for priority of service to ensure that a majority of job seekers served fall within the priority of service categories. Specific methods of determining and tracking priority of service are being updated to improve existing methods and further assist staff in helping those most in need of services without a delay.

Staff development and trainings are provided to ensure knowledge capacity. Collaboration with cross

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system partners and providers is key to reducing duplication of effort. This increases operational efficiency to provide quality and timely service delivery. Individuals with barriers to employment have the opportunity to access all resources, including those associated with career pathways, regardless of eligibility for other program services.

In another effort to expand resources and services to those experiencing barriers to employment, the Chester County WDB is collaborating with the Chester County Prison, Domestic Relations Office, and the Chester County Department of Adult Probation to deliver a re-entry program for our returning citizens from the criminal justice system. This re-entry program, called Jobs 1st, was launched in March of 2017.

Every effort is made by staff to ensure all Title I eligibility documentation is brought to the initial intake appointment. This includes a phone call to explain documentation needs and answer questions, as well as an email listing required documentation for eligibility. Despite these efforts, participants do sometimes arrive for an eligibility appointment with some required documentation missing. In this instance, staff collects a self-certification form and gives the participant a chance to return with the required documentation. If that documentation cannot be obtained, the self-certification is combined with any supporting evidence of the statement that can be provided. All participants sign a release of information form at the time of intake. When applicable, staff will reach out to other programs or providers to obtain information utilizing that form. All outreach attempts are recorded in case notes and all documentation obtained is included in the participant file.

Participants with disabilities who express an interest in learning more about OVR services are referred to an OVR Vocational Rehabilitation Counselor to discuss options and determine eligibility. This referral process is especially strong with our WIOA Youth program. If OVR is determined to be a good fit for a participant, a qualified OVR counselor completes all required paperwork and a discussion between the referring staff and the OVR counselor takes place to determine if co-enrollment is an appropriate choice for the participant. Eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

During orientation and the development of an IEP, participants are encouraged to select a training program that results in a credential. Staff are careful not to infringe on customer choice, while assisting participants in making an informed decision. Additionally, Incumbent Worker trainings are required to result in a credential and credential attainment is built into the structure of the WIOA Youth program.

A procedure is currently in place to streamline participant transfer between Title I programs, and will be expanded upon to include co-enrollment. This procedure will include responsibilities of all programs and providers, as well as a method of oversight to ensure responsible parties are correctly entering participant information into the Commonwealth Workforce Development System (CWDS) and that information is shared among staff via case notes and other communication. In time, if existing legal concerns regarding privacy can be resolved, the Chester County WDB plans to incorporate Title IV co-enrollment with OVR services as well.

During the oversight and monitoring process, participant files and CWDS View History and Common Measures Activity Log, as well as a review of Case Notes, will be reviewed to ensure that the same services are not being provided by different programs, with the most suitable program providing the best delivery of services. One of the roles of the Operator will be to coordinate all programming to ensure sharing of information and leveraging of resources.

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The Chester County WDB will continue to increase awareness of Title II and Title IV through inclusion and emphasis in the orientation presentations, highlighting programs and services on the PA CareerLink® - Chester County website, and referring participants as appropriate.

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

The Chester County WDB will convene workgroups consisting of education representatives from the Chester County Intermediate Unit and Delaware County Community College, as well as representatives from Title I, Title II, and Title IV services and Industry Partnerships to better define Career Pathways. These Pathways will be informed by labor market data, training curricula, and the needs of employers to provide multiple entry and exit points, as well as connections to other Pathways and inclusion of job seekers with disabilities and other barriers. The first of these workgroups will address Pathways for healthcare and Information Technology. Information regarding these Pathways will then be used, not only as job seeker options, but as information for students and parents to inform them of career options.

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;*

The PA CareerLink®-Chester County and United Way Financial Stability Center has a history of providing customized workforce development and recruitment for local business customers and is the exclusive initial entry point for all job seekers and employer engagement. It has provided onsite recruitment for numerous employers throughout Chester County and provides assessment testing, such as KeyTrain, for job seekers engaged in training services as well as employers seeking to hire skilled workers. The PA CareerLink®-Chester County Business services team has partnered with the Chester County Chamber of Business and Industry to meet new employers in Chester County and with the Chester County Economic Development Council to both recruit and retain a multifarious business population. Specific staff members have been assigned to provide services to individual business customers.

The PA CareerLink® - Chester County and the United Way Financial Stability Center's goal is to provide a full range of economic and workforce development services through its partnering agencies to meet the needs of job seekers and employer customers. The one-stop offers on-site recruitment services to all employers at no charge. Employers may have recruitment events, use desk/office space, telephone, fax and copier as well as take advantage of prescreening services from staff. A comprehensive calendar is kept with access for staff to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and job search workshops.

In Chester County Industry Partnerships work to address the more specific needs of high-priority industries. Employers from in-demand industries are often initially engaged through the five Industry Partnerships administered by the Chester County Economic Development Council. These partnerships

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engage employers within manufacturing, IT/Communications, agriculture, smart energy, and healthcare. Businesses of all sizes and industries are engaged by the Business Services Team, Chester County Chamber of Business & Industry, Board member referral, and the HireOne Task Force. The HireOne initiative and Task Force seeks to “identify and facilitate effective linkages among the job seekers and companies hiring in Chester County and the region.”

In addition to the partnerships funded by the State, the CCEDC also manages the Manufacturing Alliance of Chester and Delaware Counties. Each partnership is driven by the private sector and has a board, executive committee, and subcommittees that currently address the training, pipeline development, recruiting/hiring, and business resource needs of its employers. In addition to the private sector members, the partnerships have significant representation from all levels of education, chambers of commerce, industry associations, economic development organizations, and the PA CareerLink® – Chester County, as well as active representation on the local Workforce Development Board. These partnerships not only convene employers and facilitate industry-focused discussion; they also provide incumbent worker training and youth career exploration and maintain a network of volunteers.

One of the goals of employer outreach and engagement is to ensure that there is a pool of engaged employers ready to hire job seekers at all skill levels and in all industries to provide the most effective services possible. While engagement with employers for Incumbent Worker Training (IWT) initiatives through the industry partnerships has been strong, On the Job Training (OJT) in Chester County has struggled to gain a foothold with a large employer base. Another goal of employer outreach is to determine employer needs and skill gaps so that trainings can be included in WIOA programming to meet those needs. Industry partnership employers, in particular, through their IWT requests and completion of annual surveys, provide key insight into employer needs and have a direct impact on training and workshop offerings.

While there are apprenticeship opportunities in the county and region, there have not been active partnerships between workforce development programming and apprenticeships in the past. Beginning with the WIOA youth program’s upcoming pre-apprenticeship initiative through Career Corps, Chester County will reach out to apprenticeship programs to provide additional options and opportunities to job seekers.

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

While all contracted providers and partners actively participate on the Business Services Team, the lead entity tasked with administration and tracking of employer engagement is Educational Data Systems, Inc. (EDSI), the Title I provider. The Business Services Team will utilize Executive Pulse, CWDS, and the Grants Information Financial Tracking System (GIFTS) to track employer engagement, employer interest, and which member of the BST is the primary contact. This tracking should streamline BST activities, target outreach while avoiding duplication, determine to what extent employers are engaged, and allow for more effective reporting under the [Chester County Strategic Business Plan, Managing for Results](#). The Chester County WDB has determined that the extent of employer engagement, or the level of participation in workforce development activities and initiatives, is an indicator of employer outcomes beyond that of market penetration or number of business folders in CWDS. With the CCEDC acting as the coordinator of employer engagement activities, this allows for an even stronger link with economic development.

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

The Chester County Economic Development Council (CCEDC) participates in regional activities and initiatives through the Partnership for Regional Economic Performance (PREP), making regional strategies a natural fit into programming. Employers from the region are included in initiatives, meetings, networking, and committees.

Currently, business engage with workforce development in a variety of ways, from opening business folders and posting jobs on Job Gateway, to participating in Industry Partnership boards and committees or the HireOne Task Force, to holding recruitment events at the PA CareerLink® - Chester County or hiring job seekers under an On the Job Training (OJT) contract. Improved tracking and coordination will assist in determining successes and gaps in employer engagement to further strengthen relationships with employers in Chester County and the region. The Chester County WDB and CCEDC fully support the implementation of the Next Gen Sector Partnerships model and are looking forward to further success as active participants in more advanced employer engagement.

Going forward, as part of a coordinated message of workforce and economic development, as well as a more intensive employer engagement strategy, information regarding all available employer services, including layoff aversion and support for layoffs below the WARN threshold, will be distributed to all employers who meet with business services representatives.

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

PREP Orientation sessions are held weekly in our multi-purpose rooms, with 35-45 UC Claimants usually in attendance. The full array of services and programs offered by the PA CareerLink® - Chester County are detailed in a PowerPoint presentation. Partners and employers will occasionally attend PREP Orientations so they can get the word out about a job opening or new program that is being offered. Once oriented the UC Claimants are able to sign up for or request more information about any programs or services that they have an interest in.

The PA CareerLink® - Chester County will invite the Office of UC Service Centers Customer Services Section to present regularly-scheduled seminars for employers on their rights and responsibilities regarding UC. This will allow local staff to also present information on available services and develop a rapport and connection with a greater pool of local employers.

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

The Chester County Workforce Development Board (WDB) has strong connections to the development and implementation of Chester County's Economic Development Strategy, [VISTA 2025](#). Goal 2 of VISTA 2025 speaks directly to workforce development, and the Chester County WDB Executive Director is on the workgroup for that goal to ensure alignment.

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[VISTA 2025](#), Goal 2 is; “Position Chester County as a magnet for a diversified talent pool and a model for building an employer ready workforce.” This goal, and its related strategies, aligns well with those of the Chester County WDB.

The Chester County WDB and other regional Workforce Development Boards have a history of working with the Partnership for Regional Economic Performance (PREP) of Southeastern Pennsylvania, including the recent development and implementation of a regional strategic plan for workforce and economic development. Regional meetings are also held with the six WDB directors and Board Chairs, and are planned for PA CareerLink® Operators and Administrators as well.

Industry Partnerships in Chester County are regional in nature, and administered by the Chester County Economic Development Council, which is an active PREP partner and ensures regional coordination and sharing of information regarding employer and industry needs. The Chester County WDB and CCEDC fully support the implementation of the Next Gen Sector Partnerships model and are looking forward to further success as active participants in more advanced employer engagement.

The Chester County WDB currently measures success in engaging employers based on the number of employers involved with local workforce initiatives, which is tracked on a quarterly basis and reported as part of the [Chester County strategic business plan, Managing for Results](#). This tracking will be expanded to include in what ways and to what extent employers participate in and engage with the workforce development system.

The Chester County WDB is very supportive of self-employment and microenterprise options for job seekers. Among other services, HireOne has provided guidance to job seekers regarding starting a business and the Service Corps of Retired Executives (SCORE) provides monthly workshops at the PA CareerLink® - Chester County on the topic of starting a business. While the Chester County WDB provides assistance and encouragement to those job seekers looking to start their own business, there is also a gap in reflecting those successful job seekers in performance measures. The self-employed, those involved in the “gig economy” of short-term contract assignments, and those operating on a contract or 1099 basis as not included in job placement and wage measures. It is the hope of the Chester County WDB and its stakeholders that this disconnect can be explored and addressed with the Commonwealth in the near future.

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.***

The Chester County Workforce Development Board (CCWDB) is staffed by the Chester County Department of Community Development, while the Chester County Commissioners, act as the fiscal agent. This structure has been established by the Partnership Agreement, known as the Local Elected Officials (LEO) Agreement, between the Chester County Workforce Development Board and the County of Chester.

As of July 1, 2017, the CCWDB moved from an Operator Consortium model to a contracted One Stop Operator. This contracted Operator will be evaluated by the CCWDB’s newly-formed Workforce System

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Integration Committee, which includes members of the previous Operator Consortium. The selected Operator is Pathstone, Inc., which will also be the contracted provider of Title I Youth, EARN, and Work Ready services. The Operator is held accountable for the implementation and operations of the CCWDB Local Plan's service delivery system, through the key role of acting as the coordinator of program services and guiding all partners and stakeholders towards service alignment. Additionally, the Operator further agrees to manage, integrate, coordinate and conduct oversight of all services and resources in the PA CareerLink® - Chester County in cooperation with the CCWDB and in accordance with the CCWDB Local Plan. The Operator's roles and responsibilities include, but are not limited to:

- Serve as an intermediary with all of the partners at the PA CareerLink® – Chester County.
- Create and implement an outreach plan for the community and employers about the resources at the PA CareerLink® - Chester County.
- Perform offsite presentations to employers and potential new or existing partners and job seeker groups.
- Develop, distribute and compile customer satisfaction and interest surveys. Assess customer needs and feedback to make recommendations to partners and the WDB for continuous improvement.
- Work with the Title I provider and all partners to ensure that an effective referral mechanism is in place and utilized for the benefit of individual clients and the partners' performance.
- Develop and follow a customer flow to include, but not be limited to, triage of all customers to determine their needs and their applicable Priority of Service status, and ensure service delivery based on that status.
- Schedule workshops and events at the PA CareerLink®-Chester County and coordinate representation by partner staff at outside events such as job fairs and career fairs.
- Ensure the involvement, inclusion and integration of services with the Title I provider, Youth provider, EARN and Work Ready Program provider, the United Way Financial Stability Center providers and all other programs at the PA CareerLink® - Chester County.
- Supervision of the PA CareerLink® Administrator and Administrative Assistant.
- In collaboration with the Title I provider and the WDB staff, participate in the Business Service Team to ensure the sharing of employer outreach efforts among all service partners.
- Ensure compliance with One Stop / PA CareerLink® certification criteria.

Members of the Workforce System Integration Committee include:

- Board members representing business,
- education, and
- economic development
- WIOA core programs.

Under the direction of the Chester County Commissioners and the Chester County Workforce Development Board, the Chester County Department of Community Development (WDB) sought proposals from providers interested in providing One Stop Operator and/or Title I Services in Chester County. The RFP was open from Thursday, January 5, 2017 until Friday, February 17, 2017 at 3:00pm. Two bidder's conferences were held, on Wednesday, January 11, 2017 at 2:00pm at the PA CareerLink® - Chester County and on Wednesday, January 25, 2017 at 9:00am at the Chester County Government Services Center. In addition to the bidder's conferences, questions were accepted in writing until 3:00pm on Friday, January 27, 2017. Answers to these questions were then posted as an addendum to the RFP on February 7, 2017.

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The RFP received four proposals for One Stop Operator and three proposals for Title I Services. The proposals were reviewed and scored by a committee of CCWDB members representing the public and private sector. During the multi-stage review process, providers responded to questions from the review committee. When the review committee reached a decision, their recommendations were brought to the full Board for discussion and approval.

Through the competitive RFP Process, the following providers were selected to begin on July 1, 2017:

- One Stop Operator: PathStone, Inc.
- Title I Adult and Dislocated Worker Services: Educational Data Systems, Inc. (EDSI)
- Title I Youth Services: PathStone, Inc.

Until July 1, 2017, Title I Adult and Dislocated Worker Services in Chester County had been provided by County staff. As of July 1, 2017 those services transferred to Educational Data Systems, Inc. (EDSI). The Title I Adult and Dislocated Worker roles and responsibilities include, but are not limited to:

- Coordinate and work interdependently with other organizations in the PA CareerLink®-Chester County system to ensure the employment and training needs of customers are being met and job seekers are qualified to join the workforce.
- Enter all job seeker information and follow-up services for all Title I customers including dually enrolled participants at the PA CareerLink® Chester County partners into the Commonwealth Workforce Development System (CWDS).
- Coordinate and assimilate all functions including specific planned activities in support of the PA CareerLink® Chester County, which will include weekly orientations and offering at least six workshops a month.
- Coordinate with the One Stop Operator and PA CareerLink® Administrator in the preparation and distribution of all outreach materials about Title I services.
- Participate in community awareness events throughout the program year.
- Coordinate and manage two monthly employer engagement events at the PA CareerLink® - Chester County for all job seekers. Staff will be responsible for managing these events by ensuring that employers are registered in PA JobGateway© and that the job seekers apply for positions in Job Gateway prior to meeting with the employers.
- Determine customer eligibility and conduct intakes.
- Assist in the staffing of the Computer Resource Center (CRC) and front desk.
- Conduct an initial assessment of job seeker's skill sets, provide case management services, develop Individual Employment Plans with customers, and conduct career counseling.
- Provide easy access to services that are responsive to job seeker's needs and makes them competitive in the local and regional labor market.
- Assist unemployed and underemployed job seekers with job development, job placement and job retention services; and follow up with participants in accordance to WIOA regulations.
- Coordinate programmatic activities in accordance with the various funding streams, as applicable and as amended. These funding streams include but are not limited to: Title I Adult and Dislocated Worker, Rapid-Response, and other federal, state and discretionary funds.
- Act as an active member of the Business Services Team.
- Manage and promote the Individual Training Account funds and On the Job Training contracts for eligible job-seekers.

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- Comply with all federal WIOA regulations and any directives issued by the US Department of Labor and the PA Department of Labor and Industry.

Providers of the remaining core programs under WIOA are as follows:

- Title II Adult Education and Literacy: Chester County OIC, which runs a full-time GED class at the PA CareerLink® - Chester County as well as administers on-site GED testing.
- Title III Wagner-Peyser: PA Department of Labor & Industry, Bureau of Workforce Partnership & Operations
- Title IV Vocational Rehabilitation: PA Department of Labor & Industry, Office of Vocational Rehabilitation

The Chester County Equal Opportunity Officer is Lila Singleton, Workforce Development Manager – Department of Community Development and staff to the WDB. 610-344-6914; lsingleton@chesco.org.

The Equal Opportunity Liaison is Jason Foster, PA CareerLink® Supervisor, BWPO. 610-280-1019; jasfoster@pa.gov.

Additional stakeholders in the Chester County workforce development system include;

- The United Way of Chester County, which operates the United Way Financial Stability Center, located at the PA CareerLink® - Chester County. This unique approach provides holistic, wrap-around services for job seekers with the goals of increasing savings, decreasing debt, and increasing assets.
- The Chester County Economic Development Council (CCEDC). The CCEDC operates five Industry Partnerships, as well as the HireOne initiative and participates in the Southeast Partnership for Regional Economic Performance (PREP).
- Chester County Chamber of Business & Industry and regional Chambers are partners in employer outreach and engagement.
- Decade to Doorways Initiative: Ten Year Plan to End Homelessness (D2D). The D2D initiative's relationship to workforce development is a two way street, acknowledging that stable housing frequently requires stable employment and that those with stable employment occasionally need assistance obtaining or retaining housing. This relationship has led to multi-level successes on the path to self-sufficiency for county residents.

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).*

- Adult Employment and Training
 - Education Data Systems, Inc. (EDSI)
 - Programmatic
- Dislocated Worker Employment and Training
 - Education Data Systems, Inc. (EDSI)
 - Programmatic
- Youth Workforce Investment Activities
 - Pathstone, Inc.
 - Programmatic

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- Adult Education and Literacy
 - Chester County OIC
 - Programmatic
- Employment Services under Wagner-Peyser
 - Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership & Operations
 - Programmatic
- Vocational Rehabilitation
 - Pennsylvania Office of Vocational Rehabilitation (OVR)
 - Programmatic
- Job Corps
 - Philadelphia Job Corps
 - Programmatic, by referral
- Migrant and Seasonal Farmworker Programs
 - Pathstone, Inc.
 - Programmatic
- Senior Community Service Employment Program
 - The WorkPlace, Inc.
 - Programmatic
- Native American Programs
 - Indian & Native American Job Training Assistance & Employment Program
 - Programmatic, by referral
- Postsecondary Career and Technical Education
 - Delaware County Community College
 - Programmatic
- Trade Adjustment Assistance
 - Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership & Operations
 - Programmatic
- Jobs for Veterans State Grant Programs
 - Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership & Operations
 - Programmatic
- Employment and Training Programs under CSBG (Community Services Block Grant)
 - Chester County Department of Community Development
 - Programmatic
- Employment and Training Programs under HUD (Federal Department of Housing and Urban Development)
 - Chester County Department of Community Development
 - Programmatic
- State Unemployment Compensation Programs
 - Pennsylvania Department of Labor & Industry
 - Programmatic, via phone and computer
- Reintegration of Offenders Programs
 - Educational Data Systems, Inc. (EDSI)
 - Programmatic, by referral
- Temporary Assistance for Needy Families (TANF)

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- Pennsylvania Department of Human Services (County Assistance Office)
 - Programmatic
- Employment Advancement and Retention Network (EARN)
 - Pathstone, Inc.
 - Programmatic
- Work Ready Program
 - Pathstone, Inc.
 - Programmatic
- United Way Financial Stability Center
 - United Way of Chester County and partner agencies
 - Programmatic
- HireOne
 - Chester County Economic Development Council
 - Programmatic

Please see Appendix C: “Workforce Delivery System Program/Partner List” for a full list of partners and contact information.

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

With Chester County covering 759 square miles and limited or cumbersome public transportation options, accessing the One Stop can be a challenge for some job seekers. The Chester County Workforce Development Board (WDB) has taken some measures to alleviate the burden of travel to the PA CareerLink® - Chester County and plans to expand upon those measures going forward.

The PA CareerLink® - Chester County has already taken some initial steps to make services available through technology by developing a new local website that allows job seekers to view workshops, event calendars, register for workshops and access job seeker tools such as the Big Interview, CTORQ, Virtual Job Shadow and PA Career Coach. The website also provides individuals the opportunity to receive daily job postings via an RSS Feed and allows them to customize the RSS Feed to their job search preferences. Next steps for utilizing technology to improve access include recording workshops to be posted on the website and viewed remotely, interviewing via skype or other video conferencing, as well as exploring workshops in a webinar format.

The Chester County WDB is also funding a Mobile Workforce Navigator. This Navigator brings basic services and information to those areas of the county where transportation to the one-stop is challenging. This mobile outreach service will not only provide engagement and technical assistance, as well as introductory services, it will increase awareness of the full menu of services available at the one-stop and strengthen partnerships in those areas of the county more difficult to reach. The areas of focus for the Mobile Workforce Navigator are Phoenixville, Coatesville, Kennett Square, and Oxford. The Navigator will promote the services by building relationships and regular visits with local non-profits and libraries in the areas of focus. Through these visits to the non-profits and libraries, the Navigator has established an organic referral network, which customers now use on a regular basis.

Chester County OIC, the local Title II provider, holds GED classes at the PA CareerLink® - Chester County

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four days a week, with all GED participants referred to workforce development services. This referral is mutual, for those job seekers who are in need of adult education classes. Additionally, the only authorized GED test center in Chester County is located in the PA CareerLink® - Chester County. Administered by the same Title II provider, testing is conducted three times a week and brings additional members of the public into the one-stop and expands awareness of services.

The PA CareerLink® - Chester County also offers an Unemployment Compensation (UC) phone and dedicated computer, each in a private room. The UC phone allows a direct connection to UC services without the often lengthy wait involved in calling from a personal phone. This is particularly valuable to those who may have limited phone access. Staff at the PA CareerLink® - Chester County will also send faxes to UC on behalf of claimants free of charge.

Title I participant services are entered into CWDS no more than thirty days after the service occurred, with a goal of fourteen days. Service entry is done by the staff member responsible for that service delivery and accompanied by a case note. Staff is responsible for keeping track of the estimated end dates of services and evaluating whether the service is completed or continuing. Employer information under Wagner-Peyser is entered based on the guidance of that program. Employer information and services under Chester County WDB contracts will be entered within 30 days of contact.

The EARN and Work Ready programs, Wagner-Peyser, and Office of Vocational Rehabilitation (OVR) utilize the Commonwealth Workforce Development System (CWDS) according to their program guidance. Title II Adult Education utilizes the Pennsylvania Department of Education's E-Data V.2 to track student enrollment, intake, hours of participation, and test scores.

The Chester County Economic Development Council, as well as other regional PREP partners, utilizes Executive Pulse for the tracking of employer outreach and engagement. The contracted provider for Title I Adult and Dislocated Worker services, Educational Data Systems, Inc., utilizes a proprietary system called Skilldex as an assessment and tracking system. PathStone, Inc., the contracted Title I Youth provider, utilizes the Individual Family Development Plan (IFDP) and Management Information Systems (MIS) modules in their Citrex system for employment plans and client information tracking.

The PA CareerLink® - Chester County Title I provider will convene partner staff from all Titles under WIOA in order to facilitate discussion on the sharing of participant information and co-enrollment, where possible. At a minimum, the Title I provider will ensure that information regarding the availability of Title I services is made available to all participants engaged with Title II and Title IV services, and referrals are made when appropriate.

The Chester County WDB will convene workgroups consisting of education representatives from the Chester County Intermediate Unit and Delaware County Community College, as well as representatives from Title I and IV services and Industry Partnerships to better define Career Pathways. These Pathways will be informed by labor market data, training curricula, and the needs of employers to provide multiple entry and exit points, as well as connections to other Pathways and inclusion of job seekers with disabilities and other barriers. The first of these workgroups will address Pathways for healthcare and Information Technology. Information regarding these Pathways will then be used, not only as job seeker options, but as information for students and parents to inform them of career options.

To further the goal of expanded utilization of data, The Chester County WDB will improve partner information sharing through initial steps of increased co-enrollment, improved collaboration of

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employer services through a strengthened Business Services Team, and quarterly partner staff meetings to foster integration. It is the intent of the Chester County WDB to work with the commonwealth to facilitate ease of information sharing among additional partners such as EARN and Work Ready and OVR.

There is no “one-size-fits-all” strategy to serve all job seekers with barriers. Each job seeker’s specific barriers and situation must be discussed and examined to determine the course of action and employment solution best suited to them. Two overarching strategies of the Chester County WDB to better meet the needs of job seekers with barriers are through targeted employer engagement and strong integration with supportive services and community-based organizations.

The Business Services Team (BST) and all job developers and employer engagement activities will maintain a list of employers who are adaptable, open to working with job seekers with barriers, located throughout the county or accessible by public transportation, and provide a family-sustaining wage. Having a group of employers willing to work with job seekers with barriers is key to successful placement.

Strong connections with supportive services and community-based organizations are invaluable to the success of job seekers with barriers. Some barriers are beyond the scope of workforce development to address single-handedly, but successful employment depends on a support system in place to assist with those barriers. The Chester County WDB has already taken a strong and innovative step towards addressing these needs with the co-location of the United Way Financial Stability Center. This allows for on-site referrals to a large selection of supportive services, from obtaining healthcare to financial and emotional counseling, to applying for public assistance and obtaining clothing for work. Additionally, the Decade to Doorways Ten Year Plan to End Homelessness is administered out of the Department of Community Development, which also provides staff to the WDB. This proximity and close working relationship allows for expedited referrals and follow-up for those job seekers whose barriers include a need for housing, as well as referrals from D2D providers of those in the county experiencing homelessness or recently housed who are in need of permanent employment.

Job seekers with Limited English Proficiency (LEP) are able to access the full range of PA CareerLink® - Chester County services through the use of Propio Language Services. For those job seekers who are deaf or hard of hearing, staff engage assistance from the Office of Vocational Rehabilitation. Returning Citizens are referred to the Work 1st program, administered in partnership with Life Transforming Ministries in Coatesville, for assistance in placement into employment and any other services they may need to re-integrate into society or fulfil the requirements of their court orders. Chester County has been successfully utilizing the Platform to Employment program to serve the specific needs of the long-term unemployed for the last three years.

As a mandated partner, OVR has the ability to collaborate with the local 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 Title I 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 experience 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

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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 this field.

The Office of Vocational Rehabilitation (OVR) provides services to WIOA Title IV eligible individuals with disabilities to help them secure and maintain employment and independence. These services are designed to prepare OVR customers to become qualified trained members of the workforce, increasing regional workforce diversity and the overall number of skilled workers available to businesses in the county and region. OVR Vocational Rehabilitation Counselors can determine special needs of our youth and young adults with disabilities, as well as adults and dislocated workers, and work together to help them overcome barriers to their future career success.

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?

EO/ADA Certification

The PA CareerLink® - Chester County and United Way Financial Stability Center is fully committed to providing accessibility and services to individuals with disabilities. In July of 2014, the Office of Equal Opportunity, Department of Labor and Industry conducted an on-site Equal Opportunity (EO)/Americans with Disabilities Act (ADA) Accessibility Compliance Review of the PA CareerLink® - Chester County. The purpose of the compliance review was to ensure that the PA CareerLink® - Chester County was operating within the guidelines to determine whether services to applicants, participants, and

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registrants are provided in accordance with the Equal Opportunity and nondiscrimination requirements of the Workforce Investment Act of 1998 (Section 188 of WIA, 20 U.S.C. 2938) and its implementing regulations (29 CFR Part 37). EO/ADA reviews are expected to be completed annually going forward.

Language Assistance Plan

The PA CareerLink® - Chester County has developed a Language Assistance Plan for Limited English Proficiency (LEP) persons. This document addresses the five elements critical to an effective language assistance plan:

- Identifying LEP individuals who need assistance
- Language assistance measures
- Training staff
- Providing notice of services to LEP individuals
- Monitoring and updating the plan

PA CareerLink® - Chester County's Language Assistance Plan for LEP persons is reviewed and updated annually and submitted to the Office of Equal Opportunity for approval. The approved LEP plan is then provided to all Partners and Partner staff. PA CareerLink® - Chester County has an active license with Propio Language Services to provide translation services for individuals accessing services at our center. Propio Language Services provides over the phone interpretation and document translation in more than 150 languages for individuals in need.

Spanish-English bilingual partner staff frequently assist with translation services. Additionally, deaf and hard of hearing participants are able to access the full range of core services offered by each partner, with the Office of Vocational Rehabilitation staff provide services to those who are eligible for their services under WIOA Title IV. Training is provided to staff on an annual basis as it relates to the local Language Assistance Plan. Subsequent training will be provided annually as part of the Disability Awareness Training agenda.

Staff Disability Awareness and EO Training

The PA CareerLink® - Chester County EO Officer and EO Liaison, along with technical assistance and training provided by the PA Office of Vocational Rehabilitation (OVR) conducts annual Oversight Monitoring and Disability Awareness Training for all PA CareerLink® - Chester County partner staff.

PA CareerLink® -Chester County works closely with OVR and will continue to use them as a resource to provide annual Disability Awareness Training for partner staff. PA CareerLink® - Chester County is equipped to provide handouts/information in Braille and in alternative formats such as large print and audiotapes. Assistive technology is available in the Career Resource Center (CRC).

Additionally, beginning in 2016, all PA CareerLink® - Chester County staff were required to participate in an Equal Opportunity (EO) orientation/training provided by the PA Department of Labor and Industry's Office of Equal Opportunity staff. Topics surrounding protected classes, non-discrimination statutes, policies on sexual harassment, disability-related employment and equal opportunity are covered as part of this training.

The Workforce System Integration Committee will perform annual reviews to ensure continual monitoring of resources and determine any necessary enhancements to meet the needs of individuals

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with disabilities who access our services. Going forward, this review will include running a sample of materials through the Flesh-Kincaid readability index, or a similar resource.

The following assistive technology is available daily at the PA CareerLink® - Chester County:

Item	Purpose	Location
Adjustable Height Table for computer workstation	Physical and visual access	Consumer Resource Center (CRC)
Adjustable height chair with adjustable arm rests	Physical and visual access	CRC
Alternate mini-keyboard	Physical access	CRC
Alternate track ball mouse	Physical access	CRC
Foam wrist rest	Physical access	CRC
19-21" monitor	Large screen for enlargement	CRC
Low glare screen filter	Visual access to monitor	CRC
Monitor arm	Adjustable positioning to increase viewing position	CRC
Screen Magnification Software	Enlargement of screen info	CRC
Lynx Browser	Text Browser	CRC
Speech Output Software	Voice for Browser	CRC
Dedicated Telephone Line	Operation of TTY	Staff Area

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

The Chester County Workforce Development Board (WDB) utilizes a range of mechanisms to determine the variety, quantity, and quality of workforce services. Information and feedback is gathered from job seekers and employers via surveys to determine training and workshop needs. This feedback is then utilized by WDB committees and staff and PA CareerLink® - Chester County staff in determining programming needs and scheduling. Informal feedback is also passed along to the PA CareerLink® - Chester County administrator and WDB staff via word of mouth and implemented when appropriate. The frequency of workshops and trainings is impacted by the demand. Workshops with a higher demand

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for registrations are scheduled more frequently, with the schedule and calendar being adjusted throughout the year to provide the most current offerings possible.

The Chester County WDB Workforce System Integration Committee reviews provider reports and outcomes bimonthly. These reviews lead to requesting additional information when questions remain as well as recommendations from the committee to improve performance where needed. Implementation of those recommendations is then overseen by WDB staff. File monitoring reports, conducted semi-annually, as well as provider monitoring reports, conducted per the local monitoring policy, are utilized to record areas of concern, request improvement plans, and identify best practices that can be shared or duplicated. Dialog with eligible training providers remains open throughout the program year, so that any participant or provider issues can be addressed swiftly. When an area of concern is noted across the local system, recommendations are made by the committee regarding multiple areas of improvement or change.

Annually, upon the release of the draft High Priority Occupations (HPO) List, a review by stakeholders is completed with feedback given to Chester County WDB staff. Stakeholders taking part in the review include the Technical College High Schools, Delaware County Community College, and the Industry Partnerships. The Industry Partnership review includes a comparison between the HPO list and the list of Incumbent Worker Trainings requested by employers in recent funding cycles to determine any gaps. Feedback from these reviews determine what, if any, petitions are needed for inclusion on the HPO list. WDB staff also conduct research on industry and occupation trends to determine if any projections include occupations that are not reflected in the draft list.

As part of the review and approval process for every request for training, program coordinators review the ETPL application in CWDS for the related HPOs listed. During that review, program coordinators check to ensure that the training ties to the High Priority Occupations list for Chester County. If the training does link to an HPO in Chester County, that request moves to the next round for approval. If the training does not link to an HPO in Chester County, staff will discuss willingness to relocate with the participant. Those participants who do not indicate a willingness to relocate will not have their training request approved. Those who indicate a willingness to relocate will indicate that willingness and the reasons for it in a written statement, which will be reviewed on a case-by-case basis.

The Chester County WDB Workforce System Integration Committee will continue to refine the process and criteria for the new Local Training Provider List, which has been directed thus far by the guidance found in Workforce System Policy 04-2015. Following the distinctions made by the guidance, the LTPL process and criteria will be separated into Employer-Centric and System-Centric Training categories. All program manuals, such as the OJT Manual, and contract requirements, will be streamlined and updated to include the same requirements as the LTPL. This process and related criteria will be regularly revisited as additional guidance, baseline performance data, and CWDS functionality becomes available.

Employer-Centric Training will;

- Result in a credential, unsubsidized employment, or measurable skill gain
- Directly relate to a High-Priority Occupation
- Include a training plan
- Record accurate and timely program completion and service exit data
- Demonstrate the ability to provide the participant with continued long-term employment with wages, benefits, and similar working conditions as those during program participation

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- Provide required performance information

System-Centric Training will;

- Focus on serving those with a barrier to employment
- Supplement employer-centric training or training found on the Statewide ETPL, when appropriate
- Prioritize programming which leads directly to a credential, unsubsidized employment, or measurable skill gain, while also allowing for programming that is a “stepping-stone” to such outcomes
- Demonstrate alignment with the High-Priority Occupations List
- Provide required performance information

Participation on the Employer-Centric Training portion of the LTPL will be increased through active employer outreach of the Title I provider, HireOne initiative, and Industry Partnerships, as well as the Business Services Team, which we anticipate will allow for a wider range of opportunities in high-priority occupations and industries. Initial outreach to System-Centric providers will be done through the Industry Partnerships in order to determine employer-requested trainings that would be suitable for inclusion.

Internal processes for Title I staff and contracted providers are reviewed and updated throughout the year to allow for the most seamless and timely provision of services possible. Needs of job seekers and employers not being addressed by the more active programs on the eligible training providers list are addressed by reaching out to additional providers to expand that list, or working with current providers to adjust offerings to meet those needs. Through various levels of reporting, reviewing, and monitoring, the Chester County Workforce Development Board operates in a state of continuous improvement.

The Chester County Workforce Development Board issues a Request for Proposals annually in order to solicit innovative job seeker services. Creative best-practices and targeted services for specific job seeker populations, as well as employer services, are encouraged. This annual proposal process also allows Board members and staff an opportunity to review deliverables and proposed changes for existing providers for each new Program Year. Each proposal is scored objectively by a committee of WDB members. After two rounds of scoring and discussion, recommendations from the scoring committee are presented to the full Workforce Development Board for discussion, review, and approval. This method of issuing Requests for Proposals and emphasizing a desire for innovative services with proven job seeker or employer need has resulted in the implementation of some of the most successful workforce development services within Chester County.

Throughout the course of the program year, the Workforce System Integration Committee reviews reports and deliverables from each contractor, requesting additional information, offering technical assistance, or adjusting deliverables as needed. Contractor reports are also shared with the entire WDB as part of each meeting packet. This ongoing review allows for open discussion throughout the program year and a more timely intervention with technical assistance when an issue is identified. All orientations and workshops include a customer survey, which are reviewed regularly by staff in order to determine best practices and enact change when necessary. This ongoing review and analysis makes responses proactive rather than reactive and allows for a constant state of programmatic improvement.

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For those providers who fall under the Eligible Training Provider List and not the competitive proposal process, an annual review of performance during the ETPL initial application period, and throughout the year, is conducted. Where gaps in job seeker and employer need are noted, WDB staff reaches out to additional providers to engage them and encourage them to apply for the ETPL. With additional opportunities for micro-credentials allowed in the new ETPL model and the Local Provider list under WIOA, opportunities to engage additional training providers to fill job seeker and employer needs will broaden significantly. This broadening of opportunity will allow the Chester County workforce development system to better fill gaps that were previously left out of the training provider options.

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.

Adult and Dislocated Worker employment and training activities in Chester County include:

Career Services

- Provision of Labor Market Information (LMI), including job vacancies, skills gaps, High Priority Occupations, Career Pathways
- Outreach and Orientation
- Intake and eligibility determination
- Assessment
- Referrals to appropriate services
- Performance and cost information for training programs
- Follow-up services
- Development of an Individual Employment Plan
- Career Planning and Counseling
- Short-Term prevocational services and workshops
- Internships, work experiences, and transitional jobs
- Connections to apprenticeships
- Job Location Services

Training Services

- Individual Training Accounts
- On the Job Training
- Incumbent Worker Training

Other Services

- Adult Basic Literacy Education services through Title II provider, Chester County OIC
- Financial Counseling and other Supportive Services through the United Way Financial Stability Center
 - Financial Education
 - Benefit enrollment
 - Budgeting and coaching
 - Credit counseling and debt management
 - Free tax preparation
 - Counseling, including the “Coping with Job Loss” support group
 - Legal clinics

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- Health workshops

Activities are assessed in a variety of ways; through the local oversight and monitoring process, via the collection and review of job seeker surveys, and through contractor performance reporting. The oversight and monitoring process includes programmatic and file reviews to ensure compliance with contractual and programmatic requirements. Surveys and performance reports give a narrative and numerical view of the programming, to determine areas of success and areas of improvement.

The Workforce System Integration Committee reviews and discusses performance reports in detail throughout the program year. The ad hoc Request for Proposals Review Committee reviews workforce programming proposals submitted annually, proving scores and feedback, determining any gaps in service that need to be addressed, and ultimately recommending program and provider selections to the Board as a whole.

The Board utilizes data and anecdotal evidence to determine the need for future programming. The availability of specific data on the long-term unemployed is not readily available, but meeting with Joseph's People, a local group that serves this population, a need was determined and filled through the Platform to Employment program. Utilizing data to determine that a large portion of unemployed job seekers with advanced degrees and experience were not utilizing PA CareerLink® - Chester County services, the HireOne initiative expanded to include job seeker outreach and engagement of that population.

Requests for Proposals utilize a seven-part electronic application. These applications are scored by section using a rubric, with the total available points equaling 100. The seven sections are; Statement of Need, Program Management and Organizational Capacity, Program Design and Service Strategy, Leveraging of Resources and Existing Partnerships, Past Performance and Best Practices, Staffing, and Budget. The scoring committee received the applications electronically for review and the committee meets at least twice to discuss applications, ask questions, and determine a recommendation for the board.

For providers of Individual Training Accounts, Chester County has a representation of most private licensed schools in the county on the Eligible Training Provider List, as well as the Chester County Intermediate Unit and Delaware County Community College, the Perkins providers in the county. Engagement with other postsecondary institutions and training providers will be expanded through further development of Career Pathways and the inclusion of micro-credentials on a Local Training Provider List.

With the diversity of industry in Chester County, trainings are not readily available for all in-demand and growth occupations. While the Chester County WDB has always sought to expand the Eligible Training Provider List options in the local area, the intent is to utilize the flexibility of micro-credentialing and a Local Training Provider List to assist in filling skills gaps that cannot be addressed utilizing the statewide Eligible Training Provider List.

The Chester County WDB follows the state's Priority of Service Policy, WSP 05-2015, as follows;

Basic Career Services

Basic Career Services will remain available for all individuals regardless of eligibility requirements as long as funding is available to support such services.

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Individualized Career Services and Training Services

Priority of service shall be given to Title I Adult-Eligible Participants, in the following order, as long as funding is available to support such services:

1. Veterans and spouses who fall into one or more of the following categories:

- *Recipient of public assistance*
- *Other low-income individuals*
- *Individuals who are basic-skills deficient*
- *Underemployed and low-income*

2. All other persons who fall into one or more of the following categories:

- *Recipient of public assistance*
- *Other low-income individuals*
- *Individuals who are basic-skills deficient*
- *Underemployed and low-income*

3. Veterans and spouses who do not fall into the above categories

4. All other Title-I Adult Eligible Participants who do not fall into the above categories

The Chester County Council for the Workforce of Tomorrow and Chester County WDB has been prioritizing older and out of school youth for a number of years, before the implementation of WIOA emphasized this population. The specialized youth one-stop, Career Corps: A Partnership for Youth Employment, and its previous incarnation, the House of Original Drams (HOOD) have successfully focused on older and out of school youth since their inception.

Should a request for the transfer of funds between adult and dislocated worker be identified by WDB staff or contracted providers, that information is conveyed to the Fiscal Committee for review. If the committee approves the transfer, the process as outlined by the state is followed by staff to complete the funds transfer.

The Chester County WDB is committed to engaging with education and business partners on the development of Career Pathways with multiple entry and exit points, including considerations of job seekers with barriers and the use of micro-credentialing. With the diversity of industry in the county, this is a large task, and a sector approach will be utilized to further the development of viable local and regional pathways.

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.

Individual Training Accounts (ITAs) are used for occupational skills trainings that include all or part of a program of study, result in a credential, and are approved and conducted on an individual basis. All Individual Training Accounts must connect to schools and programs on the statewide Eligible Training Provider List (ETPL). ITAs are issued to eligible participants who have utilized career services, including the development of an Individual Employment Plan and career planning and counseling, and determined

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that they are unable to compete in the local and regional labor market without a skill upgrade or credential.

The ITA cap for Chester County is \$4,000 per participant over a two year period. This cap is reviewed annually by the Workforce System Integration Committee, which considers the cost of popular trainings, historical levels of allocations, and level of demand. The ITA cap was decided upon in order to serve the most job seekers in an efficient manner without requiring a personal financial burden for the majority of programming.

Training contracts are used for On the Job Training and customized training. On the Job Training is an immediate placement for a job seeker, with a training plan developed with the new employer to fill any skills gaps and help ensure employee success. Customized training is most frequently used for a larger-scale hire under a single employer, with a need to train a group of new employees quickly in a specific skill or set of skills.

Customer choice in ITAs is never infringed upon, provided the training selected by a participant is found on the ETPL. Staff work with the participants to assist in informed customer choice, so that a participant is aware of the opportunities for growth and expectation for wages in the fields relating to their selected training program. Participants seeking training that cannot be included on the ETPL, due to such factors as poor performance or a lack of connection to High Priority Occupations, are provided labor market information to assist them in making a new choice that fits the parameters necessary. No customer is forced to accept a job or be placed into On the Job or customized training.

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

Unemployment rates for older youth and young adults remain substantially higher than those for the population as a whole. For example, although Chester County's overall unemployment rate has fallen to a seasonally adjusted 4.1 percent, the rate for 20-24 year-olds stands at 8.3 percent, and at 14.9 percent for 16-19 year-olds. (Source: 2015 American Community Survey 1 year estimates) Further, because the likelihood of employment correlates with educational levels, rates of employment and labor market participation for individuals with secondary credentials or less are substantially lower than for those with postsecondary credentials.

Recognizing the employment challenges faced by older youth and young adults, particularly those without postsecondary credentials, WIOA prioritizes employment, education and training services for 16-24 year-old out-of-school youth (OSY), establishing an expenditure floor of 75 percent, reducing the burdens of income determination, and extending automatic eligibility for services to a range of high-risk populations.

Appreciating the importance of preparing all Pennsylvanians for active and productive citizenship, the PA Department of Labor & Industry will provide guidance and support for efforts by the Chester County WDB to expand services to these high-risk young people. In particular, the Chester County WDB will place a strong emphasis on ensuring that eligible OSY have access to a full range of services across core programs, as appropriate. To ensure a strong and continuing focus on youth employment, the Chester County WDB has a youth standing committee, known as the Council for the Workforce of Tomorrow (CWT). In addition, the updated performance measures will be monitored to make certain that they

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reflect the needs and challenges of the new service population. In this way, Chester County will not be penalized for enrolling the high-need and difficult to serve individuals who are the focus of WIOA youth activities.

WIOA youth activities will focus on young people with barriers to employment, including those who are in foster care and/or juvenile justice systems, are homeless, have a disability, are involved in the public mental health system, or are pregnant or parenting. Local youth serving agencies will work together to build coordinated approaches in efforts to enroll and retain these young people. In addition to the PA CareerLink® - Chester County, the Career Corps: A Partnership for Youth Employment (Career Corps) is a center designed for the 16-24 year old population to assist and support training activities that will help young adults enter and be successful in the workforce along with choosing a career path that aligns with Chester County's High Priority Occupation (HPO) list.

WIOA also places a new emphasis on providing eligible youth with high-quality work experiences, requiring that at least 20 percent of youth funding be dedicated to this activity. This requirement is consistent with a growing body of research which demonstrates that young people who have access to jobs in their teens tend to graduate from high school, earn secondary and postsecondary credentials, and earn at higher levels than their peers who do not work. (Source: Employment Policies Institute) However, research also shows that young people in low-income families have much more limited access to employment than their more affluent peers. Therefore, the WIOA work experience requirement represents a powerful tool to help lower-income youth, particularly those with barriers to employment, to gain invaluable and potentially life-changing experience in work places. In support of this priority, the Chester County WDB will increase partnerships with employers to provide access to high-quality work experiences for eligible youth, including internships, workplace learning, transitional jobs, pre-apprenticeships, and summer jobs, with particular emphasis on OSY. Additional efforts will be made around career exploration strategies to provide students and their parents' access to key information in making decisions about secondary and postsecondary education options and employment goals.

As we increase opportunities for Pennsylvania's out-of-school youth population, we must also develop strategies that align career pathways with HPOs in targeted industry clusters, encourage partnerships that align state agencies and inspire co-enrollment in multiple programs to ensure youth have the opportunity to pursue the skills, training and education they need to obtain employment that will lead to financial stability and economic security for themselves and their families.

As out-of-school youth are one of WIOA's primary focuses, it is imperative that we work together with our partners to develop and build new models for recruitment, retention, performance, co-enrollment, partnerships and career pathways. Recognizing the new priority of OSY, best practice models are still being identified to better assist Chester County WDB staff to successfully meet the needs of those individuals.

In the meantime, Chester County has had much success with self-developed strategies and best practices that have been implemented, such as the following;

- **75% OSY/25% ISY:** Over the last seven program years, Chester County has had much success in assisting the OSY population with their needs. Since PY 2009, youth services under WIA have been serving 70% OSY and 30% ISY, which was opposite of WIA's minimum requirements.
- **One-Stop Center:** The CWT and WIB formed a One-Stop Youth Center, known as the HOOD: A Partnership for Youth Employment which serves eligible youth who are both economically

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disadvantaged and have significant barriers to employment. That One-Stop Youth Center has evolved and is now located next door to the PA CareerLink® -Chester County and has been renamed the Career Corps: A Partnership for Youth Employment. The mission of the Career Corps is *“To provide a comprehensive array of services for at-risk youth, which include job readiness and life skills, academic remediation/GED preparation, post-secondary educational opportunities and career counseling/mentoring. These services promote positive self-esteem/self-awareness, augmented literacy skills, leading to post-secondary opportunities, and enhanced job readiness skills that facilitate self-sustaining employment.”*

- **Case Management/ Follow-Up Services:** This combines both a programmatic and outcome-oriented approach, providing all parties with a documented account of what, why, and how success is achieved. Participants are presented with a clear and achievable selection of training choices designed to lead them to self-sufficiency. Services offered include education, training, job placement, and other services designed to assist participants in achieving self-sufficiency. The case manager is involved daily with participants to meet specific needs. A 12 month follow-up is not only a requirement, but it is thoroughly beneficial for the participant. Through case management, participants are provided an integrated system of challenges, achievements and rewards on the path to individual success.

Case Management of youth participants seeking employment will be managed through a system of Milestones toward Self-Development Module, which combines a programmatic approach with an outcome oriented approach for the purpose of providing the participant, Career Corps staff, the PA CareerLink® - Chester County with an ISS that provides a documented account of what we do, why we do it, and how we do it. All Case Management must be entered into CWDS and placed in each participant file on a monthly basis.

- **Transportation:** The Career Corps is located on a bus route. The provider offers transportation services to clients to perform job search activities, for job interviews, driver's tests, and apparel shopping for training/employment, as well as group career exploration activities. Currently the CWT provides transportation services for youth from the West Chester and Coatesville areas to access program services. Youth are encouraged to provide their own transportation if they have it. Transportation can be arranged for youth for the entire county as needed.
- **Job Readiness:** Job Readiness Activities, which combine life skills, job preparation, job readiness, and job search, assist participants in locating appropriate employment. Self-Directed Job Search skills are provided within this framework. The objectives of the classroom training curriculum are; verbal communication skills; self-awareness/self-help images; decision-making concepts pertaining to employment barriers; resume writing skills; completion of employment applications; practical interviewing techniques; and individualized counseling. Staff provides job development for each participant, while maintaining labor market information on high priority occupations, industry partnerships, the regional career education partnership, new employers, interview arrangements, and direct follow-up with employers following interviews.
- **Vocational Training:** Vocational education training provides youth with skills in specific occupations. These trainings are offered based on the labor market needs of Chester County and the High Priority Occupations list.
- **Academic Enrichment:** All levels of education, High School Diploma, GED, ABE, and ESL are coordinated with remedial math and reading, computer instruction, workplace readiness and GED or High School preparation when needed. This portion of the program is treated as a real job with a dress code and rules. At specific intervals, work experience/vocational training may be incorporated to connect the participant to the ultimate goal of unsubsidized employment and post-secondary education.

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- **Dual Enrollment:** eligible participants are dually enrolled in both the Career Corps program and the pre-internship and paid internship program run by Triskeles, Inc. using TANF youth development funds. This dual enrollment has led to stronger relationships with a large area employer and successful leveraging of TANF youth development and WIOA funds.

As a core partner, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS) to better prepare these students for life after high school. PETS services include, but are not limited to, paid work experiences, job shadowing, and workplace readiness trainings. These skills gains will help to meet one of the intentions of WIOA, to better prepare in-school youth with disabilities to graduate high school and work toward meaningful careers. OVR is working with the local youth program to assist with services and referrals for youth with disabilities. The youth program also implements any possible accommodations and modifications that may be included in a participant's IEP to help develop the best service delivery.

The current youth program provides work-based learning experiences to participants with disabilities by placing them into activities that relate to their interests and strengths. For example, a participant with Autism assists in creating PowerPoint presentations and other computer-based materials, which allows him to showcase his technology talents while minimizing customer service-based interactions. Another participant was placed in an intensive food service internship that led to full-time unsubsidized placement.

Participants are motivated by a clear and achievable selection of training choices designed to lead them to their self-sufficiency goal. Career Corps staff members are intensely involved every day with each participant to meet specific, individual needs. Our participants, often overwhelmed by their predicaments and unsure of their goals, require on-going assistance to maintain a broader focus. Objective Assessment will bring together the results of counseling sessions, the assessment package, and the need for training services while reviewing the specific qualifications necessary for the youth participants to participate fully in their selected training services.

The Chester County Council for the Workforce of Tomorrow (CWT) consists of active members from a variety of youth-serving organizations and perspectives. Members on the CWT include; representation from the Office of Vocational Rehabilitation (OVR), the Chester County Department of Children, Youth and Families (CYF), the Chester County Intermediate Unit, Chester County Juvenile Probation, the Chester County Economic Development Council (CCEDC), the Housing Authority of Chester County (HACC), a parent advocate, and community volunteers with youth-serving experience.

The CWT meets bi-monthly to review performance reports from the Title I Youth provider, discuss programming, and ask questions of the provider. In this way, the guidance of the CWT is reflected in every aspect of programming at the Career Corps.

The youth program incorporates all aspects of the 14 youth program design elements as listed below, and is always in search of best practices in order to improve and expand upon them;

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.

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In addition to the group classroom instruction, Career Corps staff will provide individual and classroom tutoring to youth who are identified as needing further remediation. A module introducing Study Skills has been incorporated into the revised Career Services Component to insure that all participants are exposed to this information. This is significant since many youth may have barriers to employment inclusive of: language barriers, homelessness, lacking work history, parenting teen; to name a few.

With regard to dropout prevention and recovery strategies, Career Corps will establish strong working relationships with the Chester County Intermediate Unit and schools with a particular investment of time within the Coatesville and West Chester School Districts. While it is anticipated that the vast majority of youth who enroll have left school prior to graduation and are not interested in returning, staff will connect and advocate for the return to school of any youth whose ISS includes this goal.

2. Alternative secondary school services, or dropout recovery services, as appropriate

Referrals to the participant's respective high school will be facilitated.

3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:

- Summer employment opportunities and other employment opportunities available throughout school year,
- Pre-apprenticeship programs,
- Internships and job shadowing,
- On-the-job training opportunities,

Pre-Apprenticeship programs will be designed to prepare youth to enter employment or be coordinated with a registered apprenticeship program or followed by OJT.

Paid and unpaid work experience opportunities will be provided to 20% of all enrolled participants during this contract period. Career Corps will, whenever possible, develop the sites in key industries. Youth will be offered this opportunity for a minimum of 20 hours per week for 6 weeks.

4. Occupational Skills Training (OST), which shall include priority consideration for training programs that lead to recognized postsecondary credentials aligned with in demand industry sectors or occupations in the local area involved.

Occupational Skills Training will enable youth participants to compete in the labor market by providing them with the technical skills and knowledge required to perform specific jobs. Occasionally, youth who have completed the work experience and the career planning segments of the program zero in on a trade or occupations that they wish to pursue and entry level positions which require additional skills training/certifications.

Staff will carefully assess the participant's program progress, motivation and commitment and if indicated will refer youth participants to the PA CareerLink® - Chester County for access to OJT dollars and/or Individual Training Account dollars. Career Corps will set aside budgetary dollars

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for short-term certifications.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

Career Corps offers ABE and GED preparations as a component of the Out of School Youth program. Youth who do not possess a diploma or test below an eighth grade level will be referred to complete these classroom activities, possibly in coordination with Work Experience or other workforce directed activities. Further, staff will also assist participants who could better access other Title II community-based programs to enroll and complete this requirement within the PA CareerLink® - Chester County or in close proximity to their home, which will ultimately assure success. Career Corps will also provide High School Diploma Certification through the American Pine Crest Academy.

6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors.

Career Corps will identify two community-based services learning projects in PY 2017. Current, local events often spark youth interest in a project. The service-learning framework Career Corps provides to youth includes identifying and documenting a problem of interest, determining community impact, working together to create a plan to improve/resolve the issue as well as to measure impact, engaging stakeholders appropriately, implementing the plan and measuring impact.

These activities develop vocational skills in research and observation, problem solving, resource identification, analyses, measurement and documentation. Further, these activities reflect the use of vocational skills, whereby a quality service learning project is also a resume builder. Staff will identify potential projects in conjunction with community partners, and point youth to service learning ideas proliferating on the web, but youth must make the selections to ensure meaningful engagement. Past undertakings have included painting porches/ planting gardens as part of a Neighbor Work's week events, making and distributing Thanksgiving food baskets and volunteering at local soup kitchens.

7. Supportive Services

Career Corps will make every effort to connect the youth to community based organizations that can assist with support services that will allow a youth to reach their workforce potential. This will begin with connections to the United Way Financial Stability Center and other community agencies.

8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.

When identified as a need in a participant's ISS, Career Corps will offer positive role models for participants to help develop positive social relationships and achieve program outcomes such as job or post-secondary school retention. Mentors will be thoroughly vetted for appropriateness and matched with participants facing barriers/issues familiar to the mentor. Volunteer mentors will be recruited through local employers, businesses and educational institutions.

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9. Follow-up services for not less than 1 year after the completion of participation,

Follow up services will be provided to all participants on a bi-weekly basis following program exit. These services will be provided by Career Corps program staff.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Career Corps will develop MOUs with Community Partners and local Health Partner Agencies. Youth with mental health or substance abuse issues will be referred to these agencies and encouraged to seek treatment. Career Corps staff is also prepared to guide the youth participant in their job search effort through workshops, job fairs, video-taped practice interviews, resume preparation, and other activities keyed to gaining employment. More importantly, Career Corps will provide job development for each youth participant, while maintaining labor market information on high-growth industries, new employers, interview arrangements, and direct follow-up with employers following interviews.

11. Financial Literacy Education:

Financial Literacy Education will be provided as part of Career Corps's Career Services components. Career Corps also has certified internal staff to provide financial literacy on site. Career Corps will partner with Open Hearth through the United Way Financial Stability Center.

12. Entrepreneurial Skills Training:

Career Corps will incorporate an overview of entrepreneurial skills into its Career Planning component. Interested participants will be given access to the internet-based Seeds of Success website that provides a 10-module course in Business Development. Additionally, Career Corps will connect with SCORE for education on entrepreneurial opportunities for starting a business.

13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services

Career Corps will incorporate these services within the Career Services component and will assist each youth in registering for Job Gateway and familiarize them with the local labor market for continued use after program participation and to make educated decisions pertaining to the future.

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

Both the Career Planning and Career Readiness program components at Career Corps incorporate activities that will assist youth in preparing for and transitioning to post-secondary school and/or certification bearing training programs.

Case Management staff at the Career Corps are trained to complete eligibility as directed under WIOA and the Pennsylvania Department of Labor & Industry. Applications are entered into the CWDS system and all applicable eligibility paperwork is collected in the participant file. Reports are run quarterly to

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ensure that data entry is up to date, as well as to ensure that the 5% income limitation for ISY is not exceeded.

For those youth, both OSY and ISY, who are determined to “need additional assistance to complete an education program or to secure and hold employment,” staff are required to collect a letter of recommendation detailing why the youth requires additional workforce development assistance from a reputable source. This source can be a community organization such as the Coatesville Youth Initiative, a school teacher or counselor, or a pastor, among other sources. This eligibility category is utilized when a potential participant cannot document a barrier, but demonstrates a need for services. The goal of the Chester County WDB is to serve as many youth and young adults as possible without creating barriers to service.

The Chester County WDB has not identified any additional assistance barrier criteria/categories at this time for youth who would not otherwise be eligible for services.

Connections with YouthBuild, JobCorps, AmeriCorps, and the United Way Financial Stability Center are referral-based with regularly-scheduled presentations to participants. Neither YouthBuild nor JobCorps have a full-time presence in Chester County. The Chester County Department of Community Development maintains a strong connection with AmeriCorps and has hosted an AmeriCorps Vista annually for the past several years.

Youth outreach activities through the Industry Partnerships, particularly agriculture, manufacturing, and information technology, are done on a regional level. The largest regional impact comes through the Girls Exploring Tomorrow’s Technology (GETT) event sponsored by the Innovative Technology Action Group (ITAG) Industry Partnership. The 2017 GETT event hosted 833 girls from 142 schools in nine counties and included representatives from 59 companies, universities, and professional organizations with a geographic reach far beyond the Southeast PA region.

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?

PA CareerLink® - Chester County staff participates on the Rapid Response team that is led by the PA Department of Labor and Industry’s Rapid Response Coordination Services. The local Rapid Response team includes staff from PA Labor and Industry Rapid Response Coordination Services, Unemployment Compensation, PA CareerLink® - Chester County staff, and United Way Financial Stability Center staff.

The team also coordinates efforts with the regional Strategic Early Warning Network (SEWN) Coordinator and all five Industry Partnerships and the HireOne initiative to identify and support effective local and regional layoff aversion and service coordination.

When word is received that a WARN notice has been issued, local staff from these agencies mobilize to provide on-site information sessions for employees impacted by a layoff or plant closure. Information surrounding the eligibility and process for applying for Unemployment Compensation (UC) benefits as well as resources available to impacted employees are provided at the initial Rapid Response orientation. Additionally, information regarding workshops, training opportunities, job locator program services, counseling services for those affected by the loss of their job, and information surrounding financial planning and navigation services are made available at the orientation.

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Affected employees are encouraged to utilize the Computer Resource Center (CRC) on site at PA CareerLink® - Chester County as a means of keeping with a routine of leaving home, avoiding distractions and treating their job search like it is job in itself. Provided there is a need, PA CareerLink® - Chester County staff make arrangements to provide special JobGateway® registration sessions for impacted employees to ensure that they are in compliance with the work search requirements to receive unemployment compensation.

Whenever possible, local staff acts proactively and is available to provide similar assistance to employers and employees impacted by a layoff of less than the WARN threshold.

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).

The Chester County Workforce Development Board actively partners with the three Technical College High Schools in the county, as well as Delaware County Community College. These partnerships extend to sharing of data, committee participation, program development, High Priority Occupation petitions, and much more. Activities recently begun or scheduled to begin include; increased active partnership between WIOA Youth programming and the Technical College High Schools, meetings and workgroups regarding career pathways, exploration of apprenticeship and pre-apprenticeship programs, and expansion of certification programs to meet job seeker demand. These activities will continue to be expanded and enhanced in Program Year 2017 and beyond. The Chester County WDB also maintains an active partnership with the Chester County OIC, which provides Title II Basic Adult Education in Chester County. The Chester County OIC is a partner in the PA CareerLink® - Chester County and currently operates the only GED test center in the county, also located at the PA CareerLink® - Chester County and readily accessible to participants in all workforce programs.

Beyond those ongoing active partnerships, the Chester County WDB frequently collaborates with other education entities for special projects and programs. Student showcases are conducted by all five Industry Partnerships in Chester County, as well as educator outreach and industry visits to demonstrate workforce needs and opportunities to educators. All Industry Partnership boards include at least one representative of education. Staff of the Chester County WDB and PA CareerLink® - Chester County present to middle and secondary schools, staff and students, in the county regarding High Priority Occupations and other valuable information, such as how to interview for a first job.

The Chester County WDB is currently contracted with the Chester County Economic Development Council to implement the Business Education Partnership grant. This grant aims to complete the following activities;

- Bring together representatives from industry, school districts, youth-serving agencies, and local colleges to act as an advisory committee.
- Provide training for up to ten high school counselors regarding the development of effective school counseling plans incorporating PA Career Education and Work Standards.
- Offer career events for up to thirty high school counselors and teachers to visit 3-4 employer sites to learn about industries and high priority occupations.
- Deliver up to six career showcase events for high school and out-of-school youth.
- Offer up to three parent/student Industry Focus nights to provide relevant industry and career

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information.

- Collaborate on up to three career fairs for high school students.

The secondary Perkins provider, the Chester County Intermediate Unit (CCIU), has a seat on the WDB with the Director of Career, Technical, and Customized Education. The postsecondary Perkins provider, Delaware County Community College (DCCC), also has a seat on the WDB the Dean of the division of Workforce Development and Community Education; DCCC is also a partner in the PA CareerLink® - Chester County. All Industry Partnerships administered by the Chester County Economic Development Council in Chester County share the results of their employer training requests in order to assist Perkins providers in meeting employer and job seeker needs. As per Perkins guidelines, these active partnerships create a critical teacher and workforce link through professional development, including visits and occupational advisory participation, technology donations and advisory group participation. The secondary and post-secondary Perkins providers listed also create a link for parents and students regarding the path from secondary school to a post-secondary opportunity and then to a career.

Industry certifications offered in both levels improve the rate of employability for the students. The Chester County WDB will continue to increase information sharing and engagement with these crucial partners through the increase in workshops and information sessions relating to Perkins Programs of Study and other education options for youth and job seekers. Through these partnerships, job seekers will have more opportunities for continuing education relating to Perkins programs of study and training coupled with job search skills.

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.*

It is the responsibility of the Operator to convene one-stop partners and work toward maximized coordination. The Operator is held accountable for the implementation and operations of the CCWDB Local Plan's service delivery system. Additionally, the Operator further agrees to manage, integrate, coordinate and conduct oversight of all services and resources in the PA CareerLink® - Chester County in cooperation with the CCWDB and in accordance with the CCWDB Local Plan. The Operator roles and responsibilities which relate to the goal of maximizing coordination include, but are not limited to:

- Serve as an intermediary with all of the partners at the PA CareerLink® – Chester County.
- Develop, distribute and compile customer satisfaction and interest surveys. Assess customer needs and feedback to make recommendations to partners and the WDB for continuous improvement.
- Work with all partners to ensure that an effective referral mechanism is in place and utilized for the benefit of individual clients and the partners' performance.
- Develop and follow a customer flow to include, but not be limited to, triage of all customers to determine their needs and their applicable Priority of Service status, and ensure service delivery based on that status.
- Ensure the involvement, inclusion and integration of services with the Title I provider, Youth provider, EARN and Work Ready Program provider, the United Way Financial Stability Center providers and all other programs at the PA CareerLink® - Chester County.
- Ensure compliance with One Stop / PA CareerLink® certification criteria.

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Additionally, with respect to Wagner-Peyser services, supervisory staff from the Bureau of Workforce Development Partnership was included in the selection of the Operator, is a member of the Chester County WDB and is invited to participate on the Workforce System Integration Committee.

When a job seeker arrives at the PA CareerLink® - Chester County for the first time, they are directed to the “welcome center” and introduced to the career navigator. This career navigator will assist with registration in JobGateway®, utilize a form to determine the interests and service needs of the job seekers, and determine their Priority of Service level. Once these have been determined, the participant is referred to the most appropriate entry point for services. During participation in any workforce development program, co-enrollment and partner referral will be seamless to the participant to the degree possible. All appropriate programming will be made available to leverage resources and ensure participant success.

Partner integration and customer experience is in a state of continuous improvement. The orientation, referral process and customer flow will be evaluated quarterly and updated as necessary. Upon receipt from the commonwealth the minimum requirements for orientation, customizable intake form, and Individual Employment Plan (IEP) template will be incorporated.

Mandatory bi-monthly meetings are held for all staff for the purposes of ensuring that all staff keep updated on the various services and programs available through individual agencies. Team building exercises, staff training activities on topics such as Disability Awareness, Violence Prevention, Dealing with Customers with Tact and Skill, Managing Multiple Priorities and Customer Service are among the topics included regularly on bi-monthly meeting agendas and individual staff training sessions.

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

The local Title II provider, Chester County OIC, was present at the local planning session held on June 14, 2017. The Executive Director of the Chester County OIC is a member of the Chester County Workforce Development Board (WDB) and participates on the Workforce System Integration Committee.

The local board will carry out the review of adult education and literacy applications as directed by the Department of Education and on the timeline indicated.

Title II Adult Education is a partner in the PA CareerLink® - Chester County, maintaining a fully-time classroom and part-time GED testing services. Monthly meetings convened by the Title I provider to increase referrals and co-enrollment and further integration will ensure that, as appropriate, job seekers are referred between Title I and Title II programs.

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?

Efforts are made to expand access to each “individuals with barriers” population in the following way:

- Displaced Homemakers: Displaced homemakers are referred to trainings and other services that fit within the schedule needed to accommodate any children. Additionally, referrals are made

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for childcare and other supportive services that will help the participant succeed. Workshops are recommended to help displaced homemakers polish their resumes and explain gaps and transferrable skills during the interview process.

- Low-income individuals: Low-income individuals receive priority of service at the PA CareerLink® - Chester County. Additionally, low income individuals are referred to the United Way Financial Stability Center for guidance in obtaining public assistance, housing, and other supportive services.
- Indians, Alaska Natives, and Native Hawaiians: This population only comprises 0.1% of the population in Chester County, with less than 700 people of all ages county-wide. With such a small portion of the local area population, there have not been concentrated efforts to engage this population to date.
- Individuals with disabilities, including youth who are individuals with disabilities: OVR Vocational Rehabilitation Counselors provide eligible WIOA Title IV customers with multiple, individualized services such as diagnostic, vocational counseling and guidance, vocational evaluation, restoration, 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 designed to prepare them to enter competitive, integrated employment. Pre-employment transition services include paid work-based learning experiences, job shadowing as well as vocational counseling and guidance. Also offered is group training on workplace readiness, independent living skills, and self-advocacy skills. Various assistive technologies are available at the PA CareerLink® - Chester County. Staff receives Disability Awareness Training from OVR staff. Additionally, IEPs for youth who are individuals with disabilities are collected by staff at the Career Corps for use in adaptations in programming to accommodate disabilities whenever possible.
- Older Individuals: Older individuals are frequently engaged through the Senior Community Service Employment Program (SCSEP), which maintains a presence at the PA CareerLink® - Chester County and often provides staffing support as well. Older individuals have also taken part in the Platform to Employment program, which helps those who are unemployed longer term in finding placement. Workshops, as well as advice on self-employment options, are also available.
- Homeless individuals: The connection between the PA CareerLink® - Chester County and the homeless provider network in Chester County is particularly strong. A referral mechanism is in place for shelters to directly refer clients to job seeker services. Additionally, presentations are done for shelter and other community-based organization staff on an annual basis to discuss the services available. Homeless individuals also frequently connect with PA CareerLink® - Chester County services through an initial engagement with the United Way Financial Stability Center.
- Youth who are in or who have aged out of the foster care system: The Chester County Department of Children, Youth, and Families (CYF) has representation on the Council for the Workforce of Tomorrow. This representation ensures information sharing between CYF and the Career Corps and results in direct referrals of youth who are in or who are aging out of the foster care system.
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers: 11.9% of the population of Chester County speaks a language other than English at home (Source: American Community Survey). This population is able to receive assistance through a phone-based translation service, as well as enabling Google Translate on the PA CareerLink® - Chester County and Chester County Workforce Development Board websites. Most programming has bilingual English-Spanish staff available. Adult job

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seekers with low levels of literacy are referred to the Title II provider, Chester County OIC, located at the PA CareerLink® - Chester County for concurrent services. The Youth program at Career Corps incorporates academic remediation in regular programming for participants who need it. The recent Mobile Workforce Navigator Program has made some progress in engaging the Spanish-speaking population in the southern part of the county, despite historical difficulties related to cultural barriers.

- Eligible migrant and seasonal farmworkers: The provider for EARN, Work Ready, and Career Corps, and the One Stop Operator, PathStone, Inc., also operates the county's migrant and seasonal farmworker program out of its location in Kennett Square. This allows PathStone to make referrals and connections where eligible and appropriate.
- Individuals within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act: The EARN and Work Ready programs are co-located at the PA CareerLink® - Chester County and United Way Financial Stability Center. Referrals to job seeker and financial stability services are already strong with a shared goal of self-sufficiency prior to nearing exhaustion of benefits. We anticipate stronger integration between EARN and Work Ready, WIOA Youth, financial stability, and other PA CareerLink® - Chester County services with having a single provider for most contracted services beginning in July of 2017.
- Single Parents, including single pregnant women: While historically, the majority of single parents and pregnant women have engaged through the EARN and Work Ready programs or the WIOA Youth program, additional referrals have come through the Chester County Domestic Relations Office, both for custodial and non-custodial parents, since the launch of the re-entry program. This is a relationship and connection the Chester County WDB and PA CareerLink® - Chester County hope to strengthen over the coming years.
- Long-term unemployed individuals: This population has been difficult to engage. While we are still working to improve outreach to the long-term unemployed, the Platform to Employment program has expanded awareness of PA CareerLink® - Chester County programs and lead to a stronger connection with Joseph's People, which is a faith-based group serving the long-term unemployed in the county.

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

The PA CareerLink®-Chester County has partnered with the Chester County Chamber of Business and Industry to meet new employers in Chester County and with the Chester County Economic Development Council to engage a varied business population. Specific staff members have been assigned to provide services to individual business customers. Increased collaboration of employer services is a goal for the Business Services Team (BST) and tracking of these services is coordinated by the Title I provider.

The PA CareerLink® - Chester County and the United Way Financial Stability Center's goal is to provide a full range of economic and workforce development services through our partnering agencies to meet the needs of our job seekers and employer customers. The office offers on-site recruitment services to all employers at no charge. Employers may have recruitment events, use desk/office space, telephone, fax and copier as well as pre-screening services from staff. A comprehensive calendar is kept with access for all to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. They have also used staff from other PA CareerLink® offices as needed; such as bi-lingual staff to assist with mushroom industry workers. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and job search

workshops.

The Business Services Team in Chester County consists of representatives from Title I, Title III and Title IV programming at the PA CareerLink® - Chester County, the Chester County Economic Development Council through the Hire One Initiative and Industry Partnerships, the Chester County Chamber of Business and Industry, and the workforce developers of the EARN, WorkReady and WIOA Youth programming at the Career Corps: A Partnership for Youth Employment (Career Corps) programs. While all contracted providers and partners actively participate on the Business Services Team, the lead entity tasked with administration and tracking of employer engagement is the HireOne initiative through the Chester County Economic Development Council (CCEDC). The CCEDC will utilize Executive Pulse, CWDS, and the Grants Information Financial Tracking System (GIFTS) to track employer engagement, employer interest, and which member of the BST is the primary contact. This tracking should streamline BST activities, target outreach while avoiding duplication, determine to what extent employers are engaged, and allow for more effective reporting under the [Chester County Strategic Business Plan, Managing for Results](#). The Chester County WDB has determined that the extent of employer engagement, or the level of participation in workforce development activities and initiatives, is an indicator of employer outcomes beyond that of market penetration or number of business folders in CWDS.

Going forward, as part of a coordinated message of workforce and economic development, as well as a more intensive employer engagement strategy, information regarding all available employer services, including layoff aversion and support for layoffs below the WARN threshold, will be distributed to all employers who meet with business services representatives.

Employers in in-demand industries are often initially engaged through the five Industry Partnerships administered within Chester County. These partnerships engage employers within manufacturing, IT/Communications, agriculture, smart energy, and healthcare. Businesses of all sizes and industries are engaged by the Business Services Team, Chester County Chamber of Business & Industry, Board member referral, and the HireOne Task Force.

The Chester County WDB and PA CareerLink® - Chester County, with all partners, will continue to stay attuned to the hiring methods being used by employers and adjust programs to meet the needs of the job-seekers to compete for these jobs. The PA CareerLink® - Chester County and United Way Financial Stability Center supports employers and jobseekers with an understanding of the hiring processes through open communication and dialogue. The staff will facilitate conversations with business partners regarding services that may assist them in achieving the fulfillment of customer needs. One of the goals of employer outreach and engagement is to ensure that there is a pool of engaged employers ready to hire job seekers at all skill levels and in all industries to provide the most effective services possible.

In Chester County there are industry partnerships that work to address the needs of high-priority industries. Those partnerships are in five industries: manufacturing, energy, information technology, agriculture and health care, and are administered by the Chester County Economic Development Council (CCEDC). Each partnership is driven by the private sector and has a board, executive committee, and sub-committees that currently address the training, pipeline development, recruiting/hiring and business resource needs of its employers. In addition to the private sector members, the partnerships have significant representation from all levels of education, chambers of commerce, industry associations, economic development organizations, and the PA CareerLink® – Chester County, as well as active representation on the local Workforce Development Board. These partnerships not only convene employers and facilitate industry-focused discussion, they also provide incumbent worker training and youth career exploration and maintain a network of volunteers.

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The PA CareerLink® - Chester County offers the following staff-assisted services for employers:

- Assess and test the skills of potential employees prior to hiring.
- Coordinate job fairs and on-site recruitment.
- Identify funding to assist with On-the-Job Training for new hires and Incumbent Worker Training for existing employees.
- Staff-assisted job postings, resume screening and job referrals
- Employer Folder Management
- Employer Tax Credit Information and Referrals
- On-the-Job Training Reimbursement for New Hires
- Industry Partnership/Incumbent Worker Training opportunities
- Employer Workshop Series
- Coordination of Job and Career Fairs
- Labor Market Information for Employers
- Facility Rental

Additionally, 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. OVR business services include reasonable accommodation consultation, 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. OVR's statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

Started during the recession as an initiative to convince employers to hire "just one" person or reduce a layoff by one position, Hire One, a partnership between the Chester County Economic Development Council and the Chester County Workforce Development Board has engaged over 200 employers as "Champions," coached more than 400 job seekers, and engaged in excess of 400 committed private/public organizations. A goal of HireOne is to develop new and innovative strategies for connecting job seekers to hiring employers by leveraging available resources. Through the HireOne Task Force and other networking opportunities, employers also provide valuable insight into the skills and tools that are needed from prospective employers. Armed with this information, Hire One assists the region's businesses to establish strong, competitive workforces.

The Business Services Team, under the coordination of the Title I provider, is working to maximize data collection and tracking to allow for more effective business engagement without duplication of services.

The PA Department of Labor & Industry Unemployment Insurance is a key partner in the PA CareerLink® Service Delivery System. The PA CareerLink® Chester County has worked closely with the Unemployment Insurance system.

These individuals as identified are directed to come to the PA CareerLink® location for job search assistance. At the local 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 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

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Unemployment Insurance department for resolution.

The Chester County WDB understands that employers need to understand their rights under the Law. The Chester County WDB will work with the UC Service Centers Customer Services Section to request to conduct seminars on UC topics where these rights and responsibilities are explained. This will be another service for employers.

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 Financial Stability Center model is a tremendous example of coordination, along with maximizing and leveraging resources. Appropriate partners within the Financial Stability Center will not only co-locate services, but also collaborate on the delivery of services to individuals who need more than workforce development services. Among the many facets of the Financial Stability Center is the acknowledgment that those who have been out of work often end up facing a number of challenges beyond their job search, such as financial and emotional challenges that are new to them.

This collaboration offers Chester County residents a core set of employment, financial education and coaching services, as well as public benefit access in a bundled and integrated fashion. The goal is to assist individuals and families in achieving greater economic stability by increasing income, decreasing debt and building savings and assets. Data collection continues to be refined so that it may be reported as both real-time and accrued data as accurately as possible.

The Financial Stability Center offers three levels of services: core, supportive and educational. The core services offered to families include two distinct programs: first, navigation and financial coaching and second, counseling to address emotional barriers interfering with employment and the impact of economic hardships and financial worry. Financial coaching and navigation services are offered at two levels including brief or full service. These services range from guiding individuals to available health and human services to individualized assessment and planning, financial goal setting, assistance in bundling services to meet individual needs, and on-going guidance through complicated health and human service systems.

In addition, the Financial Stability Center provides individual and group counseling to overcome the stress and emotional burden due to financial hardships and addresses issues interfering with financial stability success. Master level counselors offer group sessions one day per week for one hour, and individual counseling is offered twelve hours per week in one-hour sessions and are available at the one-stop and various locations throughout Chester County.

Supportive services provided at the PA CareerLink®-Chester County and United Way Financial Stability Center one-stop location include but are not limited to:

- Family benefit enrollment assistance (CHIP, Medicare, SNAP)
- One-on-one legal clinic (civil matter issues)
- One-on-one interviewing clinics
- One-on-one computer training
- Senior job training
- One-on-one adult English language tutoring
- Free tax preparation services
- Access to work appropriate clothing – off site with transportation available
- Educational sessions on financial, legal and health topics are held monthly

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To further the collaboration under the PA CareerLink® - Chester County and United Way Financial Stability Center model, all staff attend quarterly information sharing meetings and orientations are co-facilitated by both Title I staff and Financial Stability Center staff. Collaborative projects have increased, with the Platform to Employment program integrating supportive services through the United Way Financial Stability Center and the community-based partnership grant bringing services to the more difficult to reach areas of the county.

Transportation continues to be a challenge in some of the rural areas, but the recent Community Partnership grant will allow the local providers to be mobile and take some PA CareerLink® - Chester County services on the road to provide services to the more challenging geographical areas of the county. Measures taken to alleviate transportation challenges so far include the addition of a bus stop for the Route A bus just across from the PA CareerLink® - Chester County and United Way Financial Stability Center, as well as vans utilized by the Career Corps program for participant transportation to the one-stop and other program-related locations.

The workforce development system in Chester County maintains a close relationship with the Decade to Doorways (D2D) initiative to end homelessness. This relationship allows for swift referrals and addressing of emergency housing needs on an accelerated basis, leading to the remediation of a housing barrier and a more open path to success in the workforce. As an example of the strength of this relationship, a recent EARN participant was evicted and abandoned by her husband on the same day. This left her homeless with four children and still in job search. She was quickly placed into a hotel for three weeks while Rapid Rehousing located a more permanent home for her and her children. Within a week of being placed into housing, this job seeker went on five interviews and was offered a full-time position.

5. COMPLIANCE

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

The Memorandum of Understanding, effective July 1, 2017, is executed between the Chester County Workforce Development Board (CCWDB), the PA CareerLink® - Chester County One-Stop Partners, and the Board of Chester County Commissioners, collectively known as the "Parties."

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of PA CareerLink® -Chester County, which includes a single PA CareerLink® center in the Chester County Local Workforce Development Area (the "Area"). CCWDB provides local oversight of workforce programming for the Area. The One-Stop Operating Budget and Infrastructure Funding Agreement establish a financial plan, including terms and conditions, to fund the services and operating costs of PA Career Link® -Chester County. The Parties agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain PA CareerLink® -Chester County. The Vision, Mission, Values, System Structure, Terms and Conditions, One-Stop Operating Budget, and Infrastructure Funding Agreement outlined in the MOU reflect the commitment of the Parties to their job seekers, workers, and business customers, as well as to the overall success of the PA CareerLink® - Chester County.

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CCWDB seeks to establish a system that stands in stark contrast to the "traditional"/historical transaction-based model, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The purpose of the MOU is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the Area create a seamless, customer-focused service delivery system that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. The center's workforce development front line staff will strive to achieve Certified Workforce Development Professional (CWDP) certification. Partners will further promote system integration to the maximum extent feasible.

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once. Partners further agree that the collection, use, and disclosure of customers' personally identifiable information ("PII") is subject to various requirements set forth in Federal and Pennsylvania privacy laws. Partners acknowledge that the execution of the MOU, by itself, does not function to satisfy all of these requirements.

The MOU also outlines budgetary and cost-allocation methods and requirements, as well as equal opportunity and non-discrimination clauses. Descriptions of services and additional information for each signatory is also included within the complete document.

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

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

If a provider is unable to repay the debt in its entirety, staff will work out a payment plan if possible. Should the provider dispute the finding, their appeal will be decided by the Executive-Governance Committee of the Board, which includes the Board attorney. Additionally, this infraction would be taken into consideration during the scoring and recommendation process for any future proposals.

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

The Chester County Workforce Development Board will implement the actions necessary to become or remain a high-performing board once related guidance has been issued by the Pennsylvania Department of Labor & Industry. In order to be designated a high-performing board, the Chester County WDB will strive toward successful and complete monitorings, fiscal integrity, data coordination and management, full membership compliance, active membership, and other factors that may be determined going forward. Most importantly, the Chester County WDB will continue to strive toward exceeding all negotiated common performance levels.

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

The Chester County Workforce Development Board (WDB) held a strategic planning session at the PA CareerLink® - Chester County on Wednesday, June 14, 2017. This session included board members, community stakeholders, area employers, workforce development professionals, and representatives of community-based organizations and public agencies. The Chester County WDB Executive Committee reviewed the draft plan and provided feedback prior to the release for public comment.

Notification of the public comment period was given via the Chester County Daily Local News and the Chester County WDB's electronic newsletter, which reaches 1,200 people, including representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders. Information regarding the plan and public comment period was also be posted on the Chester County Workforce Development Board website, and the Facebook page of the Chester County Department of Community Development.

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

During the public comment period, a public hearing was held on Wednesday, August 9, 2017 at 3:00pm. The public comment period was advertised via the Chester County Daily Local News and the Chester County WDB's e-newsletter, and the plan made available on the Chester County WDB's website as well as a hard copy available at the PA CareerLink® - Chester County and Chester County Department of Community Development. 17 members of the public, representing education, economic development, and community stakeholders attended the public hearing. No official comments were submitted at the public hearing, or in writing during the public comment period.

After the conclusion of the public comment period, the Chester County Workforce Development Board approved the plan at the August 23, 2017 Board meeting.

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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.

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

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

X Agreement between the local area elected official(s) and the local workforce development board.

X 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.

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

X Local area procurement policy – Must describe formal procurement procedures.

X Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/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.

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

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

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

Chester County Local Area !
2017-2019 !
WIOA Multi-Year Local Plan !

APPENDIX A (
Performance Measures (

Performance Accountability Template

Local Workforce Development Area name: Chester County

Effective Date: July 1, 2017

WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	N/A
Dislocated Worker	74%	N/A
Youth	65%	N/A
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	N/A
Dislocated Worker	75%	N/A
Youth	57%	N/A
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	N/A
Dislocated Worker	\$7,000	N/A
Youth	Baseline	N/A
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	55%	N/A
Dislocated Worker	57%	N/A
Youth	70%	N/A
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	Baseline	N/A
Dislocated Worker	Baseline	N/A
Youth	Baseline	N/A
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	Baseline	N/A
Dislocated Worker	Baseline	N/A
Youth	Baseline	N/A

Local workforce development boards (LWDB) are required to include their WIOA core programs negotiated goals and attained performance as part of their four-year local plans, as well as any modifications to such plans.

Chester County Local Area 2017-2019
WIOA Multi-Year Local Plan

APPENDIX B (
Organizational Chart (

Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Chester County

Effective Date: July 1, 2017

Chief/Lead Elected Official(s): Chester County Board of Commissioners: Michelle Kichline, Kathi Cozzone, Terence Farrell

Local Workforce Development Board (LWDB): Chester County Workforce Development Board. Jennifer Duff, Chair, Diana Kimmich, Vice Chair

Fiscal Agent: Chester County Commissioners

LWDB Standing Committees:
Addressing Barriers
Executive-Governance
Fiscal
Youth (Council for the Workforce of Tomorrow)
Workforce System Integration

Administrative Entity (LWDB Staff):
Chester County Department of Community
Development

Patrick Bokovitz, Executive Director
Lila Singleton, Workforce Manager
Jeanette Roman, Workforce Coordinator
Stephanie Smith, Workforce Coordinator
Tracey Dougherty, Workforce Coordinator
Natasha Towles, Fiscal Coordinator
Donna Closson, Account Clerk

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SERVICE DELIVERY

**Jobseeker-Worker-Employer-Business
Service Delivery Entities
Required & additional program partners,
program service providers, training
providers & other contractors**

Educational Data Systems, Inc. (EDSI)
 Pathstone, Inc.
 Pennsylvania Department of Labor &
 Industry
 Chester County OIC
 Office of Vocational Rehabilitation
 American Association of Retired Persons
 The WorkPlace, Inc.
 Delaware County Community College
 Pennsylvania Department of Human
 Services
 United Way of Chester County
 Chester County Economic Development
 Council
 Unemployment Compensation

**For additional detail, please see the Workforce Delivery System Program Partner/Provider List*

PA CareerLink® Operator

Pathstone, Inc.

PA CareerLink® center(s) Site Administrator(s)

Walter Urban, Jr.

PA CareerLink® center(s)
PA CareerLink® - Chester County
479 Thomas Jones Way, Suite 500
Exton, PA 19341
610-280-1010

Workforce development system stakeholders and non-contractual/MOU based relationship with the PA CareerLink® center(s):

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.

Chester County Local Area 2017-2019 !
WIOA Multi-Year Local Plan !

APPENDIX C (
Workforce Delivery System
Program Partner/Provider List (

Workforce Delivery System Program Partner/Provider List ! Chester County Local Workforce Development Area !

Program Name	Program Authorization	Provider	Address	Point Of Contact (POC) Phone and Email	Located at One-Stop
Adult Employment & Training	WIOA- Title I Section 131	Educational Data Systems, Inc. (EDSI)	479 Thomas Jones Way, Suite 500 Exton, PA 19341	610-280-1010 jfarrell@edsolutions.com	Yes
Dislocated Worker Employment and Training	WIOA Title I Section 131	Educational Data Systems, Inc. (EDSI)	479 Thomas Jones way, Suite 500 Exton, PA 19341	610-280-1010 jfarrell@edsolutions.com	Yes
Youth Workforce Investment Activities	WIOA, Title I Section 126	Pathstone, Inc.	479 Thomas Jones Way, Suite 350 Exton, PA 19341	610-280-1060 ndagostino@pathstone.org	No Specialized Center
Employment Services	Wagner-Peyser Act of 1993	Pennsylvania Department of Labor & Industry (BWPO)	479 Thomas Jones Way, Suite 500 Exton, PA 19341	610-280-1010 jasfoster@pa.gov	Yes
Adult Education & Literacy Activities	WIOA Title II	Chester County OIC	790 E. Market St, #100 West Chester, PA 19382	610-692-2344 jchester@cc-oic.org	Yes
Vocational Rehabilitation	Rehabilitation Act of 1973 WIOA Title IV	Office of Vocational Rehabilitation (OVR)	1855 New Hope St. Norristown, PA 19401	Kevin Sand ksand@state.pa.us	Yes
Job Corps	WIOA - Title I Subtitle C	Philadelphia Job Corps	100 South Broad Street, Suite 1416 Philadelphia, PA 19110	Denise Tabb 215-985-3652	No By Referral
Migrant and Seasonal Farmworker Programs	WIOA - Title I Section 167	Pathstone, Inc.	421 McFarlan Road, Suite E Kennett Square, PA 19348	610-925-5600 ndagostino@pathstone.org	Yes
Senior Community Service Employment Program	Title V of the Older Americans Act of 1965	The WorkPlace, Inc.	350 Fairfield Avenue Bridgeport, CT 06604	Michael McCarthy mmccarthy@workplace.org	
YouthBuild Program	WIOA - Title I Section 171	None	N/A	N/A	No
Native American Programs	WIOA - Title I Section 166	Indian & Native American Job Training Assistance & Employment Program	120 Charles Street Pittsburgh, PA 15238	412-782-4457 kjevsevar@cotraic.org	No By Referral
Postsecondary Career and Technical Education	Carl D. Perkins Vocational & Applied Tech Ed. Act of 2006	Delaware County Community College	901 Media Line Road Media, PA 19063	610-723-6301 cmurphy23@dccc.edu	Yes
Trade Adjustment Assistance	Title II of the Trade Act of 1974, as amended	Pennsylvania Department of Labor & Industry (BWPO)	479 Thomas Jones Way, Suite 500 Exton, PA 19341	610-280-1010 kcostello@pa.gov	Yes

Workforce Delivery System Program Partner/Provider List Chester County Local Workforce Development Area !

Program Name	Program Authorization	Provider	Address	Point Of Contact (POC) Phone and Email	Located at One-Stop
Jobs for Veterans State Grant Programs	38 U.S.C. Chapter 41	Pennsylvania Department of Labor & Industry (BWPO)	479 Thomas Jones Way, Suite 500 Exton, PA 19341	610-280-1010 doacker@pa.gov	Yes
Employment & Training Activities under CSBG	Community Services Block Grant Act (42 U.S.C. 9901)	Chester County Department of Community Development	601 Westtown Rd, Suite 365 West Chester, PA 19380	610-344-6900 ccdc@chesco.org	Yes
Employment & Training Activities under HUD	Department of Housing & Urban Development	Chester County Department of Community Development	601 Westtown Rd., Suite 365 West Chester, PA 19380	610-344-6900 ccdc@chesco.org	Yes
State Unemployment Compensation Programs	Social Security Act of 1935 (Titles III, IX, and XII)	Pennsylvania Dept of Labor & Industry Barbara Mourer, Director UC Service Centers	651 Boas St. Room 625 Harrisburg, PA 17121	717-787-4127 bmourer@pa.gov	Yes
Reintegration of Offenders Programs	Second Chance Act of 2007 Section 212	Educational Data Systems, Inc. (EDSI)	643 East Lincoln Highway Coatesville, PA 19320	610-280-1010 jfarrell@edsisloutions.com	Yes
Temporary Assistance for Needy Families (TANF)	Social Security Act Part A of Title IV	Pennsylvania Department of Human Services (County Assistance Office)	100 Buchanan Drive Thorndale, PA 19372	610-466-1000 mlivingst@pa.gov	Yes
Employment Advancement & Retention Network (EARN)	N/A	Pathstone, Inc.	479 Thomas Jones Way, Suite 500 Exton, PA 19341	610-280-1010 ndagostino@pathstone.org	Yes
Work Ready Program	N/A	Pathstone, Inc.	479 Thomas Jones Way, Suite 500 Exton, PA 19341	610-280-1010 ndagostino@pathstone.org	Yes
United Way Financial Stability Center	N/A	United Way of Chester County	479 Thomas Jones Way, Suite 500 Exton, PA 19341	610-280-1023 tkenworthy@uwchestercounty.org	Yes
HireOne	N/A	Chester County Economic Development Council	737 Constitution Drive Exton, PA 19341	610-458-5700 mdivincenzo@ccedcpa.com	No

Chester County Local Area
2017-2019 !
WIOA Multi-Year Local Plan !

APPENDIX D (
Public Participation and
Board Approval (

Chester County Workforce Development Board Roll Call Sheet

Date: 8/23/2017 !

Motion: To approve and submit the WIOA 5-Year Plan by September 1, 2017. !

Motion Made By:	Marybeth DiVincenzo
Motion Seconded By:	Amanda Sundquist

	YAY	NAY	Abstain	Absent	Comments
Bill Adams				X	
Jonathan Beschen				X	
Sheila Boornazian				X	
Joyce Chester	X				
Kathi Cozzone	X				
Marybeth DiVincenzo	X				
Doug Doerfler	X				
Jennifer Duff	X				
Claudia Hellebush				X	
Diana Kimmich	X				
Meghan Klotzbach	X				
Karen Kozachyn				X	
Marianne Martelli				X	
Clark McHenry				X	
Jim Nichols	X				
Mike Pietrafitta			X		
Michael Reese	X				
Kevin Sand				X	
William Shaw	X				
Sherwood, Stephanie	X				
Amanda Sundquist	X				
Walter Urban, Jr.	X				
Kirk Williard	X				
TOTALS	14		1	8	



PENNSYLVANIA GROUP

Date of proof: 08/24/17

Account:	945369
Name:	PLANNING SUPERVISOR
Company:	CHESCO DEPT OF COMMUNITY DEVELOPMENT
Address:	601 WESTTOWN RD, STE 365 WEST CHESTER, PA 19382
Telephone:	(610) 344-5412
Fax:	
Ad ID:	1388502
Description:	PUBLIC NOTICE Chester County Departm
Class:	1201
Orig User:	CRKVINCENT
Words:	298
Lines:	78
Agate Lines:	78
Column width:	1
Depth:	8.667
Blind Box:	
Total:	\$236.84

Run Dates: 07/20/17
07/20/17

Publication
Daily Local News, Daily Local News Digital

Ad sample

PUBLIC NOTICE

Chester County Department of Community Development
Notice is hereby given that the Chester County Department of Community Development (DCD) and the Chester County Workforce Development Board (CCWDB) have issued a Draft Local Workforce Innovation and Opportunity Act (WIOA) Multi-Year Plan, as well as the Southeast Pennsylvania Regional WIOA Multi-Year Plan in accordance with the requirements set forth by the Pennsylvania Department of Labor & Industry.

The Local and Regional WIOA Plans can be accessed online at www.chesco.org/wib, or hard copies are available for review at the Chester County Government Services Center, 601 Westtown Road, Room 365, West Chester, PA 19380; and the PA CareerLink® - Chester County, 749 Thomas Jones Way, Suite 500, Exton, PA 19341.

DCD and the CCWDB will accept public comments on this plan for 30 days, from Monday, July 17th through 4:00 p.m., prevailing time, Thursday, August 17, 2017, and will also hold a Public Hearing to accept comments regarding the Local and Regional Plans.

The Public Hearing to solicit comments on this report is scheduled for:

Wednesday, August 9, 2017 at 3:00pm.
PA CareerLink® - Chester County
479 Thomas Jones Way, Suite 500
Exton, PA 19341

Written comments should be addressed to:
Patrick Bokovitz, Director
Department of Community Development
601 Westtown Road, Suite 365
P.O. Box 2747
West Chester, PA 19380-0990

The location of the Public

We Appreciate Your Business!
Thank You PLANNING SUPERVISOR!

Hearing is accessible to people with disabilities. If you are a person with a disability and wish to participate in the Public Hearing or to comment, but are unable to do so because of your disability, please contact DCD at 610-344-6900 to advise us as to how you may be accommodated.

Please contact DCD in advance of the Hearing if you plan to attend and are in need of an interpreter.

dln. 7/20 - 1a.

Delaware County Workforce Development Area



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

PY 2017-2019 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: Delaware County

Effective Date: 1/1/18

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PY 2017-2019 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: Delaware County

Effective Date: 1/1/18

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

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

OVERVIEW

The Delaware County Workforce Development Area is comprised of Delaware County in South East Pennsylvania. Overall, it is home to approximately 565,570 citizens¹. With a 2016 labor force of 295,500, the largest sector in the county is Health Care and Social Assistance, which employs 42,135 workers, represents 9% of the Gross Regional Product (GRP) with average earnings of \$47,173. The next largest sectors are Government (which includes education and law enforcement) (employs 26,551 workers, represents 8% of the GRP, with average earnings of \$67,495) and Retail Trade (employs 25,676 workers, represents 5% of the GRP, with average earnings of \$29,585)².

POPULATION

The population in Delaware County is estimated to have increased from 558,979 in 2010 to 565,570 in 2017, resulting in a growth of 1.2%. Over the next five years, the population is projected to grow by 1.1%. The population in the Southeast Region is estimated to have increased from 3,921,550 in 2010 to 4,011,459 in 2017, resulting in a growth of 2.3%. Over the next five years, the population is projected to grow by 1.5%.

In 2017, the median age for Delaware County is 39.4, while the average age is 39.8. Five years from now, the median age is projected to be 39.9. Comparatively, the current year median age for the Southeast Region is 38.4, while the average age is 39.5. Five years from now, the median age is projected to be 39.3.

A unique aspect of Delaware County compared to other counties in the Commonwealth (other than Philadelphia County) is the high degree of immigrant population. According to the Welcoming Center for New Pennsylvanians, southeast Pennsylvania is a “Re-Emerging Gateway” for immigrants with more than 500,000 immigrants in the region and 47,000 in Delaware. Immigrants have higher levels of college education (41% of immigrants in Delaware County vs. 34% of US born). Immigrants represent 8.4% of the population with 50% of the Delaware County immigrants being U. S. citizens. These immigrants come from all around the world. While many speak English well, there is still a significant population that must adapt to the language and culture of this country and integrate into the work and the community.

¹ Population estimates per Claritas

² EMSI, 2017

PY 2017-2019 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: Delaware County

Effective Date: 1/1/18

AGE DISTRIBUTION

The age distribution of Delaware County is noted in the chart to the right. Overall the median age is 39.4 which is between the higher state figure of 40.7 and less than the national figure of 37.8. The county has a balanced age distribution with no specific age range dominating the labor market and community or so it may appear.

Further examination of an Aging Workforce has mixed implications for Delaware County. As the chart to the right illustrates, Delaware County has an interesting demographic related to an aging workforce. In short, the County is demographically unique: it is different from both the urban county and the suburban PREP counties.

Age Composition for Delaware, Philadelphia & Suburban Counties

	Dela.	Phila.	Suburban PREP Counties
18 and younger	22.4%	22.2%	22.3%
18-24	10.4%	11.4%	8.6%
25-34	12.8%	18.2%	11.7%
35-44	11.8%	12.2%	12.3%
45-54	14.1%	12.2%	15.2%
55-64	13.5%	11.3%	13.9%
65 and over	15.1%	12.5%	16.0%
% of prime working age adults (25-64)	52.1%	53.9%	53.2%
% of men	48.0%	47.3%	48.9%
% of men in prime working age	48.3%	47.4%	49.4%
Total	562,960	1,559,559	2,370,017

Source: 2014 American Community Survey 1-year data, American FactFinder table S0101. Percentages have margin of error.

Delaware County is older than Philadelphia but younger than the other suburban PREP counties. Compared with Philadelphia, Delaware County has a smaller share of people ages 25 to 34, and a larger share of people ages 45 and older. Compared with suburban PREP counties, Delaware County has higher percentages of young people 18 to 34 years old.

EDUCATION

A slightly higher percentage of residents in Delaware County (35.7%) have an advanced degree when compared to the region (32.8%). When looking at individuals who did not graduate high school, there are fewer individuals in Delaware County (8.2%) than the region (12.0%). Currently, it is estimated that 10.3% of the population age 25 and over in Delaware County had earned a Master's Degree, 2.53% had earned a Professional School Degree, 2.09% had earned a Doctorate Degree and 20.8% had earned a Bachelor's Degree. In comparison, for the Southeast Region, it is estimated that for the population over age 25, 9.4% had earned a Master's Degree, 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had earned a Bachelor's Degree. An updated 2017 chart from the EMSI provides the following information for Delaware County:

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Local Workforce Development Area name: Delaware County

Effective Date: 1/1/18

2017 Est. Pop Age 25+ by Edu. Attainment	381,438	
Less than 9th grade	9,693	2.54%
Some High School, no diploma	21,513	5.64%
High School Graduate (or GED)	121,600	31.88%
Some College, no degree	65,878	17.27%
Associate Degree	26,724	7.01%
Bachelor's Degree	79,185	20.76%
Master's Degree	39,204	10.28%
Professional School Degree	9,663	2.53%
Doctorate Degree	7,978	2.09%

Source: EMSI, 2017

Upon further review, as noted in section 1.2, page 11, the educational attainment does not match the requirements of the labor market. There is a significant supply-demand mismatch that must be addressed should the public workforce system be successful at meeting and exceeding its goals.

POPULATION WITH BARRIERS

Residents in Delaware County face different challenges to employment from those living in Philadelphia and suburban PREP counties. Following the guidelines of WIOA that advises that local areas to develop services to individuals with barriers to employment, we reviewed an extensive list of those with barriers to employment. The Delaware County Workforce Development Board then considered six specific populations: adults with limited work history, those employed only seasonally, adults with low education, adults with disabilities, adults with limited English skills, and disengaged youth (see table to the right).

First the more in depth review. This review will discuss many areas (as

Labor Force Status for Population with Barriers	
Population Designation	Labor Force Participation
Population Ages 25-64	79.30%
Limited work history	6.30%
Seasonal Workers	81.70%
Low Educational Attainment	55.20%
With Disabilities	42.20%
Limited English Speakers	80.80%
Youth 16-24	53.10%
Disengaged Youth	37.10%
Source: 2014 American Community Survey 1-year data, American Fact Finder Tables	

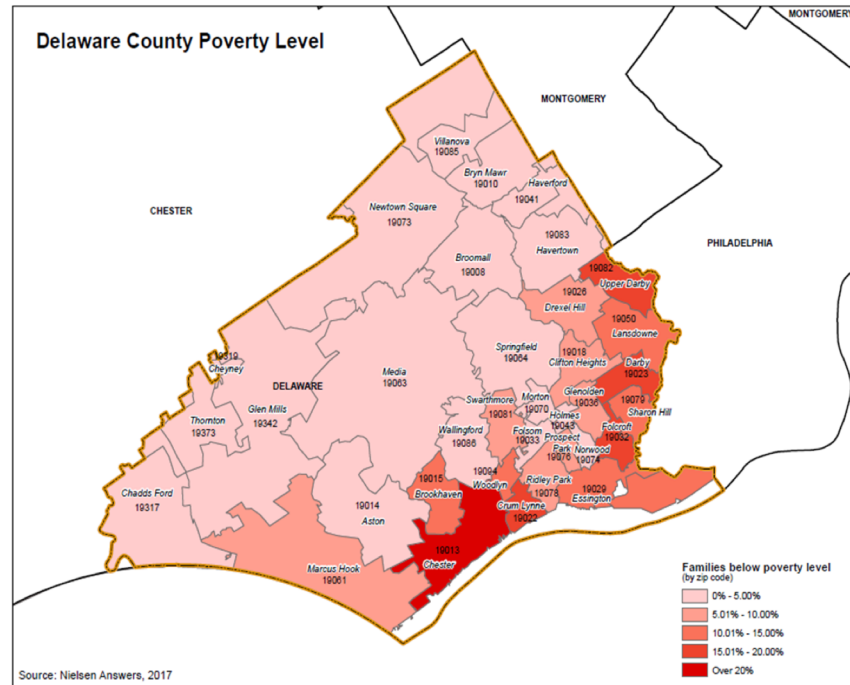
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identified in WIOA) including poverty, foster care, disabilities (both adult and youth), teen pregnancies and childbearing, returning citizens, juvenile delinquency, TANF population, and homeless. We will also examine the impact of the immigrant population in Delaware County.

Poverty—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 Delaware County, 7.7% of families are living in poverty. There are pockets of the County (Chester) with higher percentages of families living in poverty. Single parents are more likely to be living in poverty, with 14.1% of households in the county considered single parent households. In Delaware County poverty, related data there were 7.7% of families living below the poverty level (Nielsen Answers), 14.1% of the families are single parent families (Nielsen Answers), and 3,956 children between the ages of 0-17 were receiving TANF assistance (PA Department of Human Services).



Returning Citizens and Incidence with the Juvenile Justice System—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 Delaware County, in 2016 there were 979 individuals released from a state prison, and in 2015 there were 9,623 individuals released from the county jail (per the PA Department of Corrections).

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Related to Returning Citizens data is the frequency of Juvenile Delinquency. In 2015, there were 1,039 youth with a juvenile court disposition (per PA Juvenile Court Judge's Commission Annual Report). This group of youths will most likely face challenges in entry to the labor market, but also may require additional education and training to possess the skills necessary to enter the world of work.

Foster Care—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 Delaware County, approximately 17 children age out of foster care each year (per PA Partnerships for Children).

Disabilities—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%. Data specific to Delaware County show a 42.20% labor force participation rate. 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.

Looking at labor force participation in a different way, when looking at Delaware County, 4.7% of those employed have a disability, while 12.7% of those unemployed have a disability. In the County unemployment is 130% higher for those with a disability (17.3%) compared to those without a disability (7.5%). Regarding Youth (in school age) disabilities, there are also 4,433 students receiving services through the local Intermediate Unit, with over half (53.0%) students having a learning disability, 8.3% have an intellectual disability, 1.2% have a speech/language impairment, 14.8% have emotional disturbances, 14.1% have health implications and 8.4% have autism.

Teen pregnancy and childbearing—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

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Local Workforce Development Area name: Delaware County

Effective Date: 1/1/18

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.

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. In Delaware County, in 2017 the teenage pregnancy rate was 1.9% (County health rankings, 2017) and there were 463 (7.2%) births to mothers with less than a high school education (PA Department of Health). When including the teen fathers, this target group is one to explore in the county.

Homeless—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 2014, there were 436 adult individuals counted in Delaware County as homeless. For in school youth, who are counted differently than adults, there were 636 students who met the McKinney-Vento definition of homelessness in Delaware County schools. The number of young, in school homeless is consistently higher than adult homeless.

Limited English Speaking—Delaware County has a significant Limited English speaking population with 11.6% of the households speaking a language other than English at home (Neilsen Answers). This shows an increase in immigrant population since the previous WIOA Transitional Plan where, according to the CWIA, immigrants then represented 8.4% of the population. This labor market trend in Delaware County illustrates the race and ethnic diversity of the County. Based upon the analysis provided by 2014 American Community Survey data, Delaware Count has a more diverse race and ethnic composition with almost one third (32.5%) of the population being non-white (African American 20.7%, 5.7% Asian, and 6.0% Other). This is double the percentage of the neighboring suburban counties in the region (32.5% vs. 16.1%).

Youth—In Delaware County, in 2017 the teenage pregnancy rate was 1.9% (County health rankings, 2017), there were 3,956 children between the ages of 0 and 17 receiving TANF

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Assistance in 2016 (PA Department of Human Services), 1,039 youth had a juvenile disposition in 2015 PA Juvenile Court Judge's Commission), there were 463 (7.2%) births to mothers with less than a high school education (PA Department of Health), and 636 students defined as homeless as defined by the McKinney-Vento Homeless Assistance Act (PennLive). Reviewing the compiled target populations and key indicators of youth note that the Delaware County Workforce Development Board continue targeting services for youth.

Focusing on specific populations with barriers to employment in Delaware County, we have identified eight target groups with generally labor market participation not as high as the overall labor force. As noted in the chart at the right, the comparison demonstrates a lower rate except for seasonal workers and limited English speakers. However, seasonal workers are by definition are working less than 26 weeks, thereby working less than 50% of the traditionally available work hours. Limited English Speakers, based on the Delaware County's experience, will require additional assistance to address a successful progression along their career pathway, helping to make the labor force participation of that group one that advances them to better paying positions.

These individuals face dramatic challenges and multiple reasons for their lower labor market participation. Clearly these target groups face challenges related to success in the labor market. Additionally, experience tells us that these groups often possess multiple barriers across the various group designations (e.g., disengaged youth have a limited work history and low educational attainment).

Employment Status

For Delaware County, the employment status of the population age 16 and over there is a higher percentage of employed civilians (59.2%) when compared to the region (57.8%), 5.3% are unemployed civilians (compared to 6.2% of the region), and 35.5% are not in the labor force (compared to 36.0% in the region).

Delaware County has more people employed in white collar occupations (66.6%) compared to the region (64.5%), 15.6% hold blue collar occupations (17.2% region), and 17.7% are occupied as service & farm workers (18.3% region).

The highest percentage of occupations in both the county and region are in Office and Administrative Support (15.2% vs. 13.8%) and Sales and Related Services (10.1% vs. 10.5%).

An industry cluster analysis using Location Quotients for the County is helpful in determining the priority cluster consideration and analysis.

Location Quotients (LQ), per EMSI Resource Library (www.economicmodeling.com), is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region (or in this case the county) compared to the nation. It can reveal what makes a particular region (county) unique in comparison to the national average.

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In this case, Delaware County is reviewed in terms of the industry cluster and also specific occupations within those clusters. Both demonstrate and assist in providing indicators for program planning and implementation.

The chart below indicates location quotients by industry cluster.

Delaware County Industry Clusters Analysis						
Industry Cluster	2015 Employment	Percent WIA Employment	Employment Growth (2010-2015)	Percent Growth (2010-2015)	2015 Average Wage (\$)	2015 Location Quotient
Agriculture & Food Production	3,174	1.46%	153	5.10%	43,502	0.41
Advanced Manufacturing	16,297	7.51%	96	0.60%	79,779	1.00
Bio-Medical	13,214	6.09%	1,386	11.70%	65,452	0.94
Building & Construction	1,552	7.10%	48	3.20%	130,097	0.62
Business Services	26,111	12.03%	2,114	8.80%	86,712	0.94
Education	27,734	12.78%	-33	-0.10%	49,169	1.33
Energy	3,126	1.44%	-45	-1.40%	93,984	0.67
Health Care	42,984	19.80%	3,155	7.90%	51,127	1.36
Hospitality, Leisure and Entertainment	22,889	10.54%	2,097	10.10%	20,152	0.87
Logistics & Transportation	8,348	3.85%	580	7.50%	47,815	1.10
Real Estate, Finance and Insurance	13,052	6.01%	879	7.20%	95,938	1.09
Wood, Wood Products & Publishing	2,456	1.13%	-629	-20.40%	76,548	0.75

Source: Center for Workforce Information and Analysis

Another method of determining employer demand is through Location Quotients. The highest cluster Location Quotients include Health Care (1.36), Education (1.33) and Logistics & Transportation (1.10).

County wide Location Quotients by cluster indicate the employment status in those clusters.

Within specific occupations, high location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region include Education (LQ=1.33), Logistics and Transportation (LQ=1.10) and Real Estate, Finance and Insurance (LQ=1.09).

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When looking at Location Quotient the county for specific industries the region is heavy in:

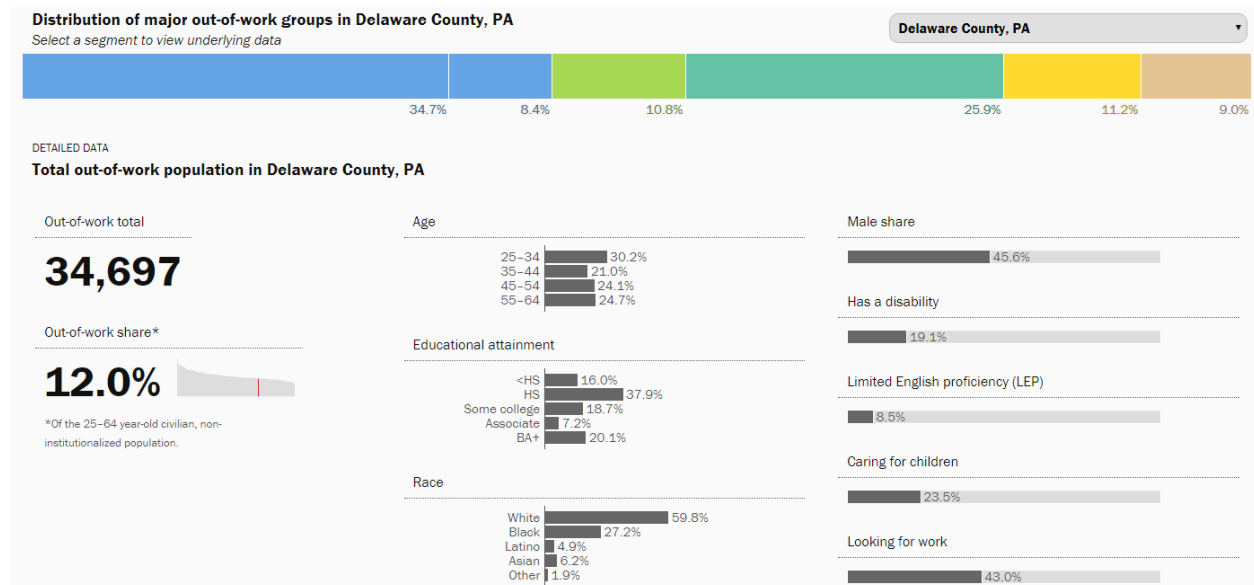
- Pipeline Transportation of Refined Petroleum Products (LQ 16.84)
- Solid Waste Combustors and Incinerators (LQ 15.89)
- Aircraft Manufacturing (LQ 13.29) – this is a declining industry
- Credit Bureaus (LQ 12.14)
- Casinos (except Casino Hotels) (LQ 10.23)

While these specific occupation LQ's indicate specific areas to consider, a broader view for planning purposes is based upon a review of the economic clusters in the county.

The analysis of individuals out of work provides an understanding of the labor market demographics.

Individuals in the county who are out of work are likely to be females (54.4%), age 25-34 (30.2%), have a high school education (37.9%) and are Caucasian (59.8%).

The image below illustrates the distribution of out-of-work groups in Delaware County. This general chart demonstrates the significant needs of certain age ranges, educational attainments, and select target populations. This chart also considers the out-of-work share of the 25-64 age range, that of primary workforce productivity age. Most of the unemployed are from this age range.



Source: Brookings, 2017

LABOR MARKET TRENDS

The overall unemployment rate for Delaware County in 2016 was 4.9% with a labor force of 295,500.

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The unemployment rate has fluctuated over the first few months of 2017 between 4.2 and 4.8.

Annual Average Labor Force Statistics, 2016

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	295,500	281,000	14,500	4.9

Seasonally Adjusted Labor Force Statistics, 2017

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	294,000	281,600	12,400	4.2
February	295,800	282,300	13,500	4.6
March	296,600	283,700	12,900	4.4
April	296,800	282,400	14,400	4.8

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 Industry Projections from 2014-2024, the total employment in Delaware County is projected to increase by 5.6% or 13,120. The regional employment is projected to increase by 6.4% while the state is projected to increase by 7.7%. Construction is projected to experience the greatest percent increase (16.3%) while Information (-9.1%) is expected to experience the greatest decline.

Long-Term Industry Projections for Delaware County WDA (2014-24)

Industry	Employment (2014)	Projected Employment (2024)	Employment Change (2014-2024)	
			Volume	Percent
Total Jobs	235,780	248,900	13,120	5.6%
Goods Producing Industries	25,010	26,050	1,040	4.2%
Agriculture, Mining & Logging	N/A	N/A	N/A	N/A
Construction	9,800	11,400	1,600	16.3%
Manufacturing	15,010	14,440	-570	-3.8%
Services-Providing	196,130	207,860	11,730	6.0%
Trade, Transportation & Utilities	39,970	40,490	520	1.3%
Information	2,430	2,210	-220	-9.1%

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Financial Activities	15,120	15,570	450	3.0%
Professional & Business Services	29,110	31,860	2,750	9.4%
Education & Health Services	64,060	69,880	5,820	9.1%
Leisure & Hospitality	20,800	23,020	2,220	10.7%
Other Services, Except Public Admin.	12,570	13,170	600	4.8%
Federal, State & Local Government	12,090	11,680	-410	-3.4%

Source: Center for Workforce Information and Analysis

Looking at Help Wanted Postings provides insight into employer demand. While several of the top postings have declined over the past year, there has been an increase in postings for Nursing Care Facilities. When looking at occupations, there is an increasing need for Heavy and Tractor-Trailer Truck Drivers, Software Developers, and Computer Systems Analysts.

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

Industry Title	NAICS	May-2016	May-2017
Temporary Help Services	561320	415	268
Employment Placement Agencies	561311	267	203
Elementary and Secondary Schools	611110	247	234
All Other Miscellaneous Ambulatory Health Care Services	621999	156	74
Colleges, Universities, and Professional Schools	611310	152	138
Commercial Banking	522110	126	112
Other Chemical and Allied Products Merchant Wholesalers	424690	113	80
Nursing Care Facilities	623110	88	119
Office Administrative Services	561110	82	50
Miscellaneous Financial Investment Activities	523999	73	77

Source: Center for Workforce Information and Analysis

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Top 10 Help Wanted On-Line Job Postings by Occupation, May 2016 & 2017

Occupation	SOC	May-2016	May-2017
Registered Nurses	29114100	317	267
Heavy and Tractor-Trailer Truck Drivers	53303200	229	234
First-Line Supervisors of Retail Sales Workers	41101100	216	162
Retail Salespersons	41203100	179	156
Software Developers, Applications	15113200	139	145
Customer Service Representatives	43405100	135	134
First-Line Supervisors of Office and Administrative Support Workers	43101100	134	104
Computer Systems Analysts	15112100	132	143
First-Line Supervisors of Food Preparation and Serving Workers	35101200	132	103
Marketing Managers	11202100	127	77

Source: Center for Workforce Information and Analysis

The composition of Delaware County's labor market and general population is one that has a high rate of employment with the target groups generally possessing a low labor market participation. Delaware County has a high degree of non-English speaking population and a significant youth population that will require additional assistance and support to address their needs. Many of the target populations identified have a labor market participation rate significantly less than the average.

1.2 How are the skill 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.

Based on the population and labor market characteristics identified in Section 1.1, Delaware County must identify the skill gaps to close those gaps to address the county's workforce needs. We will be reviewing the skill gaps from the general to the occupations in specific industry clusters. This is done through reviewing educational attainment, the top work-related activities, and tools & technology skills, top online requested skills and top ten online certifications.

One way to measure skills gap is to compare the current educational attainment level with the expected employment growth by education level. Just over one in five (22.0%) positions in

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2024 will require a Bachelor's Degree while only 20.8% of the population holds that degree. Just under half (46.7%) of the occupations will require on the job training. As shown in the Chart "**Employment Growth Rates by Educational Attainment Level**", there are projected to be 59,990 jobs that require a Bachelor's Degree or higher in 2024. Data from the chart below titled "**2017 Est. Pop Age 25+ by Educational Attainment**" shows that there are currently 136,030 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, the "**Employment Growth Rates by Educational Attainment Chart**" shows that there are expected to be 157,760 jobs that will require some level of on-the-job training, long-term training, or postsecondary education or experience. As shown in "**Estimated Population Age 25+ Educational Attainment**" Chart, within Delaware County there are currently 65,878 persons who have some level of college with no degree and another 121,600 that have achieved a high school diploma. Thus, these two groups may be able to fulfill the projected demand if they are able secure the required skills via additional education and/or training.

**Employment Growth Rates by Educational Attainment Level for
Delaware County WDA**

Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
On-the-job training	103,670	108,190	4.4%
Long-term training	9,590	10,440	8.9%
PS education or experience	33,030	34,970	5.9%
Associate degree	3,810	4,160	9.2%
Bachelor's degree	45,120	48,000	6.4%
Advanced degree	10,940	11,990	9.6%

Source: Center for Workforce Information & Analysis

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2017 Est. Pop Age 25+ by Edu. Attainment	381,438	
Less than 9th grade	9,693	2.54%
Some High School, no diploma	21,513	5.64%
High School Graduate (or GED)	121,600	31.88%
Some College, no degree	65,878	17.27%
Associate Degree	26,724	7.01%
Bachelor's Degree	79,185	20.76%
Master's Degree	39,204	10.28%
Professional School Degree	9,663	2.53%
Doctorate Degree	7,978	2.09%

Source: EMSI, 2017

Looking at the needs of the future workforce enables educators to have insight into the training needs to prepare the workforce. Individuals are needed who can sell products or services and calculate the costs of goods and services. They also need to be able to use computers and basic computer software.

Top 10 Detailed Work Activities

Detailed Work Activity	2024 Employment	Percent of Annual Openings	Annual Openings
Sell products or services	30,160	14.2%	1,002
Calculate costs of goods or services	30,570	14.0%	988
Order materials, supplies, or equipment	32,050	13.3%	936
Monitor inventories of products or materials	28,410	11.1%	778
Clean work areas	22,230	10.9%	767
Clean food preparation areas, facilities, or equipment	17,530	10.8%	760
Greet customers, patrons, or visitors	25,680	10.6%	745
Maintain records of sales or other business transactions	22,080	10.4%	730
Answer customer questions about goods or services	20,470	9.7%	683
Administer basic health care or medical treatments	21,620	9.5%	666

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Top 10 Tools & Technologies

Tools & Technologies	2024 Employment	Percent of Annual Openings	Annual Openings
Spreadsheet software	189,700	73.9%	5,200
Data base user interface and query software	174,660	69.0%	4,855
Personal computers	172,320	66.9%	4,709
Word processing software	175,900	65.5%	4,612
Desktop computers	159,660	62.2%	4,379
Office suite software	155,990	60.9%	4,287
Notebook computers	138,260	51.1%	3,598
Electronic mail software	137,790	50.4%	3,546
Internet browser software	129,220	47.1%	3,314
Presentation software	111,960	40.1%	2,822

Source: Center for Workforce Information & Analysis

Based on job postings our employers are seeking individuals with skills in quality assurance and human resource software. They also need candidates to have a Driver's License.

Therefore, in identifying the specific skills needed for employment in Delaware County, the detailed work skills needed includes skills such as selling products or services, calculating costs of goods and services, and ordering materials, supplies or equipment (per CWIA Top 10 Work Activities) with the top Tools & Technologies including spreadsheet software, data base user interphase & query software, and personal computers.

Based on job postings our employers are seeking individuals with skills in quality assurance and human resource software. They also need candidates to have a Driver's License.

Top 10 Help Wanted OnLine™ Skills

Skills	OnLine™ Job Postings
Quality Assurance	278
Human resources software	277
Pediatrics	236
Business insights	207
Java	166
Structured query language	166
Customer relationship management	147
Mathematics	133
Bilingual	131
Accounts Receivable	129

Source: Center for Workforce Information and Analysis

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Top 10 Help Wanted OnLine™ Certifications

Certifications	OnLine™ Job Postings
Driver's License	1,026
Certified Registered Nurse	401
Certification in Cardiopulmonary Resuscitation	252
Commercial Driver's License	230
Continuing Education	200
Accounting	174
Licensed Practical Nurse	137
Occupational Safety & Health Administration Certification	131
Food safety programs	119
Certified Public Accountant	110

Source: Center for Workforce Information and Analysis

As outlined earlier in “**Estimated Population Age 25+ Educational Attainment**” Chart, only 65,878 persons in the local area have some level of college and another 121,600 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 PA CareerLink® based 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. The Board also maintains and contracts with the Chamber of Commerce to identify employer needs and requirements. 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 section 4.2

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

Many challenges face the Delaware County labor market in matching job seekers skills to jobs. The supply demand mismatch, transportation, enhancing incumbent worker training, and addressing and reducing the barriers to employment for those targeted groups.

Supply Demand Mismatch

The supply-demand mismatch manifests itself on several levels. The initial gap exists between available jobs and unemployed individuals. While many jobs are available (especially in the

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priority sectors in the county) employers continually note critical shortages of talent. For example, in December 2015 there were 11,210 unemployed individuals in the county with 7,363 online job postings representing a mismatch between supply and demand.

Another challenging labor market trends is the supply demand mismatch between education levels in the county and the type of education and training required for jobs in the Delaware County labor market. While the general county education level is quite high, the type of education required for jobs in the community is quite different. When reviewing graphs, it is evident that Delaware County is a well-educated county with many jobs not necessarily requiring an advanced degree. This illustration does not imply that post-secondary education is not valuable. Much evidence based research demonstrates that those with higher degree attainment are more likely consistently employed with higher wages. Recent changes in the labor market, supported by the emphasis on licensing, credentials and certifications in the labor market also recognize additional usually post high school competency attainment. However, in many instances the employer based refrain of “good jobs that don’t require a college degree” or “not everyone needs to get a four-year degree” are demonstrated here. As noted in section 1.4, Delaware County has an extensive mix of post-secondary education facilities that can serve the needs of the labor market with perhaps a lesser reliance or dedication to a four-year degree.

Transportation is also a barrier with limited transportation opportunities short of driving your own vehicle.

One of the ways to help address the Supply Demand mismatch is to upgrade the skills of the current workforce. The Delaware County Workforce Development Board will continue and expand the incumbent worker training available to employers throughout the county especially those in the clusters and sectors offering the most appropriate career oriented positions.

Finally, addressing the needs of those with barriers to employment in the target populations identified by WIOA and significant in the county will continue to be a priority. The Delaware County Workforce Development Area continues to partner with community based organizations and others with the expertise to address these needs and will continue to do so.

Critical to this ongoing success is connecting to the local employers that hire and employ the individuals from the public workforce system. The Delaware County Workforce Development Board, the PA CareerLink® offices, subcontract organizations and others will continue to work to ensure employer needs are met and exceeded.

As noted in Section 4.2, the Delaware County Workforce Development Board maintains contracts with a variety of organizations to serve specific needs of the labor market. In addressing this section, contracts with the Delaware County Chamber of Commerce for Employer Engagement and On the Job Training. Included in this contract is the employer intelligence related to the requests and needs of employers. Additional ongoing relationships

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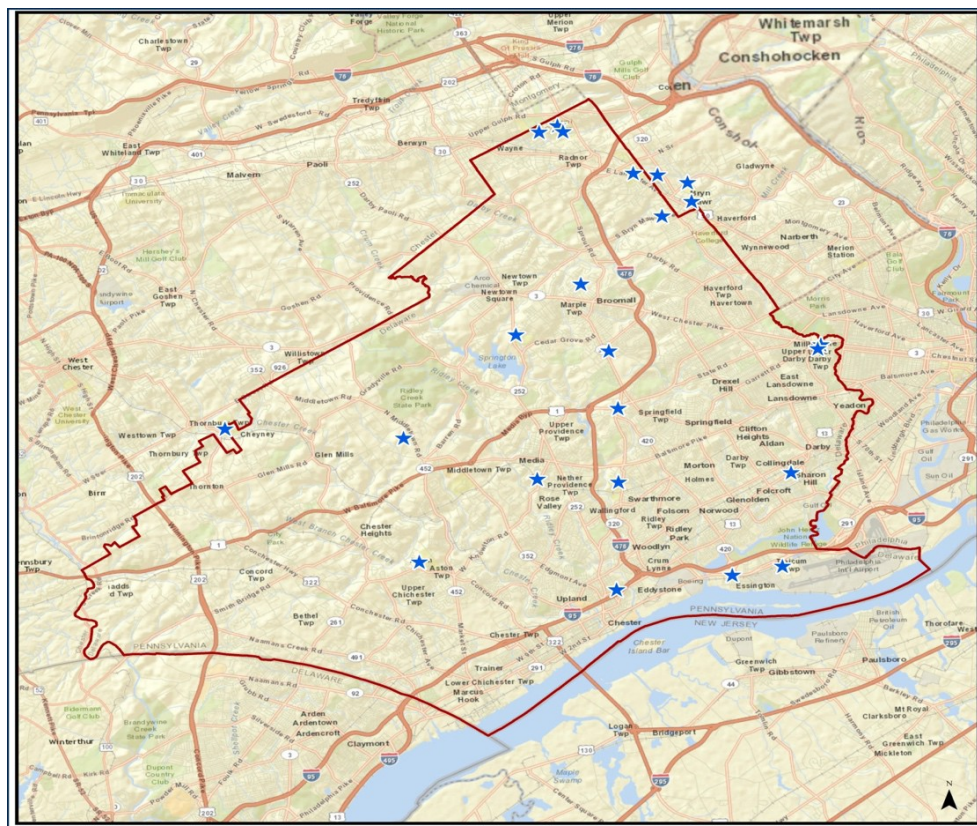
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with key stakeholders throughout the county, gathered through regular meetings, requests and surveys, provide valuable real time information. These stakeholders include Delaware County Community College, Delaware County Office of Economic Development, Community Action of Delaware County, Chester Education Foundation, Pathways PA, Inner City Movement and others. One of the effective practices of the Board is to identify specific needs in the county and procure the most effective organization to effectively address these needs.

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

Delaware County is home or in vicinity of 28 regional colleges and other degree-granting institutions. As noted on the map below, these institutions are spread across the county and are accessible to many.



Data from 2014 (the most recent year available) shows that 17,056 degrees were awarded in Delaware County. Of these, 36.7% were an Associate's degree or less. The remaining were primarily Bachelor's and Master's degrees.

When reviewing the types of institutions awarding degrees, they are a diverse mix ranging from specific industry cluster facilities to some of the nation's finest colleges and

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universities. With the public workforce system better aligned with the shorter term to associate degree certificates, the chart below identifies those institutions within the county that award certificates or degrees.

Degree Granting Institutions in Delaware County	Certificates (2014)	Degrees (2014)	Total Completions
American College of Financial Services	4,096	50	4,146
Villanova University	66	3,431	3,497
Delaware County Community College	214	1,258	1,472
Widener University-Main Campus	0	1,140	1,140
Eastern University	25	1,071	1,096
Cabrini College	0	894	894
Neumann University	0	623	623
Swarthmore College	0	490	490
Bryn Mawr College	94	482	576
Harcum College	18	377	395
All-State Career School-Lester	353	0	353
Harris School of Business-Upper Darby Campus	351	0	351
Kaplan Career Institute-Broomall	320	19	339
Pennsylvania Institute of Technology	287	104	391
Rosemont College	0	260	260
All-State Career School-Allied Health Campus	202	0	202
Pennsylvania State University-Penn State Brandywine	15	180	195
Cheyney University of Pennsylvania	0	162	162
Prism Career Institute-Upper Darby	144	63	207
Empire Beauty School-Springfield	103	0	103
Venus Beauty Academy	80	0	80
Delaware County Technical School-Practical Nursing Program	49	0	49
Valley Forge Military College	0	35	35
Total	6,417	10,639	17,056

Source: Economic Modeling Specialists International (EMSI) / www.economicmodeling.com, IPEDS

Removing the American College of Financial Services and the cosmetology/barber schools from the list above reveals that the major institutions in the local area providing an associate degree or less include the post-secondary proprietary schools and Delaware County Community College. Based on the Eligible Training Provider List (ETPL) and the history of Delaware County's Workforce Development efforts, these remaining institutions have had a successful relationship with the Workforce Development Board.

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With this amount of post-secondary institutions throughout Delaware County and an integrated, collaborative relationship with the Delaware County Community College, the education industry has the innovation, diversity and capacity to expand and address education and training needs across the county in response to labor market demand and employer needs in new and innovative ways. This is because based on the jobs listed below there is considerable employer demand where capacity does not match the demand.

There is employer demand within the following industries where regional training opportunities either do not exist or are currently not meeting the employer demand: Retail, Sales and Marketing, Culinary/cooking/preparation, Allied Health/Home Health, Construction, General Office, and Floriculture/Floristry.

The following table lists regional completions for programs with 200 or more regional openings. With the exception of Business Administration and Management there are not enough qualified candidates graduating regional programs to meet employment demand.

CIP Cod	Program	Regional Completions (2015)	Regional Openings (2016)	Median Hourly Earnings	Regional Jobs (2016)	Regional Jobs (2021)	% Jobs Change (2016-2021)
52.1803	Retailing and Retail Operations	3	921	\$11.89	21,389	21,709	1%
51.0000	Health Services/Allied Health/Health Sciences, General	167	839	\$24.47	22,845	23,912	5%
51.2602	Home Health Aide/Home Attendant	0	595	\$10.45	9,085	10,633	17%
12.0500	Cooking and Related Culinary Arts, General	0	569	\$11.44	9,611	10,921	14%
12.0505	Food Preparation/Professional Cooking/Kitchen Assistant	0	489	\$8.86	9,268	9,878	7%
12.0508	Institutional Food Workers	7	450	\$8.85	8,596	9,183	7%
12.0507	Food Service, Waiter/Waitress, and Dining Room Management/Manager	0	410	\$8.94	6,043	6,393	6%
52.1804	Selling Skills and Sales Operations	0	409	\$15.21	12,865	12,653	(2%)
52.0408	General Office Occupations and Clerical Services	0	384	\$16.11	11,801	12,027	2%
13.0101	Education, General	237	378	\$29.27	11,796	12,222	4%
52.1801	Sales, Distribution, and Marketing Operations, General	0	330	\$15.82	10,657	10,351	(3%)
52.0201	Business Administration and Management, General	860	319	\$44.49	8,583	8,980	5%
19.0501	Foods, Nutrition, and Wellness Studies, General	0	306	\$10.75	4,620	5,517	19%
01.0608	Floriculture/Floristry Operations and Management	0	302	\$12.06	9,138	8,979	(2%)
52.0212	Retail Management	0	281	\$36.08	8,525	8,852	4%

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52.0101	Business/Commerce, General	15	273	\$48.13	7,561	7,875	4%
13.1207	Montessori Teacher Education	0	264	\$27.92	7,843	8,102	3%
13.1208	Waldorf/Steiner Teacher Education	0	264	\$27.92	7,843	8,102	3%
52.0406	Receptionist	0	262	\$15.92	6,701	6,951	4%
43.0117	Financial Forensics and Fraud Investigation	0	249	\$31.60	6,908	7,273	5%
52.9999	Business, Management, Marketing, and Related Support Services, Other	34	242	\$29.44	8,719	8,780	1%
13.1337	Earth Science Teacher Education	0	238	\$30.43	7,944	8,230	4%
51.3899	Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing, Other	88	234	\$34.18	8,610	8,785	2%
51.3822	Women's Health Nurse/Nursing	0	233	\$34.15	8,589	8,760	2%
51.3816	Emergency Room/Trauma Nursing	0	233	\$34.00	8,564	8,736	2%
51.3819	Palliative Care Nursing	0	233	\$34.00	8,564	8,736	2%
51.3821	Geriatric Nurse/Nursing	0	233	\$34.00	8,564	8,736	2%
43.0115	Law Enforcement Record-Keeping and Evidence Management	0	231	\$30.79	7,126	7,408	4%
44.0000	Human Services, General	33	218	\$19.42	4,873	5,258	8%
43.0304	Terrorism and Counterterrorism Operations	0	214	\$27.89	7,174	7,386	3%
46.0000	Construction Trades, General	0	208	\$26.97	8,499	8,652	2%
44.0401	Public Administration	148	202	\$50.00	5,117	5,385	5%

Source: EMSI, 2017

A special recognition of Delaware County Community College (DCCC) is due here. Delaware County is a long-established community college in Delaware County with 12,705 students (5,605 full time, 7,100 part-time) primarily from Delaware. The significance of DCCC is the integration of one of the Delaware County's PA CareerLink® offices embedded in and part of the Workforce Transition Center at DCCC. This is part of the Center with PA CareerLink® staff funded through the WIOA funds part of the DCCC staff. This is an innovative approach in addressing a comprehensive workforce need in the county.

Based upon this high demand for training and the large availability of post-secondary educational institutions, the Delaware County Workforce Development Board will work closely with all appropriate institutions to better serve the county and the region.

Strengths

Growing Economy. As with much of Southeast Pennsylvania, as noted in the regional plan, Delaware County has a growing economy providing good jobs and family sustaining wages. As the Marcus Hook natural gas project comes to fruition, additional jobs and opportunities will evolve.

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Strong regional collaboration with neighboring workforce development areas. With Delaware County being among the most densely populated counties in Pennsylvania and the commuting patterns as they are, the DCWDB maintains strong collaborative relationships with all the Southeast Region's local workforce development areas. These areas have a successful history of sharing resource, coordinating staff, and collaborating on sector strategies.

Priority Regional Sectors. The region's priority sectors of **manufacturing, advanced manufacturing, healthcare, building and construction, hospitality real estate and finance, agriculture/agribusiness, transportation and logistics, and bio-technology** to provide residents with a broad array of career choices and match well with commuting patterns and the way families work and live in Delaware County.

Variety of high quality Education and Training Providers. The Delaware County Workforce Development Area is home to a broad array of quality education and training providers that are willing and able to adapt curricula and services as needed to meet the needs of the area's employers. Delaware County Community College is one of the premier community colleges in the nation. While the chart "Degree Granting Institutions in Delaware County" above lists the degree granting institutions in the county, the greater Philadelphia area is home to the second highest concentration of post-secondary education institutions in the nation (second only to Boston).

Relationships with Community-Based Organizations (CBOs). Delaware County CBOs have a strong joint commitment to work together to serve people with barriers to employment. The DCWDB utilizes this mix of strong CBO's throughout the county extensively through financial contracts and through collaborative relationships. As noted in the Local Management Committee discussion regarding EARN, the ongoing meetings between the County Assistance Office, Community College, Economic Development, Community Action and others ensure ongoing strong working relationships.

Weaknesses

Aging Workforce. Many of Delaware County's employers, both private and public sectors, are experiencing an aging workforce with a high percentage approaching retirement age. This institutional learning and knowledge will be difficult to replace.

Limited Work-Based Learning Opportunities. Many careers in Delaware 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 Delaware County Chamber to provide On the Job Training and placement opportunities. The DCWDB will continue to approach other community agencies are offering their own tool. WDB would consider a One-Stop on-line center for this purpose rather than a fragmented approach.

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

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third shifts.

Awareness of Resources. It appears that sometimes the services and resources available to jobseekers and businesses at the PA CareerLink® are one of Delaware County's best-kept secrets. However, the Board and the One Stop Operator will consider a new and expanded outreach effort across the county and anticipates community awareness and participation to increase.

Limited Resources. 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.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The vision of the Delaware County Workforce Development Board Is to be the area's linchpin business-led workforce development organization that ensures that Delaware county has a workforce with the skills necessary to meet the current and future needs of the local and global economy. This vision is accomplished by coordinating with public official at the local/state/federal level, economic development agencies, area private sector businesses, educational institutions, non-profit community based organizations and other interested parties.

The DCWDB's vision recognizes that it is the private sector that drives job creation. At the same time, the Local Elected Officials (LEOs) have made it clear that the public sector, as exemplified by the DCWDB, should make investments and provide services when there are serious labor market failures in the economy, including the labor market. Assisting citizens experiencing difficult circumstances like job loss or skill deficiencies is considered a proper intervention in the labor market by the public sector. The DCWDB addresses those labor market failures such as skill gaps caused by poor workforce preparation, both in soft and hard competencies, and the lack of information that affects the coordination of workers seeking employment and employers needing qualified workers.

It is the area's employers that provide the necessary investment guidance to the DCWDB in developing program services that meet economic needs and response to overall workforce challenges. The DCWDB, through the PA CareerLink® Chester City and PA CareerLink® Delaware County Community College, focus on employer needs for skilled and qualified workers that permit the local industry to be more competitive in a global economy.

The DCWDB and LEOs have encouraged strategies that are described and embraced throughout this plan to get the workforce of Delaware County back to work. These efforts focus on the following four overlapping strategies driving the workforce development strategies:

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Goal A: Develop and viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community. Recognizing those with barriers to employment, the DCWDB will make special effort to work closely with those organizations, agencies and employers to ensure appropriate and effective services are provided.

Goal B: Improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel, address better communication of programmatic strategies and the improving the use and adapting of existing technology.

Goal C: Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family sustaining wages. This includes development of career pathways that allow job seekers to search for a career that best fits their aptitudes, needs, and abilities to build academic and work related success.

Goal D: Develop a system that is sustainable through economic cycles of available funds affecting both worker supply and employer demand.

Goal E: Implement a broad goal of performance and accountability measures (that address Section 116(b)(2)(A) of WIOA) will utilize these measures to ensure an efficient and effective workforce development system. These measures will help guide the workforce system. With the emphasis on employer engagement, the new credential measures and upcoming employer measure will guide the system in engaging education and service provider partners.

The DCWDB and the LEOs have encouraged the strategies that are described in this plan to guide overall efforts to get the workforce in Delaware County back to work. The governor's vision perfectly matches the desires of the local job-creators because they also focus on the overall workforce. In addition, the DCWDB will work closely and collaboratively with their peers across the Southeast Pennsylvania Workforce Region to ensure complementary regional success. Part of both strategies include the appropriate performance measures and accountability to ensure program success. The DCWDB recognize these measures and may adapt additional forward looking measures to better align resources with attention to addressing the collaborative needs of those job seekers with barriers to employment with the demand of critical industry sectors throughout the region.

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?*

As noted previously the DCWDB Board views these core partners as critical and

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essential partners for the success of the public workforce system in general and the workforce development system (as defined by WIOA) in particular. The core partners listed are members of the Workforce Development Board, the PA CareerLink® One Stop Operator and the Local Management Committee. While all three groups have distinct roles to play in the workforce system, the common labor market, job seeker supply and most importantly the common employment opportunities offer a consistent foundation for addressing the overarching policy needs, local labor market needs, and single parent human service needs respectively.

The core partners include the (WIOA Title I) Delaware County Office of Workforce Development, (Title II) Delaware County Community College and Pathways PA, (Title III) PA Department of Labor & Industry (Wagner-Peyser) and Title IV, Office of Vocational Rehabilitation. These partners will work collaboratively with the DCWDB and the One Stop Operator Consortia.

A complementary partner to these core partners are the programs offered through the Carl D. Perkins Career and Technical Education Act of 2006. Working through the DCWDB lead partners, the Delaware County Community College and the Delaware County Intermediate Unit, the DCWDB engages their technical education capacity to provide effective program solutions. The Community College and DCIU and their technical education partners also value the strategic labor market advising and guidance of the Workforce Development Board. Both organizations serve on the DCWDB and are involved with the Local Management Committee.

The DCWDB, One Stop Operator Consortia, Core Partners and other community partners will work to identify additional collaborative partners to support and assist the increased collaboration across the community.

To help address the non-duplication of services, the DCWDB Board utilizes a common support platform to guide the services and activities of the workforce development system. The Board works collaboratively with the Delaware County Community College to guide and advise on postsecondary education offerings. The Board also provides labor market information and related information to secondary education institutions and the additional post-secondary institutions throughout the county. Another supportive and collaborative partner is the Office of Vocational Rehabilitation, OVR has the ability to collaborate with the local Workforce Development Board to serve individuals with disabilities based on the program's authorizing statute. Under WIOA OVR has the ability to provide pre-vocational services (PETS) to eligible and potentially eligible in-school youth with disabilities to better prepare them for the workforce. Additionally, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

One of the changes and evolution from the Workforce *Investment* Board to the

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Workforce *Development* Board is to assist in developing new programs or enhancing existing programs to include greater use of certifications and credentials that are critical to Delaware County and the Southeast PA Region employers as well as increasing the suite of Work Based Learning Opportunities available to both the education and employer sectors. The Board expects the work based learning to be a coordinated and measurable bridge from education to employment. The measurement and evaluation will allow the most effective programs to be maintained and duplicative and/or underperforming programs to be eliminated.

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?*

The DCWDB and the LEOs have encouraged the strategies that are described in this plan to guide overall efforts to get the workforce in Delaware County back to work. The governor's vision perfectly matches the desires of the local job-creators because they also focus on the overall workforce development strategies that are provided in the Commonwealth's Workforce Development Plan.

The DCWDB agrees that an effective workforce development system is built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data. Delaware County, like Pennsylvania, will look beyond WIOA to set broad goals for a comprehensive workforce development system that ensures access for all to "jobs that pay, schools that teach, and government that works".

This will be done through the DCWDB in collaboration with the various workforce development related departments, local and regional partners, and related employer and industry sectors to provide the highest quality of service to job seekers and employers through well-coordinated approaches at all levels. System access for all, including job seekers, employers, and workforce related intermediaries, will be enhanced through the use of technology and innovative partnerships with community organizations and other appropriate service providers.

The chart below compares the Governor's goals to those of the DCWDB and clearly demonstrates the alignment of these goals. Throughout the course of this transitional plan and moving toward the permanent plan, this alignment will be continually reviewed to ensure greater alignment to the benefit of the entire workforce development system.

Governor's Goals	DCWDB Goals
Establish career pathways as the primary model for skill, credential, and degree attainment and provide all Pennsylvanians, with an emphasis on	DCWDB Goal C "includes development of career pathways that allow job seekers to search for a career that best fits their aptitudes, needs, and abilities to build academic and work related success."

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Pennsylvanians with barriers to employment, an opportunity to a job that pays.	
Expand the state's pipeline of workers for targeted industry sectors from entry level skills through Industry Partnerships, WEDnetPA, and other innovative strategies.	Several DCWDB goals speak to this issue. Goal A speaks to developing a "viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community". In addition, Goal C desires to "Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family sustaining wages".
Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, and other similar experiences.	DCWDB Goal C speaks to Career Pathways and engaging educational institutions with a special emphasis on both in-school and out-of-school youth with barriers to employment. Also, Goal D addresses a sustainable system across all partners that will survive the inevitable economic cycles that will occur.
Engage employers directly to ensure we are closing the skills gap and able to more quickly upskill or reskill the workforce to meet the current and future needs.	DCWDB recognizes the value and importance of employers and industry sectors. Goal B specifically recognizes the need to "improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel" to better serve the employer community. Also, the vision of the DCWDB clearly recognizes the value of employers as the ultimate ordinal customer.
Strengthen data sharing across state agencies and workforce development partners to understand education and employment outcomes and more effectively evaluate our efforts.	DCWDB realizes what is measured is what often gets done. Goals E recognizes the value of performance and accountability across all programs, noting that the performance accountability system "will guide the system in engaging education and service provider partners" toward better service.

The DCWDB believes their goals are well aligned with the Governor's goals and looks forward to working with the Governor, various Commonwealth agencies, local and regional partners and workforce intermediaries and employers and industry sectors to provide "jobs that pay, schools that teach, and government that works". The public workforce system effectively embodies all three.

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

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

Performance Accountability is an essential and critical part of the WIOA and central to the ability of the DCWDB Board's success at convening appropriate partners across the public workforce system. This includes both those that receive WIOA funding and those that are influenced and guided by the labor market information, networking, and services provided through the far-reaching public workforce system. In many cases, this system impacts K-12, post-secondary education, economic development organizations, government agencies and many others. The DCWDB takes this role seriously in assisting in the effective managing, growth and changes in the local and regional labor markets.

As noted in the five goals listed below, every goal aligns toward addressing or will align toward addressing the satisfactory performance requirements of the United States Department of Labor, Commonwealth of Pennsylvania, and Delaware County. A brief review of the goals and their aligning capabilities are noted below:

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DCWDB Goal	Performance Accountability Alignment
<p>Goal A: Develop and viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community. Recognizing those with barriers to employment, the DCWDB will make special effort to work closely with those organizations, agencies and employers to ensure appropriate and effective services are provided.</p>	<p>A competitive workforce system must have common goals in order to measure success. In cooperation with the Commonwealth & local partners, DCWDB will identify appropriate crystalizing goals germane to all. Special effort will be made to address the common requirements across those with barriers to employment</p>
<p>Goal B: Improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel, address better communication of programmatic strategies and the improving the use and adapting of existing technology.</p>	<p>Better communication includes sharing goals, outcomes and performance across all partners. Emphasis will include labor exchange and employer engagement at the PA CareerLink® offices</p>
<p>Goal C: Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family sustaining wages. This includes development of career pathways that allow job seekers to search for a career that best fits their aptitudes, needs, and abilities to build academic and work related success.</p>	<p>Career pathways measures will offer an opportunity to address performance goals and accountability goals across agencies. Review of aptitudes, needs, and abilities related to the success measures will address accountability.</p>
<p>Goal D: Develop a system that is sustainable through economic cycles of available funds affecting both worker supply and employer demand.</p>	<p>The value of a system is measured by its use when outside funds are not available. DCWDB suggests a customer satisfaction and employer measures (to be developed) will help align this goal with the related performance accountability.</p>
<p>Goal E: Implement a broad goal of performance and accountability measures (that address Section 116(b)(2)(A) of WIOA) will utilize these measures to ensure an efficient and effective workforce development system. These measures will help guide the workforce system. With the emphasis on employer engagement, the new credential measures and upcoming employer measure will guide the system in engaging education and service provider partners.</p>	<p>This goal in measure specific and will focus on the measures and performance accountability to address the outcomes of the public workforce system. The DCWDB will work closely with the Commonwealth in development of appropriate measures including, perhaps a performance dashboard to regularly align results.</p>

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As can be noted above, every goal has a focus (or a focus to be further developed) to address the federal performance accountability as it relates to and address the local and regional needs of the Delaware County. The DCWDB will use this transitional year, since this is transitional from the USDOL for performance accountability, to use this as an opportunity to develop the most effective measure to address local, regional, state and federal outcomes. (See Attachment 1, Performance Accountability Template.)

The negotiated levels of performance for Delaware County result in many implications and consequences for individuals and employers accessing the workforce development system. These performance measures reflect the efforts of those involved with the local workforce development system to provide quality employment services and include goals for the percentage of adults, dislocated workers, and youth in terms of employment, median earnings, credential attainment rate, measurable skill gains, and effectiveness in serving employers. The levels provide a means of accountability for the public and policy makers to assess levels of relative success with the local workforce system, helping unemployed find jobs and employers satisfaction with the public workforce system.

These negotiated levels are always challenged in striking a balance between the accountability and performance metrics and the programmatic enticement to ‘teach for the test’. Since what gets measured gets done, it is the intention of the DCWDB to work diligently to strike that balance to provide high quality programming with desired outcomes while serving those with significant barriers to employment in a cost-effective fashion. During this upcoming program year, the DCWDB is committed to (continuing) to meet and exceed the required standards. The Board is committed to the mutually supportive outcomes of assisting job seekers in Delaware County to be successful in their careers while driving the workforce development system to meet performance outcomes.

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.

A recent brief by the Urban Institute stated that “a local workforce system encompasses the organization and activities that prepare people for employment, helps workers advance their careers, and ensures a skilled workforce exists to support local industry and the local economy over time”. This brief further notes that “local leaders encounter many challenges in building and developing their workforces”. With this introduction the DCWDB addresses the workforce needs of the Delaware County labor market.

The Delaware County Council and the DCWDB Board recognize that a successful workforce development system is only successful as the ability of the partners in all

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areas to work together as seamlessly as possible. What is a good job for a job seeker and a good employee for a business are a mix of holistic factors including successful skills (both essential and technical) in a safe community in a vibrant and growing economy. Many factors contribute toward that success. As noted previously, the private sector is key to growing their business with the Workforce Development Board serving as the linchpin of the workforce system.

Key stakeholders include but are not limited to five broad categories including workforce development, human services, economic development, education, and community development coming together to focus their collective, collaborative and integrative efforts to addressing the aligning of and attainment of good jobs in the Delaware County and contiguous labor markets. As the linchpin in the system, the DCWDB Board convenes these groups in various methods, including but not limited to contracting with WIOA funds for desired outcomes, partnering with various organizations to leverage funds, and providing labor market guidance and advice to many partners, agencies and industries throughout the County.

Local Elected Officials

The Local Elected Officials, as convened by the elected members of Delaware County Council, recognize the value of the Workforce Development Board and rely on the Board to align the resources and help make sense of the complex and often confusing public workforce system. Through regular and as needed meetings with County Council and many County supported or endorsed organizations, the DCWDB advises, assists and as appropriate may fund organizations to address County priorities.

The Local Elected Officials, like past plans, are requesting an extension of the structure exception consistent with Workforce System Policy No. 02-2015. In a complex workforce development system such as this, the Delaware County Council recognizes that the workforce development leadership and workforce development job seeker remedies and solutions are both best county based. The organizational structure for the Delaware County Workforce Development Area was modified in response to PA Department of Labor and Industry requests and prior to the successful procurement of the one-stop operator and clarification of roles pursuant to WIOA and state rules. To create the proper separation of duties under the law, separate lines of reporting were created in the Delaware County Workforce Development Area structure. That change is reflected in the organizational chart attached as Appendix 2, specifically addressed in Attachment 2B.

The Delaware County Council (Chief Local Elected Officials) and the Delaware County Workforce Development Board (DCWDB) in consultation are requesting from the PA Department of Labor and Industry a continuation of the structure exception model for the Delaware County Workforce Development Area.

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As required by Workforce System Policy (WSP) 02-PY2015, the Delaware County Council and the Delaware County Workforce Development Board have established a written agreement between the County and the Local Workforce Development Board that details the separated roles, responsibilities and managerial authority and other related internal controls in order to maintain the structural exception.

The Delaware County Workforce Development Board operates under the Executive Director of the Workforce Development Board and reports directly to the chair of County Council. The major WIOA responsibilities include the WIOA Fiscal Agent and Administrative duties in addition to providing staff services to the Delaware County Workforce Development Board.

The Delaware County Office of Workforce Development (DCOWD) Director reports directly to the vice-chair of County Council and is primarily responsible for the implementation of WIOA Title I Operations with emphasis on provision of Career Services, both group and individual career services.

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

Specific responsibilities are required by each entity as identified in the Memorandum of Understanding. These include:

Local Elected Officials: The County Council of Delaware County will carry out all responsibilities assigned to the Local Elected Officials (LEOs) under Title I of the Act. The role of the LEOs in the governance and implementation of the Act in the local area includes, but is not limited necessarily to:

- Designating the fiscal agent for all funds made available Delaware County;
- Establishing a Local Workforce Development Board (LWDB) in the county in accordance with the Act and the Rules and Regulations promulgated for the implementation of the Act;
- Entering into a written agreement with the DCWDB which details clearly the partnership between the two entities for the governance and oversight of activities authorized under the Act;
- Authorizing the establishment of a standing Youth Council as a subgroup of the DCWDB and approving nominations of members for appointment by the DCWDB to that subgroup;
- Approving or disapproving, in partnership with the DCWDB, the designation or certification of any PA CareerLink® operator within the Local Workforce Development Area (LWDA) and approving or disapproving the termination of the eligibility of such operators;
- Providing input and oversight to the LWDB regarding the negotiating and reaching

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agreement with the Commonwealth's PA Workforce Development Board (PAWDB) on local performance measures;

- Reviewing and approving or disapproving, in partnership with the DCWDB, any plan pertaining to workforce development or job training, any modifications to such plans, and any other documents required by the State or Federal government prior to submission;
- Determining the apportionment of funds and liabilities between the involved counties and approving all adjustments to allocations;
- Approving or disapproving any contract with any entity for the performance of services required or needed pursuant to the implementation or operation of any program or project authorized under the Act unless otherwise stipulated and agreed;
- Conducting oversight, in partnership with the LWDB, of the operations of any local Title I funded programs of youth, adult, and dislocated worker activities and the PA CareerLink® delivery system.

Local Workforce Development Board: The Delaware County Workforce Development Board will serve as the Local Workforce Development Board for the workforce area, is to develop policy, establish a budget and provide oversight for the workforce system under its jurisdiction.

This includes

- Approving a system and budgeting for training activities under Title I of the Workforce Innovation Opportunity Act,
- Determining the number and operational structure for the PA CareerLink® comprehensive centers for Delaware County,
- Acting in consultation with the Local Elected Officials (LEOs) to align workforce resources within the DCWDA to be in line with both state and local economic development targets,
- Ensures that monitoring of funded activities under its purview occurs periodically and meets regulatory standards on both the programmatic and administrative levels such as, one stop operations and procurement of services both for vendors and sub-recipient contractors.
- Act in collaboration with the LEOs in a public-private partnership to maintain and adapt a flexible workforce system capable of investing assets to competitively position the businesses and populace of the jurisdiction to benefit in both regional and global markets.

Fiscal Agent - The County of Delaware was designated per grant agreement #035-13 by the Local Elected Officials and the Commonwealth and attested to by their duly elected Chairperson who acts as the Chief Elected Official (CEO) for purposes of the Workforce Innovation Opportunity Act in the LEO-LWDB Agreement for Delaware County. The contact information for the fiscal agent is as follows:

Dawn Bernadelli, Finance Director
Delaware County Workforce Development Board

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1570 Garrett Road, Upper Darby, PA 19082

Phone: (610) 713-2200

Email: berardinellid@co.delaware.pa.us

While meeting the specified separation of functions under WIOA, this structure also promotes flexibility and cost efficiencies such that one-stop fiscal agent responsibilities and LWDB staffing are performed by DCWDB (administrative) employees thereby maintaining functional insulation from the competitively procured One Stop operational Operator duties.

Advocacy Groups

In an urban county such as Delaware and its ever-changing demographics, advocacy groups are important to ensuring the needs of those individuals with significant barriers or challenges to employment are heard. Likewise, advocacy groups for employers and business sectors are also important to identifying their critical skill needs. Through the DCWDB hearing and understanding these needs and the gaps to fill can the Board effectively identify the appropriate education and training programs and systems to endorse, adapt and fund. With this in mind, the County Council and Board meetings are public meetings where advocacy groups can impart their suggestions. Additionally, the Board's program responsibilities with WIOA Title I Adult and Dislocated Worker, Youth, and EARN are targeted toward those individuals with barriers to employment that have advocacy groups (that often also serve as subject matter experts to address the special needs of these individuals) that advise, assist, and many times submit for competitive funding offered by the Board. Finally, this plan requires public comment that will be made available to the community and these advocacy groups. The Board anticipates as WIOA evolves and matures in the community, the opportunity for advocacy groups will continue to be heard. Many examples of strong relationships with advocacy groups exist with the Board, including groups as diverse as the Welcoming Center for New Pennsylvanians, Goodwill Industries, Multi-Cultural Family Services and the Delaware County Chamber of Commerce.

DCWDB Board Committees

The DCWDB Board functions with a committee structure that includes six distinct committees. One of the integrative features of the DCWDB is the including of the EARN program (through the Local Management Committee) as part of the WDB system. A brief description of each committee and its role is described below:

- **Executive Committee**—The Executive Committee acts on behalf of the DCWDB assembly on all administrative issues related to the work of the Board and DCWDB system. Major areas of responsibility include:
 - Act on all respects for the entire DCWDB, provided the action of the Executive Committee are subsequently presented to the entire Board for

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- ratification.
 - Defines the DCWDB mission and develops the vision, goals and policies for comprehensive strategic workforce development.
 - Assures the DCWDB system is performance-driven and market-based and meets and exceeds the needs of the local and regional labor markets.
 - Recruits and provides orientation to new DCWDB members, manages corporate by-laws and provides leadership and guidance to other DCWDB standing and special committees.
 - The Executive Committee also serves as the One-Stop Operator Committee to review proposals related to the operation of the PA CareerLink® offices.
- Finance Committee—The Finance Committee is responsible for the transparent and effective fiduciary oversight of the DCWDB public and private grants and funding streams. Major areas of responsibility include:
 - Oversees and approves fiscal activities as the designated Fiscal Agent for workforce development and related funds allocated to Delaware County by the PA Departments of Labor & Industry, Human Services, Education, and other state, federal, local and other sources.
 - Reviews and recommends the DCWDB's annual operating budget for acceptance by the full DCWDB including amending as needed.
 - Oversight of the DCWDB public funds including but not limited to WIOA Title I, Rapid Response, Industry Partnership, Incumbent Worker, Human Services and other special grants.
 - Reviews appropriate and allowable activities planned and executed in accordance with DCWDB, County and funder policies.
 - Responsible for reviewing proposal budget and financial information received through the Request for Proposal process and makes recommendations related to fiscal preparedness to the full membership of the DCWDB.
- Planning/Performance Committee—The Planning/Performance Committee is responsible for the strategic planning of the workforce development and related activities in Delaware County as well as regional workforce development activities as appropriate. Major responsibilities include:
 - Preparation of the local DCWDB WIOA Title I Service strategic plan.
 - Regional data analysis of the local employment outlook and determine the current and anticipated workforce needs.
 - Coordination and collaboration with economic, education, and community partners to identify and pursue leveraging and resourcing opportunities.
 - Identification of High Priority Occupations appropriate for the investment of employment and training funds.

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- **Monitoring/Oversight Committee**—The Monitoring/Oversight Committee reviews, reports and analyses DCWDB service delivery in their effort to continuously improve upon the quality of services provided. Major areas of responsibility include:
 - Provides oversight and directions to the operations of the PA CareerLink® system.
 - Development of the standards and criteria for Delaware County's Workforce Development System by conducting the analysis necessary to negotiate performance standards, design and oversight of customer satisfaction measures, and make recommendations for appropriate continuous improvement strategies.
- **Youth Committee**—The Delaware County Youth Committee is charged with addressing the needs of the emerging workforce and creating linkage to the DCWDB's workforce activities. The vision of the Youth Committee is to 'Enable youth to become employable citizens'.
 - Enabling Strategies include:
 - Working towards the integrated alignment of a triad approach of providing workforce skills development, academic achievement, and leadership enrichment to our In-School and Out-of-School Youth.
 - Forming collaborative unions with local and regional providers of youth programming to leverage time, talents, and expertise of all providers.
 - Design systems of communication to effectively disseminate information on youth program's resources and opportunities to the community at large (including but not limited to High Priority Industries & Occupations, School Districts, and Community Based Organizations).
 - Determining gaps in services and skills of youth in our community.
 - Committing collective resources to the continuous and targeted resolution of such identified gaps.
 - Major Areas of Responsibility include:
 - Develop the portion of the DCWDB strategic plan related to youth.
 - Establish vision and recommended policy for county-wide and region-wide youth development systems.
 - Establish standards for selecting and recommending eligible and effective providers of youth activities to the DCWDB to be awarded grants or contracts on a competitive basis to carry out youth activities.
 - Conduct appropriate oversight, in cooperation with the Monitoring/Oversight Committee, regarding the eligible providers of youth activities.

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- Align and leverage resources to promote improved academic achievement and post-secondary outcomes for youth, including degrees and stackable credentials.
- Coordinate youth activities and leverage resources to effectively serve the youth residents of Delaware County.
- Local Management Committee—The Local Management Committee (LMC) is the Department of Human Services (DHS) mandated committee with oversight responsibilities for welfare-to-work programs in Delaware County. DHS requires the LMC to have five voting members' representatives on the LMC including the DHS (Delaware County Assistance Office), a local education agency (Delaware County Literacy Council), PA CareerLink® (Bureau of Workforce Partnership and Operations), and local economic development (Delaware County Commerce Center). Major areas of responsibility include:
 - Operational oversight of the Employment Advancement and Retention Network (EARN) program funded through and with the Department of Human Services for individuals receiving Temporary Assistance to Needy Families (TANF).
 - Selecting employment service program providers through a competitive process.

As can be seen, this comprehensive standing committee structure provides for an effective method of meeting the workforce development leadership and governance needs of the county. The Board will on occasion utilize special committees and/or be part of other collaborative Boards and Commissions across the County or Region in order to further address the dynamic workforce needs of the County. This committee structure will be adjusted accordingly in response to labor market needs and opportunities.

Fiscal Agent

The Delaware County Council as the LEOs have designated the County of Delaware as the fiscal agent for all funds associated with the Board's activities including but not limited to the WIOA Title I funds and PA Department of Human Services funds. As appropriate, the County as the fiscal agent on behalf of the WDB as a partner in various workforce development activities may also manage additional funds related to its mission and vision. As part of county government for over 40 years, the workforce development system is fortunate to have the fiscal integrity of a Second-Class A county in managing the fiscal affairs of many areas including workforce development. The DCWDB Board will continue to rely on the County as Fiscal Agent.

One Stop Operator

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The Delaware County Workforce Development Board utilizes a One Stop Operator Consortium model for the One Stop Operator. The competitively procured One Stop Operator is based on a consortium model due to the success of this related model in the past. The Consortia includes Pathways PA, Delaware County Community College, and the Delaware County Office of Workforce Development. The funding source is WIOA Title I funds, shared expenses from the partners in the PA CareerLink® and significant in-kind contributions through the consortia of One-Stop Operator partners, including the Delaware County Community College.

Please see Attachment 2A for the organizational charts of the Delaware County Workforce Development Area.

The individual responsible for ensuring equal employment opportunities and civil rights protections is:

Deborah Callahan
Delaware County Workforce Development Board
1570 Garrett Rd. Barclay Square, Suite A
Upper Darby, Pa 19026
610-713-2202
callahand@co.delaware.pa.us

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 Delaware County Workforce Development Area works with many organizations and agencies throughout the County and the Region to ensure the most effective and efficient services possible for job seekers and employers. The Board works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. The One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as Attachment 3.

Required Program Partners

The DCWDB understands the priority given to the required program partners in WIOA (please see Attachment 3 for the complete list of PA CareerLink® Partners). These include WIOA Title I-B (Adult & Dislocated Worker, Youth), Title II (Adult Education), WIOA Title III (Wagner-Peyser) and WIOA Title IV Vocational Rehabilitation. The DCWDB has enjoyed a long and successful relationship with all partners involved through memberships on the DCWDB Board (and its predecessor, the Workforce Investment Board) and in the operations of the PA CareerLink® offices in the County.

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Please see Attachment 3 for the complete list of PA CareerLink® Delaware County partners.

The Board has also worked closely with all these partners in special programs both locally and regionally, including programs related to worker dislocation and worker reduction, regional economic development initiatives, and serving those with barriers to employment. Based on the intent of WIOA and the Governor's plan, the DCWDB anticipates this coordination and collaboration to expand as the public workforce system evolves and matures.

Major Contractors

While all agencies and organizations are important to the success of workers finding good jobs and employers getting good workers throughout Delaware County, certain major contractors play a key role in this effort. As noted in the Delaware County letter of designation request, many of the solutions to workers obtaining the necessary skills, support and education necessary are county based. Examples include the Delaware County Community College, Human Services and Community Action are all county based and job seeker oriented. Conversely, many of the employer based solutions are related to manufacturing, energy, and health care sectors, for example, are more regionally oriented.

Several of the major contractors are Delaware County based organizations that help individuals obtain eliminate or mitigate the barriers to employment and obtain the skills necessary to obtain employment and commence on a fruitful career path. These include Delaware County Community College, Goodwill Industries, and Community Action of Delaware County. These organizations have become embedded in the fabric of the human service and human capital needs of the County. The PA CareerLink® at the Delaware Community College is an outstanding example of integrated efforts of workforce and education merging to address workforce needs. The WIOA staff of the PA CareerLink® at that location are part of the Community College staff and are part of the workforce engagement center and are among the best practices nationwide in engaging workforce and education. The other agencies cited here also play a critical role in providing essential service to their target groups or in their geography.

An equally important customer is the employer and the sectors they represent. Toward that end, the DCWDB Board has enlisted the services of the Delaware County Chamber of Commerce to assist in engaging employers and similar outreach to the employer community. The DCWDB has also worked closely with their neighboring workforce areas to assist employers.

Should services not be comparably provided by local, county based organizations, then

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the DCWDB has identified other organizations with comparable national and regional expertise to address job seekers and employer needs. These major partners, such as Educational Data Systems, Inc. (EDSI) and Eckerd Youth Alternatives provide national expertise attuned to the local Delaware County labor market.

Working closely and continually with these county and national based major partners will provide the optimal mix of expertise and successful performance outcomes to address the Delaware County labor market needs.

These groups do not work in a silo but are engaged in common interfaces including the PA CareerLink®, local community, and/or designated target group(s). Through these engagements, the DCWDB anticipates continued shared practices and outcomes to the benefit of stakeholders throughout the county.

As noted previously the DCWDB Board views these core partners as critical and essential partners for the success of the public workforce system in general and the workforce development system (as defined by WIOA) in particular. The core partners listed are members of the Workforce Development Board, the PA CareerLink® Operating Consortia and the Local Management Committee. While all three groups have distinct roles to play in the workforce system, the common labor market, job seeker supply and most importantly the common employment opportunities offer a consistent foundation for addressing the overarching policy needs, local labor market needs, and single parent human service needs respectively.

A complementary partner to these core partners are the programs offered through the Carl D. Perkins Career and Technical Education Act of 2006. Working through the DCWDB lead partners, the Delaware County Community College and the Delaware County Intermediate Unit, the DCWDB engages their technical education capacity to provide effective program solutions. The Community College and DCIU and their technical education partners also value the strategic labor market advising and guidance of the Workforce Development Board. Both organizations serve on the DCWDB and are involved with the Local Management Committee.

Service Alignment. Using the Consortium Model, the Board procured and selected Pathways PA, Delaware County Community College and Delaware County Office of Workforce Development as its One-Stop Operator in accordance with WIOA, the Uniform Guidance and its implementing regulations, and local procurement policy. The Consortium coordinates the local PA CareerLink® activities; functioning as the liaison between the Board and the system partners, and ensuring that all services and available resources are properly aligned to carry out the vision of the Board. Additional details about the programmatic and administrative functions of the One-Stop Operator Consortium are included in Section 3.1 and also in the 4.1 below.

Supporting its workforce efforts, the Board has established the comprehensive PA

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CareerLink® Delaware County centers that are located as follows:

- PA CareerLink® Delaware County at Chester City, 701 Crosby St. Suite B, Chester, PA 19013-6096
- PA CareerLink® Delaware County at Media, 901 S. Media Line Road, Media, PA 19063

The centers are available for all partners to deliver services to individuals and businesses. Currently, the hours of operation are 8:00AM to 4:00PM on Monday through Friday. 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 will provide as necessary and in cooperation with community partners workforce workshops to other parts of the local area.

The Resource Center serves as the focal point of the PA CareerLink® Delaware County centers. 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.

The PA CareerLink® Delaware County includes a wide variety of partners that customers may be referred to for specialized services.

One of the roles of the One Stop Operator will be to ensure the Memorandum of Understanding (MOU) is implemented properly, this includes promoting service alignment. This will be completed in concert with all the partners with particular attention to the mandated partners. For example, Section 188 requirements will be completed in collaboration with the Title IV partner, the Office of Vocational Rehabilitation. The One Stop Operator will provide this report to the WDB semi-annually. The WDB will also monitor the performance of the Title Ib provider specific to these requirements and also monitor and provide technical assistance and quality assurance and continuous improvement recommendations as part of the monitoring requirements. Related to continuous improvement, the Southeast Region has also discussed common professional development training for PA CareerLink® staff. This and other measures, such as regular professional development meetings, will offer the opportunity for ongoing and continual quality improvement at both PA CareerLink® sites.

Overall, this strategic alignment of workforce programs under the PA CareerLink® Delaware 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:

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

With the advent of the WIOA, the role of partners in the PA CareerLink® and other aspects of the public workforce system has changed. Commencing with the Workforce *Investment* Board becoming and Workforce *Development* Board, the role of the Board has evolved to one that develops the system, not just direct the investments to the system. This results in the expectations of the partners, particularly the entities carrying out the core programs, to not be simply partners coordinating and sharing efforts, but the core partners to become Subject Matter Experts (SME's) and bring their expertise at serving target groups with barriers to employment. For example, the Office of Vocational Rehabilitation will bring the expertise at serving those with disabilities to provide specialized services as part of an individual's career pathway to successful employment. Similar expectations are planned for Title II, Adult Education, Title I Youth and others (including those partners tangential to the core partners).

The DCWDB recognizes that this does not happen with simply the passage of new workforce legislation but is a long term functional goal to address broader comprehensive workforce needs. The DCWDB will strive to integrate and collaborate workforce activities to ensure a braiding of resources, both financial and programmatic, to the benefit of the job seeker and employer communities.

The DCWDB is working with organizations throughout Delaware County and the Southeast Region 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® Delaware County system.

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

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

As needed, the staff may also provide more intensive assistance to help individuals with barriers to employment gather the required information. Moreover, in certain instances, they may accept an individual's self-certification as to support specific eligibility criteria; however, hard-copy documentation is always preferred. If eligibility has not yet been determined and individuals need financial assistance in obtaining documents that would validate eligibility, the Board has raised unrestricted funds to accommodate such needs. (Sources include participation in the annual community-wide fund-raising effort called the “Extra-ordinary Give”, which in addition to allowing the board to raise funds also provides an outreach platform.)

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

Referrals and Community Connections. The Contractors discusses the full array of services offered by the PA CareerLink® Delaware 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 Delaware County Literacy Council or the Delaware County Community College; while persons stating they possess a disability are sent to OVR for eligibility determination for vocational rehabilitation services. Both have offices within the PA CareerLink® Delaware County. When the PA CareerLink® Delaware has outreach events for students/young adults, the staff includes OVR Early Reach Coordinator as available. 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.

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

Co-Enrollment and On-Ramps. The DCWDB 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.

The Delaware County Literacy Council serves as both a Workforce Development Board members and provides services to EARN clients, Pathways PA, also a Board member and partner in the PA CareerLink®, and Delaware County Community College, a partner in the PA CareerLink® all have significant experience with the public workforce system and with the adult education requirements. Through this experience, these entities will take the lead in providing an orientation and expansion of Career Pathways leading toward co-enrollment and shared activities across all core partners. These will then be expanded once successful to all appropriate community partners. This will have an emphasis on those coming from adult

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education programs, including GED, Diploma and Literacy programs, to PA CareerLink® Core programs across all core partners. Concurrent with this linkage will be the establishing the enrolments as a co-enrollment across all programs. This will benefit the job seeker, the employer (and their sector) and the agencies involved.

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 Contractors to other programs, (and vice versa), they may also be enrolled into those additional programs, such as veteran's 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® Delaware County.

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;***

The DCWDB Board relishes its leadership role, in partnership with the Local Elected Officials, in guiding the public workforce system in general and the workforce development system. As a large county in Pennsylvania, Delaware County is fortunate to have a progressive Community College and Community Action Agency to address job seeker's skill and supportive services needs. With that strong foundation, the DCWDB implements a network anchored by the core partners (and those other partners) in the PA CareerLink® offices. While this network helped guide investments and actions on the past, the Board will focus on the functional development of program and activities focused on employer and sector needs. The lead role of the DCWDB Board will be to guide and advise on employer and sector demand strategies while incentivizing through various means the desired performance outcomes for all involved.

The DCWDB Board has a successful history of coordinating programs and activities in Delaware County. The WIOA suggests and incentivizes a greater collaboration, including (per the Governor's plan, also) the greater use of data and information. Toward that end, the Board will work collaboratively with all partners involved, with special

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emphasis on collaboration with the Delaware County Chamber of Commerce and local Economic Development organizations, to establish employer based outcomes that will serve as a benchmark of success in serving employers and sectors across and throughout both the County and the Southeast Pennsylvania Region.

The WIOA embeds sector strategies as the preferred way of engaging employers and doing business in workforce development. The DCWDB has a long and successful history of sector strategy implementation including collaborative work with contiguous workforce development areas. While addressing the needs of job seekers is best addressed at the county level, the employer and sector solutions are optimally addressed at the regional level. After all, skill sets do not stop at county (or state) lines. Toward that end, the DCWDB prefers to address these sector needs on a county oriented regional solutions basis.

Previous or current successful sector strategies included Southeast Pennsylvania Defense Transition Collaborative, Southeast Pennsylvania Workforce Development Partnership, Southeast Pennsylvania Workforce / Economic Development Collaborative, and the Philadelphia Business Education Career Awareness Project. Most recently, Delaware County has partnered with Chester County and the Delaware Community College with the Delaware County Community College Manufacturing Alliance.

Based on the labor market analysis (in section 1.1) those sectors identified by either levels of employment (such as Health Care, Accommodations and Food Services, and Manufacturing) or those with higher Location Quotients (LQ) (such as Educational Services, Finance and Insurance and Management of Companies) will be targeted for enhanced sector strategy efforts. Additionally, in collaboration with the Delaware County Economic Development, the DCWDB may focus on emerging sectors such as the proposed energy sector opportunities with the liquefied natural gas site on the Delaware River waterfront in Marcus Hook in Linwood.

Key to the engagement of these sectors is recognizing that recent evidence based studies demonstrate that many people learn through working. With this enhanced work-based learning strategy, the DCWDB will work closely with their core and other partners to develop a suite of Work Based Learning strategies for employers and target specific sectors in order to aggregate the demand. This will involve all aspects of our partners' expertise including but not limited to the contextual learning capacity of our Title II Adult Education partners, labor exchange of our Title III partners and disabilities expertise of our Title IV partners. This is just one example of our expectations as the Board moves forward in the implementation of WIOA. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible employees with disabilities.

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

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In addition to those services mentioned above, the Delaware County Workforce Development Board has taken several definitive steps to improve the activities or services to improve business engagement. The Board has established and enhanced an On-the-Job Training program. For many years, the Board relied primarily on Occupational Skills Training to address the skill gaps. With the emphasis on Work Based Learning in WIOA, the Board established an On-the-Job Training program. The Board also contracted with the local Chamber of Commerce to provide outreach and referral of lead business contacts throughout the county (and region). Also, not to be overlooked, the organizations contracted to do this work engage and coordinate closely with the PA CareerLink® to match people to jobs for OJT and other placement and work related resources for all partners throughout the PA CareerLink®.

The DCWDB will continue to develop and expand business services. The DCWDB contracts with the Delaware County Chamber of Commerce to assist with employer engagement and outreach. The Chamber partners with the PA CareerLink® Business Services Team (BST) in their role 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® Delaware 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® Delaware County, 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.

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

The Southeast Pennsylvania Workforce Region directors meet monthly (and the Workforce Board chairs meet with them quarterly) to discuss and review economic development strategies and opportunities across the region. In addition, the DCWDB has contracted with the Chamber of Commerce and the Delaware County Commerce Center (both are also Workforce Development Board members) to identify, refer and coordinate leads related to regional and

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local workforce and economic development strategy, messaging, engagement and program sharing.

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

The PA Department of Labor & Industry Unemployment Insurance is a key partner in the PA CareerLink® Service Delivery System. The PA CareerLink® Delaware County has worked closely with the Unemployment Insurance system to better engage with UI claimants especially those that are identified by the PREP as most likely to exhaust benefits.

In keeping with the spirit of the US Department of Labor's vision to share and collaborate between WIOA and UI (as suggested in TEN 18-16, November 21, 2016 regarding Pathways to Reemployment Tools and Resources,

https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=6266), the DCWDB in cooperation with the One Stop Operator and Core Partners will continue to explore and expand services to UI claimants in collaboration with the Unemployment Insurance system.

These individuals as identified are directed to come to one of the PA CareerLink® locations for job search assistance. At the local 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 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.

The Delaware County WDB understands that employers need to understand their rights under the Law. The Delaware County WDB will work with the UC Service Centers Customer Services Section to request to conduct seminars on UC topics where these rights and responsibilities are explained. This will be another service for DCWDA employers.

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

The DCWDB will continue to work closely with their peer Local Workforce Development Boards and economic development providers across Southeast Pennsylvania to identify and learn of emerging opportunities for Delaware County residents. This includes all the PREP partners including the local economic development providers, the regional organizations (such as the Delaware Valley Industrial Resource Center) and the Small Business Development Centers. Regionally, the Southeast Pennsylvania Workforce Region is focusing on the Gig Economy with the emphasis on entrepreneurial and independent contractor approach to work opportunities. Since skill

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sets do not stop at county lines, it's important to understand the commuting patterns of job seekers related to opportunities available.

Toward that end, the DCWDB Board relishes its leadership role, in partnership with the Local Elected Officials, in guiding the public workforce system in general and the workforce development system. As a large county in Pennsylvania, Delaware County is fortunate to have a progressive Community College and Community Action Agency to address job seekers skill and supportive services needs. With that strong foundation, the DCWDB implements a network anchored by the core partners (and those other partners) in the PA CareerLink® offices. While this network helped guide investments and actions on the past, the Board will focus on the functional development of program and activities focused on employer and sector needs. The lead role of the DCWDB Board will be to guide and advise on employer and sector demand strategies while incentivizing through various means the desired performance outcomes for all involved. The DCWDB will make a special effort to consider and include entrepreneurship opportunities.

The Board shall make a special effort related to integrating all partners of the PA CareerLink® into the system that would then include ensuring appropriate services to those target groups including but not limited to those with disabilities, returning citizens, immigrant population and low income individuals.

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.

The Delaware County Workforce Development Board recognizes its role as the lynch pin in the workforce development system. Through this convening body, the DCWDB serves a nexus of workforce development needs across and in partnership with government, education, economic, community and workforce development to ensure the ongoing establishing of a seamless integrated mix of services to address both job seeker and employer/business needs.

As noted previously the DCWDB Board views these core partners as critical and essential partners for the success of the public workforce system in general and the workforce development system (as defined by WIOA). The core partners listed are members of the Workforce Development Board, the PA CareerLink® One Stop Operator and the Local Management Committee. While all three groups have distinct roles to play in the workforce system, the common labor market, job seeker supply and most importantly the common employment opportunities offer a consistent foundation for addressing the overarching policy needs, local labor market needs, and single parent human service needs respectively.

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Specifically, the following entities provide the following services in the Delaware County Workforce Development Area and the PA CareerLink® Delaware County offices:

- WIOA Title I Employment & Training Programs—Delaware County Chamber of Commerce, Delaware County Community College, Educational Data Systems, Inc. (EDSI), Goodwill Industries, Pathways PA, Welcome Center for New Pennsylvanians and the Delaware County Office of Workforce Development.
- WIOA Title II Adult Education and Literacy Programs—Pathways PA, Delaware County Literacy Council and Delaware County Community College
- WIOA Title III, Wagner-Peyser Programs—PA Department of Labor & Industry Bureau of Workforce Development Program and Operations. This includes Wagner-Peyser Labor Exchange Services, Trade Act, Jobs for Veterans, Rapid Response and Foreign Labor Certification.
- WIOA Title IV, Vocational Rehabilitation Programs—These are provided by the Office of Vocational Rehabilitation.

For additional information on these partners, including contact information, please see Attachment 3, PA CareerLink® Workforce Service Delivery System Program Partner/Provider List.

A complementary partner to these core partners are the programs offered through the Carl D. Perkins Career and Technical Education Act of 2006. Working through the DCWDB lead partners, the Delaware County Community College and the Delaware County Intermediate Unit, the DCWDB engages their technical education capacity to provide effective program solutions. The Community College and DCIU and their technical education partners also value the strategic labor market advising and guidance of the Workforce Development Board. Both organizations serve on the DCWDB and are involved with the Local Management Committee.

Key stakeholders include but are not limited to five broad categories including workforce development, human services, economic development, education, and community development coming together to focus their collective, collaborative and integrative efforts to addressing the aligning of and attainment of good jobs in the Delaware County and contiguous labor markets. As the linchpin in the system, the DCWDB Board convenes these groups in various methods, including but not limited to contracting with WIOA funds for desired outcomes, partnering with various organizations to leverage funds, and providing labor market guidance and advice to many partners, agencies and industries throughout the County.

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 Pathways PA, Delaware County Community College, and the Delaware County Office of Workforce Development. As of July 1, 2017, the One-Stop

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Consortium's programmatic responsibilities will include:

- Ensure that the role of all required partners in the PA CareerLink® Delaware County has been defined, identified, and integrated into the service delivery system.
- Implement and augment the integrated services structure within the PA CareerLink® Delaware County offices 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).
- Establish and monitor metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams
- Develop and implement a plan for continuous improvement that engages all partners operating at the centers.
- Convene a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Hold regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.

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

- Convene regularly scheduled meetings and/or conference calls with Board staff.
- Present a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.
- Assign a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Board staff.
- Provide a monthly activity report to the Board.

Procurement Process. The DCWDB has the following policy for competitively procuring services: in concert with the County of Delaware Procurement requirements.

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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 DCWDB 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 announced on the DCWDB website and the process to receive the RFP package.
- B. Correspondence inviting bidders to contact the DCWDB 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 (usually electronic where possible) 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. This may be adjusted based upon specific circumstances regarding the services being procured.

3. Format and Content of the RFP

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

4. Receipt of Proposals

Proposals will be time and date stamped and their receipt recorded as they are received by the DCWDB. 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.

5. Selection of Service Providers

Service providers will be selected consistent with the Act and rules and regulations of the

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funding sources and to the extent possible, will be selected on a competitive basis. For all contracts, the DCWDB 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.

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

For the One Stop Operator, these services were competitively procured as required utilizing the County of Delaware's procurement policies. Specific procurement history is as follows:

- 2/28/17—One Stop Timeline and Plan approved by DCWDB Executive Committee
- 3/21/17—One Stop Operator Request for Proposal published
- 4/21/17—One Stop Operator Responses due c.o.b
- 6/15/17—One Stop Operator Selected and Contract approved by DCWDB
- 7/19/17—One Stop Operator Contract approved by Delaware County Council

The procurement for the Title I Career Services provider was completed in the Spring of 2017 utilizing the County of Delaware's procurement policies. Specific procurement history is as follows:

- 5/31/17—Title I Request for Proposal deadline
- 6/6/17—Title I provider recommended by the Delaware County WDB Executive Committee
- 6/15/17—Title I provider approved by the Delaware County WDB
- 8/16/17—Title I provider approved by Delaware County Council

For the balance of the Title I providers listed earlier in this section and on the chart in Section 4.2 below, the procurement for these services was completed in the Spring of 2016 utilizing the County of Delaware's procurement policy. A similar time frame as noted above was

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completed for the PY 2016 procurement. These contracts were multi-year contracts.

As noted in Section 4.2 below, the DCWDB utilizes a diverse mix of contractors for the provision of workforce development services. These contracts are usually procured on multi-year (usually 3 years or more contracts) for services as noted above.

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).*

The Delaware County Council and the DCWDB Board recognize that a successful workforce development system is only successful as the ability of the partners in all areas to work together as seamlessly as possible. What is a good job for a job seeker and a good employee for a business are a mix of holistic factors including successful skills (both essential and technical) in a safe community in a vibrant and growing economy. Many factors contribute toward that success. As noted previously, the private sector is key to growing their business with the Workforce Development Board serving as the linchpin of the workforce system.

Key stakeholders include but are not limited to five broad categories including workforce development, human services, economic development, education, and community development coming together to focus their collective, collaborative and integrative efforts to addressing the aligning of and attainment of good jobs in the Delaware County and contiguous labor markets. As the linchpin in the system, the DCWDB Board convenes these groups in various methods, including but not limited to contracting with WIOA funds for desired outcomes, partnering with various organizations to leverage funds, and providing labor market guidance and advice to many partners, agencies and industries throughout the County.

The PA CareerLink® One Stop Core Partners include:

- WIOA Title I—Delaware County Office of Workforce Development
- WIOA Title II—Delaware County Literacy Council, Pathways PA and Delaware County Community College
- WIOA Title III—PA Department of Labor & Industry, Bureau of Workforce Development Operations (BWPO), Wagner-Peyser
- WIOA Title IV—Office of Vocational Rehabilitation

Additional partners include:

- PA Department of Labor & Industry, Office of UC Centers (State Unemployment Compensation Centers)
- Delaware County Office of Workforce Development —EARN programs
- PA Department of Human Services—TANF programs
- Department of Community & Economic Development—Community Services

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Block Grant (CSBG)—Community Action

- Native American—Council of Three Rivers American Indian Center, Inc.
- Senior Community Service Employment Program—AARP Foundation
- Migrant and Seasonal Farmworker Program—Pathstone

NOTE: There are no Second Chance Act funded programs in Delaware County

Additional community partners could include advocacy groups not directly associated with the public workforce system. With this in mind, the County Council and Board meetings are public meetings where advocacy groups can impart their suggestions. Many examples of strong relationships with advocacy groups exist with the Board, including groups as diverse as the Welcoming Center for New Pennsylvanians, Goodwill Industries, Multi-Cultural Family Services and the Delaware County Chamber of Commerce.

Please find Attachment 3 for the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List.

Program Operators

A complex system such as the public workforce system must rely on a mix of operators that possess the specific expertise and skills necessary to meet the needs of the workers and employers throughout the county. Toward that end, in PY 2016, the DCWDB Board procured twenty-seven contracts with thirteen organizations to assist in service delivery across the county (see chart on next page). The chart below illustrates the diversity across Adult and Dislocated Worker, Employment Advancement and Retention Network and WIOA Youth and TANF Youth utilized by the DCWDB in implementing and operating programs carrying out the Governor's and DCWDB goals. This expertise will augur well for serving target groups as required by WIOA, the Governor's Combined Plan, and DCWDB's Mission and Vision. Please find below a list of PY 17 contractors and program operators.

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Approved DCWDB Contracts PY 17

Contractor	Service
WIOA Adult, and Dislocated Worker Funds	
Delaware County Chamber of Commerce	Employer Engagement/OJT
Delaware County Community College	PA CareerLink® Assessment Services
Delaware County Community College	Strategic Innovations Grant
Delaware County Community College	Tech Grant
Educational Data System Inc.	Ex-Offender Job Placement
Goodwill Industries	Job Placement
Pathways PA	One Stop Operator
Welcome Center	Job Placement
Delaware County Office of Workforce Development	Career Services
Employment Advancement Retention Network	
Community Action Agency of Delco	Program coordination/data collection
Delaware County Literacy Council	Adult Basic Education Training
Educational Data System Inc.	Performance on placement, retention, follow-up
Educational Data System Inc.	Job Placement, Case Management
WIOA Youth and TANF Youth Funds	
Community Action Agency of Delaware County	Building Trades Program (WIOA)
Community Action Agency of Delaware County	Pharmacy Tech Training (WIOA)
Be Proud Foundation	STEP Up Program (TANF)
Be Proud Foundation	Summer TANF Employment Program
Chester Education Foundation	Blue Print for Success (WIOA)
Chester Education Foundation	Summer TANF Employment Program
Chester Education Foundation	Summer Local Intern Program
Delaware County Intermediate Unit	Youth Training Program (TANF)
Eckerd Youth Alternatives	Tech Bridge; Academy Park HS (TANF)
Eckerd Youth Alternatives	Tech Bridge; Upper Darby HS (TANF)
Eckerd Youth Alternatives	WIOA OSY Youth Program (WIOA)
Educational Data System Inc.	Summer TANF Employment Program
Educational Data System Inc.	In School Youth Program (TANF)
Inner City Movement	Unity 3D Work/Learn Youth Training (TANF)
Multi Cultural Family Services	Customer service training, Job placement (WIOA)

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

With the advent of the WIOA, the role of partners in the PA CareerLink® and other aspects of the public workforce system has changed. Commencing with the Workforce *Investment* Board becoming and Workforce *Development* Board, the role of the Board has evolved to one that develops the system, not just direct the investments to the system. This results in the expectations of the partners, particularly the entities carrying out the core programs, to not be simply partners coordinating and sharing efforts, but the core partners to become Subject Matter Experts (SME's) and bring their expertise at serving target groups with barriers to employment. For example, the Office of Vocational

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Rehabilitation will bring the expertise at serving those with disabilities to provide specialized services as part of an individual's career pathway to successful employment. Similar expectations are planned for Title II, Adult Education, Title I Youth and others (including those partners tangential to the core partners). Through this enhanced role the DCWDB expects all partners to play a significant role in facilitating access to services provided through the one-stop delivery system.

The DCWDB recognizes that this does not happen with simply the passage of new workforce legislation but is a long term functional goal to address broader comprehensive workforce needs. The DCWDB will strive to integrate and collaborate workforce activities to ensure a braiding of resources, both financial and programmatic, to the benefit of the job seeker and employer communities.

The Board recognizes that not all job seekers or employers will access the one-stop delivery system through making the trip to the two brick and mortar PA CareerLink® Delaware County offices. In some cases, particularly for target groups or certain geographies within the county, alternative locations and methods of outreach need to be considered.

The Board will consider, in cooperation and as recommended by the One Stop Operator, several methods to facilitate services. Through the use of technology, the Board will explore making services available at remote sites. In addition to CWDS and Job Gateway technology, the use of technology will allow PA CareerLink® staff, contracted providers, and community partners to assist job seekers and employers. For example, three current contracted partners, Goodwill Industries, Community Action of Delaware County and the Welcoming Center for New Pennsylvanians, provides a mix of programs that assist many low income, immigrant and other target groups. With the effective use of technology, efficient data and information sharing, and staff training they could assist appropriate job seekers in career services in the one-stop system. For employers, outreach through the Delaware County Chamber of Commerce could provide enrollment and engagement of employer partners. As noted in Section 3.4 and augmented in this part, the DCWDB and the PA CareerLink® Business Services Team work closely with the Chamber of Commerce to assist in identifying quality employer needs on behalf of the Business Services Team. Additionally, the DCWDB works effectively with the Delaware County Department of Commerce and regional economic development entities (such as the Delaware Valley Industrial Resource Center and other PREP partners) to ensure the workforce development pipeline needs and the skill needs of employers are met and addressed.

Another system wide opportunity for exploration by the Board and the one-stop system is the Delaware County Library System. Delaware County (per the Delaware County Library system website) is home to 26 libraries at 28 locations that serve 49 municipalities throughout the county. With a helping culture and broad community access, the Board will work closely with the library system and the local libraries to

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expand the one-stop system capabilities.

The PA CareerLink® offices, in their leadership roles within the county, will work closely with all partners and community members to provide access to the CWDS/Job Gateway® systems in a manner appropriate. For example, in Maryland, the One Stop Operators are providing access to all partners through read only access to the Maryland Workforce Exchange. Something like this could be explored in Pennsylvania. The PA CareerLink® will also solicit information on alternate case management and employer engagement systems and their potential linkage and sharing of information. As these systems are identified as well as their role within the system (such as assessment, case management, employer engagement, participant tracking) then the PA CareerLink® and One Stop Operator, with endorsement of the DCWDB, will explore specific collaboration and integration.

Meeting the Needs of Individuals with Barriers to Employment. The DCWDB maintains extensive services specifically to serve individuals with barriers to employment largely centered around the EARN program utilizing TANF funds from the Department of Human Services. Working collaboratively with many community and contracted partners (See Section 3.1 for a list of providers) including Community Action of Delaware County, Delaware County Literacy Council and Educational Data Systems, Incorporated (EDSI) for adult EARN related programs. The DCWDB programs help individuals with barriers to employment by providing a clear process, maintaining consistent expectations, promoting long-term career pathways, and encouraging postsecondary credentials.

Coordinating with Adult Education. To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality jobs, the DCWDB 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. The DCWDB is fortunate to have three very successful, collaborative and innovative Title II Adult Education partners including the Delaware County Literacy Council, Pathways PA and the Delaware County Community College.

Improving Access to Services for English Language Learners and Individuals Who are Deaf or Hard of Hearing. As part of its service strategy, the DCWDB requires that the PA CareerLink® Delaware County offices provide translation and/or interpretation services. They encourage 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® offices to provide workshops in Spanish and other languages as appropriate. 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.

To better coordinate with Unemployment Compensation, UC Courtesy phones and computers

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are available at all PACL centers for claimants to handle all aspects of their unemployment claim. PACL staff assist visitors with accessing the phone and computer and with general information about the contact process. As there is occasionally a queue to use these assets, PACL staff invite the visitors to explore the Career Resource Centers and other offerings that exist to offer services to these individuals.

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?*

All partners, especially contracted partners, will be required to comply with the Americans with Disabilities Act. But more than just being a compliance function, the Board, working with our partners with attention to the Office of Vocational Rehabilitation and other Community Based Organizations with expertise in serving individuals with disabilities, will work to educate the employer community on the value of workers with disabilities. With a labor market participation rate of 22.3%, there are clearly many individuals with disabilities that would like to work but are finding work and work accommodations difficult to attain. The DCWDB will work collaboratively with the EO/ADA staff and the One Stop Operator to address the annual compliance reviews as they evolve to the schedule associated with Delaware County Workforce Development Area.

In addition, the Board will work diligently to ensure that the all staff involved in the public workforce system understand the need for physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals. The Board, continuing the partnering with the Office of Vocational Rehabilitation, will address staff development needs of PA CareerLink® and partner staff to better understand the needs of and provision of services to those with disabilities.

Key technology and materials available in the PA CareerLink® Delaware County offices may include (as is typical for certified PA CareerLink® offices in accordance with the Americans with Disabilities Act (ADA) ADA Compliance Equipment on site includes Furniture, Equipment and Software Upgrades, Adjustable height table for personal computer, Adjustable height chair/w adjustable height arm rests, Alternate mini keyboard, Alternate track ball mouse, Foam wrist rest, ADA compliant monitor, Low glare screen, Headset, Speakers, Screen Magnification Software – Zoom Text, Screen, Reader – JAWS for Windows, Closed Circuit TV – Video Magnification Equipment from Telesensory, Personal Assistive Listening Device, TTY Phone. information printed in Braille and other materials in alternate format are available for usage within the PA CareerLink® within a reasonable amount of time. As the DCWDB reviews the annual compliance, they will lead efforts to ensure the PA CareerLink® offices meet the requirements. This will be done in collaboration with the Title IV partner, the Office of Vocational Rehabilitation.

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In cooperation with the Office of Vocational Rehabilitation and other community partners, the One Stop Operator will develop, as identified by the PA CareerLink® partners, the professional development necessary to ensure all appropriate staff are competent in supporting the needs of individuals in need of the assistive technology described above. The One Stop Operator shall ensure that all facilities, technology, and services, partner services and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines.

As noted in the labor market information in Section 1.1, Delaware County possesses a significant immigrant population, second only to Philadelphia in the Southeast Workforce Region. This requires a significant awareness of services to best serve the Limited English Speaking population. To address this, the DCWDB, the One Stop Operator and the PA CareerLink® offices will develop and refine a Limited English Proficiency policy that will include the use of bi- and multi-lingual personnel in both offices as well as providing access to language interpretation services.

The DCWDB maintains staff proficient in the OEO requirements necessary and also monitors to ensure that the requirements are addressed. Additionally, the DCWDB may also call upon the County of Delaware OEO Office for technical assistance and guidance as necessary.

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.*

Functional alignment of PA CareerLink® services are an essential function of a successful PA CareerLink®. Part of this success is a continuous improvement effort to ensure all staff and partners, both within the PA CareerLink® office and those that interact with it, are knowledgeable of programs, coordinate services and integrate performance and outcomes.

The DCWDB Board understands its development and leadership role in aligning, guiding, and directing the county's public workforce system through strategic funding allocation, sharing labor market information and other LMI intelligence, and maintaining a strong performance accountability system. Through this multi-faceted approach, the Board will work closely with all contracted service providers to ensure optimal services to job seekers and employers. Working as a team leader with all contracted partners, the Board will utilize the performance accountability measures, employer satisfaction and effective sector engagement as a basis of continuous improvement for all partners involved in the system. The DCWDB also maintains an effective and efficient procurement system that will be utilized to continually identify those contracted providers that are most competitive in providing high quality services to job seekers and employers.

Essential to this and integral to WIOA is the role of the Eligible Training Provider List

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(ETPL), the related High Priority Occupations (HPO), and when implemented the (innovative) Local Training Provider List (LTPL). The DCWDB ensures that the Eligible Training Provider List (ETPL) will be available for PA CareerLink® staff members who are responsible for assessing individuals for training programs and referring them to appropriate high-quality training. The DCWDB will follow the state's petitioning process to possibly add additional training programs to the list that may not be included. The DCWDB will continue to work with Registered Apprenticeship programs and encourage inclusion on the ETPL. To ensure quality of the ETPL, only programs that meet the minimum performance measures related to program completion, job placement rates, median earnings, and credential attainment of their students will be approved for inclusion. The DCWDB will continue to work together, with employers and training providers, in the development of appropriate and industry relevant training opportunities.

The DCWDB will approve training providers on the approved Eligible Training Provider List (ETPL) that are offering training programs aligned with state and region in-demand occupations and sectors.

The Eligible Training Provider List is used to provide our job seeker customers with information regarding the types of training opportunities available, both in our workforce area and also in other parts of the state, as well as, out-of-state training opportunities. Information is also available regarding occupational skills that are in demand within the State and within our WDA, and other performance related data that assists them in making informed training choices.

Programs must train students for "high priority occupations" in our area, as defined by the state. Training providers requesting assistance in completing the application process are assigned a "point of contact," a staff person, employed by one of our WIOA Title I providers. Training providers are required to retain documentation to support their applications for a period of three years.

DCWDB staff reviews applications to make sure they are accurate and complete prior to forwarding them to the state for final approval. If we reject an application, we notify the training provider within thirty days. Training providers have thirty days to appeal our decision.

The statewide training providers/programs (ETPL) list is updated when new programs are approved. Individual training accounts can be applied only towards programs on this list. Training providers must retain records concerning participant enrollment and performance throughout the period of participation plus a minimum period of three years following the participant's completion or termination.

The DCWDB will comply with the provisions as outlined in WSP 04-2015, Appendix B when submitting applications for training services to be included on the Local Training Provider List (LTPL). Over the years, the DCWDB has developed strong working

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relationships with various training providers and closely with both our employer and training provider communities to identify any training or skill gaps identified in our region. The LTPL (similar to the statewide ETPL) will catalog training providers and their respective training services/programs *exempted from the statewide ETPL eligibility requirements*. We will ensure that this list remains up-to-date and will disseminate this list consistent with the requirements of this policy (WSP 04-2015) and through the PA CareerLink® system. Only providers that the local board determines to be eligible will be included on this list. This list will be comprised of training services contracted at the local workforce level. As the Commonwealth implements this policy, this will allow for emphasis on the “innovation and opportunity” part of WIOA.

In both the spirit and intent of the PA CareerLink® integrated public workforce system, the One Stop Operator, in collaboration with the monitoring completed by the DCWDB and the PA Department of Labor & Industry, will work to regularly update and ensure that the needs of key populations in needs of service are addressed. This includes groups significant to Delaware County including Limited English Speaking (immigrant populations), those with disabilities, returning citizens, disadvantaged and at-risk youth and others.

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 DCWDB Board, through its labor market assessment of both job seeker and employer needs, works diligently to bridge that gap to address the workforce and skill needs in matching job seeker supply to employer demand. This will be continual and ongoing assessment of needs through reviewing the performance measure results of programs and services. Working with the One Stop Operator, the PA CareerLink® Partners and other Community Partners, the Board will consider developing a community impact analysis, particularly regarding those target groups and those with barriers to employment, to determine the type and availability of appropriate employment and training services. Based upon this information, the Board will adapt the identified needs and priorities as part of its continuous improvement efforts and procurement processes.

Adult and Dislocated Worker employment and training activities in Delaware County include:

Career Services

- Provision of Labor Market Information (LMI), including job vacancies, skills gaps, High Priority Occupations, Career Pathways
- Outreach and Orientation
- Intake and eligibility determination
- Assessment
- Referrals to appropriate services
- Performance and cost information for training programs

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- Follow-up services
- Development of an Individual Employment Plan
- Career Planning and Counseling
- Short-Term prevocational services and workshops
- Internships, work experiences, and transitional jobs
- Connections to apprenticeships
- Job Location Services

Training Services

- Individual Training Accounts
- On the Job Training
- Incumbent Worker Training

Other Services

- Adult Basic Literacy Education services through Title II providers, Delaware County Community College, Pathways PA and the Delaware County Literacy Council.
- Financial Counseling and other Supportive Services

Activities are assessed in a variety of ways; through the local oversight and monitoring process, via the collection and review of job seeker surveys, and through contractor performance reporting. The oversight and monitoring process includes programmatic and file reviews to ensure compliance with contractual and programmatic requirements. Surveys and performance reports give a narrative and numerical view of the programming, to determine areas of success and areas of improvement.

The Executive Committee reviews and discusses performance reports in detail throughout the program year. The Executive Committee also reviews workforce programming proposals submitted annually, proving scores and feedback, determining any gaps in service that need to be addressed, and ultimately recommending program and provider selections to the Board as a whole.

The Board utilizes data and anecdotal evidence to determine the need for future programming. The availability of specific data on the long-term unemployed is not readily available, but will meet with partners and other community groups as necessary.

For providers of Individual Training Accounts, Delaware County has a representation of most private licensed schools in the county on the Eligible Training Provider List, as well as the Delaware County Intermediate Unit and Delaware County Community College, the Perkins providers in the county. Engagement with other postsecondary institutions and training providers will be expanded through further development of Career Pathways and the inclusion of micro-credentials on a Local Training Provider List.

The Delaware County WDB follows the state's Priority of Service Policy, WSP 05-2015, as

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follows;

Basic Career Services

Basic Career Services will remain available for all individuals regardless of eligibility requirements as long as funding is available to support such services.

Individualized Career Services and Training Services

Priority of service shall be given to **Title I Adult-Eligible Participants**, in the following order, as long as funding is available to support such services:

1. Veterans and spouses who fall into one or more of the following categories:
 - Recipient of public assistance
 - Other low-income individuals
 - Individuals who are basic-skills deficient
 - Underemployed and low-income
2. All other persons who fall into one or more of the following categories:
 - Recipient of public assistance
 - Other low-income individuals
 - Individuals who are basic-skills deficient
 - Underemployed and low-income
3. Veterans and spouses who do not fall into the above categories
4. All other Title-I Adult Eligible Participants who do not fall into the above categories

The Delaware County WDB has been prioritizing older and out of school youth for a number of years, before the implementation of WIOA emphasized this population. The specialized services provided by the programs procured ensure quality services for youth throughout the county.

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.

The DCWDB Board understands its development and leadership role in aligning, guiding and directing the county's public workforce system through strategic funding allocation, sharing of labor market information and other LMI intelligence, and maintaining a strong performance accountability system. Through this multi-faceted approach, the Board will work closely with all contracted service providers to ensure optimal services to job seekers and employers. Working as a team leader with all contracted partners, the Board will utilize the performance accountability measures, employer satisfaction and effective sector engagement as a basis of continuous improvement for all partners involved in the system. The DCWDB also maintains an effective and efficient procurement system that will be utilized to continually identify those contracted providers that are most

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competitive in providing high quality services to job seekers and employers.

Regarding the eligible training provider list (ETPL), Delaware County is fortunate to have 28 post-secondary institutions of higher learning, anchored (for the workforce development system purposes) by Delaware County Community College. These institutions will continue to place education and training opportunities within the ETPL system and offer job seekers the appropriate informed choices to address their skill needs. With the increased sector strategy efforts and work based learning the Board will also work closely with the institutions on the ETPL to consider more customized, certification and (stackable) credential opportunities to better serve employers.

The Board will utilize several measures and means to ensure that training provider is linked to in- demand industry sectors. Through the labor market analysis in an earlier section, the Board has prioritized certain sectors for Delaware County. Recognizing that high-quality jobs from high quality employers draw from a radius regardless of county lines, the Board will work collaboratively with its neighboring workforce development boards to align as effectively as possible both the Delaware County priority sectors and the region's priority sectors. The Board working closely with the PA CareerLink® offices, contracted partners and others that comprise the Business Services Teams, will develop a responsive system to engage the priority sectors. The employers comprising these sectors will be invited to be part of PA CareerLink® system and will be interviewed and surveyed to identify their needs. One of the Boards contracted partners, the Delaware County Chamber of Commerce, will also assist as a liaison and spokesperson for the employer community in identifying both short and long term needs.

The DCWDB current Individual Training Account (ITA) policy has a cap of \$5,000. The Board annually reviews the ITA cap and rules to ensure they are serving the individuals and job seekers as efficiently as possible. This is reviewed annually by the DCWDB and the policy is adjusted accordingly. The Board reviews local award levels based upon funds available, comparable effective practices, leveraging of other funds potential and other factors.

The Board will ensure that customer based informed choice is addressed through the regular reporting of the One Stop Operator to the Board, the results of monitoring and the information provided by the ITA eligible institutions.

All positions identified through the sector strategies will be linked directly with the High Priority Occupations (HPO) and subsequently to the Eligible Training Provider List (ETPL). Based upon the occupations identified, the Delaware County WDB will make every effort to ensure that these jobs are part of the identified HPO's in both Delaware County and the Southeast Pennsylvania Workforce Development region.

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Once those are identified, appropriate providers, both current and new providers if necessary, will be sought to provide occupational skill training and be listed on the ETPL.

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

The DCWDB Board is blessed with a very progressive, innovative and dedicated Youth Council as a committee of the DCWDB. The Youth Council strives to continually identify successful programs and address the challenging needs of both In School Youth and Out of School Youth. The Board currently funds eleven distinct programs as part of their WIOA Youth Program effort with these programs willingly accepting and targeting youth with disabilities. The DCWDB utilizes two major funding sources for youth programs including WIOA and TANF funds. To balance the services to meet the demand, the WIOA funds focus on Out-of-School Youth and the TANF funds serve In-School Youth. The Youth Council also is instrumental in the youth program design, increasing the work experience opportunities, developing strong Career Pathways (in cooperation with the Title II providers in the county and in the PA CareerLink®) and leveraging TANF Youth Development Funding.

DCWDB Youth Council members are comprised of dedicated, knowledgeable and passionate advocates for effective services for youth. The current Youth Council members and their affiliations include:

- Catherine Judge Cardillo, Mercy Health Corporation of SEPA
- Ed Coleman, Community Action of Delaware County
- Adam Gattuso, Monroe Energy, LLC
- Phil Lachimia, Delaware County Technical Schools
- Christine Rogers, Office of Vocational Rehabilitation
- William J. Santora, A&E Construction

Joan Chicklo of the Delaware County Office of Workforce Development is the staff liaison to the Youth Council. The DCWDB and Local Elected Officials realize the importance and value of an effective Youth Council and will continue to appoint individuals from organizations that will continue the high quality required to effectively serve youth in Delaware County and as applicable the Southeast Region.

Youth programs are based upon an objective assessment and needs analysis with every youth served. Once this objective assessment and needs analysis is completed, an Individual Service Strategy (ISS) (transitioning soon to a career pathway once appropriate guidance is received) is developed charting this individual's course with the services. From here the services largely take on two major directions, one is more work and job oriented with an emphasis on placement while the other direction is skill based with youth receiving some skill training in high priority sector areas then placed on a job.

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Both recognize the value of work and learning and utilize work experience and other work based learning opportunities as appropriate. All youth programs must encompass and demonstrate any or all of the 14 required elements of WIOA Youth Programs. The Title I Youth Coordinator, in cooperation with the Youth Council, will ensure the availability and implementation of all 14 required youth elements for eligible youth.

To better serve youth with disabilities, the DCWDB has several approaches. The Board dedicates and prioritizes the TANF funds to serve youth with disabilities. Additionally, during the objective assessment and needs analysis, should a youth be identified as a youth with a disability, they are provided information and referral if appropriate to the Office of Vocational Rehabilitation for consideration of services.

The Delaware County Workforce Development Board will continue to emphasize across all their youth program subcontracts the emphasis of serving youth with disabilities. Furthermore, the Board looks forward to increased opportunity in working with youth with disabilities in partnership with the Office of Vocational Rehabilitation (OVR). As noted by OVR, as a core partner, OVR has the ability to collaborate with the local 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 Title I 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 experience for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. The Delaware County WDB will also work closely with the OVR and other providers to ensure the services provided, such as counseling and guidance, individual living skills, self-advocacy training, workplace readiness training and job shadowing, will be an integrated and integral part of the Delaware WDB youth program suite of services.

Based on the requirements of WIOA, the DCWDB transitioned 100% of their WIOA youth funds to Out-of-School Youth (OSY). This was a major shift to OSY from previous years. These programs address two major efforts of the youth program in Delaware County. With the inception of WIOA, providers are adapting to significant changes in the way youth programs were formerly designed along with serving an expanded age range in the first year under new OSY requirements, the Board has just now starting to determine effective practices and programs.

The DCWDB Board provides two major types of youth workforce activities. One prioritizes employment and is not particularly skill specific. The other is skill specific and provides intense short term training in a high priority area then places the individual into related employment. All youth programs are based upon the successful completion

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of an objective assessment and needs analysis for all youth before they are placed in the most effective track to meet their needs.

One of the successful aspects of the DCWDB youth programs is the ability of the programs to work together effectively. These various programs often refer individuals to each other dependent upon student needs, ability of each of the contractors, and anticipated outcomes most beneficial to the youth.

For youth with disabilities, the TANF funds are the primary source of funds to address their needs. Additionally, during the objective assessment and needs analysis, should the staff become aware of a disability then this individual is referred to the Office of Vocational Rehabilitation (OVR). Since they are in the same PA CareerLink® office, if the program provider has determined that more intensive services are needed, then the process is streamlined.

Case Management staff are trained to complete eligibility as directed under WIOA and the Pennsylvania Department of Labor & Industry. Participant eligibility for WIOA Title IV program services may only be determined by an OVR Vocational Rehabilitation Counselor. Applications are entered into the CWDS system and all applicable eligibility paperwork is collected in the participant file. For those youth, both OSY and ISY, who are determined to “need additional assistance to complete an education program or to secure and hold employment,” staff are required to collect a letter of recommendation detailed why the youth requires additional assistance from a reputable source. This source can be a community organization such as the Delaware Literacy Council, a school teacher or counselor, or a pastor, among other sources.

The Delaware County WDB has implemented the following policy regarding requiring “additional assistance to complete an education program or to secure and hold employment” criteria:

Delaware County Workforce Development Board WIOA Youth Requires Additional Assistance Barrier Policy

REQUIRES ADDITIONAL ASSISTANCE BARRIER:

“An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.” WIOA 129(a)(1)(B)(i) & 129(a)(1)(c)(iv)(VII).

PURPOSE:

To provide a definition and criteria on the appropriate use of the “Requires Additional Assistance” barrier during eligibility determination requirements of the Workforce Innovation and Opportunity Act (WIOA) Title I youth programs.

CRITERIA:

❖ **Lacks Significant Work History-defined as:**

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- No employment history
- Limited employment history
- History of sporadic employment
- Significant gaps in employment
- Fired from one or more jobs
- Unemployed for more than 10 weeks out of the last six months

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

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

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

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

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

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

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

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

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

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

❖ WIOA ISY 5% Limitation

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

- That no more than 5% of ISY enrolled in a program year will be determined eligible based only on the “additional assistance” criterion contained in this policy
- That the criteria referenced in this policy is different from the WIOA 5% low- income eligibility exception (window) which allows 5% of local area participants who meet all of the other eligibility requirements to not be required to meet the low income threshold
- That the 5% low income eligibility exception (window) is calculated based on the 5% of participants enrolled in the program year who are required to be low-income to be eligible
- That the “WIOA Youth 5% Eligibility Exception” (RPT 232) standardized report created in the “Program Management” public folder in the Reporting Tool of the CWDS system will be utilized to insure that enrollment limits are not exceeded

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

Finally, connections with YouthBuild, Job Corps, and AmeriCorps are referral-based with regularly-scheduled presentations to participants. Neither YouthBuild nor Job Corps have a full-time presence in Delaware County. The Delaware County Workforce Development Board and the Delaware County Office of Workforce Development maintain strong connections with AmeriCorps and has hosted an AmeriCorps Vista annually for the past several years.

The Delaware County Workforce Development Board is blessed with a very progressive, innovative and dedicated Youth Council as a committee of the DCWDB. The Youth Council strives to continually identify successful programs and address the challenging needs of both In School Youth and Out of School Youth. The Youth Council strongly believes these policies and their implementation will greatly benefit Delaware County youth and young adults.

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

The DCWDB Board received notice of impending layoffs and communicates this information to the Commonwealth’s Rapid Response staff. The Rapid Response

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Coordinator assembles a group of appropriate staff to reach out to the employer (and the union if applicable) and provide the necessary Rapid Response Services. The DCWDB continues to monitor these activities to ensure there is a proper coordination of services.

A Business Services Team staff may serve on any committees that are developed to help coordinate services. The DCWDB may also seek additional funding for large-scale layoffs. These individuals may require significant support services.

The Delaware County WDB's Rapid Response Team is made up of experienced PA CareerLink® Title I and Wagner-Peyser staff, local community-based organizations), and the state-assigned regional Rapid Response coordinator. The Delaware County WDB will continue to support such effective local and regional coordination going forward.

However, there is room for local improvement by placing a greater focus on layoff aversion strategies such as incumbent worker training. The painful experience of the Delaware County WDB has been that dislocated workers often lack the 21st century skills to give them confidence that they can navigate the economic, social and even psychological challenges associated with job loss. We have found this to be especially true among long-tenured manufacturing production workers who often entered employment in the sector decades ago in a very different world. Through experience, seniority, and consistent contributions with their employers, these workers over time often earned their way to top pay rates, excellent benefits including maximum vacation and leave, and attractive work schedules (e.g. day shift positions.) Unfortunately, too often the job skills and process knowledge these workers acquired with a single employer is often firm-specific and not valued by other potential employers, even within the manufacturing sector. By contrast, higher-skilled manufacturing workers such as machinists, industrial electricians, and mechanics often develop and retain transferable skills that are in demand and can more quickly make the transition to jobs that approximate what they had with the previous employer. By placing a greater emphasis on WIOA's permissible use of adult and dislocated worker funds to support targeted incumbent worker training the Delaware County WDB looks to assist local employers expand and leverage their investments in word-class technology and processes in order to avert layoffs. When layoffs do occur, employees who took advantage of such training should more quickly make the transition back to family-sustaining employment.

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).

The DCWDB Board utilizes a common support platform to guide the services and activities of the workforce development system. The Board works collaboratively with the Delaware County Community College to guide and advise on postsecondary education offerings. The Board also provides labor market information and related information to secondary education institutions and the additional post- secondary institutions throughout the county.

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The DCWDB is committed to designing and implementing a strategic plan that aligns all workforce development with local education programs/activities to promote career pathways. The WDB and Youth Council goals include professional development for educators regarding career pathways as well as providing work-based learning opportunities for youth and young adults that result in the development of talent pipeline for area industries and employers.

One of the anticipated changes and evolution from the Workforce *Investment* Board to the Workforce *Development* Board is to assist in developing new programs or enhancing existing programs to include greater use of certifications and credentials that are critical to Delaware County and the Southeast PA Region employers as well as increasing the suite of Work Based Learning Opportunities available to both the education and employer sectors. The Board expects the work based learning to be a coordinated and measurable bridge from education to employment. The measurement and evaluation will allow the most effective programs to be maintained and duplicative and/or underperforming programs to be eliminated.

The DCWDB, through the PA CareerLink® Operator Consortium, ensures that a comprehensive cross-training and development plan is established for the PA CareerLink® sites and staff. The purpose of cross-training is to facilitate full access to services and the appropriate exchange of information.

To ensure services are not duplicated, the DCWDB will utilize a three-prong approach that includes a collaborative customer flow model based upon customer need, an emphasis on co-enrollment of participants, a review of resources aligned for ITA and OJT, and ongoing professional development and collaborative implementation of basic career services.

The DCWDB PA CareerLink® centers utilize a customer flow model based on customer need. The customer flow procedure incorporates a method to identify customer needs upon entry, and provides immediate engagement and connectivity to services during the customer's first visit. Our customer flow model includes a cohort of individuals that are served jointly by WIOA, Wagner-Peyser and other partner staff, specifically at basic service level. See Section 4.11 for a general illustration of the customer flow model.

Adult education activities including literacy, ESL and GED/High School Diploma programs, are an essential part of the success of job seekers through Delaware County. The DCWDB has an integral relationship with the Title II providers in Delaware County. In fact, the One Stop Operator Consortium at the current time includes two Title II adult education providers, the Pathways PA and the Delaware County Community College. The Delaware County Literacy Council is also closely involved at the WDB (the Delaware County Literacy Council is an active member of the WDB) and the PA CareerLink® levels.

As job seekers are identified and assessed as part of the customer flow in the PA CareerLink®

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they are referred to the Title II providers associated with the PA CareerLink®. As part of their assessment plan, job seekers may receive services either integrated with other partners or through services dedicated by Title II and then referred to the appropriate partner as noted in their career plans/career pathway.

Co-enrollment of participants across programs and funding streams, when appropriate, encourages the coordination and leveraging of resources among partners and facilities. Co-enrollment is a strategic necessity in the context of limited resources. PA CareerLink® partner staff work with co-enrolled participants across programs and funding streams when appropriate and coordinate as needed to assure that the participant receives the services that are needed.

The DCWDB provision of services to job seekers allows for customer choice, through ITA and OJT services, and maximizes the use of DOL resources to support training that meets the needs of both job seekers occupational goals, and the job skills needed by employers in the labor markets we serve.

The WIOA staff and State Merit staff work closely together to provide the basic career services needed by most customers and make the most efficient use of the staffing resources available in the DCWDA. At the same time, this allows the DCWDA to maintain as high as possible level of funding devoted to training services in our counties. The effectiveness of this approach is also reflected in the long and consistent record of meeting common performance measures.

The DCWDB service delivery structure allows for flexibility in service strategies, access to a wide range of services, and the ability to share and effectively utilize the resources available in the Delaware County Workforce Development Area.

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.*

As noted in Section 4.1, the Delaware County Workforce Development Board recognizes its role as the lynch pin in the workforce development system. Through this convening body, the DCWDB serves a nexus of workforce development needs across and in partnership with government, education, economic, community and workforce development to ensure the ongoing establishing of a seamless integrated mix of services to address both job seeker and employer/business needs.

The PA CareerLink® Delaware County offices are managed by veteran, experienced staff. The PA CareerLink® Delaware County Chester City is managed by a State Merit staff with the Department of Labor & Industry as the employer of record. The partners contribute to the salary of the Site Administrator. The PA CareerLink® Delaware County at Media is managed by a veteran staff totally paid for as a contribution by the Delaware County Community

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College. This site is also embedded into the Delaware County Community College. The Site Administrators functionally supervise all staff, including Wagner-Peyser and other partner staff, coordinates services, and is accountable for the center's performance measures. The Site Administrators oversee 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 Administrators 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.

With the advent of the One Stop Operator under WIOA, there are increased opportunities to ensure improvement of service delivery and avoiding duplication of Wagner-Peyser Act services and other services. It is the responsibility of the One Stop Operator to convene one-stop partners and work toward maximized coordination. The One Stop Operator is held accountable for the implementation and operations of the DCWDB Local Plan's service delivery system. Additionally, the One Stop Operator further agrees to manage, integrate, coordinate and conduct oversight of all services and resources in the PA CareerLink® - Delaware County in cooperation with the DCWDB and in accordance with the DCWDB Local Plan. The One Stop Operator roles and responsibilities which relate to the goal of maximizing coordination include, but are not limited to:

- Serve as an intermediary with all the partners at the PA CareerLink® – Delaware County.
- Develop, distribute and compile customer satisfaction and interest surveys. Assess customer needs and feedback to make recommendations to partners and the WDB for continuous improvement.
- Work with all partners to ensure that an effective referral mechanism is in place and utilized for the benefit of individual clients and the partners' performance.
- Develop and follow a customer flow to include, but not be limited to, triage of all customers to determine their needs and their applicable Priority of Service status, and ensure service delivery based on that status.
- Ensure the involvement, inclusion and integration of services with the Title I provider, Youth provider, EARN and other partners and all other programs at the PA CareerLink® - Delaware County.
- Ensure compliance with One Stop / PA CareerLink® certification criteria.

Additionally, with respect to Wagner-Peyser services is a member of the Delaware County WDB and is invited to participate and comment on the operations and collaboration with Title III services.

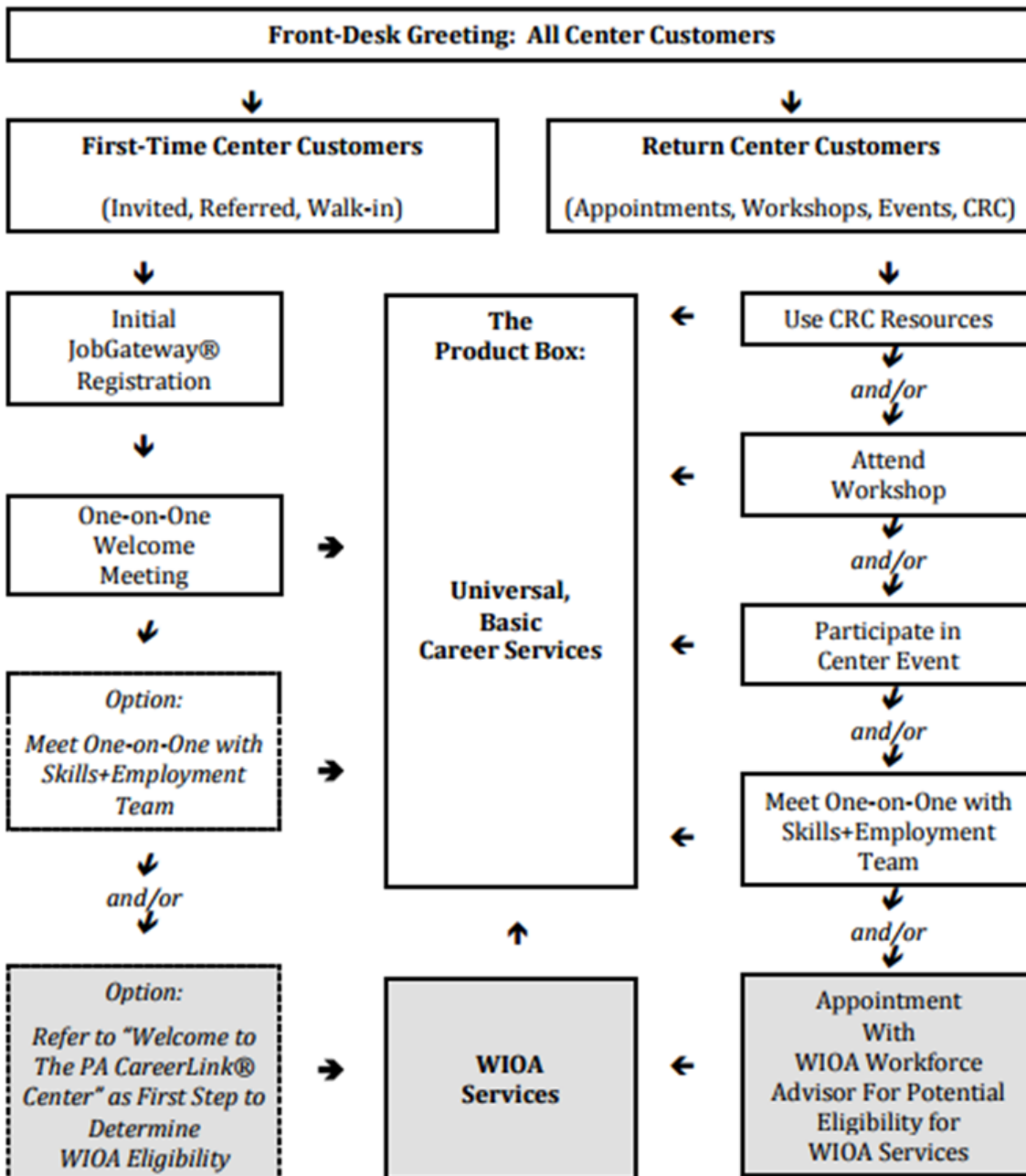
The PA CareerLink® Delaware County utilize the following general customer flow as the

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basis for each offices customer services:



Partner integration and customer experience is in a state of continuous improvement. The orientation, referral process and customer flow will be evaluated quarterly and updated as necessary. Upon receipt from the commonwealth the minimum requirements for orientation, customizable intake form, and Individual Employment Plan (IEP) template will be

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incorporated.

Mandatory bi-monthly meetings are held for all staff for the purposes of ensuring that all staff keep updated on the various services and programs available through individual agencies. Team building exercises, staff training activities on topics such as Disability Awareness, Violence Prevention, Dealing with Customers with Tact and Skill, Managing Multiple Priorities and Customer Service are among the topics included regularly on bi-monthly meeting agendas and individual staff training sessions.

The DCWDB Board has established two PA CareerLink® locations in the County, one in the city of Chester and the other embedded with the Delaware County Community College as part of their Workforce Entry Center. These two locations offer significant opportunities for all partners to engage different settings to address job seeker and employer needs.

The DCWDB will be utilizing technology, expanding community partnerships with both core partners and other community organizations, the Board will endeavor to provide the highest quality of service to job seekers, incumbent workers and employers. While access is available to all job seekers and incumbent workers, the provision of services and training is focused on those most in need and hardest to serve. The DCWDB utilizes the electronic record of the PA CareerLink® system to facilitate job seeker enrollment in services in both PA CareerLink® offices and other community based sites across the County. This electronic record keeping system will soon eliminate the need for job seekers to visit a physical PA CareerLink® location to access services.

The DCWDB will work in concert with all partners in the PA CareerLink® and the One Stop Operator to ensure that all staff in the PA CareerLink® offices work together to ensure that job seekers have access to career, training labor exchange and education services as necessary. At the PA CareerLink® offices, adults and dislocated worker receive career and training services as appropriate. These services, based upon the needs of the job seekers may include testing, assessment, counseling, workshops, training and other services to meet their needs. The WIOA staff work in partnership with the Adult Basic Education, Wagner-Peyser, and OVR staff to coordinate across programs where possible. PA CareerLink® offices hold monthly leadership meetings to further discuss, enhance and continuously improve these services. The DCWDB attends these meetings as available to guide and assist while also understanding the labor market opportunities and challenges facing the labor market.

The DCWDB works with all its contracted partners, with emphasis on the youth providers, to ensure appropriate referral network for all program participants. The programs are encouraged to work together to reduce and minimize duplication and provide the best match for services. The DCWDB will work closely with all providers to share information and data to increase efficiency and service to all participants across all

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programs.

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

The DCWDB Board has long standing successful partner relationships with the Title II Providers in the County. Title II Adult Education related services have always and will continue to be services that are integrated and are part of the strategic mission and vision of the Board.

The state plan, consistent with federal WIOA guidelines, requires that as part of the WIOA Title II adult basic education application process, the local board receive opportunity to review applications for alignment with the local plan. Local boards are not directly involved in WIOA title II solicitation and procurement; the title II competition is run solely by PDE, and all funding decisions are made solely by PDE. The local boards will review applications submitted to PDE for WIOA title II funds for alignment with the goals and strategies of the local area plan, and then provide recommendations to PDE on ways to improve alignment, if applicable.

Federal regulations require PDE to establish the process by which the local boards will review the WIOA title II applications for alignment with the local area plan and submit recommendations to PDE for improvement of alignment. PDE will receive the applications for title II funds and then distribute applications to the appropriate LWDB for review. PDE will develop related review documents and rubrics, and provide them to the local boards along with training on how to conduct the review and return the documents to PDE. All local boards must use the review documents and rubrics provided by PDE. Local boards have flexibility in determining which members of the local board participate in the review of applications. The review work can be led by local board staff, but cannot be limited to local board staff. Board members connected to entities that submit applications for WIOA title II funds or who have other conflicts of interest cannot participate in the review.

Through the One-stop Memorandum of Understanding process the WDB is currently working with the local WIOA Title II service provider to design how local Title I and Title II activities will be coordinated.

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

The DCWDB Board has identified various traits of targeted populations including young workers, older workers, immigrant/ limited English speaking, low educational attainment and limited work history. Individuals with these traits possess a greater chance of being unemployed due to possessing many of these barriers.

To address these needs, the Board's objective is to identify community based expertise

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focused on target groups that possess many of these barriers. For example, disengaged youth often possess multiple barriers including low education attainment, limited work history, and perhaps limited English speaking. As noted previously the Board has engaged organizations and their subject matter expertise in Program Year 17 that are experienced and knowledgeable of services to individuals possessing these barriers. Examples include Pathways PA for Senior Job Placement (Older Workers), Welcoming Center for New Pennsylvanians for Job Placement (immigrant/limited English speaking), and Community Action Agency of Delaware County for Building Trades Program (Out of School Disengaged Limited Work History youth).

With the emphasis of the public workforce system and PA CareerLink® offices to serve those with barriers to employment, the DCWDB will engage these organizations as Subject Matter Experts (SME's) to assist the public workforce system and PA CareerLink® offices to effectively and efficiently serve these job seekers.

The Board recognizes that not all job seekers or employers will access the one-stop delivery system through making the trip to the two brick and mortar PA CareerLink® Delaware County offices. In some cases, particularly for target groups or certain geographies within the county, alternative locations and methods of outreach need to be considered.

The Board will consider, in cooperation with the One Stop Operator, several methods to facilitate services. Through the use of technology, the Board will explore making services available at remote sites. In addition to CWDS and Job Gateway technology, the use of technology will allow PA CareerLink® staff, contracted providers, and community partners to assist job seekers and employers. For example, three current contracted partners, Goodwill Industries, Community Action of Delaware County and the Welcoming Center for New Pennsylvanians, provides a mix of programs that assist many low income, immigrant and other target groups. With the effective use of technology, efficient data and information sharing, and staff training they could assist appropriate job seekers in career services in the one-stop system. For employers, outreach through the Delaware County Chamber of Commerce could provide enrollment and engagement of employer partners.

Throughout all of these programs, all programs are or will be available to services provided to individuals with disabilities eligible for services under Title IV of WIOA. In this case, OVR Vocational Rehabilitation Counselors provide eligible Title IV customers with multiples, individualized services such as diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training and job placement.

Another system wide opportunity for exploration by the Board and the one-stop system is the Delaware County Library System. Delaware County (per the Delaware County Library system website) is home to 26 libraries at 28 locations that serve 49

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municipalities throughout the county. With a helping culture and broad community access, the Board will work closely with the library system and the local libraries to expand the one-stop system capabilities.

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

The WIOA embeds sector strategies as the preferred way of engaging employers and doing business in workforce development. The DCWDB has a long and successful history of sector strategy implementation including collaborative work with contiguous workforce development areas. While addressing the needs of job seekers is best addressed at the county level, the employer and sector solutions are optimally addressed at the regional level. After all, skill sets do not stop at county (or state) lines. Toward that end, the DCWDB prefers to address these sector needs on a county oriented regional solutions basis.

Previous or current successful sector strategies include Southeast Pennsylvania Health Care Alliance, Southeast Pennsylvania Defense Transition Collaborative, Southeast Pennsylvania Workforce Development Partnership, Southeast Pennsylvania Workforce / Economic Development Collaborative, and the Philadelphia Business Education Career Awareness Project. Most recently, Delaware County has partnered with Chester County and the Delaware Community College with the Delaware County Community College Manufacturing Alliance. With the Southeast Pennsylvania Workforce Region engaging the Next Gen Sector Partnership, Delaware County will work both regionally and locally to expand and enhance out sector efforts.

Based on the labor market analysis (in section 1.1) those sectors identified by either levels of employment (such as Health Care, Accommodations and Food Services, and Manufacturing) or those with higher Location Quotients (LQ) (such as Educational Services, Finance and Insurance and Management of Companies) will be targeted for enhanced sector strategy efforts. Additionally, in collaboration with the Delaware County Economic Development, the DCWDB may focus on emerging sectors such as the proposed energy sector opportunities with the liquefied natural gas site on the Delaware River waterfront in Marcus Hook in Linwood.

Key to the engagement of these sectors is recognizing that recent evidence based studies demonstrate that many people learn through working. With this enhanced work-based learning strategy, the DCWDB will work closely with their core and other partners to develop a suite of Work Based Learning strategies for employers and target specific sectors in order to aggregate the demand. This will involve all aspects of our partners' expertise including but not limited to the contextual learning capacity of our Title II Adult Education partners, labor exchange of our Title III partners and disabilities expertise of our Title IV partners. This is just one example of our expectations as the Board moves

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forward in the implementation of WIOA.

The PA CareerLink® Business Services Teams (BST) will be integral to the success of the sector initiatives. With the Chamber of Commerce and county Economic Development assisting in referring businesses and sector interests to the PA CareerLink® and supporting the sector initiatives. The BST is comprised of all partners that have capacity and interest in collaborating with common employer engagement in the PA CareerLink® Delaware County. This includes WIOA Title I staff, WIOA Title III staff (including Wagner-Peyser, LVER representatives), Title IV (Office of Vocational Rehabilitation, Rapid Response) and others as may be identified in each office.

OVR Business Services Team staff provide multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV individuals. OVR business services include reasonable accommodation consultation, OJT, referral on tax credits or deductions. OVR also offers no-cost consultation on the American with Disabilities Act (ADA), accessibility standards and helping a business retain current employees following an accident, injury or disability. OVR's statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversity their workforce to include citizens with a disability.

The PA Department of Labor & Industry Unemployment Insurance is a key partner in the PA CareerLink® Service Delivery System. The PA CareerLink® Delaware County has worked closely with the Unemployment Insurance system.

These individuals as identified are directed to come to one of the PA CareerLink® locations for job search assistance. At the local 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 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.

The Delaware County WDB understands that employers need to understand their rights under the Law. The Delaware County WDB will work with the UC Service Centers Customer Services Section to request to conduct seminars on UC topics where these rights and responsibilities are explained. This will be another service for DCWDA employers.

Through the ongoing regional collaboration, the Southeast PA Directors will also identify continued Regional BST as time and planning permits and with coordination of other regional initiatives such as the Next Gen Sector Partnership and other sector initiatives.

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

The DCWDB Board understands that the efficient application and use of supportive services is often the critical difference for an individual to successfully complete a program and maintain and sustain employment. Supportive services are provided to individuals based upon need. Upon determining the need, community resources are solicited including but not limited to Faith Based Organizations, Community Based Organizations, other county agencies and other resources. Other partner and community organizations are solicited and supportive services needs are addressed. Depending on funding source and related participant eligibility for those resources, additional supportive services may be provided (e.g., EARN funds).

A critical and overarching factor to all employment is the reliable availability of transportation to education and training programs and ultimately reliable employment. Delaware County, as part of the SEPTA system, has a diverse mix of transportation resources available for job seekers.

Adults in Delaware County generally have a shorter commute to work: 60% of the adults living in Delaware County commute less than 10 miles to work. As the chart indicates, many Delaware County residents face comparatively short commutes to work. As the career pathway is developed and implemented with each job seeker as part of the public workforce system, this commuting issue is one of the areas needing addressed.

Commuting Distance for Delaware County Workers		
Total	243,357	100.00%
Less than 10 miles	144,797	59.50%
10 to 24 miles	49,888	20.50%
25 to 50 miles	8,275	3.40%
Greater than 50 mi.	15,331	6.30%

Source: US Census Bureau, On The Map

Application: <http://lehdmapp.ces.census.gov>

Fortunately, Delaware County is part of the SEPTA system with ample opportunities for public transit throughout the counties. In addition to public transportation being available at both PA CareerLink® locations, SEPTA also has an extensive network of public transportation available throughout the county. Public transit has been a vital component of community life in much of Delaware County. SEPTA is the sole provider of fixed-route public transit within Delaware County. SEPTA's public transit system operating in or partially in Delaware County consists of one elevated rail line, four regional rail lines, four light rail lines, one high-speed rail line, and twenty-seven bus routes. A portion of these routes only travel through the County for a short distance, making up a fraction of their entire journey, connecting Delaware County to neighboring counties and states. The DCWDB also participates on the advisory board and works closely with the Delaware County Transportation Management Association to

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coordinate transportation needs and issues including an annual Job Fair with the PA CareerLink® offices.

The Job Access/ Reverse Commute (JARC) program funded by the Federal Transit Administration (FTA) was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. The JARC funding was used by SEPTA to provide additional service to passengers at times when regular transit operations would not be justified, such as the late evening, early morning, and on Sundays. Many low-income workers and Temporary Assistance for Needy Families (TANF) recipients in Delaware County rely on transit in order to work night shifts and on weekends.

While 74% of residents in Delaware County drove a car, truck or van alone to work, 11% of county residents relied on public transportation to work. This is almost three times than the neighboring suburban counties illustrating the importance of public transportation in Delaware County. Based on the extensive network of public transportation in the County (per the county map below), the DCWDB Board will work closely with SEPTA, community agencies and others to enhance the availability of transportation as a means to attend education and training services and employment.

Transportation is one of the key supportive services necessary for success in being able to attend training and educational needs and maintain a job. Additional supportive services will be coordination between and among the PA CareerLink® partners and other community partners to ensure maximum opportunities are identified and funds and resources leveraged accordingly.

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.***

Working under the leadership and role of the One Stop Operator, the local area service providers through the primary responsible partners in the PA CareerLink® offices will collaborate and share information, outcomes and shared resources. This will be expected by all partners throughout the public workforce system. The PA CareerLink® will utilize the expertise of the partner agencies to assist and advise the other partners in the public workforce system regarding the appropriate integration of and access to the entire set of services available in the local area one-stop delivery system.

For example, recognizing the value of and subject matter expert (SME) talent of the Office of Vocational Rehabilitation offices and their staff and in accordance with Section 107 of the WIOA legislation, the Board will utilize OVR expertise regarding assessment, career

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pathways development, education training and placement for individuals with disabilities. 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. This will provide for significant collaboration and information sharing. With OVR as a full partner in the PA CareerLink® and holding a seat on the Board, we are optimistic that this relationship will grow to better serve individuals with disabilities. Similar professional development and information sharing will be completed by all the partners and other community organizations engaged with activities, services and assistance in the public workforce system.

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

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

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

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

Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate determined by the U.S. Treasury and will accrue during the entire time of the appeal process. This interest is waived if the debt is paid before the 31st day following issuance of the final determination. If the appeal is upheld, all interest will also be waived. However, if the appeal results in any disallowed costs, interest will be assessed on the amount disallowed.

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

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

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

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

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

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

The Delaware County Workforce Development Board will implement the actions necessary to become or remain a high-performing board once related guidance has been issued by the Pennsylvania Department of Labor & Industry.

Related to being a high performing board, the DCWDB Board understands its development and leadership role in aligning, guiding and directing the county's public workforce system through strategic funding allocation, sharing of labor market information and other LMI intelligence, and maintaining a strong performance accountability system. Through this multi-faceted approach, the Board will work closely with all contracted service providers to ensure optimal services to job seekers and employers. Working as a team leader with all contracted partners, the Board will utilize the performance accountability measures, employer satisfaction and effective sector engagement as a basis of continuous improvement for all partners involved in the system. The DCWDB also maintains an effective and efficient procurement system that will be utilized to continually identify those contracted providers that are most competitive in providing high quality services to job seekers and employers.

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

The DCWDB Board and LEOs posted the plan for the required thirty-day review on July 17, 2017. The Board also specifically contacted via email the members of the Workforce Development Board (representing business, labor, education and industry), all contracted and core partners, and select community partners making them aware of the availability of the plan and inviting them to review and comment on the plan. Should individuals not have electronic access, the DCWDB provided hard copies available as necessary including special accommodations for those with disabilities.

The plan was made available through the DCWDB Board website for public comment. A notice was also posted in the Delaware County Daily Times in accordance with Board policy for three days. Workforce Board members and other essential partners were notified of the availability to read and review the plan. This will include members of County Council, Workforce Development Board, and PA CareerLink® Delaware County, the One Stop Operator and PA CareerLink® partners.

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

The DCWDB Board and LEOs posted the plan for the required thirty-day review on July 17, 2017 on the Board website and in the local newspaper for three days as required by county policy. The Board also specifically contacted via email the members of the Workforce Development Board (representing business, labor, education and industry), all contracted and core partners, and select community partners making them aware of the availability of the plan and inviting them to review and comment on the plan. Should individuals not have electronic access, the DCWDB made hard copies available as necessary including special accommodations for those with disabilities.

The Board will review all public comments received and responded both directly to the submitter and posted all public comments to the plan with responses on the DCWDB website and included in the plan as required by the PA Department of Labor & Industry.

After the review period closed on August 17, 2017, the Delaware WDB did not receive any comments to the regional or local plans.

ATTESTATIONS

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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. **Not Applicable.***

REQUIRED ATTACHMENTS

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Effective Date: 1/1/18

Attachment 1—Performance Measures Table (Reference Item 2.4)

Attachment 2—Organizational Chart Depicting Separation of Duties (Reference Item 3.1)

Attachment 3—One-Stop Location and Program Services Template (Reference Item 3.2 & 4.2)

Attachment 4—Public Comments and Local Board Responses (Reference Item 5.5)

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Attachment 1

Performance Accountability Template

Local Workforce Development Area name: Delaware County Workforce Development Area

Effective Date: January 1, 2018

WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	59.0%	%
Dislocated Worker	67.0%	%
Youth	58.0%	%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	58.0%	%
Dislocated Worker	63.0%	%
Youth	57.0%	%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	%
Dislocated Worker	\$6,300	%
Youth	\$2,100	%
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	48.0%	%
Dislocated Worker	48.0%	%
Youth	48.0%	%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	48.0%	%
Dislocated Worker	48.0%	%
Youth	48.0%	%
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	25.0%	%
Dislocated Worker	25.0%	%
Youth	25.0%	%

Local workforce development boards (LWDB) are required to include their WIOA core programs negotiated goals and attained performance as part of their four-year local plans, as well as any modifications to such plans

Attachment 2A

Chief/Lead Elected Official(s): Mario Civera, Jr. Chairman; Collen P. Morrone, Vice Chairman; John P. McBlain, David J. White, Michael Culp

Local Workforce Development Board (LWDB): Delaware County Workforce Development Board, Al Danish, Chair.

Fiscal Agent: County of Delaware

LWDB Standing Committees:

Executive, Finance, Planning/Performance,
Monitoring/Oversight, Youth, Local Management

Delaware County Workforce Development Board

LWDB Staff:

John Daly, Executive Director
Dawn Bernadelli, Finance Director
Carol Shields, Budget Technician
Karen Hofman, Quality Performance Manager
Helen Schwab, Compliance/Office Manager
Anthony Lerario, Monitor
Steve D'Avanzo, Monitoring & Outreach

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Service Delivery Entities: Required & additional program partners, program service providers -

WIOA Title I includes Delaware County Office of Workforce Development, Delaware Co Chamber of Commerce, Delaware Co CC, Educational Data Systems, Inc.

WIOA Title II: Delaware County Literacy Council, Pathways PA, Delaware County Community College

WIOA Title III/Wagner-Peyser: PA Dept of L&I, Bureau of Workforce Development Partnership & Operations

WIOA Title IV: PA Dept of L&I, Office of Vocational Rehabilitation

PA Dept of L&I, Office of UC Centers: UI

PA Dept of Human Services: TANF, EARN

PA Dept of Comm. & Econ Dev: Community Services Block Grant

Native American: Council of Three Rivers American Indian Center, Inc.

SCSEP - AARP Foundation

Migrant & Seasonal Farmworker - Pathstone

PA CareerLink[®] Operator
Operating Consortia (Pathways PA, Delaware Co CC, Delaware Co Office of Workforce Development)

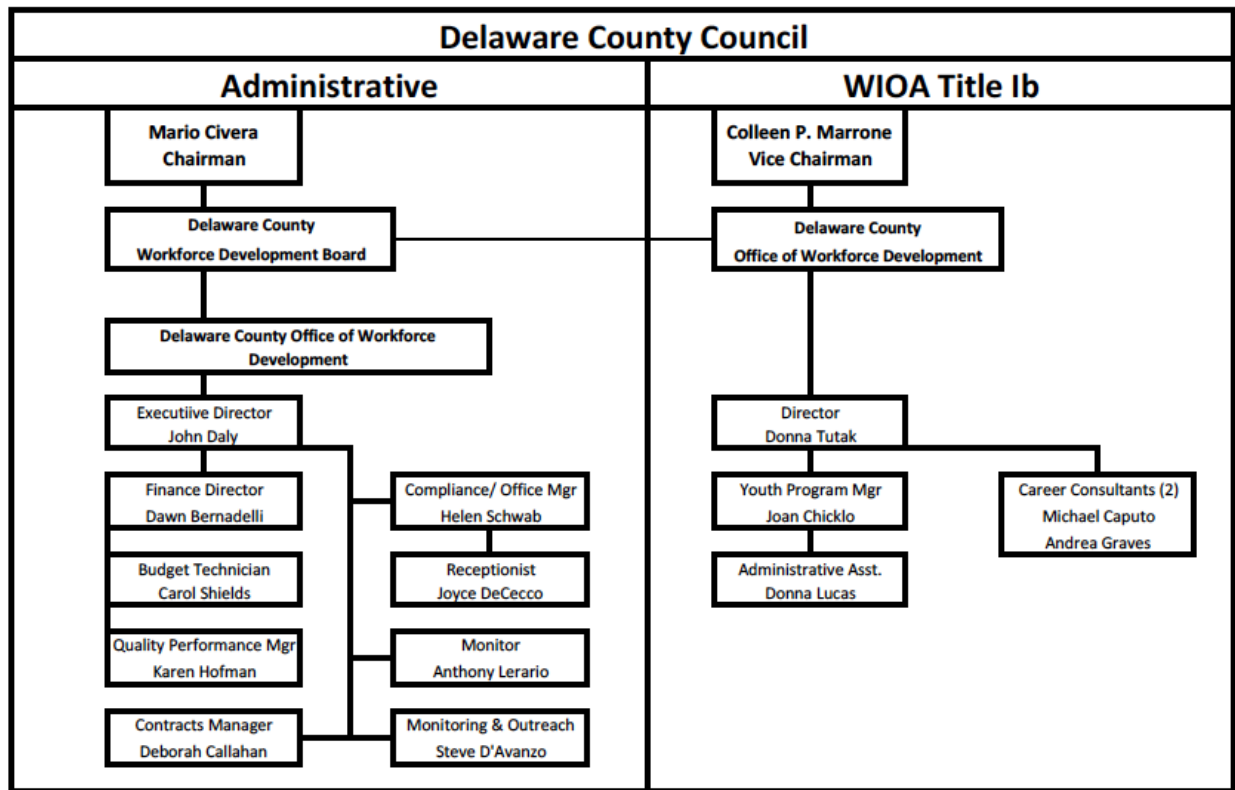
PA CareerLink[®] center(s) Site Administrator(s)
Susan Bond, PA CareerLink[®] Delaware County at Media
Marybeth Ferguson, PA CareerLink[®]

PA CareerLink[®] center(s)
PA CareerLink[®] Delaware County at Media
901 S. Media Line Road
Media, PA 19063
PA CareerLink[®] Delaware County at Chester City
701 Crosby Street, Suite B
Chester, PA 19013-6096

Delaware County Workforce Development Area

Organizational Chart

Structural Exception



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Attachment 3

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

Local Workforce Development Area name: **Delaware County Workforce Development Area**

Effective Date: **January 1, 2018**

As listed in the MOU as of July 1, 2017

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Bureau of Workforce Partnership and Operations WIOA Title III Services (Wagner-Peyser, Trade Act, Jobs for Veterans, Rapid Response, Foreign Labor Certification)	WIOA Title III, Programs authorized under Wagner-Peyser Act (29 U.S.C. et.seq)	Jim Nichols, Regional Director jnichols@pa.gov
651 Boas Street, Harrisburg, PA	610-988-1378	www.pa.gov
WIOA Title I Services (Adult, Youth and Dislocated Worker)	WIOA Title I, Subpart B	Donna Tutek/ Office of Workforce Development, dutek@delco.org
701 Crosby Street, Ground Floor, Chester, PA 19013	610-447-3350	https://www.delcoworks.org/
WIOA Title II Adult Education & Literacy	WIOA Title II	Kate McGeever, kmcgeever@delcoliteracy.com
Delaware County Literacy Council	610-876-4811	www.delcoliteracy.com
WIOA Title II Adult Education & Literacy	WIOA Title II	Jeffrey Kriebel, JKRIEBEL@dccc.edu
Delaware County Community College	M,W, 484-237-6246; T, TH, 610-723-4095	www.dccc.edu
WIOA Title II Adult Education & Literacy	WIOA Title II	Maria Duncan-Prince, Mduncan-prince@pathwayspa.org
Pathways, PA	610-543-5022, Ext. 239	www.pathwayspa.org
WIOA Title IV, Office of Vocational Rehabilitation (OVR)	WIOA Title IV Title I of Rehabilitation Act of 1973	Kevin Sand, District Administrator ksand@pa.gov
651 Boas St, Harrisburg, PA	484-250-4340, Ext. 110	www.pa.gov
The Workplace	Title V of the Older Americans Act	Michael McCarthy, VP National Initiatives
350 Fairfield Ave, #302, Bridgeport, CT 06604	203-610-8500	www.workplace.org

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Carl Perkins Career & Technical Education	Carl Perkins Career & Technical Education Act of 2006	Susan Rapp, srapp@dccc.edu
Delaware County Community College	610-359-5040	www.dccc.edu
Community Services Block Grant (CSBO)	Community Services Block Grant	Edward Coleman, colemane@co.delaware.pa.us
Community Action Agency of Delaware County, Inc.	610-891-5101	www.co.delaware.pa.us
PA Department of Labor and Industry, Office of UC Centers	State Unemployment Compensation Laws	Barbara A. Mourer, Director, Office of UC Service Centers bmourer@pa.gov
651 Boas Street, Room 625 Harrisburg, PA	717-783-4127	www.pa.gov
PA Department of Human Services	Part A of the Title IV of Social Security Act	Edward Whisler, ewhisler@pa.gov
Harrisburg, PA	215-560-2150	www.pa.gov
Migrant & Seasonal Farmworkers	WIOA Title I, MSFW (National Program)	Nita R. D'Agostino, ndagostino@pathstone.org
Kennett Square, PA	717-234-6616	www.pathstone.org
Council of Three Rivers American Indian Center, Inc.	Native American Program	Bill Reckard, breckard@cotraic.org
1855 New Hope St. Norristown, PA 19401	610-292-3034	www.cotraic.org

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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.

Attachment 4

The Delaware County Workforce Development Board posted for public comment the PY 2017-2019 Multi-Year Local Area Plan in accordance with required guidelines.

No public comments were received.



Local Plan

2017-2019

Montgomery County Workforce Development Board

1/1/2018

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

1. STRATEGIC PLANNING ELEMENTS: Local Area Workforce and Economic Analysis

Questions in this section are designed to address aspects of the local area's labor force such as its composition, and the determination of skill gaps between the talent needed by employers in the region and the knowledge and skills held by workers and job seekers. One question addresses the workforce development activities available within the region that are necessary to bridge the skill gaps that have been identified.

Local boards may provide a comparative analysis that describes similarities and differences between any of the regional plan narrative and what is (or may be) occurring in the local area.

Note: It is recommended that these plans include data samples and streamlined graphics/tables that support any narrative provided instead of large volumes of data, tables, and graphs.

Note 2: The local board must cite the source(s) that are used to collect all or part of the regional labor market data (e.g., Center for Information and Analysis (CWIA)).

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

Expectation: Narrative should focus on characteristics about the region's population such as age distribution, educational attainment levels, individuals with barriers to employment (based upon WIOA Sec 3.24), and employment status. This section should also focus on trends in each of these areas. Explain why some of these groups are harder or easier to serve. Data should be provided to support narrative as appropriate.

Montgomery County Workforce Development Area is comprised of Montgomery County in South East Pennsylvania. Overall, it is home to 824,076 citizens¹. With a 2016 labor force of 447,700, Health Care and Social Assistance accounts for the largest sector with 76,336 workers, represents 7% of the Gross Regional Product (GRP) with average earnings of \$51,283. The next largest sectors include Professional, Scientific, and Technical Services (employs 59,022, represents 12% of the GRP, with average earnings of \$101,446) and Retail Trade (employs 58,473, represents 4% of the GRP, with average earnings of \$31,685)².

High location quotients (LQs) indicate sectors in which a region has a high concentration of employment compared to the national average. The sectors with the largest LQs in Montgomery County include Bio-Medical (LQ=4.26), Real Estate, Finance and Insurance (LQ=1.49) and Business Services (LQ=1.43).

When looking at industry data through EMSI, Cyclic Crude, Intermediate, and Gum and Wood Chemical Manufacturing (LQ=15.69) and Electric Bulk Power Transmission and Control (LQ=15.31) account for the largest employment.

POPULATION

The population in Montgomery County is estimated to have increased from 799,874 in 2010 to 824,076 in 2017, resulting in a growth of 3.0%. Over the next five years, the population is projected to grow by 1.9%. The population in the Southeast Region is estimated to have increased from 3,921,550 in 2010 to 4,011,459 in 2017, resulting in a growth of 2.3%. Over the next five years, the population is projected to grow by 1.5%.

In 2017, the median age for Montgomery County is higher than the region at 41.6, while the average age

¹ Population estimates per Claritas

² EMSI, 2017

is 41.1. Five years from now, the median age is projected to be 42.4. Comparatively, the current year median age for the Southeast Region is 38.4, while the average age is 39.5. Five years from now, the median age is projected to be 39.3.

Of Montgomery County's current year estimated population most are White Alone (78.3%), 9.5% are Black or African American Alone, 0.1% are American Indian and Alaska Nat. Alone, 7.8% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 1.9% are Some Other Race, and 2.4% are Two or More Races. The Southeast Region is more diverse with 63.4% are White Alone, 22.7% are Black or African American Alone, 0.3% are American Indian and Alaska Nat. Alone, 6.2% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 4.6% are Some Other Race, and 2.8% are Two or More Races. Montgomery County's current estimated Hispanic or Latino population is 5.1%, which is less than the Southeast Region (10.2%).

HOUSEHOLD

The number of households in Montgomery County is estimated to have increased from 307,750 in 2010 to 317,489 in 2017, resulting in an increase of 3.2%. Over the next five years, the number of households is projected to increase by 1.9%. Comparatively, the number of household in the Southeast Region is estimated to have increased from 1,505,391 in 2010 to 1,546,954 in 2017, resulting in an increase of 2.8%. Over the next five years, the number of households is projected to increase by 1.8%.

EDUCATION

Just under half of the population in Montgomery County have an advanced degree (46.8%) compared to 32.8% in the region. The region (12.0%) has double the amount of the population who did not graduate high school when compared to the county (6.3%). Currently, it is estimated that 14.0% of the population age 25 and over in Montgomery County had earned a Master's Degree, 4.0% had earned a Professional School Degree, 2.8% had earned a Doctorate Degree and 26.0% had earned a Bachelor's Degree. In comparison, for the Southeast Region, it is estimated that for the population over age 25, 9.4% had earned a Master's Degree, 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had earned a Bachelor's Degree.

INCOME

The average household income in Montgomery County in 2017 is estimated to be \$114,222, which is higher than that of the Southeast Region (\$85,346.208). The average household income in Montgomery County is projected to change over the next five years, from \$114,222 to \$121,574. The average household income in the Southeast Region is projected to change over the next five years, from \$85,346 to \$92,354.

HOUSING

Most of the dwellings in Montgomery County (73.0%) are estimated to be Owner-Occupied for the current year, which is more than the Southeast Region (65.4%). Just under one in five (17.0%) housing units in Montgomery County are estimated to have been built between 1939 or Earlier for the current year, which is less than the Southeast Region (26.0%).

EMPLOYMENT

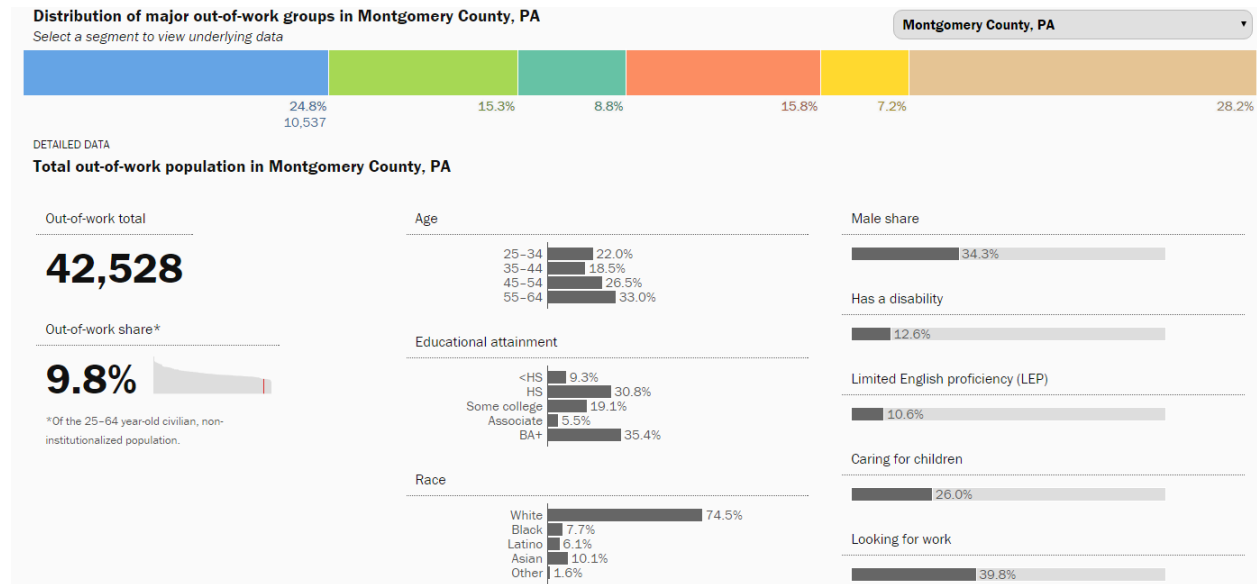
More individuals in Montgomery County are employed civilians (64.3%) than in the region (57.8%), 4.3% are unemployed civilians (6.2% in the region), and 31.4% are not in the labor force (36.0% in the region). Workers are more likely to hold a white collar occupation in the county (72.0%) than in the region (64.5%), while 14.4% hold blue collar occupations (17.2% in the region) and 13.6% are occupied as service and farm workers (18.3% in the region).

The highest percentage are employed in Office and Administrative Support (12.7%) or Sales and Related Services (10.9%), which is similar to the region (13.8% and 10.5% respectively).

For the civilian employed population age 16 and over in Montgomery County, it is estimated that they are employed in the following occupational categories: 2.0% are in Architecture and Engineering, 2.0% are in Arts, Entertainment and Sports, 6.7% are in Business and Financial Operations, 4.4% are in Computers and Mathematics, 7.5% are in Education, Training and Libraries, 7.5% are in Healthcare Practitioners and Technicians, 1.7% are in Healthcare Support, 2.0% are in Life, Physical and Social Sciences, 12.6% are in Management, 12.7% are in Office and Administrative Support, 1.7% are in Community and Social Services, 4.6% are in Food Preparation and Serving, 2.0% are in Legal Services, 1.4% are in Protective Services, 10.9% are in Sales and Related Services, 2.9% are in Personal Care Services, 2.8% are in Building and Grounds Maintenance, 3.9% are in Construction and Extraction, 0.1% are in Farming, Fishing and Forestry, 2.6% are in Maintenance and Repair, 4.0% are in Production, and 4.0% are in Transportation and Moving.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: 1.6% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 5.6% are in Business and Financial Operations, 2.9% are in Computers and Mathematics, 6.3% are in Education, Training and Libraries, 7.0% are in Healthcare Practitioners and Technicians, 2.9% are in Healthcare Support, 1.4% are in Life, Physical and Social Sciences, 9.9% are in Management, 13.8% are in Office and Administrative Support, 2.0% are in Community and Social Services, 5.5% are in Food Preparation and Serving, 1.5% are in Legal Services, 2.3% are in Protective Services, 10.5% are in Sales and Related Services, 3.7% are in Personal Care Services, 3.6% are in Building and Grounds Maintenance, 4.0% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 2.7% are in Maintenance and Repair, 5.0% are in Production, and 5.6% are in Transportation and Moving.

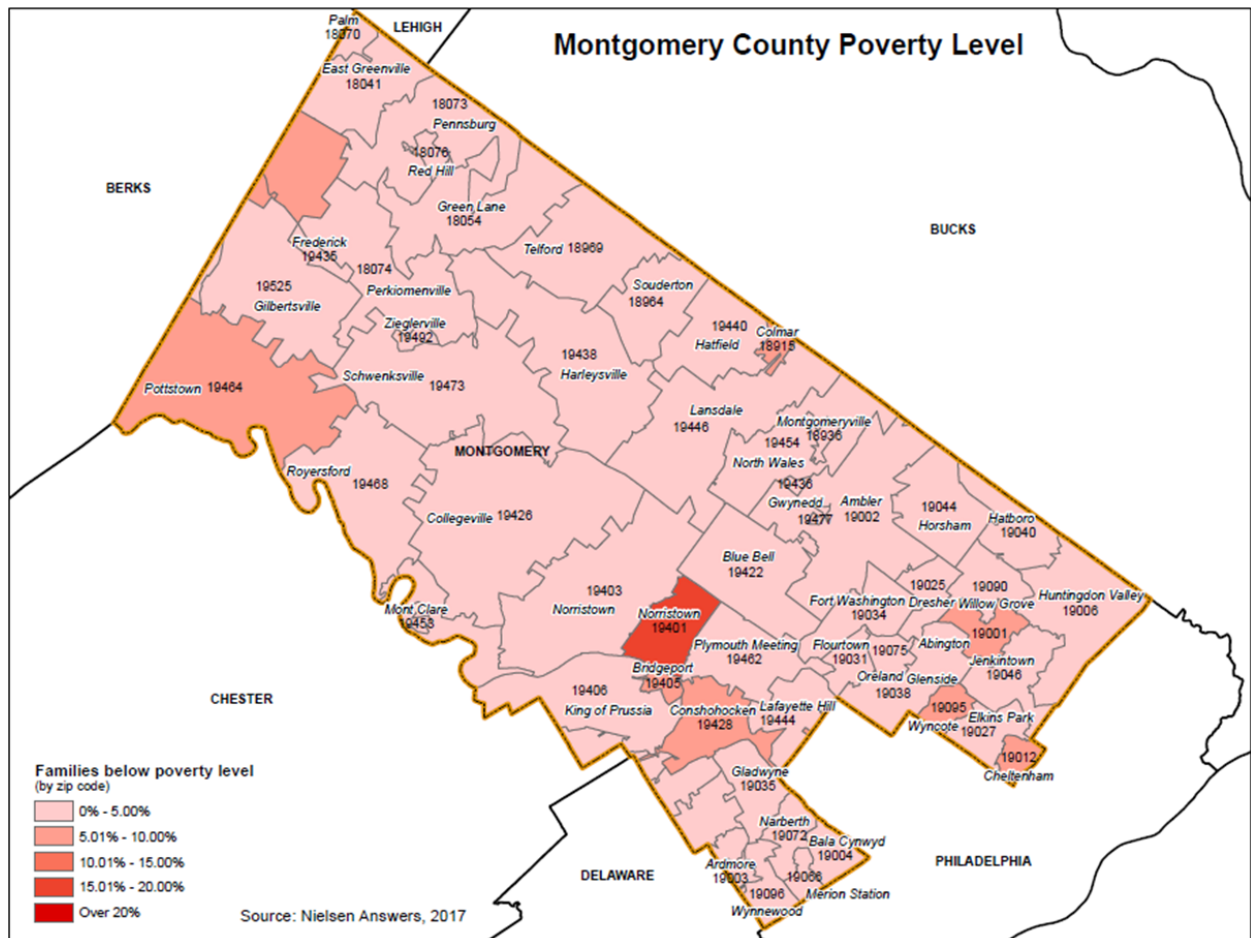
The image below illustrates the profile of out of work individuals in Montgomery County. They are more likely to be Caucasian (74.5%), female (65.7%), have a Bachelor's Degree or higher (35.4%) and be between the ages of 55-64 (33.0%).



Most of the employed population in the county drives alone to work (78.5%) with an average travel time of 31 minutes. This is similar to the region where 69.0% drive alone to work, 12.5% use public transit and 8.1% carpool, the average travel time is 32.5 minutes.

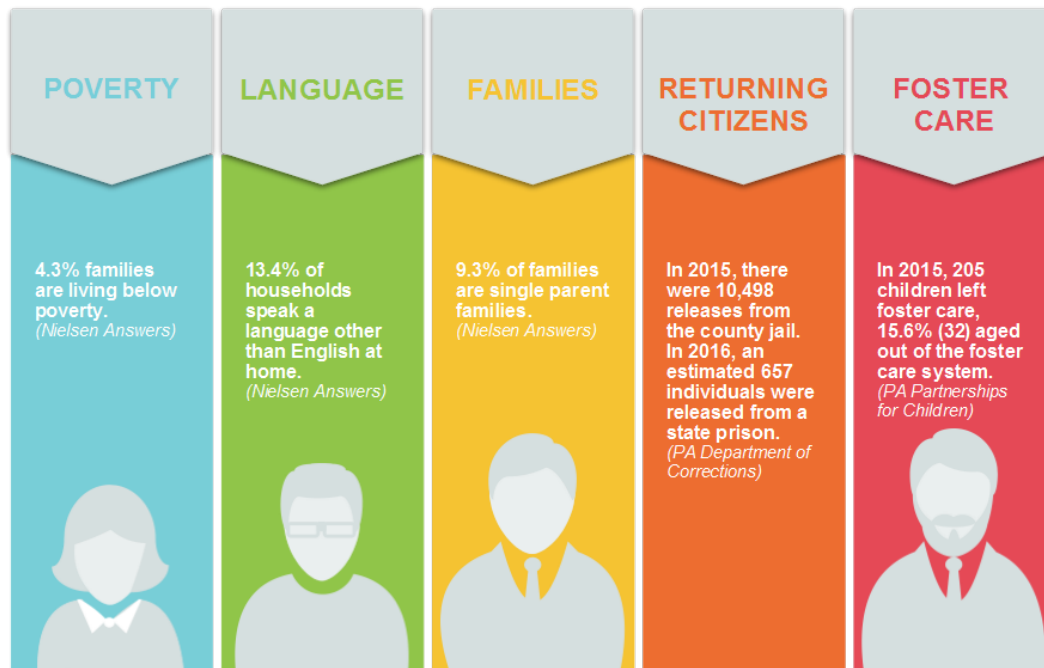
POPULATION WITH BARRIERS

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 Montgomery County, 4.3% of families are living in poverty. There are pockets of the County (Norristown) with higher percentages of families living in poverty. Single parents are more likely to be living in poverty, with 9.3% 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 Montgomery County, in 2016 there were 657 individuals released from a state prison and in 2015 there were 10,498 individuals released from the county jail.

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 Montgomery County, approximately 32 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 Montgomery County, 3.8% of those employed have a disability, while 11.8% of those unemployed have a disability. In the County unemployment is 169% higher for those with a disability (15.7%) compare to those without a disability (5.9%). There are also 7,512 students receiving services through the local Intermediate Unit, with half (51.6%) of those students having a learning disability, 6.7% have an intellectual disability, 1.7% have a speech/language impairment, 12.6% have emotional disturbances, 16.1% have health implications and 10.7% 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.

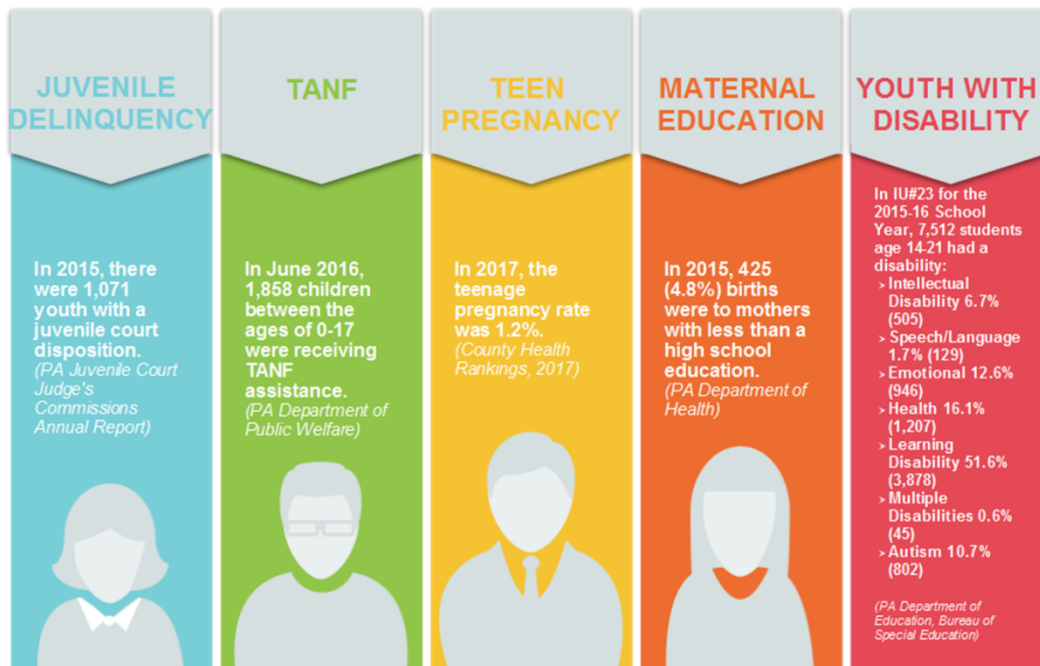
- By age 22, only around 50 percent of teen mothers have received a high school diploma and only 30 percent have earned a General Education Development (GED) certificate, whereas 90 percent of women who did not give birth during adolescence receive a high school diploma.
- Only about 10 percent of teen 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 Montgomery County, in 2017 the teenage pregnancy rate was 1.2%, there were 1,858 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 1,071 youth had a juvenile disposition in 2015, and there were 425 (4.8%) births to mothers with less than a high school education.



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 2016, there were 28 individuals counted in Montgomery 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 683 students in Montgomery County who met the McKinney-Vento definition of homeless.



LABOR MARKET TRENDS

In 2016 the unemployment rate in Montgomery County was 4.2%, with a labor force of 447,700. The unemployment rate has fluctuated for the first few months in 2017 between 3.6% and 4.1%.

Annual Average Labor Force Statistics, 2016

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	447,700	429,000	18,700	4.2

Source: Center for Workforce Information and Analysis

Seasonally Adjusted Labor Force Statistics, 2017

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	446,500	430,400	16,100	3.6
February	447,600	430,100	17,400	3.9
March	446,600	429,900	16,700	3.7
April	449,000	430,500	18,400	4.1

Source: Center for Workforce Information and Analysis

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.? [20 CFR 679.560(a)(2)]

MontcoWorks defines the skills gap as the difference in skills required by employers and the skills possessed by employees or job seekers. It is the goal of MontcoWorks to bridge that gap through occupational skills training, on-the-job training, customized job training, a strong relationship with Title II Providers, and through meaningful conversations with employers regarding their needs. This also includes conversations surrounding the aging workforce and the skills needed to replace those that retire. Montgomery County has a very diverse workforce ranging from entry level positions to the highest of executive positions and MontcoWorks aims to assist employers with filling all positions regardless of the skill level needed. The top skills needed, according to May 2017 job postings provided by the Conference Board Help Wanted Online dataset, are quality assurance, human resources software, structured query language, technical support, Java, and customer relationship management.

Top 10 Help Wanted OnLine™ Skills	
Skills	OnLine™ Job Postings
Quality Assurance	1,069
Human resources software	893
Structured query language	788
Technical support	533
Java	505
Customer relationship management	476
Quality control	419
Systems Development Life Cycle	391
JavaScript	388
Pediatrics	370

The most in demand certifications, according to the same dataset, are Driver's License, Certified Registered Nurse, Certification in Cardiopulmonary Resuscitation, Accounting, and Commercial Driver's License.

Top 10 Help Wanted OnLine™ Certifications	
Certifications	OnLine™ Job Postings
Driver's License	2,107
Certified Registered Nurse	1,069
Certification in Cardiopulmonary Resuscitation	622
Accounting	448

Commercial Driver's License	447
Occupational Safety & Health Administration Certification	402
Continuing Education	340
HAZMAT	316
Basic Life Support	280
Licensed Practical Nurse	266

Overall, the needed skills and certification align with the top industries in Montgomery County, by NAICS employment, which are Restaurants and Other Eating Places, Elementary and Secondary Schools, Management of Companies and Enterprises, General Medical and Surgical Hospitals, Employment Services and Computer Systems Design and Related Services.

Top Industries by Employment, 4 Digit NAICS Montgomery County WDA	
2016 Preliminary	
NAICS Title	Average Employment
Restaurants and Other Eating Places (new 2012)	25,354
Elementary and Secondary Schools	22,135
Management of Companies and Enterprises	14,306
General Medical and Surgical Hospitals	13,561
Employment Services	13,535
Computer Systems Design and Related Services	12,507

MontcoWorks routinely looks at these industries and those that are growing to engage training providers and coordinate the needs of the ETPL. On a more short term plan, since the top needed skills vary from month to month based on job postings so it is the focus of MontcoWorks to ensure that the service provider is continually discussing skill needs with local employers in need of hiring assistance. The MontcoWorks performance team created an Ad-Hoc report in the Commonwealth Workforce Development System (CWDS) that assists in matching the needs of the employer with the skill history of a job seeker. The report enables staff to view all job seekers that have held a job based on a series of keywords related to skills or job titles provided by the employer. It can be run by city, county or region depending upon the need of the employer.

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?

There are several challenges that Montgomery County faces in aligning existing job seeker skills and education and training activities with the needs of regional employers. According to the ACS 5 Year Estimates, the percentage of Montgomery County residents that speak English less than “very well” is 4.7%, which is higher than the state average (4.0%). MontcoWorks has built a strong relationship with Title II providers and community based organizations that provide ESL and ABE instruction and tutoring throughout the county to help improve language skills and reduce this element as a barrier to employment. Tutoring and instruction is available at the following locations:

Abington Free Library	Ardmore Free Library	Hatboro-Horsham School District	Keystone Opportunity Center
Literacy Council of Norristown	Montgomery County Community College	Montgomery County Correctional Facility	Montgomery County Opportunities Industrialization Center
Norristown Area High School	The Open Link	Pottstown YWCA Tri County Area	REDI, Inc.

While the poverty rate in Montgomery County is nearly half that of the overall state rate (6.4% to 12.0%), MontcoWorks still works diligently to help residents rise above the poverty rate. The Employment Advancement and Retention Network (EARN) strives to help individuals receiving Temporary Assistance for Needy Families (TANF) obtain and maintain family sustaining wages. To date, 79 out of 119 (66%) job placements have wages over \$10 per hour and 84 out of 119 (71%) have earned enough to have their cash grants close. MontcoWorks also works with other financially vulnerable individuals through a relationship with the County's homeless prevention program, Your Way Home, by providing career coaches as a supplement to the program's housing coaches. This population also faces the challenge of transportation and MontcoWorks, through its partnership with the PTMA and DHS, has worked to provide options to low income residents needing assistance during their time looking for employment as well as once employment is secured.

The percentage of Montgomery County residents between the ages of 25-64 that report a disability is 7.0%, 4% less than the state average. The unemployment rate for that population is 15.7% and the labor force participation rate is 50.3%, well above the state average of 41.2%. This is reflective of the relationship between MontcoWorks and the Office of Vocational Rehabilitation. Service delivery staff work in close conjunction with OVR staff to ensure that those with a disability are receiving the services needed to gain employment. MontcoWorks will continue to build upon the partnership with OVR to provide all workforce development partners with information and training on accessibility standards, disability talent recruitment, on-boarding clients with disabilities, and disability etiquette in an attempt to further reduce the unemployment rate and provide all residents, regardless of disability, the opportunity to gain and maintain meaningful employment.

While addressing issues related to implementing MontcoWorks' Priority of Service commitment under WIOA, the Board will also work with its regional partners on addressing a number of key issues of employers and the broader population of the region, including:

- An aging workforce, particularly in key occupations in the Manufacturing Sector;
- Aligning educational attainment of the population with skill needs of employers, with a particularly focus on middle-skill jobs accessible with specialized credentials below the 2-year and 4-year levels;
- Under-employment of workers;
- Increasing the labor force participation rate through promotion of job opportunities and skill pathways; and
- Cross-sector strategies that address the needs of employers across all sectors for computer/IT literacy, customer service skills, and work ethic.

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

MontcoWorks engages Montgomery County employers to develop activities that match industry needs which are responsive to a variety of their workforce challenges. Services provided through the PA CareerLink® Montgomery County are designed to meet employer needs for prepared and qualified workers that allow Montgomery County businesses to be competitive in a global economy while enhancing the skill sets of our clients. MontcoWorks focuses on ensuring local training providers are positioned to bridge the gap between existing and future skill needs of the employer community.

Emphasis has been placed on providing On the Job Training (OJT) opportunities to eligible applicants who may need extra training to become proficient on the job and may have otherwise not been hired without the additional support. OJT continues to benefit employers who require a specific skill set for employment. Employers invest substantial training time and resources into the development of newly hired employees. OJTs provide assistance with training costs during this training period helps employers who are able to offset some of the high cost associated with hiring a new employee and training them over the course of the first few months.

Focus on the needs of both the employers and job seekers of Montgomery County that offer a diverse range of skill-building strategies. The following summarizes the strengths and weaknesses of these offerings:

ACTIVITY	CAPACITY	STRENGTHS	WEAKNESSES
On-the-Job Training, Apprenticeships, Customized Job Training	\$6,500 per participant (NEG only) \$3,500 per participant	Connects job seekers to positions they may otherwise not have obtained Promotes the financial stability of the job seeker while acquiring a new skill set for continued employment	Requires in-depth coordination to ensure continued employment Costly for employers Requires ongoing follow-up
Individual Training Accounts (ITAs)	\$3,500 per participant	Allows job seekers and incumbent workers to increase skills associated with specific High Priority Occupations	Ongoing attention needed to ensure barriers are cleared for successful completion Follow-up needed to ensure job retention and advancement
Adult Basic Education, GED, English Language Learners, Civics, Family Literacy, College/Career Readiness	Varies	Increases educational level and therefore opportunities Teaches workplace soft skills Eliminates/reduces barriers to employment/training	Not considered a core activity under TANF While programs are available throughout the county, all services may not be accessible by all county residents

		<p>Introduces computer literacy</p> <p>Introduces Career Pathways</p> <p>Resume prep</p> <p>Interview prep</p> <p>Prepares foreign-born professionals for attainment of US recognized credentials</p> <p>Programs available throughout the county</p>	<p>Ensuring barriers are cleared for successful completion</p> <p>Sustainability of individual while participating across all provider locations</p>
Computer Skill Building	Approximately 75 per year	<p>Allows job seekers an opportunity to increase the basic and advanced computer skills needed to compete in most jobs in today's labor market</p> <p>Eases job search efforts, including use of JobGateway</p>	<p>Not accessible by all county residents</p> <p>Costly to deliver</p>
Job Search, Job Readiness Workshops	125 per month	Essential component of job seeker and incumbent worker success	Not accessible by all county residents
Community Service	Varies	<p>Core activity under TANF and allowable work activity for SNAP ABAWDs</p> <p>Builds necessary networking and employability skills while allowing the job seeker to build a resume</p>	Sustainability of individual while participating

Strengths and weaknesses related to youth-focused activities include:

ACTIVITY	CAPACITY	STRENGTHS	WEAKNESSES
Alternative Secondary School Services	Varies	<p>OSY completes 6 weeks of GED preparation and all four parts of GED exam</p> <p>OSY obtains Commonwealth diploma within two years while also dually enrolled at the Montgomery County</p>	<p>Not accessible to all qualifying individuals</p> <p>Costly to deliver</p>

		Community College for college credit	
Subsidized Paid Work Experience - Summer	Varies	<p>First job for youth participants which allows them to build a resume and marketable skills</p> <p>Employers complete assessment of youth participant. Assessment assists in job readiness training for youth participant towards gaining and retaining unsubsidized employment</p>	<p>Youth participant's age does not always meet the minimum age requirement by employer</p> <p>Employer must have background check/clearances to work with minors, costs to them that they may not be able to afford deters participation</p>
Activities to Prepare Youth for Transition to Post-Secondary Education and Training	Varies	<p>Career exploration for ISY; youth participants attend industry tours throughout the year to learn of occupations and career paths in in-demand fields</p> <p>Info-sessions with Job Corps Recruiter held within schools and libraries for youth participants monthly</p> <p>Youth participants visit colleges where they would qualify for financial aid and other tuition assistance</p>	Transportation coordination and costs associated with taking large groups of youth to tour
Occupational Skills Training	Varies	<p>Individuals complete Certified Nurse Assistant (CNA) certification program with partnering advanced training college</p> <p>Individuals complete National Retail Certification (NRF)</p> <p>Individuals complete technical skills training that leads to OSHA-10 certification</p>	Not accessible to all qualifying individuals
Case Management	Varies	<p>Core activity component for youth services</p> <p>Sets and management short/long term education and employment goals for participant</p>	Follow up required

		Coordinates resources and other support services to meet participant's barriers to employment or education	
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2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

Considering the local area analysis developed in Section 1, *Local Area Workforce and Economic Analysis*, as well as the goals established by the governor as outlined in the state plan, as well as the goals established regionally, each local area plan will provide a narrative for each of the questions outlined in this section. Such responses will identify the strategic vision and goals of the local area as created by the chief elected officials, the local board and the local workforce system stakeholders.

It is important to note that where a local board is part of a [planning region](#), such responses will identify the strategic vision and goals of the local area in support of the planning region.

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

The Montgomery County Workforce Development Board, doing business as MontcoWorks, is responsible for design and oversight of workforce development activities in Montgomery County. Its mission is to function as the keystone for connecting workforce and economic development systems by providing regionally planned, locally delivered, easily accessible, market-driven information and services that recognize the needs and develop solutions for the dual customers of employers who need workers and a diverse population that needs skills and connections to access high-quality jobs. Services are designed to empower customers with information and tools to make informed choices in order to give Montgomery County a strategic advantage for expanding jobs and the workforce in the county.

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

MontcoWorks' goals are to:

- Guide the PA CareerLink® Montgomery County partners in identifying and closing skill gaps;
- Inventory, assess and broker employment support services to facilitate the seamless delivery of education, training and employment services to the county's adults, laid-off worker, existing workers, and youth as a key enabler for economic growth in the county;
- Ensure delivery of public sector services using private sector practices that effectively connect services to the county's employers;
- Fully develop one-stop access to services for both employers and job seekers, with services for employers including access to loan programs, business planning services and business start-up information, and services to job seekers including access to training, assistance with job placement and connections to a wide range of social services available from partner organizations in the county;
- Build upon the strong relationships that exist between the private and public sectors in the county to continue to develop innovation solutions for workforce development issues.

2.2 What is the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the

strategic vision and goals for the local area? [WIOA Sec. 108(b)(1)(F); 20 CFR § 679.560(a)(6)]

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

Current goals for MontcoWorks are to identify and bridge skills gaps in the workforce through the continued development of employer driven partnerships, development and expansion of career pathways, and job matching services in its PA CareerLink® Montgomery County system. In addition, MontcoWorks will:

- Promote the State's Keystone Works program for Dislocated Workers to interested businesses;
- Develop short term pre-employment training as an intensive service;
- Continue to coordinate/cooperate with the County Assistance Office to provide assessment, job development, case management, and GED preparation for those moving from welfare to work;
- Use the Mobile Outreach Skills Training program for manufacturers to address their talent needs.

Emphases and services will continue to be targeted to meet the needs of high priority occupations. MontcoWorks will incorporate an Employer Connection series of employer panels into the service delivery system. Assessments such as WorkKeys and/or Skilldex will remain available in the PA CareerLink® Montgomery County program to identify "real world" skills needed for specific job success.

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

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

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

MontcoWorks utilizes a combination of front-line staff and other contracted providers to both identify and provide services through the existing workforce development system, across all programs. MontcoWorks and service delivery staff have undergone WIOA training to better understand how current programs and services may or may not align. The team has continuously worked with each provider to adjust existing services when necessary and possible to further align with new legislation.

The board will work with contracted service delivery staff and existing Title II providers to expand existing Adult Education and Literacy Services (ABLE) in both availability and locations. Relationships with the county's four vocational-technical schools focus on Perkins authorized programs of study. Thus far, 25 ITAs have been written for programs during the 2015 Program Year.

Finally, the board will build upon the existing partnership with the Office of Vocational Rehabilitation (OVR) to ensure service delivery of service, setting as an immediate priority the tracking of customers served collaboratively.

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?

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

Expectation: Narrative must clearly indicate the local board has adopted the governor's vision and all of the goals as articulated in the WIOA combined state plan; it is expected that additional local board goals are reasonably aligned with the WIOA combined state plan, as well as any appropriate regional plan goals and strategies (*wherever the local area is part of a planning region*).

The Governor's vision, as noted on page 7 of the State Plan, is to "build an effective workforce development system on a foundation of alignment, innovation, employer engagement, accountability structures." MontcoWorks has continued to build these very foundations during the WIOA transition phase and will accelerate progress during the implementation phase, developing a system that addresses the three core challenges presented by the Governor:

1. The workforce system in general, and education and training providers in particular, are not well aligned with the needs of employers who provide jobs that pay.

Thorough analysis of the staffing needs of our employers has allowed MontcoWorks to align those needs with comprehensive training programs. Real-time data allows MontcoWorks to be responsive rather than reactionary and be able to quickly adapt our policies and services to align with current needs of employers and job seekers as the economy shifts.

2. Too many workforce programs operate in their own individual silos rather than being integrated into an overall system that allows leveraging multiple funds to better serve employers, job seekers and incumbent workers.

The MontcoWorks board takes pride in building and promoting partnerships with business, economic development, education and the community to work together towards a common goal of achieving a prosperous and competitive county in which to live and work. The Local Management Committee cultivates strong partnerships with area human service agencies while one-stop partners collaborate on service delivery. Additionally, the board collaborates with the five other Workforce Development Boards in the Southeast Pennsylvania Region to strategize

and develop regional approaches to fund raising, leveraging resources, coordinating services to employers and job seekers, and assessing the impact of training investments.

3. The workforce system lacks a support structure of training programs and employer peer-learning opportunities, including apprenticeship programs and Industry Partnerships, which enables and encourages more employers to invest in their workers and implement best organizational practices that create more jobs that pay.

Through a strong regional Workforce Development Board partnership, the strategic plan looks beyond the boundaries of Montgomery County. MontcoWorks is prepared to develop, integrate and leverage resources to support a structure and to continue to improve access for all job seekers and incumbent workers.

MontcoWorks implemented the following strategies to enhance responsiveness, effectiveness and efficiencies that addresses current labor market needs within the county and region:

- Ensure the PA CareerLink® is using the most effective job matching services to connect employers with job seekers that have the skills needed to perform on the job;
- Produce a highly skilled workforce trained for high priority and in demand occupations by building and continually evolving policy and programs to bridge skills gaps;
- Promote and support education and training in high priority occupations that lead to family supporting jobs remains a key focus;
- Provide access to in-depth assessments will be increased, providing job seekers with the information necessary to make informed decisions about training;
- Continue to develop employer driven partnerships, focusing on development of industry partnerships in key sectors;
- Develop and expand career pathways - career pathways begin with the use of in-depth employability skills assessments and continue with short term training opportunities that lead to immediate employment while encouraging life-long learning and completion of post-secondary education as an individual progresses through employment; and
- Implementation of “stackable” credentials where one level of training and education always prepares an individual for access to the next level of credential.

MontcoWorks supports the use of analyzed data to drive decisions related to the workforce system and encourages efforts to capture real-time information about job matches and wages earned by individuals benefiting from services.

MontcoWorks’ goals and strategies for WIOA implementation align with the Governor’s goals (as listed on page 8 in the WIOA State Combined Plan) in the following ways:

1. Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.

MontcoWorks will:

- Continue to develop career pathway programs. Career pathway programs will be developed to include adult basic education (literacy and numeracy, English-as-Second

Language, and high school equivalency instruction), allowing program participants to enter at any level.

- Maintain a Supportive Services Division to ensure that, in addition to career coaching, education and training, job seekers and incumbent workers have access to a range of supportive services from county-based organizations to minimize barriers to employment.
- Customize service delivery for job seekers with barriers to employment to ensure realistic entry points into career pathways.
- Continue to develop pre-apprenticeship and registered apprenticeship programs, transitional jobs focusing on non-traditional occupations and for non-traditional populations.
- Consult with the State as well as local employers to refine the High Priority Occupation (HPO) list and thus ensure career pathways align with that list.
- Develop a system to deliver performance data to customers on eligible training providers to ensure informed customer choice in selecting training programs and providers.
- Staff will focus on identifying credentials along established career pathways, including badges, micro-credentials and entry level credentials, including the Commonwealth's established statewide and regional lists of industry-recognized credentials. The board will work with the Commonwealth to ensure that the credential lists continue to reflect skills that are in demand.
- Through regional collaboration, continue to develop OJT and incumbent worker training programs tied to career pathways in the region.
- Design service delivery and career coaching models that will enhance career guidance and navigation services, guiding individuals into programs and services that will provide them with an effective pathway to their career goals.

Aligned with Regional Plan in support of goals for:

- Promoting Career Pathways as language of the system for connecting employers with educators;
- Creating public awareness of Career Pathways on a region-wide basis;
- Creating a regional framework for micro-credentials.

2. 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 through Industry Partnerships, WEDnetPA, and other innovative strategies.

MontcoWorks will:

- Work regionally to promote and develop sector strategies tied to labor market information and defined needs of employers.
- Expand access for adult workers to skill certifications via incumbent worker training programs such as those provided by Industry Partnerships (IPs) and WEDnetPA.
- Work collaboratively with employers and training providers to expand access to online education and training programs that result in industry-recognized credentials.
- Continue the work with employer partnerships, community colleges, and K-12 schools to establish micro-credentials that demonstrate job readiness, attainment of "soft skills," and measurable skill gains aligned to career pathways for individuals with barriers to employment.
- Promote the further development of Registered Apprenticeship and Pre-Apprenticeship

programs, expanding such programs into new occupational areas and attracting diverse population segments.

- Foster relationships with post-secondary and K-12 education systems to ensure alignment of courses and programs with employer needs, leveraging multiple resources to increase student access and success rates.
- Implement the new Priority of Service Policy to prioritize service access for veterans and eligible spouses, public assistance recipients, and other low-income individuals pursuant to WIOA.
- Engage all PA CareerLink® Montgomery County partners to ensure that an *Employment First* approach benefits working-age Pennsylvanians with a disability.
- Ensure the implementation of integrated education and training models that provide accelerated learning opportunities for youth and adults lacking a high school diploma and/or who are deficient in basic skills attainment.

Aligned with Regional Plan in support of goals for:

- Increasing investment in industry partnerships with Next Generation Industry Partnerships and attraction of other funding sources.

3. Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.

MontcoWorks will:

- Work with existing and future youth providers to transition priority of service to out-of-school youth, sharing and implementing best practices with regional partners.
- Develop and promote programs that support transitional jobs, social enterprises and other work experiences that assist out-of-school youth with limited work histories to develop work-based skills.
- Maintain the Board's Youth Committee as a standing committee to focus on key youth issues, engaging a wide range of individuals with expertise in youth workforce and education issues to advise the Board on youth policy and program priorities.
- Identify on-ramps, access points, and supports which enable participants to enter and successfully complete training, followed by employment success.
- Work closely with the PA Departments of Labor and Industry and Education to maintain statistical models and negotiated performance levels that are calibrated to accurately reflect the profiles of out-of-school youth participants in the Commonwealth and in each local area.
- Support the continuous development of low-literacy tools and models for out-of-school youth who basic skills deficient and far from reaching proficiency in reading and math, including models that support blended literacy and occupational skills training.
- Co-enroll youth ages 18-24 in multiple programs (WIOA Youth, WIOA Adult, Adult Education, TANF, EARN, and others) as appropriate to meet each individual's needs, including the use of Individual Training Accounts (ITAs) for skill building.
- Increase the number of summer work opportunities for youth.
- Expand the types of opportunities for youth to acquire post-secondary skills and credentials, working with post-secondary institutions and employers to create new classroom and work-based learning structures that are attractive to youth.
- Support transformation and modernization of Career/Technical Education (CTE) to make it an increasingly viable option for employment success and for further educational advancement.

- Continue to expand the partnership with OVR to support the transition of youth with disabilities into jobs, promoting opportunities with employers.
- Promote Registered Apprenticeship and Pre-Apprenticeship program and the expansion of programs.
- Continue the successful collaboration with the Job Corps, and build on the success of informational sessions to promote AmeriCorps and YouthBuild opportunities.

Aligned with Regional Plan in support of goals for:

- Shared messages for career awareness that can be used by all regional workforce areas, with emphasis on expanding options for K-12 students and young adults.

4. 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.

MontcoWorks will:

- Continue to prioritize funding for business services, on-the-job training, and incumbent worker training for local employers offering high quality jobs.
- Identify new sources of funding for high-quality, industry-led sector partnerships to include Next Generation Industry Partnerships and new apprenticeship programs.
- Work collaboratively with the Commonwealth to build capacity for employer engagement via peer learning, evaluation of programs, development of new apprenticeship programs, engagement of industry HR staff in strategy development, and recruitment of employers as partners in training/development using work-based learning approaches.
- Continue to provide funding to Industry Partnerships, in partnership with neighboring workforce areas, that offer multi-employer, multi-county solutions to skill needs.
- Align business services, information, and approaches of business services staff with economic development providers, chambers of commerce, and other associations who regularly contact employers.
- Maintain and expand the Business-Education Partnership in Bucks and Montgomery Counties (current initiatives described in Section 4.8).
- Work collaboratively with the Commonwealth to grow existing partnerships with employers to increase internships, apprenticeships, and other work-based learning models; work within the region to bring successful models for moving participants to family-sustaining wages to scale.
- Engage local employers in validating credentials and career pathways.
- Work with other workforce development boards in the region to streamline and standardize policies and forms related to on-the-job training (OJT) programs, making it easier for employers to hire and train enrollees from multiple workforce areas.
- Partner with the Office of Vocational Rehabilitation (OVR) to provide all workforce development partners with information and training on accessibility standards, disability talent recruitment, on-boarding clients with disabilities, and disability etiquette.
- Engage local employers to obtain insights beyond the official labor market information.

Aligned with Regional Plan in support of goals for:

- ☐ Coordinate service approaches for key employer programs (OJT, incumbent worker training, apprenticeships) to increase awareness, consistency, and ease of use.

5. Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.

MontcoWorks will:

- Ensure that all staff of the Board and of contractors are thoroughly trained to enter data, access data, and manage data effectively and maintain data integrity.
- Work with other workforce development boards in the region to share data and data platforms for program assessment and measuring return-on-investment.

Aligned with Regional Plan in support of goals for:

- Create framework for region-wide sharing of information at multiple levels from Board Directors to PA CareerLink® managers and program staff.

2.4 What are the local levels of performance that have been negotiated with the governor and chief elected officials? [WIOA 116(c); 20 CFR § 679.560(b)(16)] How will the local board's goals relate to the achievement of these measures? [WIOA Sec. 108(b)(17); 20 CFR § 679.560(b)(5)]

Local plans must complete the **performance measures table** template found within the fillable template (*Appendix C Multi-Year Local Plan Instructions*); the table incorporates the local levels of WIOA negotiated performance goals.

Montgomery County's Workforce Development Board has consistently had one of the highest negotiated performance levels in the Commonwealth over the past several years. To continue to exceed the performance measures, the following steps have been taken by the performance division:

- Increased internal communication between the Business Service Team, Job Developers, Title I Operators and Performance Team.
- Performance Management, job development team and WIA Title One Staff meeting bi-monthly to review existing clients enrolled in skill training programs and ensure connections are made for job placement assistance.
- Increased customer contact throughout services.
- MCWDB Performance Management staff regularly attending Intensive Training Service Orientation with PA CareerLink® staff and customers to discuss the process, requirements and responsibility of the trainee to ensure the best return on investment.
- Increased volume of customers served in WIA Title I Adult and Dislocated Worker On-the-Job Training Programs by 15% each year.
- Increased number of WorkKeys® National Career Readiness Certificates by 20% each year.

The overall demographics of Montgomery County will continue to result in high negotiated performance levels while the Priority of Service Policy drives programs and funding toward the hardest to serve. MontcoWorks is committed to addressing this challenge via strong partnerships with county agencies and with its employer community.

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

The responses to the following questions will expand on the visions and goals of the previous section, which will include how the local board designs strategies to reach those goals. Where a local board is part of a [planning region](#), such responses will identify the strategic vision and goals of the local area in support of the planning region.

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

Each local board is expected to include an Organization Chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. *(A template has been provided.)*

The Montgomery County Commissioners are comprised of a three member board that designates the Department of Economic and Workforce Development to act in the capacity of the Workforce Innovation and Opportunity Act (WIOA) fiscal agent. As such, the Department is audited and monitored by the County and operates in compliance with all county policies and procedures. The Commissioners' Chair acts as the named Local Elected Official (LEO). Employees of the Montgomery County Department of Economic and Workforce Development serve as staff to the Montgomery County Workforce Development Board (doing business as MontcoWorks), performing administrative functions under WIOA and Department of Human Services (DHS) funding and policies governing the funding.

The Commissioners are committed to fostering economic growth and enhancing the conditions that will enable local businesses and residents to thrive and prosper. Members of the Montgomery County Workforce Development Board (MontcoWorks) are selected by the Commissioners and appointed to serve for fixed and staggered terms. MontcoWorks Board focuses on strategic planning, policy development and oversight of the local workforce development system through a board of executives from businesses/employers (at a minimum of 51%), unions, education institutions, technical schools, social services, and PA CareerLink® Montgomery County partners who oversee Montgomery County's job training and placement programs.

MontcoWorks (the board) makes determinations and policy decisions relevant to the workforce development system in Montgomery County. MontcoWorks takes responsibility for the development of workforce development activities throughout the county through ongoing strategic planning, labor market analysis, and program performance oversight. Program coordination is the responsibility of the procured one-stop operator, and the board holds the operator and partners accountable for performance within the context of roles and responsibilities spelled out in the Memorandum of Understanding (MOU). The one-stop operator also ensures that cross-agency training occurs on the scope of programs and services available from all partners. However, it should be noted that all staff training and direct supervision of partner staff are the responsibility of the individual partner agencies. For example, all OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator. OVR performance evaluations may only be completed by OVR personnel.

The full board meets quarterly but functions regularly through the following committees:

Executive Committee – the executive committee acts on behalf of the general MontcoWorks assembly on all administrative issues related to the work of the Board

and the Montgomery County Workforce Development System. The executive committee includes seven members: the MontcoWorks Chairperson, Vice Chairperson, Treasurer and four other members. Four representatives are from local businesses, one representative is from the Montgomery County Courthouse (an “optional” member), one representative is from the education sector and another is from the economic development sector.

The Executive Committee is empowered to act in all aspects of MontcoWorks operations, provided that actions of the Executive Committee are subsequently presented to the full Board for ratification. They define MontcoWorks’ mission and develop the vision, its goals and policies for comprehensive strategic workforce development. They assure that the Montgomery County workforce system is performance-driven and meets the needs of our local area and ensures compliance with the Workforce Innovation and Opportunity Act. They provide orientation to the new MontcoWorks members, manage corporate by-laws and provide leadership and guidance to the MontcoWorks Standing and Special Committees. The Executive Committee meets in February, March, May, September and November which are the months before the MontcoWorks meetings. The full board meets in January, April, June and October. No meetings are held in July, August, or December.

Youth Committee – membership composition requirements are established by the Workforce Innovation and Opportunity Act, the committee is composed of business representatives, agencies, community-based organizations, parents, eligible youth and education entities.

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

The Youth Committee reports to the board on the following programs:

- MontcoWorks Youth Program – Eligible youth between the ages of 16-24 years old, who are at-risk or out-of-school, demonstrate specific barriers to success, and have made a commitment to participate in year-round program activities providing them with the skills, experiences and confidence to graduate from high school and achieve their professional goals of job placement and post-secondary education/training.
- TANF Youth Development Fund Program – Youth residing in TANF eligible households or 235% below the poverty level, ages 5-18 years old, and demonstrate specific barriers to success, and made a commitment to participate in year round program activities providing them with the skills, experiences and confidence to graduate from high school and learn life skills, career goals and employability skills for becoming productive Montgomery County residents.

Youth Committee goals are to:

- a. Inventory, assess and broker employment support services for youth
- b. Facilitate seamless delivery of education, training and employment support services to Montgomery County’s youth for the growth and expansion of our county’s economy

- c. Build upon the strong relationships that exist between the public and private sectors in Montgomery County
- d. Recommend providers of youth programs in Montgomery County.

Finance Committee – Provides fiscal oversight of workforce development across all programs as well as board staff designated to represent the Montgomery County Department of Economic and Workforce Development as the fiscal agent. The committee provides oversight of board staff in development of the annual budget to present to the board for adoption. Additionally oversees ongoing expenditures, presenting detailed spending reports to the board quarterly to verify spending in accordance with program regulations and plans.

Local Management Committee (LMC) - Responsible for oversight and operational responsibility of the Employment Advancement and Retention Network (EARN) program funded by the Pennsylvania Department of Human Services for individuals receiving Temporary Assistance for Needy Families (TANF) funding and the selection of employment service providers via competitive process. The committee also strives to build partnerships necessary to serve job seekers and incumbent workers with barriers to employment. The current members include representatives from Central Montgomery County Technical High School, the County Assistance Office, the PA CareerLink®, several human service agencies and county departments, and the Executive Director of the Workforce Development Board (MontcoWorks).

Training and Performance - Responsible for the thorough evaluation of providers and programs to ensure performance measures are met or exceeded. Reports include overall programmatic performance to allow for improvement across programs. Designs methods to analyze return on investment and customer satisfaction, and reports outcomes to the board. Additionally works with the PA CareerLink® Montgomery County Operator, providing board direction pertaining to education, training and overall performance.

Serving as the staff to the MontcoWorks Board, the Department of Economic and Workforce Development (also referred to as the Department of Commerce) staff ensures that all workforce development programming is performed in adherence with WIOA and DHS guidelines, conducting ongoing oversight, monitoring, and technical assistance, regularly reporting results and concerns to both the Commonwealth and the board.

The MontcoWorks Executive Director, along with the designated fiscal agent staff, conducts ongoing monitoring visits and/or desk reviews in accordance with the MontcoWorks Risk Assessment Policy. All contracted service providers, training providers and employers using on-the-job training are monitored at least once annually. The state-approved monitoring tool covers compliance with fiscal policies, programmatic requirements, the Americans with Disabilities Act, and Equal Employment Opportunity.

A monitoring report, requesting corrective actions if necessary, is sent to service providers, training providers, and employers using on-the-job training within thirty (30) days with a copy maintained of the tool, report, and subsequent corrective actions for board and state review.

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

service alignment? [20 CFR § 679.560(b)(1)]

The Department has provided a **One-Stop Partners template** to be included as an attachment that will identify the programs, the provider(s) of such programs

The Montgomery County Workforce Development Board, MontcoWorks, 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 an attachment. Partnering organizations include:

- Educational Data Systems, Inc (EDSI) provides Title I services for adults and dislocated workers. The MontcoWorks board procured Title I services for adults and dislocated workers in accordance with Montgomery County's procurement procedures, developed a contract with the provider and maintains ongoing oversight.
- The Montgomery County Intermediate Unit provides Title I services for youth and young adults. The MontcoWorks board procured Title I services for youth and young adults in accordance with Montgomery County's procurement procedures, developed a contract with the provider and maintains ongoing oversight.
- Three Title II providers, Keystone Opportunity Center, The YWCA Tri-County and Norristown Area School District Adult Education work collaboratively to provide adult education services.
- The PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO) provides services the Wagner-Peyser Program.
- The PA Department of Labor and Industry Office of Vocational Rehabilitation (OVR) provides vocational rehabilitation services to eligible individuals.
- The Council of Three Rivers American Indian Center, Montgomery County Department of Human Services, Montgomery County CADCOM (community action agency), Montgomery County Community College, Harcum College, the Pennsylvania Department of Agriculture, and FLC (seasonal farm workers) provide programmatic support.
- Department of Human Services County Assistance Office (TANF and SNAP) programming is provided through the PA CareerLink® Montgomery County as well as the Montgomery County Employment Advancement and Retention Network (EARN) Program. The board's Local Management Committee reports ongoing programmatic progress and seeks best practices for service delivery that addresses the needs of TANF and SNAP job seekers.
- MontcoWorks board staff members serve on committees at Montgomery County institutions facilitating programming through the Carl D. Perkins Act including four technical high schools and Montgomery County Community College.
- CADCOM administers programming through which 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.

Service Delivery entities are represented on the MontcoWorks Board, most serving additionally in either the Training and Performance and/or Youth subcommittees. Additionally, The MontcoWorks board procured a One-Stop Operator for PA CareerLink® Montgomery County in accordance with Montgomery County's procurement procedures, developed a contract with the selected provider (EDSI) and maintains ongoing oversight in accord with provisions listed in the

Memorandum of Understanding (MOU) with partners. The operator works with each partner to coordinate services within PA CareerLink® Montgomery County and reports progress to both partners and the board as a whole.

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

PA CareerLink® Montgomery County
1855 New Hope Street
Norristown, PA 19401
610-270-3429

PA CareerLink® Operator:	Eric Muckel
PA CareerLink® State Supervisor:	Clare Lawrence
Title I Program Supervisor:	Andre Hardy

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

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

- **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).**

Eligibility is determined by WIOA Title I staff through the collection of documentation. Staff reviews documentation requirements with customers in advance of the intake appointment and confirms those requirements via telephone call or email as appropriate. Documentation is collected and maintained as part of the case record. In the event documentation is unavailable at intake, a self-certification form is collected to either be held until documentation is submitted or verified through a secondary source if required documentation cannot be obtained.

Access to transportation remains the primary barrier to employment in Montgomery County. Therefore, plans to expand upon access to services, particularly for job seekers with additional barriers to employment, has focused on ensuring that those who cannot travel to the PA CareerLink® Montgomery County location in Norristown can still benefit from services. The MontcoWorks board has made the expansion of access to employment, training, education and support services a priority. Actions taken have included the selection of an operator who understands the critical role the partners play in service delivery and is able to leverage those partnerships effectively by working to expand access points using partners' offices across the county.

A developed process to administer and review career assessments allows WIOA Title I staff to work with customers through development of strong career pathways. While the immediate financial needs and wishes of the customer are always forthright in the decision-making process,

postsecondary credentials are encouraged. In addition, staff works diligently with postsecondary providers to ensure access to a wide range of credentialing options, including an emphasis on options for stacking credentials toward higher levels of certifications and degrees.

Through a strong partnership with Title II providers and community agencies, the *Welcome Aboard* informational sessions are held regularly throughout Montgomery County, including initial assessments and chairside intake. In addition, libraries throughout Montgomery County have resource staff trained to assist with Job Gateway® enrollment. These partnerships have provided opportunities for Montgomery County job seekers to attach to services who may have otherwise missed out.

A strengthened and developed partnership with the three Title II adult education providers serving Montgomery County has proven to be critical component of services that previously was not adequately met. Our reciprocal partnership ensures that customers who come into the PA CareerLink® Montgomery County in need of services will have immediate access to a provider representative to establish a plan for services. In addition, Title II program participants have seamless access to services available through PA CareerLink® Montgomery County.

Another method through which access can be expanded to meet the diverse needs of job-seekers is an ongoing coordination and leveraging of available county resources. A partnership with Montgomery County's Community Connections program through the Montgomery County Department of Human Services expands knowledge of and access to one-stop services throughout Montgomery County. Community Connection sites are located throughout Montgomery County, including Pottstown, Pennsburg, East Greenville, Norristown, Lansdale, Willow Grove, Souderton, Lower Merion and Ambler.

MontcoWorks' Local Management Committee coordinates TANF employment and training and works to establish and maintain relevant resources for all job seekers with a range of barriers to employment and meets regularly to ensure those job seekers are attached to all necessary supportive services throughout enrollment. LMC membership includes the County Assistance Office, MontcoWorks board and staff, service delivery provider staff, Office of Vocational Rehabilitation, Community Connections, Office of Child Day Care Services, Partnership Transportation Management Association, Office of Behavioral Health, Drug & Alcohol and Developmental Disabilities, Office of Veterans Affairs, Your Way Home Montgomery County, Legal Aid of Southeastern PA and Montgomery County Central Technical High School.

The continued partnership and colocation of the Office of Vocational Rehabilitation and the Montgomery County Assistance Office has ensured that eligible job seekers and youth are better able to maximize available services through enhanced coordination. Eligibility to receive services under WIOA Title IV is 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). Additionally, recipients of TANF or SNAP benefits will be referred by the MCAO to either specific employment and training programming or to PA CareerLink® Montgomery County for services.

All MontcoWorks staff, service delivery staff and partners receive an overview of Career Pathway models in order to better understand all pathway-related options available to job seekers, depending upon eligibility for services. As an example, Title II adult education program

participants will receive an overview of available training services available through PA CareerLink® Montgomery County, as well as career assessments. These results are reviewed with the program participants to determine possible paths. From there, a connection can be made to employment, training (including on-the-job training).

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

- **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.**

MontcoWorks establishes and maintains partnerships with employers in a range of sizes and a variety of industries. In addition to the transactional business services listed in Section 4.14 and available via PA CareerLink® staff, targeted sector strategies, industry partnerships, pre-apprenticeships, on-the-job training, customized job training, incumbent worker training and summer work experience for youth, developed through regional collaboration, provide for ongoing facilitation of employer engagement .

The PA CareerLink® Montgomery County business service team represents employers by sector, providing for a more industry-specific approach and expertise when engaging employers. With this strong employer relationship and in coordination with Montgomery County's economic development entities and our Rapid Response Representative, PA CareerLink® Montgomery County has been able to intervene to assist both the employer and employees through a proactive approach to lay-offs or potential layoffs.

Organized efforts have included on-site intake and *Welcome Aboard* informational sessions as well as targeted recruitment events and job fairs. Employee services have included on-the-job training, job search assistance, connection to community support agencies and services and ITA training. With a dedicated UC phone line, the PA CareerLink® Montgomery County ensures that all customers who are seeking access to a UC Representative are made aware of the additional resources available.

Through the Pennsylvania Rapid Re-Employment Program (PREP), UC recipients who are at-risk for exhausting benefits receive a dedicated session designed to attach these individuals to available services quickly. While available training options are reviewed in these sessions, on-the-job training often allows the job seeker to return to the workforce quickly. The Business Services Representatives strong employer relationships allow for this option to be available.

In order to additionally assist employers in reducing UC costs and ensuring they understand their rights and responsibilities, PA CareerLink® Montgomery County will coordinate with The Office of

UC Service Centers Customer Services Section to conduct seminars on UC topics where these rights and responsibilities are explained.

Employer panel discussions are held regularly, offering a presentation by area employers to identify the hiring process and the immediate skill set requirements for employment. This mutually-beneficial activity allows employers to stay connected to the PA CareerLink® process as well as job-seekers. The board is also looking into the additional benefits of utilizing Executive Pulse to aid in the coordination of business engagement with the economic development partners.

Through established partnerships with businesses, MontcoWorks is able identifying work experiences that prepare individuals for job opportunities in new industries or occupations using targeted sector strategies, industry partnerships, pre-apprenticeships, on-the-job training, customized job training, incumbent worker training and summer work experience for youth. The purpose of these partnerships is to ensure that the WDB and the PA CareerLink® system are beneficially linked to businesses.

Montgomery County currently participates, in conjunction with Bucks County, in the Manufacturing Alliance of Bucks and Montgomery Counties. The primary goal of this partnership is to overcome the negative stigma associated with Manufacturing and replace it with a reputation of growth and innovation to attract the younger generation to a very viable career pathway. The Alliance is intended to be a hub of all resources needed for manufacturing firms to find funding, real estate and connections to potential employees, tech schools, internships at high schools and higher education. Networking is an important aspect of the alliance and making the connection between businesses, education institutions and workforce programs. Educating our youth about Manufacturing jobs has been at the forefront and has led to engaging programs such as ManuFest which brings together students, parents, educators and businesses. We plan to continue participating in this sector partnership and grow it further to reach as many residents and businesses as possible.

MontcoWorks has collaborated with the Southeastern PA (region 7) Workforce Development Boards to develop targeted sector strategies. Currently, Industry Partnerships in both the Health Care and Business/Financial/IT fields are in development. These partnerships enable employers to share business strategies, participate in incumbent worker training programs and network with other industry representatives. They also provide employers with an opportunity to network with colleagues in the same industry, discuss employment trends, apply for training grants to upgrade the skills of their workers and participate in various forums related to their industry.

Montgomery County is also part of the Manufacturing Alliance of Bucks and Montgomery County. The alliance serves as an avenue through which leveraged resources and best practices can be pooled and shared.

The foundational platform for engaging employers as partners in providing training to meet specific skill needs continues to be the on-the-job training (OJT) program. MontcoWorks has made great strides over the past several program years, averaging 60 OJTs per year in each of the past three years. The Board will continue its emphasis on OJT as well as build in incumbent

worker training to help current employees build their skills, apprenticeships to encourage youth to enter in demand industries, and customized training to help businesses grow internal positions with their own staff. Career Counselors will continue to educate customers on career pathways that involve in-demand occupations and industries to better prepare the workforce for employer needs. MontcoWorks is currently collaborating with the BuxMont Manufacturing alliance which is made up of employers in the manufacturing sector to assist with education, training and placement in manufacturing jobs. MontcoWorks will increase and improve partnerships like this as they are crucial to business engagement and improving the skills and employability of local residents.

The Business Education Partnership Grant of Bucks and Montgomery Counties in PY 2015 assisted MontcoWorks to bring together community partners, school district superintendents and educators, CTE administrators, postsecondary schools and regional employers in targeted industries to carry out a number of grant-supported activities. The network developed since then continues to meet and identify funding and other resources to effectively carry out activities to underserved youth and young adults as well as provide assistance in bringing awareness to the overall objective of MontcoWorks, which is to bridge the gap between educators and employers and successfully serve the needs of the county's job seekers.

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? [20 CFR § 679.560(b)(4)]

Note: Alignment between the public workforce system and local economic development activities is critical in order to identify and fulfill industry talent needs by training customers for emerging and in demand job skills. Furthermore, microenterprise development refers to training for the purposes of self-employment. This training strategy may be appropriate for individuals or participants with barriers to employment, including persons with disabilities. *Preamble pg. 56108, first column.*

The County's economic development efforts focus on the retention, expansion and attraction of business and industry. The Montgomery County Department of Commerce coordinates these functions. This department actively promotes the County's competitive advantages. A variety of resources are provided, including small business start-up assistance, demographic information, financial assistance and job-placement assistance.

Working in cooperation with the Department of Commerce, the Montgomery County Development Corporation (MCDC), the Montgomery County Industrial Development Authority (MCIDA), the Montgomery County Redevelopment Authority (MCRDA), together with MontcoWorks, the Montgomery County Workforce Development Board, have packaged numerous economic development projects that have both preserved and created jobs throughout the County.

By furthering economic development across the County and working in collaboration with workforce development, the Department of Commerce has successfully assisted business and industry adapt to changing workforce and industry demands and allowing for the flexibility and

innovation needed to stay in touch with the County's growing business communities and generational divides while assisting Montgomery County residents secure economic stability and career opportunities. Funding for workforce development programs has steadily increased over the past three years from approximately \$4.5 million in awarded funds in program year 2013 to \$6.2 million in program year 2015.

The Montgomery County Workforce Development Board recognizes the importance of promoting and supporting entrepreneurial skills and microenterprise services as a viable option for job seekers. Through ongoing workshops and special initiatives, Montgomery County job seekers have been given exposure to and resources for entrepreneurial career pathways. Partnerships with SCORE and Temple University's Small Business Development Center will be maintained in Program Year 2016. SCORE also provides free small business counseling on-site at the Upper Perkiomen Valley Chamber of Commerce office.

Many of the loan programs administered by the County's economic development agencies are geared toward small, emerging businesses.

4. OPERATIONAL PLANNING ELEMENTS: Local Workforce Delivery System

The questions in this section require greater detail and should focus on how the local board will execute the strategies in section 3. The responses in this section should be more explicit in that they will expand on the roles of all partners, include examples of specific employment and training activities, as well as specific methods used to engage employers.

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

Montgomery County service delivery network is centralized and coordinated from the PA CareerLink® Montgomery County office in Norristown. The PA CareerLink® Montgomery County is comprised of the following partner agencies: Montgomery County Department of Economic and Workforce Development, through the direction of the Montgomery County Commissioners and MontcoWorks, the Montgomery County Workforce Development Board, the Commonwealth of Pennsylvania Department of Health and Human Services, Department of Education Perkins authorized programming including Harcum College and Montgomery County Community College, Title II entities including Keystone Opportunity Center, Norristown Area School District and the YWCA Tri-County, The Department of Labor and Industry Bureau of Workforce Partnership and Operations, Office of Vocational Rehabilitation, Unemployment Compensation Program, the Montgomery County Community Action Development Commission, Montgomery County the Office of Aging and Adult Services, Montgomery County Norristown Public Library and the Council of Three Rivers American Indian Center. Additional non-mandated partners are continually developed.

The MontcoWorks Board competitively procured a one-stop operator in January 2016 with the selected entity, Educational Data Systems Inc. (EDSI) assuming the duties for the PA CareerLink® Montgomery County system on March 1, 2016. Concurrently, and as a separate request-for-proposals (RFP), the WIOA service provider for adult and dislocated workers was procured. EDSI was also selected for that role, with specific and separate duties outlined for the service provider as one of the core partners with functions to be coordinated by the one-stop operator.

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

Required partners and other key stakeholders work together to ensure a seamless delivery system for customers. Integration of some key components of the Employment Advancement and Retention Network ensure service delivery to TANF recipients while ongoing partnerships provide for specified service delivery to returning citizens, seniors seeking employment and the county's homeless population.

Operator

Educational Data Systems, Inc

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

- ☐ Coordination of partner roles and duties per MOU
- ☐ Daily schedules and staffing

- Hours of operation
- Infrastructure
- Center certification requirements
- Availability and accessibility of services
- Staff development as pertains to operations
- Identify welcome team staff to manage customer service at front desk and complete data entry for daily traffic to be submitted to Performance Manager no later than one week after month end
- Developing a Survey Monkey questionnaire to gauge the level of satisfaction of Job Seekers and Employers
- Monitor the full utilization of the PA CareerLink® Intake form including, but not limited to support services and agency referrals to community organizations or County departments
- Manage the effectiveness of support services intake and referral process to Montgomery County Human Service agencies
- Oversee the enrollment into JobGateway® including volume, level of assistance required, overall time spent, and determination of the priority of service
- Develop an online video that can be played for new customers providing an orientation to the center
- Research which service can be utilized to document the triage and agency referral process in CWDS.
- Quality control of procedures to identify any issues in the MontcoWorks approved Customer Flow model, reporting concerns to partners and the board
- Ensure proper creation of base records to effectively capture demographic information, especially for those who are veterans, spouses of veterans and those with disabilities
- Schedule provider workshops and send monthly calendar at least two weeks prior to the start of the next month to MontcoWorks for posting on County web site
- Develop a strategy to deepen the relationship with one-time visitors, so they take advantage of additional services that lead to employment
- Schedule monthly partner meetings, submitting minutes to MontcoWorks
- Submit project plan, timeline and results when new initiatives arise (e.g., rapid response sessions)
- Submit community outreach plan, timeline and results to increase public awareness of and accessibility to PA CareerLink® Montgomery County services
- Implement MontcoWorks board policies to be monitored by MontcoWorks compliance division via monitoring tool
- Create a template for a narrative report to be presented quarterly at MontcoWorks board meetings
- Implement Career Pathway approach across partners and services
- Work with partners to ensure effective and efficient case management, follow-up practices, and utilization of the full menu of resources; including soft skills, support services, training, financial literacy, etc.
- Manage the logistics required for partners to host employer events and meetings.

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

Service Delivery – Title I Adult and Dislocated Worker**Educational Data Systems Inc (EDSI)**

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

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

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

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

Service Delivery – Title I Youth**Montgomery County Intermediate Unit**

As of July 1, 2017, Montgomery County Intermediate Unit will serve as the service provider for youth services in Montgomery County. Those services, developed to meet all elements through direct programming or partnerships:

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

Service Delivery – Title II**Keystone Opportunity Center**

YWCA Tri-County

Norristown Area School District

Through collaborative efforts, three Montgomery County Title II providers have partnered for reciprocal service delivery. Efforts are underway to ensure that a Title II representative is either on-site or readily available for customers in need of Title II services.

Service Delivery – Title III**PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations**

- ☐ PREP sessions
- ☐ Veterans Services
- ☐ Rapid Response
- ☐ Job search and job placement
- ☐ Intake and preliminary assessment
- ☐ UC phone and application assistance
- ☐ Assist with “Welcome Aboard” information sessions
- ☐ Staff career resource center
- ☐ Provide ongoing career guidance and referrals to WIOA or trade

Service Delivery – Title IV**Office of Vocational Rehabilitation**

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

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

A full list of providers and associated information is shown in the *Partner List* in the Attachments.

Organization	Description
Office of UC Service Centers	From MOU - “In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible to provide meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. “
Council of Three Rivers American Indian Center, Inc.	Provides programmatic support
Keystone Opportunity Center	<ul style="list-style-type: none"> • <input type="checkbox"/> Availability for ongoing direct referral to appropriate Title II programming • <input type="checkbox"/> Informational sessions inside one-stop
Norristown Area SD	
YWCA Tri-County Area	
PA Department of Labor & Industry, Bureau of Workforce Partners and Operations (BWPO)	<ul style="list-style-type: none"> • <input type="checkbox"/> Wagner-Peyser staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management.

	<p>Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities.</p> <ul style="list-style-type: none"> Trade Act programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS)) JVSG is a BWPO administered program which assures the commonwealth will be able provide special individualized services to disabled veterans. Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify veterans and establish an appropriate plan to meet the individuals' employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows for Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience.
Office of Vocational Rehabilitation (OVR)	OVR programs provide WIOA Title IV customers with multiple, individualized services. The OVR in-school youth program provides both eligible and potentially eligible 14 to 21 year-old in-school youth with disabilities with pre-employment transition services. OVR Business Services Program provides multiple services to employers designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals with disabilities.
PA Department of Aging	Programmatic support
Montgomery County Community Action Development Commission (CADCOC)	Provides programmatic support, including support services
Temporary Assistance For Needy Families (TANF) Program	Provides programmatic support
(FLC) - Migrant And Seasonal Farmworkers	Provides programmatic support
Montgomery County Norristown Public Library	<ul style="list-style-type: none"> Provide JobGateway® assistance to patrons House Learning Express library on local libraries' websites

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

The Montgomery County Workforce Development Board, MontcoWorks, facilitates access to services throughout the one-stop system by collaborating with partners and facilitating provider services to ensure quality programming is available for all job seekers.

As the system of record for workforce programming, The Commonwealth Workforce Development System (CWDS), customer data is entered or maintained across all programs. MontcoWorks staff uses this information, accessed through Ad Hoc reports, to determine programmatic effectiveness and ensure ongoing programmatic compliance. CWDS additionally allows for sharing of customer information to enhance service delivery.

MontcoWorks utilizes the expertise and knowledge of The Office of Vocational Rehabilitation to better serve job seekers with disabilities while ensuring eligible OVR customers benefit from a full range of services. OVR offers ongoing guidance in areas such as adequate TTY adaptive equipment and software training, and sign interpretation. In addition, a sharing of complementary resources per customer will provide an opportunity to customize employment plans to lead to gainful employment.

The MontcoWorks board also encourages use of UC PC or the courtesy phone located inside the PA CareerLink® Montgomery County to maximize resources for unemployed job seekers.

Through funding received by the PA Department of Human Services, MontcoWorks facilitates administration of the Employment, Advancement and Retention Network (EARN) program which provides in-depth employment and support services to job seekers receiving benefits under the Temporary Assistance for Needy Families program who are directly referred by the Montgomery County Assistance Office. The Local Management Committee (LMC) reports ongoing programmatic progress to the MontcoWorks board and establishes plans to ensure programmatic success. The committee also strives to build partnerships necessary to serve job seekers and incumbent workers with barriers to employment.

MontcoWorks has also partnered with the three Montgomery County Title II providers (Keystone Opportunity Center, YWCA Tri-County, and Norristown Area School District) for reciprocal service delivery. Title II providers offer availability for ongoing direct referral to appropriate Title II programming, conduct informational sessions inside one-stop and ensure a representative is available for referral assistance.

MontcoWorks has established strong partnerships and referral relationships with several county agencies including the county's network of libraries serving as locations for and extension of services that all job-seekers, including those in remote areas, may otherwise not have access to. Receipt of a Community Partnership grant enabled this partnership to expand over the past program year, with web-based software available through Montgomery County libraries to compliment JobGateway® and allow for remote access to GED preparation, ABE and language services and college prep assistance.

Services coordinated through the Senior Community Service Employment Programming ensure older job seekers have a range of options, additionally, career readiness and job search workshops arranged through MontcoWorks procurement includes a workshop targeting job seekers over the age of 55.

PA CareerLink® staff will utilize the libraries and other community resources to take job-seeker services into remote areas based upon need. In addition, library staff have been trained in how best to assist jobseekers using JobGateway®.

ADDITIONAL PARTNERSHIPS:**Montgomery County Correctional Facility**

Through a *Linking to Employment Activities Pre-Release (LEAP)* grant, MontcoWorks partners with the Montgomery County Correctional Facility to provide pre-release services and training and to provide a smooth transition to post-release services offered by the PA CareerLink® partners.

Upper Perkiomen Valley Chamber of Commerce Perk-Up Initiative - supports the Greater Upper Perkiomen Valley's development of a competitive workforce and catalyzes economic recovery and growth. Workforce efforts involving youth programming, business outreach and skills assessments provide a base on which MontcoWorks can better meet the needs of this community.

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

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

Souderton High School Pathway 360 – involves high school students in relevant internship and job-shadowing experiences.

Team MontCo – MontcoWorks partners with other local and regional organizations once per month to serve as a panel of a business assistance resource forum at a different part of the county and share resources and services to those who may be eligible to receive them. In partnering with the municipality to host the forum, MontcoWorks staff and the PA CareerLink® Business Services Team member can engage with employers to address their workforce needs and help the community become more familiar with available workforce development services. Other Team MontCo partners include PECO, Temple University SBDC, PA SEWN, U.S. Small Business Administration, Ben Franklin Technology, DVIRC, Montgomery County Development Corporation, World Trade Center of Greater Philadelphia, and the Montgomery County Community College.

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible for providing meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers.

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

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

- Conduct and participate in training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach and referral to agencies within the local area, such as the Office of Vocational Rehabilitation that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.
- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available via the PA CareerLink® Montgomery County and throughout the local area and coaching them on how to apply for needed resources.
- Make provisions for access to bi- and multi-lingual personnel to assist customers with language barriers.
- Provide assistive technology items for persons with disabilities. Adaptive technology utilized includes accessible computer, adaptive keyboards, TTY services 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 – this support includes one-on-one assistance through a designated Priority of Service Career Coach, using adaptive technology as necessary.
- Coordinates services with OVR staff for those individuals who are eligible for OVR services. OVR will assist other PA CareerLink® partners in identifying and addressing the needs of persons with disabilities who are not eligible for OVR services, as both OVR-eligible and non-OVR eligible persons with disabilities have access and priority for the full range of services of the partners.
- Maintain required federal and state notices and postings.

MontcoWorks maintains a single point of contact for EEO information, training, and handling of local inquiries:

Tamara Hordijenko
Montgomery County Commerce Department
C/O Court House
PO Box 311
Norristown PA 19401
(610) 278-1106
thordijen@montcopa.org

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 job seekers. [20 CFR § 679.560(b)(5)(i)]

The MontcoWorks board has established a subcommittee on Training and Performance to assist with the measurement of effectiveness and performance of the eligible providers and the one-stop delivery system providers in Montgomery County. The Training and Performance subcommittee is made up of public and private stake holders as well as the Training and Assessment Supervisor and the Research and Performance Manager. This group meets quarterly to discuss the performance and effectiveness of the workshop providers and training providers. They review LMI to ensure that ITAs are continually aligning with the in demand industries and occupations of Montgomery County. They will review workshops surveys to measure the satisfaction of customers in relation to the specific workshops they attend. Training provider success is measured by this subcommittee based on the percentage of individuals that successfully completed their training and were employed in their field of study. This group is also charged with the Training Provider policy which outlines the contractual expectations for all institutions working with MontcoWorks customers. The Research and Performance division works with the One Stop Operator to measure efficiencies and deficiencies and reports findings to the MontcoWorks management team and one-stop partners on a monthly basis. Measures include daily and monthly foot traffic, frequency of visits, services per visit and other topics as requested. All sub committees report back to the full board on their findings and suggestions for modifications and continuous improvements to enhance the customer experience.

The board's Training and Performance Sub-Committee regularly reviews the availability of training activities as available through the approved provider list. Employment related activities as vetted through the Montgomery County procurement process as requested and evaluated by the board based upon job-seeker needs. Additional employment and training activities or services that may be available to job seekers in Montgomery County are reviewed by the Supportive Services division for alignment with career pathways and job-seeker needs.

MontcoWorks will continue to monitor the progress and success of its local one-stop by utilizing CWDS standard reports as well as Ad Hoc reports created within CWDS to track or identify any additional indicators related to the performance and improvement of the one-stop. Guidance on one-stop center infrastructure funds will be a joint venture between the Finance Committee and the one-stop partners to maintain fiscal responsibility while still keeping the customers and businesses of Montgomery County at the forefront. Roles and contributions of one-stop partners will be reviewed thoroughly on the first Friday of each month at the one-stop partner

meeting. Any suggestions for modifications or changes to partner roles will be discussed prior to any adjustment to a partner's roles and responsibilities.

The MontcoWorks board has established two subcommittees to assist with the program effectiveness and performance of the fiscal agent, eligible providers and the one-stop delivery system in Montgomery County. The Finance committee is made up of public and private stakeholders as well as the MontcoWorks Fiscal Officer. This group meets quarterly to discuss the financial standing of the workforce delivery system including, but not limited to, allocations, spending, grants and other financially relevant material. The Training and Performance subcommittee is made up of public and private stakeholders as well as the Training and Assessment Supervisor and the Research and Performance Manager and meets quarterly to review outcomes and services offering of the training providers. They review LMI to ensure that Individual Training Accounts are continually aligning with the in demand industries and occupations of Montgomery County.

Training provider success is measured by this subcommittee based on the percentage of individuals that successfully completed their training and were employed in their field of study. They also develop the Training Provider Policy which outlines the contractual expectations for all institutions working with MontcoWorks customers. The Research and Performance division will work with the One Stop Operator to measure efficiencies and deficiencies and reports findings to the MontcoWorks management team on a monthly basis. Measures include but are not limited to the daily and monthly foot traffic, frequency of visits, services per visit and other topics as requested. All subcommittees report back to the full board on their findings and suggestions for modifications to enhance the customer experience.

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

Aligning employer labor needs with qualified job seekers continues to be a priority of the Montgomery County Workforce Development Board, MontcoWorks. Ongoing thorough analysis of labor market information combined with strong partnerships and business services allow for continual review of available training options and pipeline development focusing on high priority occupations.

Through ongoing employer engagement, including a county-wide Employer Needs Assessment Survey, businesses have expressed an ongoing need in a dependable workforce. While simultaneously following a MontcoWorks board-adopted Priority of Service Policy, it is critical that barriers to employment are addressed head-on to ensure a dependable workforce for businesses. Therefore, the Title I provider in the PA CareerLink® Montgomery County designates a position as Priority of Service Career Coach. This effort helps ensure that job seekers are connected to available community and workforce development resources that ensure employees meet the needs of employers.

Target Populations Identified to Receive Priority of Service

There are four (4) groups of individuals targeted for priority when providing individualized career services and training services in the WIOA Title I Adult program: public assistance recipients; other low-income individuals; individuals who are basic skills deficient; and individuals who are both underemployed and low-income.

1. ***“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 have received, assistance through one 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 assistance.

2. ***“Low-income”*** includes:

- Recipients of public assistance (defined above);
- Individuals in a family with total income below the poverty level or 70% or the Lower Living Standard Income Level (LLSIL);
- Homeless;
- Youth in foster care;
- Individuals with disabilities with individual income below the poverty level or the Lower Living Standard Income Level (LLSIL);
- Youth in school up to age 21, or parents of such youth, who are eligible to receive free or reduced price lunch under federal guidelines.

A youth 18 or older, who was determined low-income for the WIOA title I Youth Program, may be co-enrolled in the WIOA title I Adult Program without an eligibility re-determination, and be counted as an individual who meets Adult priority of service, if the original determination was made no more than six (6) months prior to the date of co-enrollment.

3. ***“Basic skills deficient”*** is defined as an adult who is unable to compute or solve problems, or read, or speak English, at a level necessary to function on the job, in the participant’s family, or in society.

In assessing basic skills, MontcoWorks will only use assessment instruments that are valid and appropriate for this target population, and will provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities. Standardized assessments will be administered following published guidelines and locators/appraisals will be used to determine the appropriate level of use of such assessments.

An adult may be assessed as basic skills deficient through case manager observations and documented in case notes. A case manager may document basic skills deficient using any one (1) of the following:

- Basic skills assessment questions or test results;
- School records;

- ☐ Referral or records from a Title II Adult Education program; or
- ☐ Referral or records from an English Language Learner (ELL) program.

Case notes will not be used for verification.

If a standardized test is used to assess basic skills, the test will include reading, writing, or computing skills. Lacking soft skills or specific skills needed for a particular job will not be used to determine otherwise high-functioning individuals as basic skills deficient.

A youth 18 or older, who was determined basic skills deficient for the WIOA Title I Youth Program, may be co-enrolled in the WIOA title I Adult Program without an eligibility re-determination, and be counted as an individual who meets Adult priority of service, if the original determination was made no more than six (6) months prior to the date of co-enrollment.

4. ***“Underemployed”*** individuals 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.

Interaction of the Adult Priority and Veterans’ Priority of Service

The priority of service for veterans and eligible spouses applies across all qualified employment and training programs. The priority of service for public assistance recipients, other low-income individuals, and individuals who are basic skills deficient is a statutory priority that applies only to the receipt of individualized career services and training services in the WIOA title I Adult program. With regard to the priority of service for veterans and eligible spouses, priority of service for the WIOA Title I Adult program must be applied in the following order:

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

The primary services available to adults and dislocated workers in Montgomery County are:

Job-Seeker Services

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

Training Services

- Occupational skills training in one of the Commonwealth's high demand occupations
- On-the-job training
- Programs that combine workplace training with related instruction which may include cooperative education
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Staff within the one-stop have initiated chair side intake to provide the customer with a more intimate setting than the standard classroom orientation and intake process. Customers will still be provided an opportunity to participate in a classroom setting for the overview of PA CareerLink® services. However, individuals will meet with a member of the welcome team at a

computer to complete intake and answer any questions. Staff also has mobile capabilities through the use of iPads that enable them to conduct intake interviews both on and off site. The case management system of record, CWDS, has been continually enhanced to provide a smooth and easy means for staff to manage their caseloads electronically. Specifically, the new addition of the Case Management Dashboard on CWDS will enable staff to easily add case progress notes with one click and also keeps them informed on the upcoming soft exits on their caseloads which is monumentally important in caseload management. Once CWDS and all partner programs such as Adult Education and OVR are fully integrated, case management across programs of participation will be seamless and much easier to track for goal achievement of each customer.

4.7 How will training services be provided through the use of individual training accounts (ITA), including contracts for training services, will be coordinated with the use of ITAs.
[20 CFR 679.560(b)(18)]

Once a customer has been deemed eligible for WIOA services, received career coaching and has expressed interest in training, verified through assessment, the customer is registered for a Training Information Session. The customer is directed to the Eligible Training Provider List (ETPL) and high demand occupations so they may start the selection process in accordance with their career pathway as reviewed with a PA CareerLink® Career Coach. The customer will take an employability skills assessment test to establish their proficiency in the related field of choice. Once they complete and pass this assessment, they conduct a job search to learn more about the companies that are hiring for their desired field of study. Once all steps have been completed, the customer will sit down with a Training and Assessment Specialist to fill out the Individual Training Account (ITA). The ITA is signed by both parties as well as the Fiscal Officer, Executive Director and training provider. Once all signatures are received, the customer can begin training.

The ITA cap for training funds per customer was set by the Montgomery County Workforce Investment Board in 2002 at \$3,500.00 and has remained \$3,500.00 since. In 2017, the Montgomery County Workforce Development Board analyzed the impact of this cap on placements and retentions and determined that the current cap of \$3,500.00 is sufficient and maximizes the number of customers who can benefit from training. Per the existing ITA policy, \$3,500.00 is a lifetime limit.

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

MontcoWorks Workforce Development Board (WDB) has identified four High Priority Occupation sectors in Montgomery County: Manufacturing, Information Technology, Healthcare, and Life Science/Biotechnology. The Assessment and Training Supervisor has been charged by the WDB to ensure that a diverse variety of training opportunities located in the County and Southeastern Pennsylvania are available to customers. Every effort is made to work with training providers to ensure that the training leads to an industry-recognized credential that is aligned with local workforce needs and that will prepare students for realistic, existing employment opportunities. WDB staff is well aware of the state's High Priority Occupations Policy and uses both the High Priority Occupations list available on www.paworkstats.pa.gov and employer staffing needs to construct and maintain the ETPL on behalf of the Board.

For example, when Medical Assistant was removed from the High Priority Occupations list for Montgomery County by CWIA, WDB staff was aware of the employer needs for staffing. The WDB staff followed the state procedure and filed an electronic petition supported by more than three businesses that when combined have a total number of job openings that meets the regional openings threshold for each of the next three years. The petition was successful and Medical Assistant was added to the list. WDB staff has also worked with other LWDBs to support their petition to add occupations to the High Priority list. Through this cooperative effort MontcoWorks ensures that training is available and connected to the four High Priority industry sectors.

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

WDB requires all training providers to submit all training programs and/or courses electronically through the Commonwealth Workforce Development System (CWDS) on-line application located at www.cwds.pa.gov in order to receive WIOA Adult and Dislocated Worker training funds for residents of Montgomery County. To remain eligible to provide training services and receive training funds, training providers must submit and meet performance levels on an ANNUAL basis. MontcoWorks staff uses the following performance measures stated in the WIOA Provider Desk Aid On-Line Version CWDS Procedures—revised April 2016.

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

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

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

Training providers regularly communicate with WDB staff to alert them of new training programs within High Priority Occupations. Both new and returning training providers received the WIOA Provider Desk Aid On-Line Version CWDS Procedure when it was revised in April 2016.

The WDB holds an annual Training Provider Symposium and invites representatives from all approved regional training providers to receive an orientation to the MontcoWorks policies and procedures including, but not limited to, ETPL application process, billing, and attendance documentation. Representatives from almost all training providers have attended this Symposium. This Symposium, unique to Montgomery County, has been favorably received by a wide range of providers, and helps to ensure a wide range of training opportunities for eligible Montgomery County residents.

4.8 Provide a description and assessment of the type and availability of youth workforce investment activities in the local area. [20 CFR § 679.560(b)(8)]

The WIOA Youth Program serves underserved youth and young adults who reside in Montgomery County, are between the ages of 14 to 24, and present with a significant barrier to completing or advancing in education or obtaining employment. The WIOA Youth Program, currently named the Youth Empowerment Program (YEP), provides comprehensive, year-round youth programs and services for eligible youth and young adults who are either in school, have left school without a diploma and are now motivated and re-engaged, or have graduated and are unemployed/ underemployed. The YEP program and services include, but are not limited to, supportive and case management services, academic tutoring and study skills training, job readiness and workplace etiquette workshops, various occupational skills training programs that align with in-demand industry sectors in our area, paid and unpaid work experience, GED preparation classes, college dual enrollment, a pre-apprenticeship program, job shadowing, professional adult mentorship, leadership development opportunities, entrepreneurial skills training, industry tours, college tours, career fairs, mock interviewing, professional resume writing, and other activities that help participants transition to postsecondary education or gain meaningful employment. Temporary Assistance for Needy Families (TANF) funds are used to serve TANF-eligible youth between the ages of 5 to 18 years old who reside in TANF-eligible households or are 235% below the poverty level. Programs and services include coordination of academic remediation and career-focused after school programs, a one-on-one mentorship program, instruction in work readiness preparation, college and industry tours, ESL instruction, cultural experiences, community service projects, hands-on science experiments to explore interests in STEM related careers, and other innovative year-round or summer programming. The overall goal is to get eligible youth excited about potential career pathways that will move them closer to future success.

MontcoWorks Youth Services offer qualifying youth and young adult participants, between ages 14 to 24 years old, opportunities and experiences that incorporate the fourteen core program elements described under the WIOA, alone or in a combination during different times of youth

participation. Participants engage in year round activities where they gain workplace readiness skills, obtain occupational skills certifications, and paid work experience in the summer or year-round internships that will build a well-rounded resume and experiences to prepare them for trending careers in our region or postsecondary education.

The overall goal of the MontcoWorks Youth Services is to deliver highly sought after opportunities to youth and young adults that advance their chances in gaining a career of their choice in a competitive workforce. In doing so, youth participants will have access to all for the program elements specified in WIOA Section 129(c)(2).

MontcoWorks Youth Services will partner with various community agencies and organizations to offer additional support and experiences to both in-school and out-of-school youth participants that will assist in their path towards gaining employment or furthering their education. Partnering high schools and Career and Technical Centers identify and refer at-risk qualifying students to participate in activities and services offered. This also provides the opportunity to identify graduating students that do not have plans after graduation and refer to MontcoWorks Youth Services to provide support services, career counseling and transition to gaining skills and work experience towards meeting employment goals or transitioning successful to a post-secondary or advanced training program after graduation. Maximizing partnerships and available community resources through the ongoing work of the Montgomery County Intermediate Unit allows for co-enrollment when appropriate in services available through WIOA Adult, OVR, TANF Youth Development Fund, Job Corps, YouthBuild, Title II, Year Up and other programs. MCIU, the MontcoWorks youth services provider, has developed strong reciprocal partnerships with these entities to ease and formalize co-enrollment. MontcoWorks performance staff monitors co-enrollment activity to reflect an ongoing increase, with staff providing technical assistance where necessary.

Tutoring, Study Skills Training, Instruction and Evidence-Based Dropout Prevention and Recovery Strategies that Lead to Completion of the Requirements for a Secondary School Diploma or its Recognized Equivalent (Including a Recognized Certificate of Attendance or Similar Document for Individuals with Disabilities) or for a Recognized Post-Secondary Credential

MontcoWorks Youth Services provides academic instruction to in-school youth as well as the out-of-school youth enrolled in the High School Equivalency programs. Participants at-risk of dropping out of high school participate in workshops and modules that teach the importance of organizing study time and then practices the study time with their assigned Youth Career Specialist. Families and school counselors are involved in the decision to consider alternative secondary school services for participant if they are at-risk of dropping out. If an out-of-school participant tests below 9th grade level in Math, Language, or Reading on the TABE assessment test at intake, the participant receives remediation in the subject. Priority service is given to out-of-school youth.

Comprehensive Guidance and Counseling

All participants in the program will receive assistance by their assigned a Youth Career Specialist who assists in managing the participant's experience in the program, coordinating additional resources to meet any barriers to work or completing education so their time in the program concludes with long term outcomes in either postsecondary advanced placement or highly skilled in the workplace.

Each participant receives career and educational counseling by their assigned Youth Career Specialist in which services and programming is guided by their planned goals set in the participant's ISS.

Supportive Services

Each youth participant has an assigned Youth Career Specialist that will assist in the coordination of resources to combat the identified barriers to employment or completing education goals. These support services are coordinated in conjunction with available resources by the Montgomery County services as well as through referral processing with community agencies. Resources include access to child care services, public transportation education and transportation passes, work attire or "dress for success" events, gaining housing or family intervention services if housing is unstable, applications for financial assistance, and coordinating medical services.

Follow-Up Services for no Less than 12 Months after Completion of Participation

The Youth Career Specialist continues to provide mentoring, career counseling, resource coordination, as well as any other necessary services for participants after completing the program for up to one year. The Specialists also contact the participant's employer periodically after the participant completes training and obtains employment in order to assist with support or guidance should there be challenges that could risk the participant's retention of employment.

Alternative Secondary School Services, or Dropout Recovery Services, as Appropriate

MontcoWorks Youth Services includes two programs located at the Montgomery County Community College – East and West Campuses. Qualifying out-of-school youth enroll in the GED preparation program that can be completed in as rapid as six weeks. Participants attend GED prep classes that coincide with one out of four parts of the GED exam. OSY participants that require remediation in subjects prior to starting the GED prep classes will attend the program's bridge program which assists participants to academically prepare for the GED prep classes. Participants receive support services, are assigned a Youth Career Specialist to assist in career exploration and complete work readiness workshops. Once youth participants gain their GED, they receive assistance in entering in an occupational skills training program as well as learn of opportunities for an internship in their interested field.

MontcoWorks Youth Services also enrolls and serves qualifying OSY to the Gateway to College program. Participants receive intensive case management and support services during their two year attendance in the program. Participants not only gain their Commonwealth diploma but also a professional certification from the community college in an in-demand industry. Participants are assigned a Youth Career Specialist to develop their ISS and identify opportunities and activities that will encourage their successful attainment of a diploma and a professional certification. Participants are also offered to employment and education counseling that leads to obtaining and retaining full time employment or transitioning to post-secondary education.

Financial Literacy Education

Financial literacy workshops and modules that are age appropriate are offered to participants on a monthly basis. Prior to starting their first paid work experience, youth participants engage

in workshops that include opening and managing a bank account and bank card, money management and building a savings account. Participants will also receive college Financial Aid counseling through PHEAA and additional financial assistance opportunities learned through workshops held throughout the year.

Adult Mentoring & Professional Mentorships

Participants who are in school will engage in professional mentorship with employers working in trending industries, manufacturing, healthcare, information technology, and life sciences. Participants will be able to shadow individuals who work in occupations that align with students' interests and where training that is available at career and technical education centers. Early in the participant's engagement with the program, they will have had experienced one on one time with a professional mentor and a job shadowing experience. Each youth participant is assigned a Career Specialist that engages with them at a determined pace through-out their active participation, assists in guiding their participants to meet their determined short term and long-term benchmarks, as well as continues their mentoring and guidance up to 12 months from successfully completing their participation.

MontcoWorks Youth Services partners with RSVP Mentoring that coordinates volunteer retired or active professionals from the non-profit and private sector to mentor in-school youth participants on life skills or after school job shadow opportunities. RVSP Mentors will also offer online academic tutoring to in-school and out-of-school youth participants via Skype. With this collaboration of services, MontcoWorks can further enhance the participant's experience in the program as well as coordinate more opportunity for successful transition to post-secondary or gained employment.

Entrepreneurial Skills Training

In addition to partnering with RSVP Mentoring volunteers for mentorship and virtual tutoring, mentors that have started their own businesses or non-profits will provide unique summer job shadowing opportunities to youth participants who have expressed interest in having their own start-up. The experience will include attending meetings hosted by the assigned mentor where the participant will learn fundamentals of working in a team setting, developing a strategic plan for a business or for a non-profit, budgeting, and other component that fit with an entrepreneurial training experience for ISY or OSY participant.

Specifically for the in-school youth participants, Youth Career Specialist will engage with participants in after-school activities that involve creating a business club where they are expected to create a business model and utilize resources provided by the school to create a product. In 2014, ISY participants created a business plan and marketing campaign where they made bracelets. In Spring of 2015, ISY participants at one of the CTC worked through the graphic design and shirt printing class to design and make shirts. Participants learned about how to develop a business plan if they were to start a shirt printing and graphics business.

Paid and Unpaid Work Experiences that have Academic and Occupational Education as a Component of the Work Experience**On The Job Training Opportunity (OJT)**

Qualifying youth participants will be assessed to determine their eligibility for on-the-job training opportunity with a MontcoWorks partnering employer. Participants continue to

receive supportive services and build their resume, gain additional skill with their Youth Career Specialist who meets with them at the work site.

Summer Employment Opportunities and Other Employment Opportunities Available Throughout the School Year

Each summer MontcoWorks Youth Services introduces youth participants to meaningful work opportunities that aligns with their academics and builds their resume with skills, experience and employment references. Youth staff develops partnerships with local employers in various industries to create a quality six week summer work experience for teens and young adults in the program. Youth participants are required to complete a series of workshops as well as one-on-one sessions with their assigned career specialist as part of their employment preparation. The workshops include the development of time management skills, how to communicate with a supervisor, job appropriate dress attire, how to use public transportation to and from work, money management, and filling out a W-4 and I-9.

Employers during the summer work experience for youth will play a vital role when assisting participants develop into a marketable candidate for future employment opportunities. Site supervisors will complete a survey at the end of the youth participant's work experience that will assess the work readiness of the participant. The Youth Career Specialists will utilize the assessments completed to discuss additional workshops and experiences would benefit the participant in reaching their educational or employment goals.

Paid and Unpaid Work Experience – Integrated Education and Training for a Specific Occupation or Cluster

The primary focus of work experiences is to expose youth participants to the requirements of work and to employers' expectations. The participant's work experience is linked to their expressed career and an employment goal stated in their Individualized Service Strategy (ISS) Plan and incorporates an academic and occupational learning component. MontcoWorks Youth Services carries out workshops to participants to prepare them for a year-round or summer paid work experience. These workshops include work readiness or employability skills, s.a. appropriate dress attire, how to answer a phone, arriving on time, and communication skills with a supervisor. Participants will work with their assigned Youth Career Specialist to build their resumes and portfolios with the certifications and experiences they have gained since engaging in the program. Having more interactive experience will allow participants to choose a college or industry path that matches their interests and will be able to have a successful placement and retention by the time they are exited from the program.

Young adult participants who have either received their secondary diploma or who need to gain their diploma in nontraditional means will engage in workplace etiquette workshops, resume writing, college and industry tours, and gain occupational skills certifications for partnering industries. Participants out of school with a high school diploma or equivalency will gain advanced skills and experience to make them a highly sought after employee for regional national employers.

Occupational Skill Training, which Includes Priority Consideration for Training Programs that Lead to Recognized Post-Secondary Credentials that Align With In-Demand Industry Sectors or Occupations in the Local Area Involved

Pre-Apprenticeship Program - Registered Apprenticeship

MontcoWorks Youth Services pre-apprenticeship program builds a trade skill to prepare youth participants who have obtained their high school diploma or equivalency start a Labor Union Apprenticeship. Participants are supported through their technical skills training that leads to a certificate in the selected trade, gain an OSHA-10 certification, guided through the apprenticeship application process, participate in life skills workshops, and keep high level of support and mentoring through their apprenticeship experience that leads to employment and retention of employment.

Job Corps

MontcoWorks Youth Services coordinates weekly informational and recruitment sessions with Job Corps regional representatives in the Norristown and Pottstown area. The sessions provide information to both in-school and out-of-school youth participants about the opportunities in occupational skills training with Job Corps that can lead into the participant's planned career pathways goals. MontcoWorks Youth Services is also able to identify if non-participant attendees qualify for WIOA funded programs and services that can assist in their preparation for employment or further education.

Education Offered Concurrently With and in the Same Context as Workforce Preparation Activities and Training for a Specific Occupation or Occupational Cluster

MontcoWorks Youth Services will continue partnership with the four Career and Technical Education Centers in Montgomery County to identify youth participants who attend traditional high school that, based on their identified career path, would benefit from learning more about available programs and opportunities to gain an occupational skills certification at graduation from a CTC school. Youth participants will be able to incorporate academic opportunities to progress through exploring selected career fields and experiencing a summer or year round work experience that align with their paths.

Activities That Help Youth Prepare For and Transition to Post-Secondary Education and Training

MontcoWorks Youth Services coordinate career specific industry tours that align with high priority occupations and fields in the area as well as with the career goals of the youth participants. Generally occurring in the early Fall and Spring season, youth participants from in-school as well as out-of-school programs tour employer sites throughout the County and experience hands-on activities as well as learn what types of occupations are hired at the site. The attending Youth Career Specialists share after the tour with participants what advanced training programs or higher education programs are available to them to obtain such an occupation with the employer. The Youth Career Specialists will update the participant's ISS with revised or additional goals such as obtaining a work experience or job shadowing opportunity with the employer if the participant expresses interest for further exploration in such field.

In addition to industry tours, youth participants will attend college tours either in a large group or small group with their Youth Career Specialist. Participants learn about the public transit system and how to efficiently use it to get from their residence to the college. Participants, as well as their parents, learn about the available financial aid assistance, when and how to apply prior to graduating from high school.

Advanced training programs such as the Year Up program at Pierce College and Job Corps in Keystone have been able to go to the schools with youth participants to be able to discuss the available opportunities after graduation. Youth staff works with the advanced training program admissions in order to assist participants with their applications and successfully enroll in their programs.

MontcoWorks Youth Services includes enrolling and serving qualifying out-of-school youth in the Gateway to College (GtC) program at the Montgomery County Community College. With about fifteen youth participants enrolled into the GtC program each semester, participants learn how to succeed in an educational setting through a college-based dual credit program while simultaneously earning a high school diploma and substantial college credit in a skills training program. The program assists participants that have left high school without a diploma, be able to not only achieve their diploma but also become a prepared college student.

Leadership Development Opportunities

MontcoWorks hosts various events and fairs throughout the year specifically aimed at the youth participants, both in-school and out-of-school. Participants gain leadership experience by collaborating with others in civil service projects that tie into their academics and become an advocate of their own pathways for newer participants in the program and event or fair attendees. They have the opportunity to build on their leadership and civic duties to their communities while positive social behaviors are developed through a structured and interactive curriculum as part of their employment and education goal plan development.

Services that Provide Labor Market Information About In-Demand Industry Sectors and Occupations

MontcoWorks Youth Services participants attend events and activities throughout the County that meets their career path interests as well as allows them to explore in-demand careers not typically considered through traditional secondary schooling. Youth participants and their parents are provided tours of the career and technical center advanced training programs that align with their interests. The CTC counselors educate the youth participants and their parents of the various careers one of their programs can lead to, with many not typically starting with a four-year college degree. Youth participants attend multiple industry tours throughout the year at partnering employer sites who provide an interactive experience for the attendees. Each year, MontcoWorks Youth Services coordinates groups of both ISY and OSY to tour a manufacturing company on National Manufacturing Day to learn of various occupations they are hiring for as well as the needed skills and credentials necessary to work at the company. ManuFest is annually held in the spring and brings together manufacturing companies along with CTC schools and higher education colleges that offer programs and certifications towards a career in manufacturing. Youth participants attend Girls Exploring Tomorrow's Technology (GETT) each year to learn about the careers in STEM related fields and the underrepresentation of girls furthering their education towards such fields. Youth Career Specialists follow up with youth participants after each career exploration event and industry tour with updating their ISS with new or revised career and education goals.

Additional Support for Youth with Disabilities

MontcoWorks Youth Services partners with multiple County departments and agencies to coordinate services for youth with disabilities. The Youth Career Specialists are able to guide participants that have a disability and their parents through the application process for services through the Office of Vocational Rehabilitation (OVR). MontcoWorks Youth Services and the Montgomery County Intermediate Unit (MCIU) coordinate services in schools for participation of participants in the MCIU transition programs. Youth Career Specialists work with MCIU Transition staff and Secondary Transition staff to identify qualifying youth participants for their program and continue with meeting benchmarks and providing support services. Coordination of additional support for youth with disabilities continues through the summer during their paid work experience when a youth and parent(s) requests a job coach from the MCIU that will further assist in any challenges and additional barriers to successfully completing their work experience.

MontcoWorks has partnered with Montgomery County Human Services-Behavioral Health Development Department to provide additional services and case management services to qualifying WIOA youth and young adults whose disability meets their Blended Case Management (BCM) criteria. With at least six locations around the County, BCM services are person-centered, flexible, committed to building relationships and have 24/7 phone coverage. The MontcoWorks and BCM program help support youth participant with meeting their education and employment goal by utilizing the principles of Supported Employment: primacy of youth choice and personal preference, integrated services, goal of competitive employment, personalized benefits counseling, rapid job search, and follow-along support.

OVR also provides WIOA Title IV eligible and potentially eligible 14 to 21-year-old in-school youth with disabilities pre-employment transition services designed to prepare them to enter competitive, integrated employment. Pre-employment transition services include paid work-based learning experiences, job shadowing as well as vocational counseling and guidance. Also offered is group training on workplace readiness, independent living skills, and self-advocacy skills.

Determining Eligibility

The checklist below is used to determine eligibility for youth services. A key part of eligibility determination is to identify all programs and services where co-enrollment opportunities are appropriate to meet the youths' needs. Reports generated through CWDS are reviewed monthly to review enrollments of both In-School-Youth and Out-of-School Youth, monitoring distribution.

Personal Identification	Monitor Verified	Documents Required
Social Security Number Verification. Unsigned SS card is valid, and valid if signed by parent for those 14 or 15.	<input type="checkbox"/> YES	<input type="checkbox"/> Social security card
US Citizenship/Alien Status/Legally eligible to work in the US	<input type="checkbox"/> YES	<input type="checkbox"/> Naturalization Certificate or Alien Card indicating right to work (INS I-151, I-551, I-94, I-688A, I-97, I-179) <input type="checkbox"/> US Passport or Foreign Passport with I-551 stamp/INS From I-94

		<input type="checkbox"/> Birth Certificate or baptismal record or hospital records <input type="checkbox"/> Food stamps record or public assistance records <input type="checkbox"/> Social Security Card (work eligible) with I.D.
Montgomery County Residence	<input type="checkbox"/> YES	<input type="checkbox"/> State Driver's License or School ID or Fed/State/Local Gov't ID <input type="checkbox"/> Utility bill, lease, or mailing from gov't office, school records <input type="checkbox"/> Public assistance records/social service records
Age Requirement	<input type="checkbox"/> YES	<input type="checkbox"/> Permanent Resident Card of Passport <input type="checkbox"/> Birth Certificate or baptismal record or hospital records <input type="checkbox"/> State Driver's License or School ID Of Fed /State/Local Gov't ID
Selective Service Registration for males born on or after January 1, 1960	<input type="checkbox"/> YES	<input type="checkbox"/> Selective Service advisory opinion letter or registration record (3A) <input type="checkbox"/> Stamped Post Office receipt or internet verification of registration
To be eligible to participate in WIOA youth program, an individual must be an OSY		
OSY (Out-of-School Youth)	Monitor Verified	Eligibility Documentation
1. Not attending any school (as defined under State law)	<input type="checkbox"/> YES	<input type="checkbox"/> WIOA Intake application form
2. Not under the age of 16 at start of service or older than 24 at the time of enrollment	<input type="checkbox"/> YES	<input type="checkbox"/> See age requirements documents listed above
AND one or more of the following barriers		
1. A school dropout	<input type="checkbox"/> YES	<input type="checkbox"/> Attendance record OR transcripts <input type="checkbox"/> Drop-out or withdrawal letter from the school
2. Youth within the age of compulsory school attendance, but has not attended school for at least the most recent complete school calendar year.	<input type="checkbox"/> YES	<input type="checkbox"/> School records OR official letter from school
3. Low-income exception: A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner.	<input type="checkbox"/> YES	<input type="checkbox"/> Recipient of diploma or equivalent AND <input type="checkbox"/> Low-income (see #2 under ISY) AND <input type="checkbox"/> Basic skills deficient (see ISY document requirements) OR <input type="checkbox"/> English language learner (see ISY document requirements)
4. An offender: an individual who is subject to the juvenile or adult justice system	<input type="checkbox"/> YES	<input type="checkbox"/> Documentation from court or juvenile or adult criminal justice system <input type="checkbox"/> Police record <input type="checkbox"/> Letter from Parole or Probation Office
5. Homeless, a runaway, or an	<input type="checkbox"/> YES	<input type="checkbox"/> Letter from OCY OR copy of court order/documents

individual who is in foster care or aged out of foster care.		<input type="checkbox"/> Written statement from an individual providing temporary residence, a shelter, a social service agency
6. An individual who is pregnant or parenting	<input type="checkbox"/> YES	<input type="checkbox"/> Birth certificate or hospital records or baptismal records <input type="checkbox"/> Observation of pregnancy status
7. An individual with a disability	<input type="checkbox"/> YES	<input type="checkbox"/> Medical records or rehab evaluation doc <input type="checkbox"/> Sheltered workshop certificate or worker's comp or SSI docs or veterans admin letter
8. Low-income exception: An individual who requires additional assistance** to complete an educational program or to secure and hold employment	<input type="checkbox"/> YES	<input type="checkbox"/> Low income <input type="checkbox"/> Youth of incarcerated parents/documentation from criminal justice system

****Additional assistance as defined in the MontcoWorks Youth Policy (select one of the following):**

- ☐ Chronic behavior issues;
- ☐ Current or history of substance abuse or chemical dependency;
- ☐ Educational achievement meets below expected levels;
- ☐ Frequently changed schools;
- ☐ Exhibits irregular school attendance or is at risk of dropping out of school;
- ☐ Child of an incarcerated parent;
- ☐ Has unstable living conditions;
- ☐ Experienced a recent traumatic event, is a victim of abuse, or resides in an abusive environment;
- ☐ Gang affiliated;
- ☐ Migrant or Refugee;
- ☐ Has a family history of chronic unemployment; or
- ☐ Lacks occupational goals and skills.

MontcoWorks youth programming staff requires signatory documentation from an educational or social service agency to verify the need for additional assistance. PA

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

MontcoWorks board, staff and providers are dedicated to providing Rapid Response services in Montgomery County when such services become necessary. Upon receipt of WARN letter, a designated workforce development office staff member will meet with the State Rapid Response Coordination Services representative who serves Montgomery County to plan corroborative and comprehensive efforts to best meet the needs of the impacted employees. At this initial meeting, the number of dislocated workers is discussed, and an outline of services will be established.

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

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

The Rapid Response survey results are entered onto a database and a Career Coach is assigned to remain in contact with the job seekers. Job leads are shared, resumes are forwarded to the Business Services team, and invitations for hiring event are extended. PA CareerLink® staff will remain in contact with job seekers through job placement and retention to ensure sustainability.

The Board recognizes that layoff aversion is far more desirable than post-layoff response. Thus, the MontcoWorks Board in partnership with its one-stop operator will place a greater emphasis on working with the Commonwealth's Rapid Response staff on pre-layoff assistance and in placing a greater emphasis on WIOA's permissible use of Adult and Dislocated Worker funds to support incumbent worker training in such situations.

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. [20 CFR § 679.560(b)(9)]

The Montgomery County Workforce Development Board works collectively with secondary and post-secondary educational institutions to facilitate job seekers engagement in relevant secondary and postsecondary education program and activities. By maintaining board representation from educational institutions, including representation in the Training & Performance and LMC, the board is able to keep a pulse on the coordination of employers needs as pertain to educational program offerings. The Training and Performance Committee maintains up-to-date information on approved programs resulting in high priority occupations. Additionally, this committee, chaired by the MontcoWorks' Title II representative, ensures that Career Pathways begin with a strong educational base, including those services available through WIOA Title II. The LMC works to ensure that all customers who are eligible for education as aligns with career pathways have access to those programs.

In-depth assessment and ongoing Career Coaching through pathways will include a thorough

plan review per customer to ensure preparedness and that there is no duplication of services. In addition, ongoing reconciliation of CWDS through the Training and Performance Subcommittee is designed to prevent duplication.

The Educator in the Workplace/Teacher in the Tech School Grant pays for substitute teachers while classroom teachers, counselors, or administrators visit a company or a technical school for a day. The Educators will then compose a reflection on the day that integrates their experiences with their classroom activities.

The Board partners with Montgomery County Community College (MCCC) in the Department of Labor's Trade Adjustment Act Community College Career Training (TAACCCT) Grant program. MCCC offers a training program that is increasing the pipeline of high skilled workers for Advanced Manufacturing; Energy Distribution, Production, and Conservation; and Healthcare Technology industries. These programs can be completed in one year or less and will increase the attainment of degrees, certificates and industry certifications in entry-level and middle-skill jobs for TAA-impacted workers, those individuals who have been laid off due to jobs moving overseas. An additional program available through and grant MCCC has received from the Walmart Foundation provides an in-depth office skills training session as a hybrid course.

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

MontcoWorks partners regularly with other boards, education providers and economic development organizations in the broader Southeast PA region in designing and implementing Industry Partnerships (IPs). Each IP focuses on career pathways where educational programs are aligned to prevent duplication, with new credentials created as needed to fill gaps and provide increased connection points among existing programs and courses. Industry Partnerships, driven by the identified needs of employers, will continue as a primary means of streamlining education and training programs as new partnerships are built in accord with the Commonwealth's Next Generation Industry Partnerships model.

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

The PA CareerLink® in Montgomery County provides services with the assistance of staff from the mandated and non-mandated partners as well as contracted service providers. The managers of the investor partners meet monthly to evaluate programs and client flow and to make adjustments where needed. Necessary adjustments are mutually arranged with the board's buy-in. Operational goals including performance goals and process flows are presented to the board. Strategic partnership planning guides operator's decisions, modifications and improvements. Monthly meetings, reconciliations, ongoing communication and overall

programmatic coordination identify, eliminate and prevent duplication of services.

In order for the committees, staff, contractors and board to make informed decisions about the best ways to provide services without duplication is through accurate, ongoing, up-to-date reporting. The merit staff's Performance Division will utilize standard and ad-hoc reports to demonstrate efficiencies and deficiencies.

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

Note 1: Any Title II activities described must be allowable activities under Title II. these may include basic skills instruction both at the one-stop center and in other locations around the local area; compliant administration of standardized basic skills assessments; and workforce preparation activities for individuals receiving Title II basic skills instruction.

Note 2: Guidance on the role the local board will play in their assistance with WIOA title II solicitation and procurement

Local boards are not directly involved in WIOA title II solicitation and procurement; the title II competition is run solely by PDE, and all funding decisions are made solely by PDE. The local boards will review applications submitted to PDE for WIOA title II funds for alignment with the goals and strategies of the local area plan, and then provide recommendations to PDE on ways to improve alignment, if applicable.

Federal regulations require PDE to establish the process by which the local boards will review the WIOA title II applications for alignment with the local area plan and submit recommendations to PDE for improvement of alignment. PDE will receive the applications for title II funds and then distribute applications to the appropriate LWDB for review. PDE will develop related review documents and rubrics, and provide them to the local boards along with training on how to conduct the review and return the documents to PDE. All local boards must use the review documents and rubrics provided by PDE. Local boards have flexibility in determining which members of the local board participate in the review of applications. The review work can be led by local board staff, but cannot be limited to local board staff. Board members connected to entities that submit applications for WIOA title II funds or that have other conflicts of interest cannot participate in the review.

All applications submitted under WIOA Title II Adult Education and Literacy will be reviewed by MontcoWorks with recommendations submitted to PDE as requested. Reviews will begin in Program Year 2017-2018, the purpose of which will be to ensure consistency with the Local Plan. A standardized review form will be provided by the Pennsylvania Department of Education, Bureau of Postsecondary and Adult Education. An eligible provider will be one that has demonstrated effectiveness in providing adult education and literacy activities including:

- a local educational agency;
- a community-based organization or faith-based organization;
- a volunteer literacy organization;
- an institution of higher education;
- a public or private nonprofit agency;
- a library;
- a public housing authority;
- a nonprofit institution that is not described above and has the ability to provide adult education and literacy activities to eligible individuals;
- a consortium or coalition of the agencies, organizations, institutions, or libraries; and
- a partnership between an employer and an entity described above.

Procedures recently announced by the PA Department of Education 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 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 PDE. Local boards will then send recommendations regarding local Adult Education provider proposals to PDE for consideration during PDE'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?

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

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

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

One example, the partnership with the Montgomery County Department of Behavioral Health's employment support programs. Each of the six counselling centers throughout Montgomery County have an employment and job search support component that combines case management with career readiness, offering additional support for job seekers with a behavioral health diagnosis. Additionally, The Power Program, offered by the Montgomery County Community College through a partnership with Montgomery County's Department of Behavioral Health, is open to anyone with a mental health diagnosis to assist with the completion a post-secondary transition. The 14-week course includes career-readiness and college preparedness.

With the Office of Vocational Rehabilitation as a partner, the board is able to maximize OVR's expertise and knowledge to prepare PA CareerLink® staff with sensitivity training, TTY adaptive equipment and software training, sign interpretation, development of an enhancement plan and job development practices. In addition, a sharing of complementary resources per customer will provide an opportunity to customize employment plans to lead to gainful employment.

4.14 What services, activities, and program resources will be provided to businesses and

employers, in the local area? [20 CFR § 679.560(b)(3)]

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

- Job matching and screening of applicants
- Assessment of skills, interests and aptitudes of applicants
- Applicant recruitment
- Assistance with Unemployment Compensation Cost Containment
- Development of Customized Job Training and On the Job Training applications
- Labor market Information
- Coordination with other workforce development resources
- NAFTA/Trade Act applications
- Wage and salary information
- Rapid Response Initiatives
- Recruitment Events and Job Fairs

In addition to evaluating the impact these activities have on performance outcomes, employer satisfaction is evaluated through survey after large-scale events. The PA CareerLink® Montgomery County Operator will develop additional evaluation materials to better gauge the services available to employers.

MontcoWorks also engages employers through the Business-Education Partnerships in Bucks and Montgomery Counties. Through *Find Your Way – Build Your Tomorrow Today* programming, Employers work directly with schools that are near their locations of business to achieve the following objectives:

- Raise student and parent awareness of the skills necessary to be employed in high demand, high priority occupations along with information about those occupations to enable them to make knowledgeable decisions and acquaint them with a variety of options.
- Direct the interests of the Counties' businesses in providing a variety of work-based learning options and experiences for teachers and youth.
- Determine where there are gaps in providing career-related opportunities for students with diverse needs and backgrounds.
- Provide coordination for linking students and teachers with business/industry along with a central point of contact for schools, businesses, and the community.

In order to additionally assist employers in reducing UC costs and ensuring they understand their rights and responsibilities, PA CareerLink® Montgomery County will coordinate with The Office of UC Service Centers Customer Services Section to conduct seminars on UC topics where these rights and responsibilities are explained.

Through this ongoing Business and Education Partnership, employers collaborate with educators in four main activities aimed at raising awareness of high-quality jobs and the wide range of education and training pathways available to acquire them, laying the foundation for an ongoing

pipeline of local talent to meet emerging needs. These activities are carried out with the intended outcome of developing a future workforce in Montgomery County:

Educator in the Workplace/Teacher in the Tech School: The Grant pays for substitute teachers while classroom teachers, counselors, or administrators visit a company or a technical school for a day. The Educators will then compose a reflection on the day that integrates their experiences with their classroom activities. These reflections will then be shared with their faculty & other schools in the Partnership via “google docs”.

Future Fairs: Each participating high school selects from one of the four high priority occupations: IT, Life Sciences/Biotechnology, Manufacturing, or Health Occupations. Representatives from businesses and post-secondary schools are invited to participate. The students will have the opportunity to learn about various businesses and the specific skills needed for working in those industries. Parents and middle school students may also attend. Futures Fairs differ from “career fairs” in several ways: Future Fairs expose students to future employment opportunities, have a thematic approach and includes access to post-secondary program-of-study representatives.

ManuFest – It is a one day exhibit for middle and high school students, parents, and educators in Montgomery, Bucks and surrounding areas that provides an opportunity for the students and their parents to explore career paths in the manufacturing and advanced manufacturing field. The event exposes students and parents to alternative options in attaining hireable skills and a path to a high paying career without the traditional four year degree. CTE’s showcase their programs, regional employers participate in offering an interactive exhibit for students and parents, and higher education institutes discuss the programs offered that align career paths into the advanced manufacturing industry. Each year, ManuFest has seen a steady rise in the number of attendees. In 2016, there were a total of 393 attendees made up of students, parents, teachers and manufacturing representatives.

Field Trips and Internships: The Partnership reimburses schools for cost of busing students on career- related field trips. Some schools are arranging for senior internships to take place during the spring.

Industry Forums – A business representative(s) from one of the four targeted career pathways will be invited to meet with teachers and counselors during lunch to discuss career opportunities within their company, current industry trends, and labor force demands. Industry leaders will strategize with educators about ways to incorporate labor force demands into the classroom. Parents and high school junior and senior students will also be invited to learn about high priority occupations in each respective industry and inquire about opportunities for job shadowing or mentorships during their transitions after high school.

Industry Tours – National Manufacturing Day that is held in October of each year brings about a number of interested students and teachers in getting out of the classroom and touring a manufacturing site near them. MontcoWorks has been able to leverage grant funds to support a number of tours each year. In the most recent program year, 340 students and their teachers toured 17 manufacturing sites. This is an opportunity for them to ask the manufacturer questions about their company, types of careers they offer, skills they are looking for, and learn the reasons the industry is so prominent in our region.

In-School Professional Mentors – Many businesses in the area are interested in offering their time in mentoring the future workforce, however, are limited in knowing how to get started and partnering with a

school to do so. Likewise, schools are seeking employers in the area who are interested in mentoring, job shadowing opportunities, or offering time to speak about their work in the classroom. MontcoWorks will be able to coordinate the appropriate clearances and mentorship certification training for local businesses, then coordinate “Mentoring Day” events for middle and high school students to engage in college and career preparation and life skills development. In bridging the gap between the businesses and educators, students will benefit from learning how their academics can be integrated into the workplace.

OVR Vocational Rehabilitation Counselors provide eligible WIOA Title IV customers with multiple, individualized services such as, but not limited to, diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. 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. OVR business services include reasonable accommodation consultation, 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. OVR’s statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

The Board and the one-stop operator will collaborate with the Commonwealth’s Office of Unemployment Compensation (UC) Services Center to provide seminars for employers related to UC issues. Topics that will be addressed include: UC rights and benefits, UC appeals and hearing process, rules related to suitable work, and information on services provided to UC claimants under the Profile Reemployment Program (PREP) and Reemployment Services Eligibility Assessment (RESEA) program. The Board and its partnering boards in the region will work the Commonwealth to identify changes and topics related to UC that will need to be addressed in employer seminars.

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

Part of the MontcoWorks ongoing strategic planning process involves an analysis of individuals with barriers to obtaining and maintaining employment and what supportive services that are needed to assist job seekers with these issues. These service needs are determined through a meeting with a career coach or case manager and through the use of various assessment tools. Several supportive service resources currently exist in the public and private sectors; the role of the Supportive Services division is to promote and facilitate these connections. Referrals to available resources within County departments or community agencies are made to assist job seekers with various needs including childcare, transportation, housing, clothing, health and wellness, employment accessibility, legal concerns and mental health or drug & alcohol counseling needs. The board funds GED preparation and has partnered with programs throughout the county that offer adult basic education and language services. Additional resources are in development to be made available online through several Montgomery County libraries.

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

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

The LMC works collectively to develop viable solutions for job seekers with barriers. Legal Aid of Southeastern PA has been a member since 2014, not only working individually to help job seekers with landlord/tenant issues or employment discrimination, but has successfully processed over 25 expungements for job seekers. Ongoing workshops inform job seekers of services.

For Program Year 2016, the board will work to develop a transportation and gift card policy to provide for financial assistance when necessary to obtain employment. The board will also work to expand upon the existing PA Work Wear, currently designated for TANF recipients, to solicit additional donated items that can be dispersed to non-TANF job seekers.

5. COMPLIANCE

The questions in this section are focused on the local area's compliance with federal, state and/or local government requirements. Please provide a separate response for each of the elements listed below.

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. [20 CFR § 679.560(b)(13)]

A Memorandum of Understanding (MOU) was developed by June 30, 2017, reviewed by all partners and is in the process of final execution. The MOU defines the services provided by all partners and the separate role of the one-stop operator in coordinating those services.

Some services, such as OVR and Veterans services, are available only to individuals who meet the guidelines of the individual agencies and funding sources. When such referral are made for specialized services, the resources of all partners will continue to be available to these participants as the specialized assistance is also provided. As an example, the Board relies on OVR's expertise and knowledge to assist the PA CareerLink® staff in sensitivity training, use of TTY adaptive equipment and software training, sign interpretation, development of an enhancement plan and job development practices as part of a multi-partner service mix. PA CareerLink® and OVR use a reciprocal referral approach to ensure that persons with disabilities receive necessary services.

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

MontcoWorks fiscal staff reviews all costs before issuing payment requested from sub-recipient. This practice prevents the payment to a sub-recipient for disallowed costs.

In addition, MontcoWorks requires all sub-recipients who are subject to the Single Audit provisions of the OMB Uniform Administrative requirements to submit a copy of the audit report and corrective action plan to the board. MontcoWorks fiscal staff will review the audit report and corrective action plan for any findings related to WIOA or state funds provided to the subcontractor to determine if it contains any questioned cost.

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

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

Note: Guidance pertaining to the actions a local board must take towards becoming or remaining a high-performing board are currently being developed. The Department considers a high-performing local board as a board that ensures the yearly attainment of goals, strategies, and operational elements articulated in applicable law, regulation, contract(s) and agreement(s), PA Combined State Plan, commonwealth policies, program grant and associated requirements, and guidance are achieved; the board's varied responsibilities including fiduciary and administrative are

performed in a professional manner; its mission of being accountable to the workforce area stakeholders is upheld; and abides by other factors as determined by the PA State Workforce Development Board.

The MontcoWork Board starts with a commitment to professional and engaged stewardship related to the management of multiple grants on behalf of the local elected officials. It also believes that it has a key role to play within the workforce area and the broader region as described in WIOA in areas such as research, coordination with economic development, linking educational partners through career pathways, and defining and addressing needs of employers on a sector basis.

Multiple national groups and the U.S. Department of Labor have identified characteristics of high performing workforce development boards. These characteristics cluster around the following general standards and specific criteria:

Standard I: Strategic Planning & Implementation

Criteria:

- Creation of a goal-oriented strategic plan that goes beyond the scope of WIOA funds
- Strategic plan that is developed from a broadly inclusive process including economic development, employer, education, human services, and other community leaders
- Strategic plan is a living document that is part of the board's continuous improvement process
- Adoption of a sector strategy approach in engaging employers
- Adoptions of a career pathways approach in engaging education and training providers

Standard II: Developing and Managing Resources

Criteria:

- Board reviews and monitors budget that aligns with strategic goals
- Resources and assets are coordinated and leveraged among service partners
- Board works with partners to attract more public and private resources to support strategies
- Board meets the expectations of the local elected officials in spending public funds

Standard III: Managing the Work of the Board

Criteria:

- Board is diverse, includes major employer sectors, and includes key community planners in economic development, education, and community services
- Board oversees the one-stop partnerships and resources pledged in the MOUs as a primary line of business
- Board has its own business plan and manages its business in accord with the plan, including oversight of staff to implement the board's business strategies.

The MontcoWorks Board will work with its regional partners, the other boards in the state, and the Department of Labor and Industry to further define key elements for board leadership in the statewide system. The Board, through its committee structure, is already implementing many of these elements and will be able to quickly respond to guidance from the Commonwealth as it is

obtained.

A key part of the MontcoWorks' leadership is diversifying the funding base to expand programs and services for employer, job seeker and student customers in the local area. It has accomplished this via partnerships with local and regional partners to acquire funding under Industry Partnerships and other sources. An example from 2015 is the receipt of grant funding from USDOL under the LEAP (Linking to Employment Activities Pre-Release) initiative to support the workforce development system by providing one-stop services to program participants while incarcerated in the Montgomery County Correctional Facility. Residents of the County are provided services which allow a streamlined approach to placement of job-seekers upon release from incarceration, thus decreasing the amount of necessary one-stop services after release. Leveraging resources such as this are important to the board and additional opportunities for grant funding will be explored by board staff as available.

5.4 What is the process the local board used 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? [20 CFR § 679.560(b)(19)]

Board members contributed to portions of plan development based upon related committee or expertise. Once compiled, a draft was distributed to all members for review before posting for public comment.

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

Note 1: In accordance with this policy, planning regions are required to post the entire regional plan for public comment in each of the local areas that make up the planning region.

Note 2: Comments submitted during the public comment period must be submitted along with the plan. Additionally, any comments made by a local board as a result of such comments, must also be included.

The Montgomery County Workforce Development Board, MontcoWorks, approved posting of the WIOA Local Plan for Montgomery County and the posting of the associated Regional Plan on July 18, 2017. The public comment period was posted on the Montgomery County website and the documents were accessible via the MontcoWorks website. The plan was posted for 30 days for public comment with a public meeting held on Thursday, August 3 at 10:00am at the Montgomery County Human Services. Paper copies were made available at the Montgomery County Commerce Department – Workforce – 1430 DeKalb Street, Norristown, PA.

Comments were collected via email or hard copy by the MontcoWorks Executive Director and incorporated into the final plan as follows:

COMMENT #1

Comment:

Refine the language pertaining to review of WIOA Title II Adult Education provider application

Action:

Language was added to Section 4.12 indicating - *All applications submitted under WIOA Title II Adult Education and Literacy will be reviewed by MontcoWorks with recommendations submitted to PDE as requested.*

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.

- ✓ 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

REQUIRED ATTACHMENTS**WIOA Title I Programs**

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	N/A
Dislocated Worker	74%	N/A
Youth	65%	N/A
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	N/A
Dislocated Worker	75%	N/A
Youth	57%	N/A
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	N/A
Dislocated Worker	\$7,000	N/A
Youth	Baseline	N/A
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	55%	N/A
Dislocated Worker	57%	N/A
Youth	70%	N/A
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	Baseline	N/A
Dislocated Worker	Baseline	N/A
Youth	Baseline	N/A
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	Baseline	N/A
Dislocated Worker	Baseline	N/A
Youth	Baseline	N/A

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

Local Workforce Development Board (LWDB): The Montgomery County Workforce Development Board (MontcoWorks)

Fiscal Agent: County of Montgomery (Department of Economic and Workforce Development)

LWDB Standing Committees:

Executive Committee
Finance Committee
Training and Performance
Youth Committee
Local Management Committee

Montgomery County Department of Economic and Workforce Development:

Executive Director
Fiscal Officer
Strategic Partnership Coordinator (60%)
Performance Officer
Projects Coordinator (70%)
Training and Education Coordinator
Support Services Coordinator
Performance Analyst
Quality Control
Fiscal Support/EEO/Compliance (2)
Contract Officer

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Jobseeker-Worker-Employer-Business Service Delivery Entities
Required & additional program partners, program service providers, training providers & other contractors

Contractors:
Educational Data Systems, Inc. (EDSI)
Full Circle Computing
Montgomery County Community College
Montgomery County Intermediate Unit

Partners:
Council of Three Rivers American Indian Center, Inc.
Keystone Opportunity Center
Norristown Area SD
YWCA Tri-County Area
Montgomery County Community Action Development Commission (CADCOM)
Bureau of Workforce Partnership and Operations (BWPO)
Office of Vocational Rehabilitation
Office of UC Service Centers
Department of Aging
Department of Education
Department of Human Services

PA CareerLink® Operator

EDSI

PA CareerLink® center(s) Site Administrator(s)

EDSI Operator Manager

PA CareerLink® center(s)

PA CareerLink® Montgomery County
1855 New Hope Street Norristown

Workforce development system stakeholders and non-contractual/MOU based relationship with the PA CareerLink® center(s):

- Montgomery County Department of Housing Your Way Home Program
- Montgomery County Adult Probation
- Montgomery County Correctional Facility

PARTNER LIST

Partner Program	Partner Organization	Authorization/Category	Signatory Official	Contact Information
Unemployment Compensation Program	Office of UC Service Centers	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	Barbara A. Mourer, Director, Office of UC Service Centers	717-787-4127 bmourer@pa.gov
Native American Programs (National Program)	Council of Three Rivers American Indian Center, Inc.	WIOA Title I	Bill Reckard	610-292-3034, 800-341-3577 breckard@cotraic.org
Title I Service Delivery	Educational Data Systems, Inc	WIOA Title I	Kevin Schneiders	kschneiders@edsolutions.com
Adult Education And Literacy Activities	Keystone Opportunity Center	WIOA Title II	Susan Clauser	sclauser@keystoneopp.org 215-723-5430 x115
Adult Education And Literacy Activities	Norristown Area SD	WIOA Title II	James Troutman	jtroutman@nasd.k12.pa.us 610-630-5066
Adult Education And Literacy Activities	YWCA Tri-County Area	WIOA Title II	Veronica Barna	vbarna@ywcatricountyarea.org 610-323-1888 x218
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.)	PA Department of Labor & Industry, Bureau of Workforce Partners and Operations (BWPO)	WIOA Title III	Jim Nichols Regional Director	jnichols@pa.gov 610-988-1378
Programs authorized under Title IV of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741)	Office of Vocational Rehabilitation	WIOA Title IV	Kevin Sand, District Administrator	ksand@pa.gov 484-250-4340 x110
Activities authorized under Title V of the Older Americans Act of 1965	PA Department of Aging	Title V	Veronica Brown, Project Director	vbrown@aarp.org 610-375-2576
Career and technical education programs at the postsecondary level	PA Department of Education	Carl D. Perkins Career and Technical Education Act of 2006	Madeline Seltzer Retention Coordinator	mseltzer@manor.edu 215-885-2360 X250
Trade	PA Department of Labor &	Activities authorized under chapter 2 of Title	Jim Nichols Regional Director	jnichols@pa.gov 610-988-1378

	Industry, Bureau of Workforce Partnership and Operations (BWPO)	II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)		
Employment and training activities	Montgomery County Community Action Development Commission (CADCOM)	Community Services Block Grant Act (42 U.S.C. 9901 et seq.)	Rick Beaton Executive Director	rbeaton@cadcom.org 610-277-6363
Temporary Assistance For Needy Families (TANF) Program	Temporary Assistance For Needy Families (TANF) Program	Programs authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.)	Edward Whisler, Area Manager for Operations, I.M. Administrator 4	ewhisler@pa.gov 215-560-2150
JVSG - Veterans Job Counseling, Training And Placement Programs	PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations (BWPO)	Chapter 41 Of Title 38 U.S.C.	Ruben Pachay	rpachay@pa.gov 717-787-6915
Rapid Response	Rapid Response	Programs authorized under State Department of Labor and Industry	Ruben Pachay	rpachay@pa.gov 717-787-6915
Foreign Labor Certification (FLC)	(FLC) - Migrant And Seasonal Farmworkers	Programs authorized under State Department of Labor and Industry	Ruben Pachay	rpachay@pa.gov 717-787-6915
Pennsylvania Public Libraries	Montgomery County Norristown Public Library	PA Department of Education, Office of Commonwealth Libraries, Bureau of Library Development	Kathleen Arnold-Yeager Executive Director	610-278-5100



Philadelphia Local Workforce Development Area

PY 2017-2019 WIOA Multi-Year Local
Area Plan

PY 2017-2019 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: Philadelphia County

Effective Date: January 1, 2018

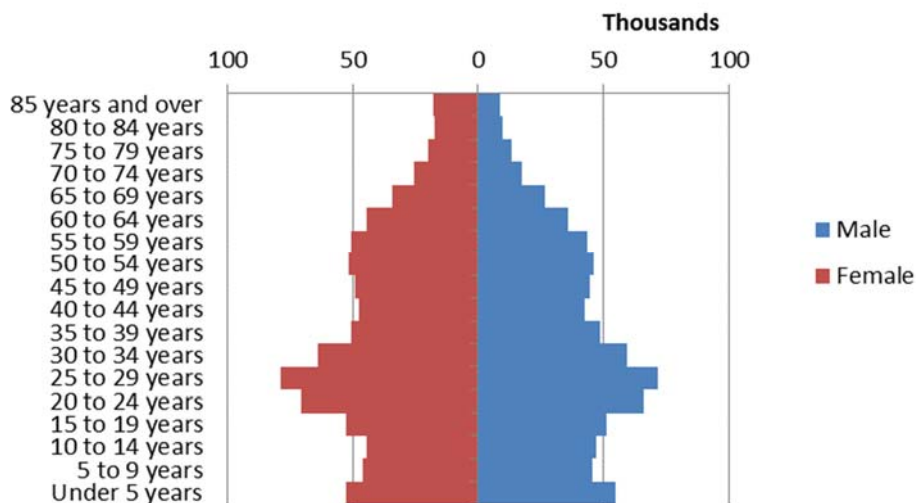
1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis

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

Philadelphia Works is the Workforce Development Board (the Board) that oversees the workforce development activities of Philadelphia County. As part of the local planning process, the Board analyzed the population and labor force of the local Workforce Development Area which is comprised of Philadelphia County, located in Southeast Pennsylvania, home to approximately 1,568,000 citizens¹.

According to the American Community Census (ACS), Philadelphia County grew by 29,000 residents between 2010 and 2015 (ACS 2015). Projections from Neilson (Claritas Pop-Up Facts 2017) indicate that Philadelphia will gain another 53,680 residents by 2022, an increase in total population of approximately 3 percent. Of these 1,555,072 Philadelphians present in 2015, 53 percent were of “prime working age” (25 to 64 years old). Philadelphians are younger than other Southeast Pennsylvania county residents having a median age of 33.7 years, compared to 40.5 years statewide and between 38.9 years to 43 years in other counties in the Southeast planning region. Since the 2000 Census, the number of city residents 25 to 34-years-old has increased by 2.9 percent and those 35 to 44 by over 2 percent. Those in the 55 to 64-year-old age ranges also increased by 3 percent, while the youngest age groups, middle age groups, and oldest age groups all declined in relative percentage of population. The younger age is significant as the local workforce development area has major development pipeline possibilities for employers. Older workers 55 to 64 face special challenges as they need to adapt to a rapidly evolving occupational mix. (See Figure 1 below).

Figure 1: PHILADELPHIA POPULATION PYRAMID 2015



Source: 2015 American Community Survey

¹ Population estimates by county as of July 1, 2016 per US Census Quick Facts.

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The labor force participation rate for those 16 years and older is 59.7 percent, according to the five-year 2011-2015 ACS, as compared to the 56 percent found in the 5 percent sample of the 2000 Census. For those in the prime working age category, ages 25 to 64, the labor force participation rate is about 72.5 percent, while those without a high school diploma or equivalency certification have a rate of only 47.7 percent. (See Figure 2 below).

Figure 2: LABOR FORCE PARTICIPATION BY EDUCATIONAL ATTAINMENT IN PHILADELPHIA

Subject	Philadelphia County, Pennsylvania							
	Total		Participation Rate		Employment/Population Ratio		Unemployment rate	
	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error	Estimate	Margin of Error
Educational Attainment								
Population 25 to 64 years	831,811	+/-136	72.50%	+/-0.4	64.20%	+/-0.5	11.50%	+/-0.4
Less than high school graduate	128,023	+/-2,892	47.70%	+/-1.2	36.70%	+/-1.2	23.10%	+/-1.8
High school graduate (includes equivalency)	272,536	+/-3,272	68.20%	+/-0.8	57.70%	+/-0.9	15.40%	+/-0.7
Some college or associate's degree	202,611	+/-3,230	77.70%	+/-0.8	69.10%	+/-0.8	11.00%	+/-0.6
Bachelor's degree or higher	228,641	+/-3,221	87.00%	+/-0.5	83.00%	+/-0.5	4.60%	+/-0.3

Source: American Community Survey, 5-Year Estimates; 2011-2015

This age distribution has implications for success in the labor market. Younger workers are more likely to have educational credentials, as more than 45 percent of those 25 to 35-year-old possess a Bachelor's degree and another 30 percent have earned some college credits or a postsecondary credential. While only 17 percent of 45 to 54-year-olds have a Bachelor's degree, with another 24 percent having earned some college credit or a postsecondary credential. Likewise, only 15 percent of those 55 to 64-year-olds have a Bachelor's degree, with only 22 percent have earned some college credit or a postsecondary credential. Lower educational levels for workers 55 to 64-years-old make education and training a priority to ensure employment opportunities, whether they are currently working or seeking employment.²

Raising educational attainment is critical to build Philadelphia's talent, as it is closely tied to poverty and labor force participation. Thirty-eight (38) percent of those without a high school diploma or equivalency certification live in poverty. Another closely linked demographic to poverty is the concentration of individuals with criminal convictions. According to RISE, (Mayor's Office of Reintegration Services) Philadelphia's returning citizens tend to cluster in Southwest and North Philadelphia, including the Olney and West Oak Lane neighborhoods, areas of extreme poverty. While available data varies widely on the number of Philadelphians with past convictions, the current estimate for a criminal record of any sort is one in nine for those over 18 years old. Further exacerbating the issue, in Pennsylvania arrests that do not result in a conviction appear on criminal records.

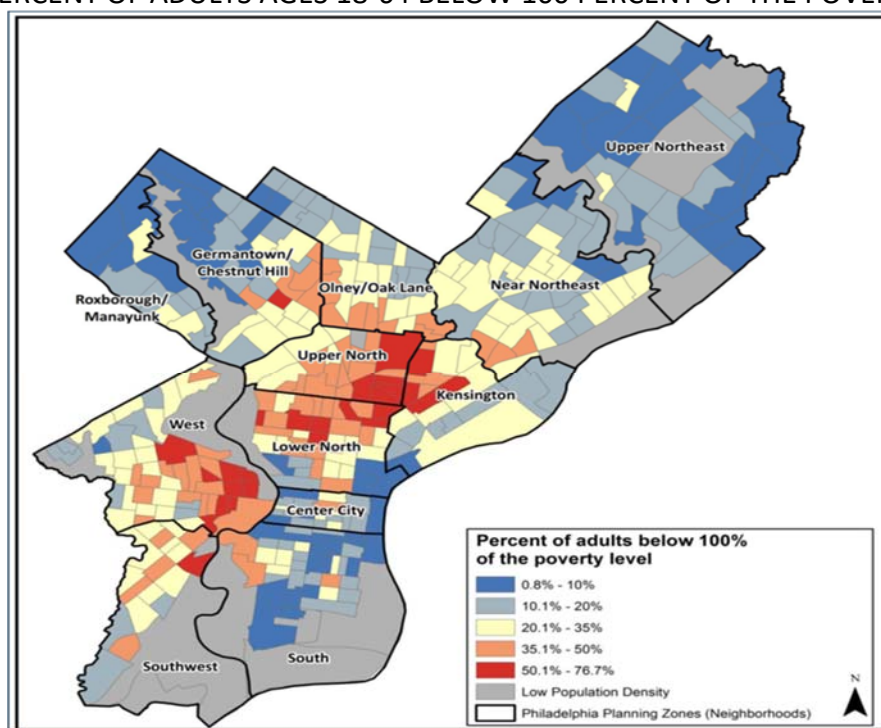
² Five-year 2011-2015 American Community Survey.

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Philadelphia is also a destination for immigrants with 196,018³ foreign-born residents. Half of these are naturalized U.S. citizens. Foreign born residents make up 12.7 percent of Philadelphia's population up from 9 percent in 2000⁴. This is an increase of almost 60,000 residents over a five-year period, reversing decades of population decline and firmly rooting the city's potential for economic growth in the contributions of these newcomers.

Poverty remains a significant challenge to the city's economic well-being and a focus for encouraging greater participation in the labor force. Twenty-six point four (26.4) percent of all Philadelphians live below the poverty line; 25.4 percent of all families with children under age six live in poverty; and 29.1 percent of families with children between the ages of 6 and 17 live below the poverty line (ACS 2015.) Of the 285,735 residents 16-years-old and older living in poverty, 63.4 percent are not in the labor force and 39.9 percent of those in the labor force are unemployed. These disturbing data reveal the need for more intensive work with those in poverty seeking help at the PA CareerLink® Philadelphia centers, especially our Employment, Advancement, and Network (EARN) career seekers, to achieve longer term reductions in poverty. Our goal is to increase credentials and place more career seekers into a career pathway with possibilities for increased income and advancement. (See Figure 3 below). Poverty is concentrated most heavily in sections of North Philadelphia, Olney/Oak Lane, and Southwest Philadelphia. Special efforts to outreach in these areas are part of the Community Connections outreach discussed in Section 4.3.

FIGURE 3: PERCENT OF ADULTS AGES 18-64 BELOW 100 PERCENT OF THE POVERTY LEVEL



Source: Philadelphia Works analysis of the 2011-2015 American Community Survey data

³ Five-year 2011-2015 American Community Survey.

⁴ U.S. Summary: 2000, Census US Profile

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Philadelphia is home to a substantial number of residents with barriers to employment. As stated above, multiple barriers such as poverty and low-educational attainment often create challenges moving our career seekers into career pathways. The Workforce Innovation and Opportunity Act (WIOA) recognizes 13 barriers to employment.

FIGURE 4: WIOA INDIVIDUALS WITH BARRIERS: PHILADELPHIA ANNUAL COUNTS

WIOA: INDIVIDUAL WITH A BARRIER TO EMPLOYMENT		Count	Source
(A) Displaced homemakers.		no count	
(B) Low-income individuals.		513,971	ACS 25 - 64 years old income <\$10,301; 70 percent of ETA 2017 Lower Living Standard Income
		287,735	ACS 16 and older: below the poverty level
(C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.		3,944	ACS 16 and older
(D) Individuals with disabilities, including youth who are individuals with disabilities.		146,064 14.5%	ACS 25 - 64 years old
(E) Older individuals.		125,388	ACS 55+ in the labor force
(F) Ex-offenders.		91,000	Estimate at 11 percent 2015 ACS of those 25 and older
(G) Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).	4292 (2625 in shelters) (youth parenting children 291)		Source: HUD continuum of Care Philadelphia Point-in- time Survey 2016 (January 27, 2016)
(H) Youth who are in or have aged out of the foster care system.		511	2017 State of Child Welfare , Pennsylvania Partnerships for Children: 2016 number
(I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.		139,574 9.6%	ACS 25 - 64 years old
(J) Eligible migrant and seasonal farmworkers, as defined in section 167(i).	<10		1 company with certified H2-B visas for landscape workers
(K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).	no count		No accurate data at his time
(L) Single parents (including single pregnant women).		72,726	ACS 25 - 64 year old female headed Households w/ children under 18 - does not include pregnant women
(M) Long-term unemployed individuals.		15,360	CWIA county Profile
Veterans		66,590	CWIA county Profiles

Note: ACS is the American Community Survey, 5-Year Estimates; 2011-2015

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Figure 4 above identifies the number of Philadelphia residents with WIOA barriers, and who are veterans. As might be expected, residents often appear in multiple categories. When providing workforce services to these residents, Philadelphia Works seeks to provide individualized services through a customer-centered approach.

Based on the tracking of enrollments of individuals with barriers in the Commonwealth Workforce Development System (CWDS), from July 1, 2016 through March 31, 2017, with the available data fields, the numbers reveal the following percentiles. (See Figure 5 below).

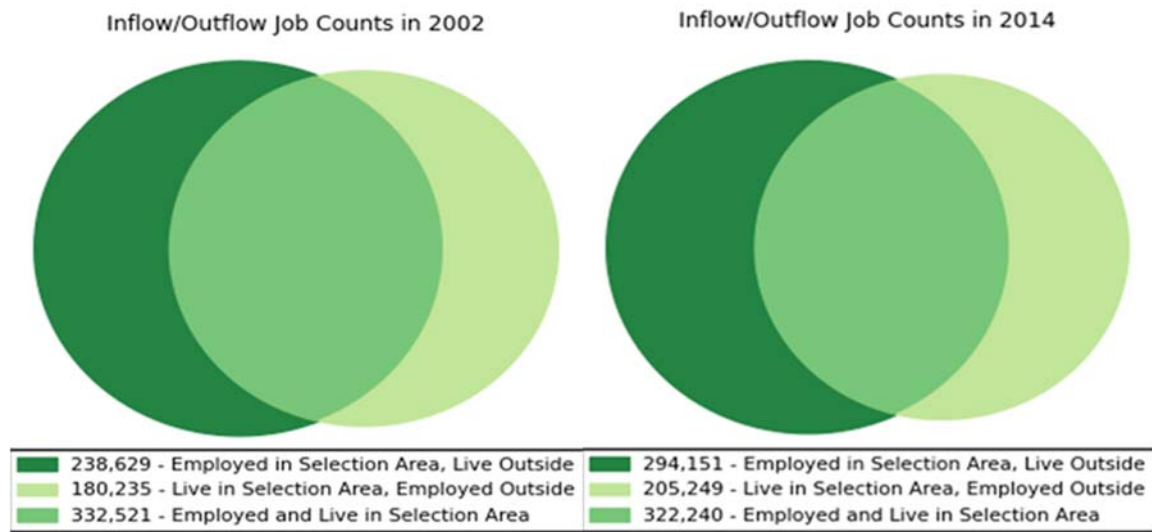
FIGURE 5: WIOA-REGISTERED INDIVIDUALS WITH BARRIERS IN CWDS: JULY 1, 2016 – MARCH 31, 2017

Barrier	% served this quarter
Public Assistance/Low Income	77.0%
Ex-Offender	14.5%
Older individuals (55+)	25.3%
Basic skills deficient	8.3%
Individual with disability	2.9%
Homeless	1.3%
Single Parent	17.7%
Any Barrier	89.8%

Source: CWDS

The Board expects to serve increasing numbers of career seekers with multiple barriers as jobs in low-skilled occupations, such as retail sales, continue to decline and the economy improves. Philadelphia has experienced significant changes in its residents' employment commuting pattern. In 2002, 35 percent of employed residents worked outside the city. By 2014, this number increased to 39 percent of employed residents. Challenges face workers leaving the city to find work if public transportation is not available or when a commute requires multiple transfers. Helping residents address this need by exploring assisting career seekers in acquiring a valid Pennsylvania Drivers licenses is an approach the Board is adopting for many training programs. (See Figure 6 below).

Figure 6: INFLOW AND OUTFLOW OF WORKERS IN PHILADELPHIA 2002 AND 2014



Source: Census On-The-Map 2002 and 2014

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

The PA Department of Labor & Industry's defined Industry Clusters demonstrate that Philadelphia's economy is still dominated by the HealthCare industry cluster, with almost 1 in 4 employed workers engaged in this cluster. The Education and Business Services Industry Clusters are also prominent in the city, comprising 13 and 12 percent of employment, respectively. The Hospitality, Leisure & Entertainment sector accounts for over 11 percent of jobs in the city. The city and the Board merged the Agriculture & Food Production sector (dominated by food product manufacturing in Philadelphia, Logistics & Transportation, and Advanced Manufacturing Clusters together. Combined this group accounts for about 9 percent of those working in the city. Given existing transportation challenges and the increased number of residents commuting outside the city to work, the need to place career seekers into pipeline models and increase employment possibilities locally is essential, especially in place-based sectors such as Healthcare, Education and Hospitality. (See Figure 7 below).

Figure 7: PHILADELPHIA INDUSTRY CLUSTERS 2010 TO 2015

Industry Cluster	2015 Employment	Percent WIA Employment	Employment Growth (2010-2015)	Percent Growth (2010-2015)	2015 Average Wage (\$)	2015 National Location Quotient
Agriculture & Food Production	10,774	1.66	-827	-7.1	54,277	0.46
Advanced Manufacturing	16,274	2.50	-811	-4.7	52,313	0.33
Building & Construction	19,032	2.93	1,565	9.0	66,112	0.45
Bio-Medical	4,337	0.67	-292	-6.3	88,214	0.58
Business Services	78,191	12.02	5,322	7.3	100,013	0.94
Education	89,056	13.69	-3,668	-4.0	64,596	1.43
Energy	9,195	1.41	693	8.2	83,965	0.66
Healthcare	155,797	23.95	11,119	7.7	57,313	1.64
Hospitality, Leisure & Entertainment	72,532	11.15	10,128	16.2	30,829	0.92
Logistics & Transportation	31,128	4.79	2,226	7.7	57,380	1.37
Real Estate, Finance & Insurance	36,500	5.61	-384	-1.0	112,540	1.02
Wood, Wood Products & Publishing	6,910	1.06	-1,455	-17.4	67,558	0.70

Source: CWIA Industry Clusters 2010 to 2014

The Board embraces the city's focus on strong clusters and industry groupings. Targeted industry groups align closely with groupings of state clusters. The economic development strategy to increase labor force participation and move city residents onto career pathways with family sustaining wages focuses on: Advanced Manufacturing and Logistics, Business & Financial Services, Construction & Infrastructure, Early Childhood Education, Healthcare & Behavioral Health, Hospitality & Retail Trade, Information Technology (Technology Services). For more on the strategy used to identify these industry groupings, see Section 2.1.

Challenges remain in placing residents to work along a career pathway. Occupational projections from CWIA indicate that the occupations with the largest volume of increased positions vary from requiring expert skills training (Registered Nurses) to minimal skills training (Combined Food Preparation & Serving Workers). The Board is working to move those in unskilled positions to more skilled positions to increase the stability of their employment and wages. (See Figure 8 below).

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Figure 8: OCCUPATIONS WITH THE LARGEST COUNT OF INCREASED EMPLOYMENT 2014 – 2024

Occupational Title	Employment Change (Volume)
Home Health Aides	3,730
Registered Nurses	3,260
Combined Food Preparation & Serving Workers	2,210
Nursing Assistants	1,150
Personal Care Aides	1,080
Waiters & Waitresses	1,050
Security Guards	840
Customer Service Representatives	760
Cooks, Restaurant	720
Accountants & Auditors	710
Medical Assistants	590
Market Research Analysts & Marketing Specialists	540
Computer Systems Analysts	530
Food Preparation Workers	510
Lawyers	510
Childcare Workers	500
Bartenders	490
Supervisors - Food Preparation & Serving Workers	490
Office Clerks, General	480
Healthcare Social Workers	480

Source: CWIA Long-Term Occupational Employment Projections (2014-24)

The Board maintains close ties with employers through sector-strategies in Advanced Manufacturing/Logistics, Direct Care Healthcare, Business/Financial Services, the Retail Council, Regional Information Technology (IT), and Energy Partnerships and Apprenticeship Programming. These relationships, locally and regionally, help inform the Board's understanding of skills needed for successful entry and advancement into industry career pathways. This relationship also allows the Board to better identify gaps in workforce skills, such as soft skills, as well as skills specific to the occupations that hold the most opportunity for employment of PA CareerLink® Philadelphia's customers. Regular feedback on the percentage of the number of referred candidates that meet the criteria for staff-recruited positions provides information for continuous improvement in referrals and recruiting. The Board is exploring launching, in the next year, a systematic collection of feedback from employers engaged in the local system to better address weaknesses in the placement processes.

The Board invests in pipeline models that better prepare those with barriers or with little to no work experience for successful placement into a career pathway. One such effort is the development of pre-apprenticeships programs aligned with Registered Apprenticeships. Success was achieved in increasing resources for these models by combining state-funded pre-

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apprenticeship and Registered Apprenticeship programs with private investment from industry partnerships and trade unions, in the following industries:

- Advanced Manufacturing
- Behavioral Health
- Building trades
- Biotechnology
- Community Health workers
- Early Childhood Education
- IT (Business and Financial Services)
- Pharmacy Technicians

These programs are a valuable work-based learning model that can provide workers with academic and workplace skills that lead to postsecondary educational advancement and life-long careers. In conjunction with a Registered Apprenticeship, pre-apprenticeship programs prepare workers to enter Registered Apprenticeship programs by providing career exposure and immersion activities, workplace and academic skills, and beginning certifications relevant and necessary for a customer to succeed as a full-time employee and apprentice. For youth these opportunities provide a next step along an earn and learn career pathway, particularly for youth graduating from Career and Technical Education (CTE) programs. The Board is exploring adding additional funds to further develop these programs by, for example, funding stipends during pre-apprenticeship training to increase participation and reduce drop out, as well as working with apprenticeships programs to enroll a diverse and equitable pool of participants.

A unique example of such a partnership is the PennAssist program, led by Penn Medicine. PennAssist supports students in making the transition from graduation, from a Philadelphia School District CTE program, to an apprenticeship in the building trades. After graduation from a CTE program aligned with the building trades, interested students apply and are assessed by Educational Data Systems Incorporated (EDSI), a title I provider, on-site at a PA CareerLink® Philadelphia center. Upon acceptance into the program, the recent graduates attend a three-week boot camp addressing safety, relevant math and workplace skills (soft skills) and are assisted in acquiring a Pennsylvania Driver's License. The skills assessment and boot camp help identify the most suitable trade for individual PennAssist customers. While attending the boot camp, each earns a small stipend to cover transportation and incidental costs. The Board utilizes additional funding streams to pay for the license and stipends. After boot camp, for up to 12 months, Penn Assist customers work on a construction site at the University of Pennsylvania (Penn) as an employee of a trade contractor earning \$16.50 per hour, which is equivalent to first year apprentices. During this year, the PennAssist customers will have an opportunity to take an apprenticeship test and join a union.

Another example of local efforts to combine career pathways and employer needs is aligning technical certificate programs with college credit with input from employers on the value of skills and knowledge gained. Community College of Philadelphia and the Board are exploring the use of college credits following completion of the college's Proficiency Certificates that line up with two-year degree programs. When funded through an Individual Training Account (ITA)

or other workforce funds (such as Temporary Assistance for Needy Families - TANF), customers may choose to complete a two-year Associate's degree, immediately, or within five years of receiving the certification. This effort is partially funded through the State's Workforce Innovation Fund (WIF). The proficiency certifications currently under consideration are Automotive, Accounting/Bookkeeping, Computer Support, Dental Hygiene, and Advanced Manufacturing Integrated Systems Technology (AMIST).

Employers from different industries often require a similar base set of skills, in addition to those that are industry-specific. Through the work in career pathways and sector-based employer engagement, Philadelphia Works and partners across the city have identified basic skills needed to prepare customers for all careers:

- **Basic Workplace Skills**
 - Locates and Uses Resources
 - Applies Mathematical Concepts and Operations
 - Reads with Understanding
 - Writes Clearly and Concisely
 - Speaks Clearly and Concisely
 - Listens with Understanding
 - Observes Critically
 - Uses Technology
- **Basic Workplace Knowledge**
 - Applies Health and Safety Concepts
 - Understands Process and Product or Service
 - Demonstrates Quality Consciousness
 - Understands Finances
 - Works within Organizational Structure and Culture
- **Basic Employability Skills**
 - Makes Decisions
 - Solves Problems
 - Works in Teams
 - Demonstrates Self-Management Strategies
 - Demonstrates Effective Interpersonal Relations
- **Lifelong Learning Skills**
 - Knows how to learn
 - Applies skills in new contexts
 - Manages change

Technical skills for specific occupations include industry-recognized certifications and unique job-skills required by a specific employer. The Board often uses On-the-Job Training (OJT) funds to help build employer-specific skills after a career seeker is hired. The PA CareerLink® Philadelphia centers utilize EDSI's SkillDex product to identify customer gaps in skills and knowledge and inform the OJT curriculum. Some of the skills most requested by industry are listed below.

Advanced Manufacturing

- Material Moving (Loading and Unloading), Forklift Operation
- CNC (Computer Numerical Control) Machining
- Welding (Gas-Arc Welding)
- Rigging
- Machine Repair

Healthcare Direct Services / Behavioral Health

- First Aid
- Assess Physical Condition of Patients to Aid in Diagnosis or Treatment
- Document and Record Information
- Medical Data Entry Software Systems
- Administer Basic Healthcare
- Assist Patients with Daily Activities
- Monitor Patient Progress
- Collect Biological Specimens from Patients
- Order Materials and Supplies

Building Trades

- Carpentry
- Electrical
- Plumbing
- Welding
- Operating Engineering
- Painting

Biotechnology

- Basic Biology
- Clean Laboratory Procedures
- Computer Analytics
- Specimen Collection and Disposal

Early Childhood Education

- Lesson Planning
- First Aid
- Caregiving
- Childhood Development Stages
- Recordkeeping

Business/Finance/IT

- Spreadsheet Software
- Data Base User Interfaces
- Word Processing Software
- Accounting Software
- Project Management Software

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- Software Development Tools (SQL, JAVA, JavaScript, C#)
- Network Support

Retail

- Customer Service Policies (Returns, Warranties, Guarantees, Service Plans, Instructions)
- Ordering Supplies
- Sales and Inventory Records
- Pricing (Discounts, Special Offers, Coupons)

The Board is continually gathering information on needed certifications to inform its training investments. For example, Phlebotomists providing in-home care, who often must travel from home to home, must possess a valid driver's license. This is also the case for employment in the building trades, as work locations change regularly. Project management certifications are in-demand across Business and Financial Services, IT, and Advanced Manufacturing.

The most popular certifications requested in job postings in Philadelphia, during 2016, are displayed below in Figure 9.

FIGURE 9: COMMONLY REQUESTED CERTIFICATIONS IN PHILADELPHIA 2016

Commonly Requested Certifications in Philadelphia	
General	Manufacturing
PA DRIVER'S LICENSE	FORKLIFT OPERATOR CERTIFICATION
CDL CLASS A	AWS CERTIFIED WELDER: 3 MIG WELDING
CDL CLASS B	ASME WELDING CERTIFICATES (PIPE)
PROJECT MANAGEMENT CERTIFICATION (E.G. PMP)	AMIST I MANUFACTURING CERTIFICATION
SIX SIGMA CERTIFICATION	Retail
AMERICAN SPEECH - LANGUAGE HEARING ASSOC	SERVSAFE
Healthcare /Healthcare Support	Business & IT
REGISTERED NURSE	PARALEGAL CERTIFICATION
FIRST AID CPR AED	NETWORK A+ CERTIFIED
CERTIFIED NURSING ASSISTANT	MICROSOFT CERTIFIED SOLUTIONS EXPERT (MCSE)
CERTIFIED MEDICAL ASSISTANT	MICROSOFT CERTIFIED SYSTEMS ADMINISTRATOR
HOME HEALTH AIDE	CERTIFIED INFORMATION SYSTEMS SECURITY PROFESSIONAL
REGISTERED DIETITIAN	CISCO CERTIFIED NETWORK ASSOCIATE
CERTIFIED PHARMACY TECHNICIAN	CERTIFIED A+ TECHNICIAN
REGISTERED HEALTH INFORMATION TECHNICIAN	MICROSOFT CERTIFIED PROFESSIONAL (MCP)
AMERICAN REGISTRY OF RADIOLOGIC TECHNOLOGISTS	Automotive
PHLEBOTOMY CERTIFICATION	AUTOMOTIVE SERVICE EXCELLENCE (ASE) CERTIFICATION
CERTIFIED OCCUPATIONAL THERAPY ASSISTANT	Education
PHARMACY TECHNICIAN CERTIFICATION BOARD	CHILDHOOD DEVELOPMENT ASSOCIATE
CERTIFIED MEDICAL LABORATORY TECHNICIAN	SPECIAL EDUCATION CERTIFICATION
LICENSED VOCATIONAL NURSE (LVN)	Building Trades / Construction
MEDICAL BILLING AND CODING CERTIFICATION	HVAC TECHNICIAN CERTIFICATION (E.G. EPA 608)
REGISTERED RESPIRATORY THERAPIST	

Sources: Industry Partnership Training Plans, Labor Insight Jobs (Burning Glass Technology), Philadelphia Works Training Investments

Universally, employers agree that a high school diploma or equivalency is critical to access entry-level positions on a career pathway. One of the barriers that challenges many career seekers in Philadelphia is low-literacy/numeracy and basic skills deficiencies, as demonstrated in Figure 10, which details the educational attainment levels self-reported during enrollment into WIOA and EARN services in the Philadelphia system. Over 2,500 career seekers receiving

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services did not have a diploma or high school diploma equivalency. In the first six months of program year 2016 WIOA-registered Dislocated Workers identified themselves to be 11.5 percent basic skills deficient, 12 percent returning citizens, and 23.6 percent as over 55 years of age. Many of these PA CareerLink® Philadelphia WIOA-registered customers appear in multiple barrier categories. (See Figure 10 below).

FIGURE 10: EDUCATIONAL LEVELS OF PA CAREERLINK® PHILADELPHIA CUSTOMERS IN CALENDAR YEAR 2016

<i>Educational Level of Participants Served Calendar Year 2016</i>				
<i>Highest Education Level Achieved at Time of Participation</i>	Adult	Dislocated Worker	Youth	TANF
No Formal Schooling	4	1	0	6
Grade 1	1	1	0	0
Grade 2	1	0	0	0
Grade 3	0	0	0	0
Grade 4	0	0	0	0
Grade 5	0	0	0	0
Grade 6	0	1	1	1
Grade 7	7	0	0	1
Grade 8	5	2	16	7
Grade 9	6	0	26	32
Grade 10	27	8	201	600
Grade 11	53	36	242	1,311
Grade 12, but no diploma	19	13	5	5
HS Diploma/GED	652	365	131	6,890
Associates Degree	98	71	0	134
One year of college/Tech/Vocational School	120	68	0	203
Two years of college/Tech/Vocational School	67	40	0	70
Three years of college/Tech/Vocational School	29	25	0	2
Bachelor's Degree	169	84	1	103
Education Beyond Bachelor's, No Add'l Degree	11	9	0	0
Masters or Higher	63	40	2	265
Doctorate	6	6	0	1
Other or Unknown	257	252	149	118
Total	1,595	1,022	774	9,749

Sources: Industry Partnership Training Plans, Labor Insight Jobs (Burning Glass Technology), Philadelphia Works Training Investments

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?

The Board identified the following challenges in aligning existing labor force skills and educational and training activities with the needs of regional employers:

- Lack of Adult Basic Education to meet the entry requirements for training and educational programs leading to in-demand middle-skilled open positions. Philadelphia County has an estimated 500,000 residents with Basic or Below Basic literacy and numeracy proficiencies which limit access to training and education

required to advance along career pathways⁵ and fill employer vacancies.

- Paucity of information to engage and inform residents on career pathways from middle school age to adults seeking to improve their employment situation. Career Pathways enable residents to understand critical competencies, credentials and education needed to move upwards in their career. Currently, such information is limited in the city reducing needed numbers in talent pipelines.
- Inadequate links between the workforce system and employers who inform on in-demand occupations and the competencies and credentials needed. Career Pathways should embrace the talent needs of the employers in the city especially for unfilled positions and emerging positions that would encourage firm growth. This extends to our economic development partners where a closer link to the system would provide more comprehensive and more responsive talent development strategies.
- Limited work skills (soft skills) among those entering the workforce or without a consistent work history. This has been a consistent complaint by employers.

The Board identified 4 strategies to address known weaknesses in the workforce system:

- Incorporate literacy/adult education into employment training leading to industry recognized credentials/licensing needed to access work along an acknowledged career pathway
- Build on career pathway approaches that insure advancement of wages, knowledge and skills, utilizing pre-apprenticeship programs linked to Trade or Registered Apprenticeship.
- Work with employers through industry/sector-based meetings to identify new skills and technologies in their industries, validate entry-level credentials and skills, and identify available resources when hiring those with barriers.

To prepare individuals with barriers to employment, the Board has identified the need for the development of work skills (soft skills) and increased literacy and numeracy. Promoting entry into training programs or apprenticeships without improving these skills, sets customers up to fail and is a serious impediment to access. Specific examples of strategies to promote customer success are:

- Development of employer-validated pre-apprenticeship programs that address literacy and work skills that align directly with Trade and Registered Apprenticeships. Philadelphia currently has 94 Trade and Registered Apprenticeships⁶.
- Encouraging incumbent workers to apply for their employer's newly sponsored apprenticeships to increase skills, credentials and wages.
- Working with the Trade Unions to prepare Opportunity Youth for the apprenticeship

⁵ Harrington, Paul, Neeta Fogg & Alison Dickson. *The Literacy Proficiencies of the Working-age Residents of Philadelphia City (September 2007)* located at <http://www.philaworks.org>

⁶ Apprenticeship and Training Office, PA Department of Labor & Industry

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exams and acquire a Pennsylvania Driver's License, as part of pre-exam training

- Connecting the EARN population to training that incorporate the acquisition of a Pennsylvania Driver's License, literacy, and combinations of credentials to improve access to employer validated openings.
- Expand opportunities for placements, including OJTs, that reflect individual employment plans, in positions with the opportunities for advancement.
- Collecting training plans annually from the Southeast Regional Workforce Development Partnership (SERWDP) for IWT needs.
- Educating employers through peer-to-peer meetings on Philadelphia laws such as Ban-the-Box, providing links to resources on how to read a Pennsylvania criminal record, and the value of the talent Returning Citizens bring to the workplace.

The Board promotes apprenticeships models for those with barriers, especially Opportunity Youth, and works one-on-one with employer sponsors to build curriculum, create wage gains and identify credentials. Each of these meetings builds our knowledge of employer needs for entry-level positions based on industry and occupations. At the quarterly regional American Apprenticeship Initiative meetings, Philadelphia Works and partners are building a "best practice" toolkit for pre-apprenticeships and apprenticeships.

Regular meetings of the Philadelphia-based Industry Partnerships, SERWDP, the Retail Council and the Direct Care Healthcare Partnerships, in addition to regional partnerships such as ITAG and Smart Energy Initiative (SEI), provide additional feedback on incumbent worker needs through training plans.

Philadelphia City Manufacturing Task Force commissioned a report on the strengths and challenges of the city's manufacturing industry. Employers were interviewed by a consultant and participated on the task force. The generated report found career exposure and preparation for manufacturing jobs were a top priority.

Philadelphia Works also utilizes software tools, such as Burning Glass Labor Insights, which scrape popular credentials, educational levels and specific skills from web-based job postings. This tool enables research on full job postings, dating back years, to better grasp changing employer requirements.

The Board has identified IWT as a valuable tool, for employers, to enhance the skills of existing workers in danger of being laid off due to outdated skills sets. The broader strategy includes providing continued workforce development support to employers through the referral of candidates to fill vacancies created by the promotion or reallocation of employees trained through IWT efforts. In Philadelphia, this model was successfully implemented in the support provided to Frontida.

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

Workforce development activities in Philadelphia include a wide range of employment, training and education services delivered by a comprehensive network of partners within the non-

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profit, economic, workforce development, and education sectors. Acting in its capacity as the Workforce Development Board for Philadelphia, Philadelphia Works invests in employment and training solutions and services that support the system's capacity to address the educational and skill needs of the workforce, including individuals with barriers to employment, while simultaneously addressing the hiring needs of employers.

Overall, the strength of our system is predicated upon the availability and quality of services and activities, provided by a network of partners, funded both directly and indirectly by Philadelphia Works to address the labor supply and demands of our region. Specifically, our strengths include:

- Capacity to seek flexible funding that supports innovative strategies, enabling the testing of innovative practices and special attention to gaps in the system
- Long standing history of successfully organizing and implementing occupational and sector based strategies, which serve the needs of employers, and creates opportunities for career seekers with entry level skills
- Close relationships with economic development partners that result in increased alignment between workforce development and economic development activities supporting lower, mid-level and advanced worker needs
- Sustainable infrastructure that supports robust research capabilities ensuring operational work is driven by data and best practices
- Continued evolution of an integrated services model, that offers streamlined service delivery, greater efficiency and consistency, supported by an increasingly diverse mix of state and local funding
- Growing expertise in pre-apprenticeship models and the ability to make these models a more prominent fixture in investment strategies
- Secured additional funding to supplement community based partners in providing increased access to workforce services outside of the PA CareerLink® Philadelphia centers.

While there have been many successes, the Board has long recognized that the workforce system is challenged to assist customers with multiple barriers in the navigation of the continuum of city-wide services, which can address their unique needs, and aid in employment. To that end, the Board acknowledges the need to better address the referral process which connects customers with barriers, to partners across the city, and maintains contact as they move across service systems. Given the enormous institutional changes that occurred in the Pa CareerLink® Philadelphia centers, during the integration of the WIOA and EARN Programs, the implementation of strategies to address this issue have necessitated a slower roll-out. In addition, difficulties regarding the assessment of WIOA performance outcomes given the scant available data, complications implementing new customer-centered programming, and the real threat of reduced future funding have further slowed adoption of more aggressive pilots.

Given WIOA's emphasis on serving those with barriers to employment, Philadelphia Works is poised to move forward, with the below strategies, to address this priority.

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- Address individuals with low literacy, including those who possess a high school diploma or equivalent, and low educational attainment
- Encourage co-enrollment among core partner programs, serving those with barriers to employment to target services that meet current skill levels
- Improve our on-line presence and strengthen community partnerships to increase access to customers across the city
- Build providers capacity around newer WIOA training and placement strategies

2. STRATEGIC PLANNING QUESTIONS: *Vision and Goals*

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

Philadelphia is the sixth largest city in the United States. It has the highest poverty rate⁷, 23.7 percent, and the lowest labor force participation rate⁸, 56.2 percent, among the 10 largest cities in the country. Low educational attainment in this large urban economy adds to its challenges, as only 48.2 of Philadelphians earn more than a high school diploma, as opposed to 52.8 percent of all Pennsylvanians, giving Philadelphia the highest percentage of low educational attainment among the 10 largest cities⁹. The Board with the leadership of new Chief Executive Officer (CEO), H. Patrick Clancy, is committing to innovative approaches that address the significant need to increase career seekers' knowledge and skills to meet the talent needs of employers.

Philadelphia Works is the city's expert workforce agency bringing decades of experience and knowledge in support of the city efforts to increase the number of residents prepared and able to embrace employment on a career pathway. In this larger role, the Board acts to promote and expand a wider eco-structure that includes all the city's diverse populations by increasing access to education, training and employment, through its strategic investments.

City leadership created the cross-sector Workforce Development Steering Committee, co-chaired by Philadelphia's Managing Director and Commerce Director, to work, in partnership with private sector, labor, education institutions and nonprofit partners, to develop and drive an agenda that will improve workforce outcomes overall via improved systems and strategies that engage both employers and providers, and utilize a collective approach to policy change, resource alignment and data collection. Philadelphia Works is a central partner in this work and shares the vision and goals to build city-wide collaboration to increase the efficacy of partners' efforts.

The priorities of the Steering Committee are as follows:

- Improve career seeker access to quality jobs to build a more equitable city economy,
- Emphasize continual education that builds an individual's skills and readiness
- Champion career pathways and sector-strategies to meet the evolving needs of local employers

⁷Five-year 2011-2015 American Community Survey.

⁸ BLS, Local Area Unemployment Statistics Annual 2014 Averages.

⁹ Five-year 2011-2015 American Community Survey.

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- Design a delivery system for workforce, driven by responsiveness, quality and innovation, that brings value to career seekers and employers, with the collaboration of title II providers, youth providers, educational institutions, workforce agencies and social service organizations.

In line with these priorities, the Board's strategic vision is to build a skilled and thriving workforce through strategic investments in services, serving both employers and career seekers, accessible through a system that is integrated, innovative, effective; delivering value to all. Philadelphia's workforce system engages more than 2,000 employers, 40,000 unique career seekers, and supports over 8,000 youth on an annual basis.

To realize this vision, the Board developed strategies born out of analyses of our system's strengths and weaknesses, the projected labor market, and the supply and demand for specific skills and occupations in our region.

The Board embraces the following strategic priorities for the next three years:

- Transform the workforce system by implementing workforce solutions that reflect customer-center designed programming
- Advance efforts to establish career pathways as the primary model for skill, credential and degree attainment, particularly in support of career seekers', with barriers to employment, efforts to obtain employment with family sustaining wages
- Strengthen learning opportunities through adult education for the many customers struggling in the labor market with low educational attainment, English language ability, and/or need literacy and numeracy services
- Implement Next Gen Sector strategies (i.e., employer center design strategies,) where possible, with a focus on targeted industries: Business/Financial Services, Early Childhood Education, Healthcare/Behavioral Health, Information Technology, Infrastructure/ Construction, Manufacturing/Logistics, and Retail Trade/Hospitality
- Continue efforts to build on public funding through the acquisition of corporate and foundation funds to address high priority needs and expand the impact of formula funds

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 strategies to align local resources to achieve the goals enumerated in Section 2.1 include:

- Customer-centered design – collaboration with partners to ensure ease of access to services most frequently used by customers.
- Customized Career Pathway Plans – coordinated with partner, employers and the city
- Increasing access to adult education services through clear referrals and tracking.
- Addressing the needs of priority populations, including Opportunity Youth, those with basic skills deficiencies and returning citizens, through coordinated services with

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partners and area social service groups who can provide financial literacy, criminal record expungement and other barrier removal services.

- Engaging employers in feedback on candidates, their preparation and any needed services for priority populations after hire.

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

Currently, Philadelphia Works and PA CareerLink® Philadelphia staff work to coordinate the service delivery of required partners and core programs in furtherance of the Board's strategies. While this effort has gained traction, there is still work to be done to aligning these resources in a way that best benefits career seekers and businesses alike. The introduction of the One-Stop Operator to our system will allow this need to be addressed in a meaningful way.

The One-Stop Operator will assess the coordination of the required partner's services with those of the title I providers. Process maps will be developed to outline referral and tracking procedures ensuring that no career seeker is lost in the system and received the most effective service strategies. In addition, the effectiveness of the customer-centered services and the partners who deliver these services, will continuously evaluated to ensure that strategic objectives are being met.

Ultimately, the Board seeks to manage its partner network to promote innovative approaches; foster collaboration between organizations; expand service coverage for key populations and employers in key sectors; support improved outcomes for career-seekers and employers; and expand the capacity of the wider workforce development and talent ecosystem in the region.

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

The Board has adopted the governor's vision and goals as articulated in the WIOA combined state plan. The local plan goals (detailed above), together with the region's goals are intended to align with and support the state's goals of developing career pathways, increasing worker's skills levels, investing in public-private partnerships, youth career readiness and work-based learning, and employer engagement.

The Board will utilize a variety of strategies to connect Adults, Dislocated Workers and other priority populations, especially youth, returning citizens, and individuals with barriers to employment, to in-demand occupations including:

- Identifying quality entry-level "on ramp" jobs to career pathways and in-demand occupations for Opportunity Youth and adults with barriers to employment
- Acting as the lead partner in a regional US Department of Labor (USDOL)-funded effort to promote pre-apprenticeship and Registered Apprenticeships to leverage WIOA training funds and assist partners to connect Opportunity Youth and adults with OJT

in high demand occupations

- Advancing the work, of the past two years, to build and implement skill ladders and career pathways city-wide. Working closely with employers and partners in validated career pathways for Advanced Manufacturing and Healthcare.
- Invest in occupational skills training and OJT through Registered Apprenticeships that connect to in-demand occupations for career seekers who need services beyond Individualized Career Services and job placement.
- Exploring, with the OVR, innovative approaches to serve customers with disabilities, including the use of Pre-Employment Transition Services (PETS) funds combined with WIOA Adult OJT to connect in-school youth with autism and intellectual disabilities to jobs, particularly those in IT, accounting and social service support.
- Building process to connect job seekers with basic skills deficiencies to adult education services

To meet the employer-identified technical skills gaps, the Board will invest in OJT, Registered Apprenticeships, and IWT, in addition to technical skills training through ITAs. To reinforce the soft skills needed by employers, PA CareerLink® Philadelphia centers will continue to offer digital literacy training and pre-vocational training. Because a valid driver's license is increasingly needed for in-demand jobs involving home care and the building trades, the Board will also begin to fund training for driver's education. Raising literacy skills to meet employer needs is a long-standing challenge. The Board will continue to seek additional resources and partnerships to expand adult education services and link them with identified career pathways and training. The Board continues to collect information on needed certifications to inform training investments.

A strategy that effectively addresses skills gaps in young adults is investment in pre-apprenticeships programs aligned with Registered Apprenticeships. By braiding funds from an American Apprenticeship grant, state-funded pre-apprenticeship and Registered apprenticeship programs, and private investment from industry partnerships, trade unions and Penn Medicine, this model is being explored in:

- Advanced Manufacturing
- Behavioral Health
- Building trades
- Biotechnology
- Community Health workers
- Early Childhood Education
- IT (Business and Financial Services)
- Pharmacy Technicians

These programs offer a valuable work-based learning model that provides customers with academic and workplace skills leading to postsecondary educational advancement and life-long careers. In conjunction with Registered Apprenticeship, pre-apprenticeship programs prepare customers to enter programs by providing career exposure and immersion activities,

workplace and academic skills, and beginning certifications, that will assist their work, both, as full-time employee and apprentice. For youth graduating from CTE programs, these opportunities provide a next step along an earn and learn career pathway. The Board is exploring braiding additional funds to further support these programs, such as funding stipends during pre-apprenticeship training to increase participation and reduce drop out.

The development of pre-apprenticeship programs where industry knowledge, career pathways, basic technical skills and work skills (soft skills) are aligned with both traditional trade apprenticeships and nontraditional apprenticeships is another excellent example of meeting career seekers' needs. District 1199C Training and Upgrading Fund developed, as part of the regional American Apprenticeship Initiative, a pre-apprenticeship aligned with Registered Behavioral Health Apprenticeships available with several employers. Providing a bridge of career preparation allows those not yet equipped to enter an apprenticeship, the opportunity to gain the knowledge and skills (both technical and soft) needed to do so. Likewise, a pre-apprenticeship curriculum being developed by JEVS and their partners will align with the private-public partnership Urban Technology Project's, IT User Support Registered Apprenticeship, the oldest continuously active IT Registered Apprenticeship in the country. This apprenticeship starts in the School District of Philadelphia and links to private sector employers. Traditionally, the pre-apprenticeship model for this work used a year of American Job Corps experience as the pre-apprenticeship. This approach, however, was limited to available funding, whereas the newly aligned pre-apprenticeship will allow more young people to become engaged in IT Registered Apprenticeships. Effective pipeline training also brings new opportunities to those with barriers to employment.

On October 20, 2016, Philadelphia Mayor Jim Kenney launched the first phase of the PHL Pre-K initiative that expands by 2,000 the number of quality Pre-K enrollments for those with limited incomes. As part of this effort, the City of Philadelphia is using these increased local funds for Pre-K programs to create incentives for Pre-School businesses to move from Keystone STAR 2 centers to STAR 3 and STAR 4 centers. The Pennsylvania Keystone STAR initiative provides quality indicators that include the educational training of center staff. This joint venture between the Pennsylvania Department of Education's Office of Child Development and Early Learning and the Pennsylvania and Regional Keys requires that educational levels rise and that salary structures are fully defined to meet the minimum standards for a STAR 3 center. Philadelphia Works, as the workforce development board, supplies training funds to eligible residents to receive increased credentials, often a Child Development Associate (CDA) and advance along the Early Childhood career pathway. This private-public venture which coordinated the efforts of the city, Philadelphia Works and Pre-K employers focused on Early Childhood Education has resulted in the hiring of an additional 200 childcare workers.

The Board targets services efficiently by using labor market and performance data to identify those programs and services most likely to result in long-term employment at self-sustaining wages. Other strategies include:

- Exploring use of distance learning technologies
- Streamlining referrals with title II adult education and literacy providers and offering upskilling in PA CareerLink® Philadelphia centers

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- Partnering with community-based organizations to provide access to JobGateway® and local PA CareerLink® services
- Collaborating with other workforce partners serving Philadelphians, including RISE (Mayor's Office of Reintegration Services)

Philadelphia Works implemented a comprehensive Career Pathways Plan (including both employment and educational components,) in the Advanced Manufacturing/Logistics and Healthcare and Behavioral Health sectors. Over the next three years, in collaboration with industry partnerships and educators, career pathways will be mapped and implemented in Retail/Hospitality, Early Childhood Education, IT, Infrastructure/Construction and the Business/Finance Sectors. Whenever possible, Philadelphia Works will integrate literacy/numeracy training with occupational skills training, and promote the use of pre-apprenticeships and Registered Apprenticeships as part of career pathway plans (see above for pre-apprenticeship strategies).

Another example of efforts to foster career pathways is the alignment of non-credit vocational training programs with college credit. Community College of Philadelphia and the Board are exploring ways to link the college's non-credit programs with college credit Proficiency Certificates, aligned with two-year degree programs. When funded through an ITA or other workforce funds (such as TANF Employment and Training,) customers may choose to enroll and complete a two-year degree immediately upon receiving a certification or for up to five years afterwards. This effort is partially funded through the State's WIF. The career pathways currently under consideration for this model are Accounting/Bookkeeping, Computer Support, Dental Hygiene, Advanced Manufacturing and Automotive Technology.

In its role as a member of the Perkins Act Participatory Planning Committee, Philadelphia Works will continue to coordinate with and provide labor market information and advice, to the CTE programs of Peirce College, Community College of Philadelphia, and Orleans Technical College. This process aids in the alignment of occupational training programs along career pathways that lead to High Priority Occupations.

The Board will also continue to coordinate with the Community College of Philadelphia in their efforts to align with and enhance WIOA programming, by:

- Expanding the number of occupational training programs for which the College is an Eligible Training Provider.
- Creating a referral system so ITA recipients, who enroll in the College, can gain credit through prior learning assessment.
- Managing a pilot program for 100 customers with barriers to employment, to receive work readiness "microcredentials" and occupational training, leading to credit-bearing courses and/or employment in a model that includes a role for PA CareerLink® Philadelphia in the job search process.

Adult education partners will continue to provide upskilling in PA CareerLink® Philadelphia centers, and will continue referrals between title I and title II services. In addition, the board is exploring engaging the Office of Adult Education to conduct system wide needs assessment

that will inform which title II serves should be offered at which center. The Board will explore co-enrollment and integrated education and training as future strategies. Refer to sections 4.10 and 4.12 of this plan for more detail on how the Board will coordinate with education activities.

The system will improve access to services and activities that lead to recognized postsecondary credentials. Beginning in FY18, the Board will fund only those training programs that lead to an industry recognized credential, as part of the program. The Board will also invest relatively more TANF and WIOA Adult/Dislocated Worker funds in occupational training that leads to credentials, than it has in the past. When possible, the Board will invest in a second credential for customers, recognizing that investing in longer term support for stable employment beyond the first job can lead to self-sufficient wages. Refer also to section 3.3 of this plan for more on how the Board will improve access to services.

The Board will also expand its investment in work-based learning for youth and young adults. Philadelphia Works and its competitively-procured youthworks administrator, Philadelphia Youth Network (PYN), will continue to work in tandem to build broad partnerships across the city, with employers and youth service providers, that result in quality work-based opportunities. For example:

- Philadelphia uses braided funding for one of the largest summer jobs programs in PA providing work-based, paid experiences for 7,000 - 10,000 young adults each year.
- Through grants enabling connections between the Philadelphia School District and employers, the Board expanded opportunities for specific career learning and co-op positions. With support from Youth Build, Job Corps partners and the Philadelphia Housing Authority, Opportunity Youth will continue to be served by linking apprenticeships, internships, and postsecondary learning experiences to provide real opportunities towards a career with family sustaining wages.
- Using discretionary grants, the Board is developing pre-apprenticeship and Registered Apprenticeship programs for Opportunity Youth in Behavioral Health, IT and Manufacturing. The Board is exploring opportunities to connect Opportunity Youth to pre-apprenticeship programming via WIOA funding in the future. Programming is anticipated in 2018. Refer to section 4.8 for more detail. Pre-apprenticeship and apprenticeship opportunities support alignment with WIOA and state goals on career pathway development, provision of work experiences, and employer engagement.

Local area business service strategies are carried out by Philadelphia Works' Business Service Team (BST) who engage with industry partnerships and coordinate with the Philadelphia Commerce Department and other economic development agencies to offer services to new and expanding businesses. In addition, Philadelphia Works will ensure that workforce business service strategies are aligned with those of the Workforce Development Steering Committee. This alignment solidifies the local workforce system's connection to other local agencies such as adult education, reentry, and the community college, all of which are critical stakeholders to

the workforce system. Refer to section 4.14 for more on local coordination of business services.

Unfortunately, far too many employers are unaware of the public workforce system and the value it can bring a single employer or an entire sector. Economic growth and self-sufficiency will be bolstered by helping businesses and employers gain a better understanding of the competencies, credential and/or degrees required for each position in a career pathway and the advantage to be gained by accessing employer services in the workforce system. These services can add to an employer's bottom line by saving time and money on recruitment, screening and workforce training. By developing and strengthening sector-based industry partnerships, the Board will identify business needs across the sector and develop workforce solutions or engage economic development partners to meet them.

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

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

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

The Board's workforce goals discussed in the response to 2.3 above, fully support these measures and the Board further promotes performance achievement by including these measures in the expectations detailed in agreements with subcontractors and the PA CareerLink® Philadelphia partners. The Board gauges its progress in meeting the performance measures through indicators that are regularly reviewed and reported on, by the Workforce Development Committee.

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 Local Workforce Development Area is included as Attachment 2.

Identity and Role of Fiscal Agent. Philadelphia Works is the designated fiscal agent for the WIOA funds in Philadelphia. Its Board serves as the local workforce development Board and it is responsible for managing the delivery of workforce services for the public workforce system. As fiscal agent, it responsible for disbursing workforce funds to service-delivery providers on behalf of the chief local elected official, the Mayor of Philadelphia.

Role of Local Workforce Board as Governing Body. Philadelphia Works serves as the Local Workforce Development Board. It provides strategic direction and management of Philadelphia's public workforce system as it implements WIOA. In this role, it is responsible for the disbursement of federal, state and discretionary workforce development and Employment and Training funds. Philadelphia Works oversees the city's integrated service delivery model in

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which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system.

As the chief elected official, the Mayor appoints members nominated by Chambers of Commerce and other organizational groups as required under WIOA. The Board bylaws outline term requirements. As mandated by WIOA, most of the directors represent executives from key private industry sectors that drive economic performance, in addition to senior appointed government officials and leaders in Philadelphia's non-profit community. Since its designation, our Board has maintained compliance with all federal regulations and is in alignment with the opportunities WIOA provides for lean and manageable local Board.

Executive Committee, Standing Committees and Function. Effective July 1, 2017, the Board will be comprised of an Executive Committee and seven standing committees: Board Development, Finance, Human Resources, Workforce and Economic Development, Research and Policy, Youth, and the One-Stop Operator. (See Figure 11 below).

Figure 11: PHILADELPHIA WORKS' BOARD COMMITTEE'S

Committee	Description
Board Development	Recommends and recruit new members and maximize Board engagement.
Executive	Consists of Board officers and committee chairs. Provides overall direction to the Board, evaluates CEO, and if necessary can act on behalf of the full Board.
Finance	Provides fiscal oversight of the public workforce system, including recommending financial policies, goals, and budgets that support the mission, values, and strategic objectives of the organization. The committee also reviews the organization's financial performance against its goals.
Human Resources	Assists the Director of HR and the Board in fulfilling its responsibilities relating to the policies, procedures and other employment related practices.
One-Stop Operator	Provides information, recommendations and assistance with planning, implementation and oversight, as well as other issues related to PA CareerLink® service delivery.
Research and Policy	Articulate gaps in knowledge in workforce and prioritize and guide informational and public policy research projects.
Workforce and Economic Development	Focuses on aligning the direction of investments with economic development priorities, provide ongoing oversight of workforce system performance, utilize performance data to establish/revise policy and work with the Research and Policy committee to identify gaps in knowledge critical to workforce development.
Youth	Ensures that Philadelphia's youth become productive citizens who are ready to participate meaningfully in our region's workforce milieu by providing leadership and advocacy in support of the

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	Mayor's education and employment goals for youth and young adults.
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Philadelphia Works Administrative Staff. The administrative staff is tasked with the following roles and responsibilities:

Task	Description
Support and staff board committees	Staff from each business unit provides each board committee with information and all necessary resources
Develop service delivery strategy with stakeholders for board approval	Staff implements the service delivery model approved by the board
Manage contracts of Title I providers in a manner consistent with board prescribed policy	The staff manage contracted providers to ensure performance measures are met and services are delivered in a manner consistent with board policy as well as applicable rules and regulations governing our varied funding streams.
Provide LMI data to stakeholders and partners	Staff provide labor market information so that the board and other stakeholders, including the City, employers and required partners of the system, can make informed decisions.
Implement and manage RFPs process to disburse WIOA funds to competitively procured providers	Public funds are required to be invested through a competitive procurement process. The board staff write and release requests for proposals (RFPs) and oversee a prescribed procurement process, on behalf on the board, to ensure the proper disbursement of public funds.

In addition, the administrative staff maintains functional relationships with key LWDA entities such as the Office of the Mayor, the Philadelphia School District (Career Technical Education), and the Department of Commerce.

- Office of the Mayor: Administrative staff work closely with the Office of the Mayor to ensure coordination of city-wide workforce strategies
- School District: Administrative staff collaborate with the School District of Philadelphia to design CTE programs that ensure CTE graduates are being trained in skills that are needed in the workplace.
- The Department of Commerce: Administrative staff work with Philadelphia's Department of Commerce to coordinate retention and expansion efforts with employers.
- Community College of Philadelphia: Administrative staff work with the College on career pathways, credentialing in non-credit curriculum and aligning academic programs with in-demand occupations and growing industries.

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 issues and civil rights protections. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution.

For more information, contact Maria Morton, Human Resources Generalist, at mmorton@philaworks.org

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

Philadelphia Works oversees the City's integrated service delivery model in which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system. Each of the four integrated centers has a primary provider. Our Cross-Center Services Provider, EDSI, manages consistency and uniformity in service delivery across centers and organizes employer engagement and center events. In addition, on July 1, 2017, Philadelphia Works competitively procured a One Stop Operator, Eckerd Workforce System, who is the designated Philadelphia One Stop Manager.

The One-Stop Operator reports directly to the board's One-Stop Operator standing committee that oversees and provides guidance to the One-Stop Operator. The committee has created a dashboard and the expectations for narrative report, to be created by the One-Stop Operator, to keep the committee and thereby, the board, informed of the progress being made to align the mandated partners and their services across the PA CareerLink® Philadelphia system. The key responsibilities of the One-Stop Operator are:

- Ensuring that the role of all required partners in the PA CareerLink® Philadelphia centers has been defined, identified and integrated into the service delivery system.
- Implementing and augmenting the integrated services structure within the PA CareerLink® Philadelphia centers, as designed by the board and enabled via the MOU with all core and required partners operating at the site.
- Monitoring 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.
- Evaluating service delivery (e.g., timing, type, format, etc.) across providers and partners as well as across customer segments, and identify opportunities to optimize services.
- Implementing and monitoring the negotiated One-Stop partner MOU.
- Establishing and monitoring metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams
- Developing and implementing a plan for continuous improvement that engages all partners operating at the centers.
- Convening a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.

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- Holding 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 board, through the One-Stop Operator, works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. The PA CareerLink® Philadelphia centers are listed below in Figure 12. A One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as Attachment 3.

Figure 12: PA CAREERLINK® PHILADELPHIA CENTERS

PA CareerLink® Philadelphia -North 4361 N. 5 th Street Philadelphia, PA 19140 Managed by Nueva Esperanza Phone: 215-967-9711 Hours of Operation: 8:00 a.m. – 4:30 p.m.	PA CareerLink® Philadelphia-Northwest 5847 Germantown Avenue Philadelphia, PA 19144 Managed by Impact Services, Inc. Phone: 215-987-6503 Hours of Operation: 8:00 a.m. – 4:30 p.m.
PA CareerLink® Philadelphia -Suburban Station 1617 JFK Boulevard, 2 nd Floor Philadelphia, PA 19103 Managed by JEVS Human Services (Also houses the Cross-Center Services provider, EDSI) Phone: 215-557-2592 Hours of Operation: 8:00 a.m. – 4:30 p.m.	PA CareerLink® Philadelphia -West 3901 Market Street Managed by SER Metro Phone: 215-473-3630 Hours of Operation: 8:00 a.m. – 4:30 p.m.

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).*

Philadelphia Works' integrated service delivery model is specifically designed to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

Through our MOU, the partners have agreed:

- Work closely together to ensure that all PA CareerLink® Philadelphia centers are high-performing work places with staff that will ensure quality of service.
- To cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

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- Collaborate and reasonably assist each other in the development of necessary service delivery protocols
- That the provisions contained within the MOU are subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers.

Furthermore, the partners will promote system integration to the maximum extent feasible through:

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

The One-Stop Operator in collaboration with our partners will create a customer referral flowchart to and from each center/agency. In addition, a designated point of contact for referrals will be established at each center and agency. We plan to replicate the process that was established below with the Office of Adult Education, in partnership with Title II providers and Philadelphia Works.

This collaboration developed and implemented a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to Title II adult education services, using the myPLACESM student information system. This computerized city-wide system includes centralized intake, assessment, and placement of adult learners into appropriate educational programs and was adapted to facilitate the referral process. In addition to utilizing this referral process, the Office of Adult Education has conducted trainings for PA CareerLink® Philadelphia staff on effectively communicating with career seekers who may have literacy challenges and on the appropriate use of the myPLACESM student information system.

This referral process facilitates integration of Title I and Title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment. To ensure this process is implemented as designed, a committee with representatives from the Office of Adult Education, Philadelphia Works, Title II providers, and

the PA CareerLink® Philadelphia centers meets bi-monthly to review the process and data metrics.

The board is also exploring a variety of referral software to permit partners throughout our system to create a common intake, referral and tracking process that will enhance their ability to communicate in a timely and efficient manner. The partners have expressed their interest and enthusiasm for the process outlined above.

The one-stop operator will be facilitating partner integration by:

- Developing an efficient and effective referral process between the partner organizations
- Training partner staff across the system on all partner program
- Creating an Information Sheet which details eligibility, hours of operations, agency address, agency contact information, services provided
- Co-locating partner staff at the centers partners either full-time or part-time
- Meeting monthly with the One-Stop Operator to review and discuss processes, communication, co-enrollment, partner performance, best practices, etc.

Philadelphia Works' integrated service delivery model is specifically designed to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

WIOA Title II Services. The Office of Adult Education, in partnership with title II providers and Philadelphia Works, created and implemented a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to title II adult education services, using the myPLACESM student information system. This city-wide system that includes centralized intake, assessment, and placement of adult learners into appropriate educational programs has been adapted to facilitate the referral process. The Office of Adult Education conducts trainings for PA CareerLink® Philadelphia staff on effectively communicating with career seekers who may need adult education services. In addition, it also conducts trainings for PA CareerLink® Philadelphia staff and title II staff on how to use the myPLACESM student information system. The referral process facilitates integration of title I and title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment. A committee with representatives from the Office of Adult Education, Philadelphia Works, title II providers, and the PA CareerLink® Philadelphia centers meets bi-monthly to review the process and data metrics. As of July 1, 2017, this information will be shared with the One-Stop Operator for better understanding of performance, services provided, usage, and needs around the adult education.

WIOA Title IV Services. Office of Vocational Rehabilitation (OVR) representatives are physically located at each of the four PA CareerLink® Philadelphia centers to provide on-site services to individuals with disabilities. OVR Services are discussed during the one-on-one welcome interviews and during the Welcome to PA CareerLink® orientation. During the interview, customers are assessed for need of these services and referred directly to the OVR staff person

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located on-site for assessment and services. Additionally, OVR staff are available to provide training to center staff, as needed, related to the available services for career seekers with disabilities and to act as a liaison between the center staff and other available local resources. The board is exploring ways to braid title I and OVR funds. Eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

Improved Access to Recognized Credentials. Philadelphia Works has placed an emphasis on education and training opportunities. ITAs are available for those interested in pursuing trainings that lead to industry recognized credentials. Workforce Advisors have prioritized trainings when conducting career coaching sessions with career seekers which has resulted in an increase in individuals who have completed trainings and received credentials. Increased completion and credential attainment will continue to be a focus going forward. Philadelphia Works is in the process of exploring a wider range of training opportunities; seeking to attract additional training providers while assessing the current providers used. This will expand the offerings available to those enrolled in both the EARN and WIOA programs, with the aim of broadening the types of opportunities and credentials available and matching them to currently employment needs in Philadelphia. Where appropriate, training and educational offerings will integrate literacy instruction that is contextualized to specific career pathways in high employment industry sectors. Going forward, the Board will only fund training programs that lead to industry recognized credential.

Additionally, Philadelphia Works has partnered with the Community College of Philadelphia to develop a referral process for Prior Learning Assessments (PLA) through a grant with The Council for Adult and Experiential Learning (CAEL). As a result, center staff will be trained to refer individuals to the Community College to assess their potential to receive college credits for experiential learning or previous classroom trainings. The goal is to increase the number of individual who are referred to the college to enroll in degree or other programs.

Eligibility Verification and Self-Certification. PA CareerLink® Philadelphia center staff is responsible for determining the eligibility of adults to receive Basic or Individualized Career Services and for collecting information to support this determination. This information may be collected through methods that include electronic data transfer, personal interview, or an individual's application. Documents required for establishing eligibility are placed in the customer files.

Staff are encouraged to use telephone verification and documentation inspection to verify eligibility, especially for individuals with barriers to employment. Additionally, staff may access the Department of Human Services' Client Information System (CIS), with the assistance of Wagner-Peyser staff, to verify birthdate, residency, social security number and lay off status. Telephone verification is preferred over self-certification, particularly when eligibility criteria may be verified by calls to a recognized governmental or social services agency. All information obtained is recorded on the Telephone/Document Inspection Verification form. Information recorded must be adequate to enable a monitor or auditor to report back to the named agency

or the document used. The most common method of verification in Philadelphia is the production of required documents.

Following a Universal Services one-on-one interview, individuals who are interested in becoming WIOA-registered are invited to attend a Welcome to PA CareerLink® Philadelphia orientation session, during which the registration process and the documentation requirements are explained. Interested individuals then receive an appointment to meet with staff for registration and eligibility verification. It is here that documents are collected, inspected and verified, with copies being placed in the customer file. Center staff is also responsible for recording the appropriate data into CWDS and other information systems. Co-enrollment across programs is a priority and strategies for improving these processes are ongoing. Center staff has been trained to assist career seekers in accessing all available programs within the PA CareerLink® Philadelphia centers and complete immediate direct referrals to an on-site colleague or through scheduling an appointment.

Co-enrollment Process. The Board is actively working with the title I Adult and Youth providers to develop a strong referral process and strengthen relationships within the system to successfully co-enroll individuals into both programs. A framework for the process has been developed, and testing and implementation are currently being planned. The framework consists of a flowchart that identifies appropriate referrals in both systems to allow staff, based on their assessment of the young adult, to identify a cross-system contact thereby easing the transition from one system to another. The goal for co-enrollment of young adults into the Youth and Adult WIOA systems is to provide a wider variety of services for those who would benefit.

Developing and Promoting Career-Pathways. Philadelphia Works will continue to build and implement skill ladders/career pathways in targeted industries. Center Workforce Advisors and their managers receive intensive career coach training which emphasized the use of career pathways as a tool for service planning and job search. These tools are actively being used to encourage career seekers to develop realistic goals and plan the steps needed to reach them. In addition, the Board is exploring procuring a provider to deliver a more intensive, extended training to further enhance their skills and provide more in-depth data on specific career pathways.

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

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Philadelphia Works staff focuses on supporting employers with workforce needs in in-demand sectors such as Transportation, Healthcare, Manufacturing, Energy, and IT. Most employers in these industries (and throughout the Southeast Pennsylvania region) are small businesses. As a result, the Board has formed strategic partnerships with Small Business Development Centers, (housed at the University of Pennsylvania, Temple University, and Widener University), the Profile Re-Employment Program (PREP), various Industrial Resource Centers (IRCs), local Chambers of Commerce, and a variety of business associations. These partnerships are vital to engaging small businesses and our ability to provide solutions to their workforce challenges.

Polices governing strategic implementation are detailed below in Figure 13.

Figure 13: WORKFORCE STRATEGIES

Workforce Strategies	Strategic Implementation
OJT IWT Transitional Jobs	<ul style="list-style-type: none"> - Target smaller employers - Employ use of High Priority Occupations to determine viable opportunities - Requires a career path attached to opportunity that leads to job paying at least \$15 an hour
Industry and sector strategies	<ul style="list-style-type: none"> - Implement Industry Partnerships in multiple sectors - Encourage Next Gen Business-led partnerships.
Career Lattices and pathways initiatives (including how they are connected to adult education)	<p>Partner with the Workforce Development Steering Committee to develop career pathways in the following sectors.</p> <ul style="list-style-type: none"> - Advanced manufacturing - Early Childhood education - Healthcare/Behavioral Health - Information Technology - Retail/Hospitality - Construction Trades - Business Finance <p>CCP college, Office of Adult Education and Title II adult education and literacy providers will support in the development of comprehensive education and training curriculum necessary to support occupations within each sector.</p>
Apprenticeship Models	<ul style="list-style-type: none"> - Emphasize the “earn and learn” model

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	<ul style="list-style-type: none"> - Publicize benefits of WIOA training funds provided to those on the Eligible Training Providers list.
Utilization of Effective Business Intermediaries	<p>Collaborate with organizations such as:</p> <ul style="list-style-type: none"> - PIDC - The city's Department of Commerce - Local chambers - Industry Trade Associations - DVIRC <p>Expand business and non-profit employer relationships through SHRM</p>
Rapid Response services	<p>Employers facing challenges that result in reduced employment numbers or closing of a facility can be supported for either lay-off reduction strategies (retention strategies) or comprehensive PA CareerLink® support to workers losing their jobs. In the case of employee retention, Philadelphia Works collaborates with partners to address financial needs of the firm as well as training services to up-skill and stabilize employment of incumbent workers. Partners include:</p> <ul style="list-style-type: none"> - SEWN (financial supports) - The city's Department of Commerce (facility and city services) - PIDC (equipment and other critical purchases)
Other business services and strategies designed to meet the needs of regional employers	In FY 18, Philadelphia Works will hold a city -wide hiring event for employers in the Southeastern PA region

Philadelphia Works staff is tasked with business engagement services at a very high level. Through its Business Engagement Team (BET,) existing relationships with employers are expanded upon and work is done to encourage others to engage with Philadelphia's public workforce system. Through the customer relations management tool, Executive Pulse, the BET track interactions with employers and shares that data with all entities in the workforce system that engage with businesses. This data is helpful to gauge and or predict the needs of employers and the most effective strategies to meet those needs.

The Cross-Center Services Provider, through its Business Service Representatives (BSR),

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engages with businesses on a more transactional level by providing direct support and service delivery for activities such as coordinating employer hiring events, supporting employers with effective training tools utilizing with wage subsidies, such as OJT and IWT services.

In FY2018, the Board will hold a city -wide hiring event for employers in the Southeastern region aimed at meeting workforce needs and getting Philadelphians into jobs and careers with sustaining wages

The Board supports the Unemployment Compensation (UC) customer base by:

- Informing customers of limited state UC resources, attempting to manage expectations by providing an estimated wait time for phone service and encouraging, whenever possible, the use of UC on-line support
- Educating UC customers about hiring events and other tools that can assist their rapid reintegration into the workforce
- Creating IEPs for WIOA-registered UC customers that explore occupational skill training to upgrade dated skills and support re-entry in to the workforce

In addition, it is important that employers understand their rights and responsibilities regarding UC Law. The Office of UC Service Centers Customer Services Section will conduct seminars in Philadelphia on UC topics where these rights and responsibilities are explained. During this time, PA CareerLink® Philadelphia staff will also have the opportunity to inform employers of relevant services provided at PA CareerLink® Philadelphia Centers and how to best to leverage those services to improve their competitiveness.

Reemployment services for UC recipients. While Reemployment Services and Eligibility Assessments (RESEA) is not currently offered in Philadelphia, PREP customers are invited to a workshop which specifically outlines PA CareerLink® services and benefits to WIOA-registered Dislocated Workers. These customers are among the highest priority due to their likelihood of needing extensive support to get back to work.

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

The Board will coordinate with regional economic development partners to develop partnerships. The Board will continue to meet economic development partners, such as The Philadelphia Industrial Development Corporation (PIDC), the Delaware Valley Industrial Resource Center (DVIRC), the various Chambers of Commerce, the City's Department of Commerce and Workforce Development Steering Committee, to share information related to high growth occupations in the greater Philadelphia area and explore business workforce needs in those occupational areas. With our partners, the Board is exploring developing a workforce and economic development dashboard that will help our stakeholders stay abreast of the current labor market, anticipate future employment trends facing our city/region, and coordinate work with service providers. Staff will also utilize a customer relationship management system widely used by many of our economic development partners and

statewide stakeholders. This will allow shared communication on the most up-to-date information related to hiring needs and priorities for our business partners.

The Board has identified small businesses as a priority for strategic partnerships. It is designating higher investment for wage subsidy efforts, such as OJT, and IWT, to encourage more small businesses to become engaged with the workforce system. Staff have reached out to Small Business Development Centers, local chambers with larger percentages of smaller businesses, and other business initiatives to engage smaller businesses. Staff also collaborates with regional PREP agencies on grant applications and activities that serve employers throughout the region.

The Board measures employer outcomes using the following criteria:

- Number of employers satisfied with the workplace learning initiatives including OJT, IWT, Customized Job Training (CJT), and internships
- Number of staff-assisted job orders that result in placement
- Number of customers placed in OJTs that are retained, six to 12, months beyond their training period
- Increased participation in the workforce system

While self-employment is a strategy that can be effective for some career seekers with barriers to employment, it is not a priority strategy for Philadelphia Works. We use our limited resources to; establish relationships with employers which emphasize the skills required for the work and the background or disability of the career seekers, and to prepare career seekers by ensuring they have the skills necessary to be successful in the workforce. However, the Board will certainly promote entrepreneurship opportunities offered by strategic partners such as the Small Business Development Centers at Wharton and Temple University, the Enterprise Center, the Alliance of Women Entrepreneurs, and the Entrepreneurs' Forum of Greater Philadelphia.

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.*

The Board provides strategic direction and management of Philadelphia's public workforce system to implement WIOA, on behalf of the city, by strategically disbursing and maintaining accountability for approximately \$60 million a year in federal and state funding for employment services. Ninety (90) percent of these funds are contracted to service providers consistent with funding requirements.

Philadelphia Works oversees the City's integrated service delivery model in which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system. Each of the four integrated centers has a primary provider. Our Cross-Center Services Provider, EDSI, manages consistency and uniformity in service delivery across centers and organizing employer engagement and center events. All providers are competitively procured. As the

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integration of this service delivery mode continues, increased center traffic and improved opportunities for access is anticipated.

PA CareerLink® Operator. As of July 1, 2017, the One-Stop Operator's programmatic responsibilities include:

- Ensuring that the role of all required partners in the PA CareerLink® Philadelphia centers has been defined, identified and integrated into the service delivery system.
- Implementing and augmenting the integrated services structure within the PA CareerLink® Philadelphia centers, as designed by the Board and enabled via the MOU with all core and required partners operating at the site.
- Monitoring 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.
- Evaluating service delivery (e.g., timing, type, format, etc.) across providers and partners as well as across customer segments, and identify opportunities to optimize services.
- Developing, implementing, and monitoring customer service standards across the centers. Continuously assess customer needs via customer feedback mechanisms at the center and make recommendations to Philadelphia Works for continuous improvement.
- Implementing and monitoring the negotiated One-Stop partner MOU.
- Developing an understanding and use Philadelphia Works' Workforce Management Information Systems (MIS) to access and report on necessary data (i.e., CWDS ClientTrack™, etc.)
- Establishing and monitoring metrics for measuring success based on state and federal requirements associated with provider and partner funding streams
- Developing and implementing a plan for continuous improvement that engages all partners operating at the centers.
- Convening a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Holding 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 Operator will include:

- Convening regularly scheduled meetings and/or conference calls with Philadelphia Works staff.
- Presenting a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.
- Assigning 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 Philadelphia Works staff.
- Providing a monthly activity report to the Board.

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Procurement Process. The One-Stop Operator was selected in a competitive procurement process. A Request for Proposal (RFP) was publicly posted on February 1, 2017 with a response date of March 10, 2017. No proposals were submitted at that time, so the RFP was re-released. Upon the second release, bids were received and scored. The highest scored proposal was received by Eckerd Youth Alternatives, Inc and services were contracted effective July 1.

Philadelphia Works has developed an internal Procurement Policy, which is consistent with the general requirements of the WIOA, the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200) (hereinafter the “Office of Management and Budget (OMB) Uniform Guidance”), the OMB Circular, and the policies established by the Commonwealth of Pennsylvania, USDOL, including but not limited to WIIN No. 2-00, Change 2 and the Commonwealth’s Department of Labor & Industry (L&I) Financial Management Policy.

In this case of the procurement of the title I providers and the One-Stop Operator, Philadelphia Works competitive proposal process is as follows:

- Using an RFP outline format, the requesting department drafts content.
- An open and inclusive advertising campaign is conducted.
- An optional bidder’s conference may be held to answer questions.
- The proposal is held open for a period of at least 30 days.
- A review panel is convened which may include a representative from the Contracts and/or Operations Department; members of the Board and/or its subcommittees; and other representatives, as appropriate.
- The panel scores the proposals, through a technical evaluation, using pre-established criteria, and makes a recommendation.

The technical evaluation is a critical part of determining which proposal presents the best value. The technical evaluation measures the extent to which a proposal meets Philadelphia Works’ needs by relying upon the panel members’ expertise in assessing the strengths and weaknesses of each response.

The criteria selected for evaluation reflects the objectives, scope of services and requirements set forth in the proposal. Once the evaluation criteria have been determined, values are assigned to the criteria. Values may be assigned in a variety of ways, depending on the nature and substance of the required service. Members of the rating panel independently review each criterion. Following completion, group discussions may occur to allow reviewers to adjust and finalize their scores. Scoring is based on information provided in the submitted proposal and any additional factors that may have been detailed in the RFP. Regardless of the scoring methodology used, the panel documents the basis for the rating in narrative form explaining the proposal’s strengths and weaknesses and justifying the final score.

Title I. See template in section 3.2 and the Competitive Process in above section.

Title II. See template in section 3.2.

Title III. See template in section 3.2.

Title IV. See template in section 3.2.

The identity and role of the individual responsible for ensuring equal employment opportunities and civil right protections. See template section 3.1.

The local workforce board has established the required six core partnerships for our One Stop delivery system: Wagner Peyser, Office of Vocational Rehabilitation, Adult Education and Literacy programs and WIOA Title I (Adult, Dislocated Worker and Youth formula funds).

1. Wagner-Peyser (PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO) WIOA Title III)

Wagner-Peyser staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities.

Access to Wagner-Peyser Act Services are provided within the local workforce development system through physical and programmatic resources described below. Bureau of Workforce Partnership and Operations (BWPO) is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

- a) Wagner-Peyser service focuses on providing a variety of employment related labor-exchange services including, but not limited to: job-search assistance, job referral, and placement help for job seekers, re-employment services to unemployment insurance claimants and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services and staff-assisted service delivery.
- b) Depending on the needs of the labor market, other services – such as assessment of job-seekers’ skills, abilities and aptitudes, career guidance when appropriate; job-search workshops and referral to training may be necessary.
- c) The services offered to employers, in addition to referring job seekers to available job openings, include: help developing job-order requirements, matching job seekers’ experience with job requirements, skills and other attributes, helping employers with special recruitment needs, arranging for job fairs, helping employers analyze hard-to-fill job orders, helping restructure jobs and helping employers deal with layoffs.

- d) Job seekers who are veterans receive priority referral to jobs and training, as well as veteran-specific employment services. PA CareerLink® delivers specialized services to individuals with disabilities, migrant and seasonal farm-workers, ex-offenders, youth, minorities and older workers.

2. OVR (Title 1 of the Rehabilitation Act of 1973, WIOA Title IV).

As a core partner OVR provides Vocational Rehabilitation services for people with disabilities. OVR staff are co-located in each of the four centers. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. 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. Our statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

3 + 4. WIOA Title I Providers SER Metro, Impact Services, JEVS and Eastern North Philadelphia Workforce Development Corporation provide services under both the *Adult Employment and Training Activities* and *Dislocated Worker Employment and Training Activities*, pursuant to WIOA, Title I, Section 131. They are responsible for providing universal access to career and training services to meet the diverse needs of the population of job seekers seeking services through the One Stop system. They are responsible for facilitating and delivering careers services and linkages and subsequent enrollment in work based training such as registered apprenticeships, on the job training, incumbent worker training, transitional jobs, customized job training and work experience. The four contracted vendors provide or coordinate with other service providers to deliver the following services:

- Basic career Services including, but not limited to, determination of eligibility to receive WIOA and dislocated worker services who enter the center seeking basic, individualized and/or follow up services; Outreach and intake; Initial assessment of skills levels; and labor exchange services.
- Individualized career services, including, but not limited to, based on customers' needs: comprehensive and specialized assessment of skills levels; development of an individual employment plan; group of individual counseling; career planning;

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short term pre-vocational services; internships and work experiences; workforce preparation activities; and financial literacy services.

- Career and training services to underemployed workers
 - Training Services through Individual Training Accounts (ITA)'s or work based learning contracts
 - Providing supportive services
 - Follow-up services to enhance labor market retention, wage gain and career progress for customers who have entered unsubsidized employment and exited the program
5. PYN will provide services under the **Youth Workforce Investment Activities** Partner Program pursuant to WIOA, Title I, Section 126. PYN is an intermediary organization that expands access to services for underserved young people by working with cross-sector partners. PYN works to advance educational and economic efforts and improve outcomes for youth and young adults by guiding vision and strategy, supporting aligned activities, establishing and monitoring shared metrics, building public will, mobilizing funding, disseminating best practices and cutting-edge research, evaluating progress, strengthening service capacity, and advancing policy.

By means of the WIOA Youth investment, PYN is Philadelphia's competitively procured Youthworks Administrator. In this role, PYN supports the following initiatives: providing expertise focused on youth; supporting functions of the Philadelphia Works' Youth Standing Committee (YSC); coordinating procurement and managing co-contracts of youth services that are developmentally appropriate education and workforce training programs for youth ages 16-24; supporting continuous improvement through programmatic oversight, monitoring, and program evaluation; leveraging and aligning resources to provide comprehensive, integrated services to youth; and providing professional development and technical assistance.

Philadelphia's youth workforce development system is designed to provide aligned pathways to careers for three distinct populations of youth to ensure that those youths in most need of support have access to workforce preparation activities. Services to youth who face significant barriers and services to Opportunity Youth are among the priorities outlined by the Department of Labor. Driven by the local needs and the strategic priorities of the YSC, Philadelphia's youth workforce development system will enhance our strategic efforts by creating distinct pathways that serve eligible youth ages 16-24 who:

- At-risk youth enrolled in school;
- Opportunity youth without a credential; or
- Opportunity youth with a secondary credential.

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In order to continue to serve these priority youth and young adult populations and leverage services via the Philadelphia PA CareerLink® system, PYN will:

1. Work in partnership with the Philadelphia PA CareerLink® system to develop a referral system to and from the PA CareerLink® centers.
 2. Provide expertise in youth and young adult services and support to ensure Philadelphia PA CareerLink® center staff are fully informed to support this population through referral or in the center.
 3. Work closely and strategize with the Philadelphia PA CareerLink® system to ensure there is a bridge built to seamlessly transition young adults into the adult workforce system to access services such as On-the-Job Training (OJT) or Individual Training Accounts (ITA).
 4. Operate the Youth and Young Adult Opportunity Hub at PA CareerLink® West (Hub), funded by the Career Pathways for Youth: Summer Jobs and Beyond two-year grant (May 2016 – June 2018) via the U.S. Department of Labor. The goal of this project is to link youth connected to the West Philadelphia Promise Zone with employment, education and/or supportive services needed to succeed in gaining skills and entering a viable career pathway. On a systemic level, the Hub seeks to increase coordination among partners and employers to better connect the youth and adult workforce systems and maximize existing resources. PYN will continue to work in collaboration with grant partners to leverage youth and adult workforce services.
6. **Title II Partners: Community Learning Center, Center for Literacy, Temple University, District 1199C Training & Upgrade Fund, New World Association and The Welcoming Center for New Pennsylvanians.** They have committed to assigning rotating staff one-half day per week to each of the four PA CareerLink® sites as a resource for participants seeking literacy and English language services. In addition, Title II Partners will ensure that each CareerLink® receives the following services.
- Assist in interpretation of TABE and administration and interpretation of CASAS at each comprehensive PA CareerLink® site;
 - Support Rapid Response by referral of PA CareerLink® participants by PA CareerLink® staff through OAE SIS system to Title II services through academic assessment and referral;
 - Participate in PA CareerLink® orientation via video or in-person, when possible, to describe Title II services and connect participants to Title II programs;

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- Support referral of PA CareerLink® participants by PA CareerLink® staff through OAE SIS system to Title II services; and
- Conduct PA CareerLink staff development to build their capacity to refer PA CareerLink® participants through the OAE SIS system and interpret TABE and CASAS scores.

In addition, Community Learning Center (CLC) will provide Title II services at PA CareerLink® Suburban Station nine (9) hours per week throughout the calendar year.

In the charts below, you will note the partner programs, organization, and contribution to the system of the required and additional partners currently represented in our system.

Partners

	Partner Program	Partner Organization	Authorization/Category	Contribution
1	Adult Employment and Training Activities	Educational Data Systems, Inc. (EDSI)	WIOA Title I, Section 126	RSAB
2	Dislocated Worker Employment and Training Activities	Educational Data Systems, Inc. (EDSI)	WIOA Title I, Section 131	RSAB
3	Adult Employment and Training Activities	JEVS Human Services (JEVS)	WIOA Title I, Section 126	RSAB
4	Dislocated Worker Employment and Training Activities	JEVS Human Services (JEVS)	WIOA Title I, Section 131	RSAB
5	Adult Employment and Training Activities	SER Metro Pennsylvania (SER Metro)	WIOA Title I, Section 126	RSAB
6	Dislocated Worker Employment and Training Activities	SER Metro Pennsylvania (SER Metro)	WIOA Title I, Section 131	RSAB
7	Adult Employment	Impact Services (Impact)	WIOA Title I, Section 126	RSAB

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	and Training Activities			
8	Dislocated Worker Employment and Training Activities	Impact Services (Impact)	WIOA Title I, Section 131	RSAB
9	Adult Employment and Training Activities	Eastern North Philadelphia Workforce Development Corp.	WIOA Title I, Section 126	RSAB
10	Dislocated Worker Employment and Training Activities	Eastern North Philadelphia Workforce Development Corp.	WIOA Title I, Section 131	RSAB
11	Vocational Rehabilitation State Grant Programs	PA Department of Labor and Industry, Office of Vocational Rehabilitation Services (OVR)	Title 1 of the Rehabilitation Act of 1973, WIOA Title IV	RSAB
12	Wagner-Peyser Act	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	WIOA Title III	RSAB
13	Trade Adjustment Assistance	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	Trade Act of 1974	RSAB
14	Jobs for Veterans State Grant	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	U.S.C. Title 38, Chapter 41	RSAB
15	Unemployment Compensation Programs	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	Social Security Act 9 of 1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939	RSAB
16	Foreign Labor Certification (FLC)	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	20 C.F.R., Chapter 5, Part 656	RSAB
17	Rapid Response	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	WIOA Title I	RSAB

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18	Adult Education and Literacy	Temple University, Center for Social Policy and Community Development	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	\$1200 per year
19	Adult Education and Literacy Activities	Center for Literacy	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	\$1200 per year
20	Adult Education and Literacy Activities	Community Learning Center	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	\$4,641 per year
21	Adult Education and Literacy Activities	New World Association	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program II	\$1200 per year
22	Adult Education and Literacy Activities	1199c Training & Upgrading Fund	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program II	\$1200 per year
23	Adult Education and Literacy Activities	Welcoming Center for New Pennsylvanians	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program II	\$1200 per year
24	Postsecondary Career & Technical Education	Peirce College	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	In Kind - The cost of such workshop would consist of one (1) hour of Peirce staff time, funded through Perkins, at a rate of \$31.25 per hour, for a total of at least \$125.
25	Postsecondary Career & Technical Education	Community College of Philadelphia	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	\$215 + a CCP employee will visit the PA CareerLink® Philadelphia Center at Suburban Station one (1) day per week for three (3)

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				<p>hours to inform customers of and answer questions about CCP programs and services, subject to CCP's academic and/or employment calendar. a CCP employee will visit one of the PA CareerLink® Philadelphia Centers at West Philadelphia, Northwest Philadelphia, and North Philadelphia one (1) day per week for three (3) hours on a weekly rotating basis, subject to CCP's academic and/or employment calendar.</p>
26	Postsecondary Career & Technical Education	Harcum College	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	In Kind

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27	Youth Workforce Investment Activities	Philadelphia Youth Network	WIOA, Title 1	In Kind + RSAB contribution
28	Philadelphia Job Corps Center	Philadelphia Job Corps Life Science Institute	WIOA, Title I	In Kind
29	Career and Transition Center	d/b/a Red Rock Job Corps Center	Additional Partner	RSAB contribution \$93,000
30	Senior Community Service Employment Program (SCEP)	Philadelphia Corporation for Aging	Title V Older Workers	\$9,000
31	Migrant and Seasonal Farm Workers	Pathstone Corporation, Inc	WIOA Title I. Sec. 167	Referral Process
32	Employment and training Activities carried out by the Department of Housing and Urban Development	Philadelphia Housing Authority	Federal Partner	Referral Process
33	Employment and training	Council of Three Rivers American Indian Center, Inc	Federal Partner	Referral Process
34	Technical assistance to local and regional agencies relating to planning, implementation, funding opportunities, grant applications, and project management	Department of Community and Economic Development (DCED)	Partner	\$49,391.04 contribution to RSAB
35	Utilities and financial	Benephilly	Additional Partner	TBD

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	counseling services			
36	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Mayor's Office of Community Empowerment and Opportunity	Community Services Block Grant Act (42 U.S.C. 9901)	Referral Process
37	Reintegration of Offenders Programs	Connection Training Services	Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	\$500 + in Kind The cost of such training would consist of 1 CTS consultants, funded through the Second Chance Act, at a rate of \$50.00 per hour, for 8 hours per month, for a total of \$4,800.00 per year.
38	Youth Build Program	Youth Build	WIOA, Title I, Section 171	Referral process
39	Youth Build Program	Connection Training Services	WIOA, Title I, Section 171	\$500 + In Kind The cost of such training would consist of 1 CTS consultants, funded through the Second Chance Act, at a rate of \$50.00 per hour, for 8 hours per month, for a total of

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				\$4,800.00 per year.
40	Temporary Assistance to Needy Families	DHS	Social Security Act	\$18,000 contribution to RSAB

The below matrix shows which partner is collocated at each center; which partner is delivering In Kind services in each of our four centers; and, partners where we have or are in the process of developing a referral system.

Partner Matrix Per PA CareerLink® Philadelphia Center

	Partners with a Physical Presence	North	Northwest	Suburban Station	West
1	WIOA Title I Adult	x	x	x	x
2	WIOA Title I Dislocated Worker	x	x	x	x
3	Wagner Peyser	x	x	x	x
4	WIOA Title II Adult Education and Literacy	x	x	x	x
5	OVR	x	x	x	x
6	Trade Assistance	x	x	x	x
7	Unemployment Compensation	x	x	x	x
8	Foreign Labor	x	x	x	x
9	Veterans	x	x	x	x
10	Rapid Response	x	x	x	x
11	Postsecondary Career & Technical Assistance (CCP)	x	x	x	x
12	Youth Workforce Activities				x
13	ResCare Job Corps Career & Transition Center	x	x		x
14	Philadelphia Job Corps Life Science Institute	x	x	x	x
15	Senior Community Service Employment			x	
16	Benephilly		x		
17	TANF	x	x	x	x
	Partners Provide In-Kind Services: Workshops and Staff Training	North	Northwest	Suburban Station	West
1	Postsecondary Career & Technical Assistance (Peirce)	x	x	x	x

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2	Reintegration of Offenders (Connections Training)	x	x	x	x
3	Youth Build Program Connections Training)	x	x	x	x
4	Community College of Philadelphia	x	x	x	x
5	Harcum	x	x	x	x
	Partners with a Developed Referral System				
6	Mayor's Office of Community Empowerment				
7	YouthBuild Charter School				
8	Council of Three Rivers American Indian Center				
9	Philadelphia Youth Network				
10	YouthBuild Charter School				
11	Philadelphia Housing Authority				

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).

Refer to the One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations included as Attachment 3.

Roles and resource contributions of one-stop partners:

Philadelphia Youth Network: PYN will provide services under the Youth Workforce Investment Activities Partner Program pursuant to WIOA, Title I, Section 126. PYN, as the YouthWorks Administrator, supports the following initiatives: coordinating the procurement, selection, contracting, performance monitoring and technical assistance to co-contracted service providers and providing direct oversight of co-contracted service provider performance and compliance; co-contracting for programming that ensures a comprehensive, year-round service delivery system for at-risk youth and overseeing the implementation and performance management of programs funded through WIOA; overseeing developmentally appropriate education and workforce training programs for youth ages 14-24; leveraging and aligning resources to provide comprehensive, integrated services to youth, serving as broker for system partners, funders, employers, schools and community-based organizations; ensuring alignment across the system to maximize service delivery to youth in the system; and facilitating a collaborative process with stakeholders to design and implement programs that serve as a systemic response to community identified needs.

EDSI: EDSI will provide services under both the Adult Employment and Training Activities and Dislocated Worker Employment and Training Activities, pursuant to WIOA, Title I, Section 131. EDSI implements the operational procedures for the cross-center delivery model that support all PA CareerLink® Philadelphia centers. This includes community engagement and outreach; business services; service enhancement; and citywide services, which include, but are not limited to, facilitating community connections partner agreements; conducting outreach to WIOA clients to reengage; populating the product box with employer sponsored products; responding to Job Gateway® postings for job referrals; delivering workshops at the centers for career seekers; and providing virtual services.

Title I Providers SER Metro, JEVS, Nueva and Impact: Title I providers, Ser Metro, JEVS, Nueva and Impact will provide Adult Employment and Training Activities and Dislocated Worker Employment and Training Activities, pursuant to WIOA, Title I, Section 131. They are responsible for providing universal access to career and training services that meet the diverse needs of the population of career seekers at the centers. They are responsible for facilitating and delivering careers services, referrals and subsequent enrollment in work based training such as registered apprenticeships, OJT, IWT, transitional jobs, CJT and work experience. They will provide or coordinate with other service providers to deliver basic career services, individualized career services, career and training services to underemployed workers, training Services through ITA's or work based learning contracts, supportive and follow-up services.

Bureau of Workforce Partnership and Operations: Bureau of Workforce Partnership and Operations (BWPO) will provide services under the Wagner Peyser, Trade Adjustment Assistance, Unemployment Compensation and Veterans' Employment and Training Partner Programs pursuant to WIOA Title III, the Trade Act of 1974, the Social Security Act of 1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939 and U.S.C. Title 38, Chapter 41, respectively.

- **Wagner-Peyser** staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both career seekers and employers are also provided with labor market information to help inform their activities. BWPO is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.
- **Trade Adjustment Assistance (TAA)** Services to be provided are as follows: Programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax

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Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS)).

- **Unemployment Compensation (UC)** In accordance with WIOA, the (UC) Program is responsible to provide meaningful assistance to individuals seeking assistance in filing an unemployment claim at PA CareerLink® Philadelphia centers by offering claimants dedicated access to center staff as well as access to important UC information. Staff from BWPO provide some direct assistance to UC claimants and employers at the PA CareerLink® Philadelphia centers. BWPO staff will continue their processes for referral with approved activities they conduct on UC's behalf. This would include opportunities for referral through partner collaboration. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers.
- **Veterans' Employment and Training:** Jobs for Veterans State Grant (JVSG) is a BWPO administered program which assures the Commonwealth will be able provide special individualized services to disabled veterans. Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify, and development an appropriate plan to meet the veteran's employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows for Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience.

OVR: As a core partner OVR provides Vocational Rehabilitation services for people with disabilities pursuant to WIOA Title IV under Title I of the Rehabilitation Act of 1973. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. 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 (OJT), and referrals for 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. OVR business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

PA Department of Health and Human Services: The PA Department of Health and Human Services will provide services under TANF Partner Program pursuant to the Social Security Act,

Part A of Title IV. Services provided include providing job placement, job retention and case management services to clients referred from the County Assistance Office (CAO). The program is designed to assist clients in their transition from welfare to the workforce. The focus of programming is to decrease dependency on public assistance and move towards self-sufficiency. While the primary focus of the program is to move clients into the workforce, the program provides other activities that will aid in the pursuit of that goal.

PA Department of Community and Economic Development (DCED): DCED is the Commonwealth's required one-stop partner for employment and training activities carried out under the CSBG, 42. U.S.C. 9901 et seq. at the state level. DCED will participate in the local workforce delivery system via the local CSBG agencies. The local agency in the local area of Philadelphia is The Mayor's Office of Community Empowerment and Opportunity (CEO) which may:

- Participate on local and regional planning groups;
- Engage in Business Service Teams activities;
- Have print materials available in the PA CareerLink® centers;
- Be linked to local workforce websites on computers;
- Potentially hold meetings at PA CareerLink® centers;
- Conduct joint employer outreach sessions as necessary; and
- Seek to leverage grant funding opportunities.

Connection Training Services, Reintegration of Offenders: CTS provides Reintegration of Offenders programs under the Second Chance Act. This program is for returning male and female citizens, ages 18 and up. The goal is to re-integrate them into society, with their families, and reduce the high recidivism rate. The program utilizes a comprehensive, holistic approach that includes case management, development of an individual service plan, remedial education, and GED preparation (when needed). It also provides life skills, job preparation course, community service, mentoring, certified vocational training in fields such as construction trades, plumbing, housing retrofit, culinary arts, automotive technician, MS Office specialist, forklift operator, scaffold erector, highway flagger, OSHA 10-hour safety and ServSafe food handling certification followed by job placement and retention services. The program also offers supportive services, such as substance abuse treatment, housing, legal services, mental health, medical services, clothing, counseling, etc.

Connection Training Services and YouthBuild Charter School: These entities provide YouthBuild programs under WIOA Title I. This intensive one-year program serves at-risk male and female youth, ages 16 to 24 year, without a high school diploma or GED with the following services: case management, assessment, individual career/service plan development, education (GED preparation and testing), certified vocational training in fields such as construction trades, housing retrofit, plumbing, forklift operation, scaffold erection, highway flagger, OSHA 10-hour construction safety, ServSafe food handling certification and Act 235-certified security officer. In addition, life skills, job preparation, community service opportunities through AmeriCorps funding, youth leadership council membership, monthly newsletter, mentoring of youth, job placement and retention and aftercare are provided.

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Supportive services include substance abuse treatment, housing, clothing, mental health, medical care, legal services, and family counseling are available on an as needed basis.

Rescare, Inc. d/b/a red Rock Job Corps Center and Philadelphia Job Corps Life Science Institute: These entities will make the below services available:

- Provide Job Corps participants with career counseling and guidance;
- Provide Job Corps program participants (young adults 16-24 years old) with job readiness and retention skills training, job search assistance and connection to community services that support employment efforts;
- Conduct job development activities with local and long-distance businesses to connect them with Job Corps participants;
- Connect participants with the military, apprenticeship programs and post-secondary training opportunities as needed to further prepare for employment;
- Collaborate with PA CareerLink® Philadelphia staff to provide qualified candidates to businesses and provide information regarding the Job Corps program co-enrolling participants where it makes sense.

Temple, Center for Literacy, CLC, New World, 1199C, Welcoming Center: These entities will make the below services available under Title II. The partners commit to assigning rotating staff to each of the four PA CareerLink® Philadelphia centers, as a resource for participants seeking literacy and English language services. They will ensure that each PA CareerLink® Philadelphia center receives the following services: provision of TABE (once per week) and CASAS (twice per month) on-site assessment; rapid response support with assessment and transition support; participation in PA CareerLink® Philadelphia orientation to describe Title II services and connect participants to Title II programs; outreach to target populations to connect participants to PA CareerLink® Philadelphia services (i.e. LEP and immigrant population); and referral of PA CareerLink® Philadelphia participants to Title II programs.

Office of Adult Education: Since 1983, OAE has worked to equip all adults in Philadelphia with the education they need for work, family, and civic engagement. In partnership with title II providers, OAE created and implemented a coordinated process for referring career seekers from the PA CareerLink® Philadelphia centers to title II adult education services using the myPLACESM student information system. It is a city-wide system for centralized intake, assessment and placement of adult learners into appropriate educational programs, has been adapted to facilitate this referral process. The Office of Adult Education conducts training for PA CareerLink® Philadelphia centers on effectively communicating with career seekers who may need adult education services. In addition, the Office of Adult Education conducts trainings for PA CareerLink® Philadelphia and title II staff on how to use the myPLACESM student information system.

The referral process facilitates integration of title I and title II programs and services, with a special focus on access to career pathways for residents who have literacy and language barriers to employment.

Philadelphia Corporation for the Aging: PCA provides services under the Senior Community Service Employment Program and operates the Career Strategies 55+ program, providing

employment services to individuals who meet the program eligibility. It will provide these mature workers with employment opportunities at the PA CareerLink® Philadelphia centers.

CCP, Peirce and Orleans Technical College: The entities will provide information to career seekers regarding training and vocational opportunities on-site at each of the 4 centers, at least 3 hours per week. They will provide substantive referral to customers who are eligible for supplemental and complementary services and benefits under partner programs.

Philadelphia Housing Authority (PHA): PHA will provide collaborative job training and educational programs and identifying job opportunities for PHA residents that would further the objectives of both organizations and meet the programmatic goals. This would include collaboration on the site-based implementation of success-driven approaches to work readiness, employer linkages, job placement, educational advancement, technology skills, and financial literacy.

Pathstone: This entity will engage in a referral service to provide integrated and seamless delivery of services to migrant farmworkers workers. They will provide substantive referral to customers who are eligible for supplemental and complementary services and benefits under partner programs.

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

Leveraging Resources and Expanding Capacity. The Board will solicit and utilize funding from the federal government and private sources, whenever possible, to leverage and support the local workforce system. Current grant funding includes The Apprenticeship Initiative, Pennsylvania Department of Community and Economic Development/Department of Defense Grant, L&I WIF, and The Chicago Cook Workforce Partnership/Career Opportunities in Retail award, the USDOL Summer Jobs and Beyond grant, and others. These funds support both career seekers and employers. In addition to leveraging the WIOA title I and state general funds, they provide opportunities to individuals who may not qualify or receive priority for certain services under WIOA title I and state general funds; thereby expanding our footprint in the region.

Facilitating Access. The four PA CareerLink® Philadelphia centers are strategically located throughout the City of Philadelphia and are all readily accessible by public transportation. Each meets the Americans with Disabilities Act of 1990 (ADA) criteria and is accessible to those with disabilities.

In addition to the four PA CareerLink® Philadelphia centers, there are 14 Community Connections Partners that offer neighborhood-based services such as computer access and resume help. They serve as a valuable link between the community and the opportunities available at PA CareerLink® Philadelphia centers.

The Board recently conducted an analysis to identify areas most in need of a Community Connections Partner by focusing on neighborhoods with high concentrations of individuals over 18 years of age, families living in poverty, individuals without a high school diploma or

equivalency, and areas with high rates of unemployment. The Board is exploring additional geographic areas to establish Community Connections Partnerships so that services can reach more Philadelphia residents. The Cross-Center Services staff provide services at community partners in the Southwest and North geographic areas of the city, where it is more difficult to travel via public transportation.

The Cross-Center Services Provider is responsible for coordination across all centers to provide uniform services and experiences for employers and career seekers. The Community Engagement and Outreach Team specifically seeks strategies and plans to increase center usage and service access. It enhances relationships with community-based organizations to develop formal and effective community connection partner agreements, conducts outreach to EARN customers in partnership with the County Assistance Office, and contacts WIOA service customers seeking to reengage those who are at-risk of exiting without employment.

Technology. Philadelphia is a large urban city; however, accessibility outside of the physical One-Stop center is an important focus of Philadelphia Works' broader "no wrong door" strategy which provides virtual access to customers through a more robust on-line presence. This strategy provides options for learning and opportunities through on-line access to some of the services that are available inside the one-stop center. Specifically, by executing our digital strategy, the Cross-Center Services Provider will:

- Provide increased customer access
- Create on-line content from workshops for career seekers to use through a YouTube channel
- Create on-line job clubs
- Provide on-line assessment and career exploration tools
- Provide software tools such as Resume Writer, Career Coach, and Microsoft IT Academies
- Maintain video libraries that pertain to relevant occupations, education and literacy

The Cross-Center Services Provider supports the use of virtual services by providing on-going technical assistance and training to relevant staff regarding the effective use and promotion of virtual tools. The Cross-Center Services Provider also provides customer workshops on how to access and effectively maximize the benefits of virtual services. The Board is exploring the development of smartphone compatible applications, as customers are increasingly accessing on-line services through mobile devices. The use of texting software to facilitate more efficient communication and the electronic delivery of verification documentation for customers, who find it difficult or too time-consuming to visit a center, is also being investigated.

CWDS and Other Data Systems. Center Workforce Advisors and Job Development staff enter customer information into CWDS. Employer data is input by Cross-Center provider staff. All data entry is completed within three working days of the provided service. The quality assurance and data teams are responsible for reviewing the data entry to ensure compliance, accuracy and timeliness.

Philadelphia uses ClientTrack™ as a supplemental information management system. ClientTrack™ stores data regarding the hundreds of local area providers and their contracts. This information cannot be data entered in CWDS. To pay invoices to providers that attain contractual benchmarks, customer information and related outcomes are data-entered into ClientTrack™ as validation for invoice payments. ClientTrack™ can be customized for the needs of the Board. Through our regular monitoring activities, the local Board ensures that the data is aligned in all systems.

Access to Title II Services/Activities. PA CareerLink® Philadelphia staff have an established process using a system called myPLACE™ to refer clients electronically to Title II services. This referral process is monitored using a dashboard of indicators which was previously reviewed by the Operator Consortium. To increase referrals to Title II services, training on the intake system was provided for Center staff. In addition, specific staff, who have been identified as Literacy Liaisons, have been tasked with overseeing the process. Title II providers also partner with PA CareerLink® Philadelphia centers to offer onsite adult education programming and services.

Access to Unemployment Compensation Phones/Computers. Courtesy UC phones are in each of the four PA CareerLink® Philadelphia centers; these phones are located in private areas and are available for use on Mondays, Tuesdays, and Thursdays. Each center also has a dedicated UC computer which is available for use on a regular basis.

Service Access for English-Learners and Individuals with Hearing/Vision Impairment.

Refer to section 4.4

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?

To ensure services offered through the integrated PA CareerLink® Philadelphia centers are accessible to all customers, including those with disabilities, the Board will continue to employ several strategies:

- Monitor adherence to ADA requirements at each center, which are certified annually.
- Seek opportunities for continual improvement in accessibility of services by soliciting input from customers and agencies that address the needs of those with disabilities
- Create opportunities for ongoing staff training to ensure cultural competency and sensitivity to individuals with barriers to employment, including those with disabilities.
- Engage OVR as a partner to address applicable ADA compliance issues; OVR is also co-located at PA CareerLink® Philadelphia centers.
- Leverage relationships with community partners, on an on-going basis, to cross-train staff in the acquisition and use of adaptive equipment and computer software for use by career seekers with disabilities.

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- Engage local agencies that specialize in workforce development services to career seekers with disabilities to partner with the PA CareerLink® Philadelphia system to provide workshops and job search assistance to career seekers with disabilities.

Three of the four PA CareerLink® Philadelphia centers completed the Pennsylvania Physical and Program Access Self-Assessment Process, with the assistance of the OVR, in May 2016, August 2016 and February 2017, respectively. The remaining center will undergo the review by December 2017.

Each PA CareerLink® Philadelphia center is equipped with appropriate auxiliary aids to enable communications with individuals with hearing, vision or speech impairment. This includes registered sign language interpreters/relay service, assistive listening devices, TTY telecommunications devices for deaf persons, braille materials and large print materials, and adjustable computers with JAWS software to assist those with visual impairment.

Local Staff Training. Philadelphia Works' staff recently received an Equal Employment Opportunity(EEO) training at the annual Compliance Training, conducted in February of 2017. All new hires also receive this training. Training is conducted annually and as regulations change.

Partner Training. Ongoing training is provided to all PA CareerLink® Philadelphia staff, which includes title I and state staff, both as refresher courses and as regulations change. The most recent training was provided to PA CareerLink® Philadelphia management and EEO Liaisons in August of 2016.

Individuals with Limited English Proficiency. PA CareerLink® Philadelphia centers have increased system capacity to serve culturally diverse limited English speaking customers. If the customer is Spanish-speaking, the Universal Services Team Lead will identify a Spanish-speaking staff member to interpret. If the customer speaks a language other than Spanish, the telephone interpretation services of Propio is utilized. Whenever possible, customers presenting language barriers will be assigned to a Workforce Advisor or another staff member who speaks the customer's language. Staff also tracks data on customer's demonstrating language barriers. If a considerable number of customers speak a unique language, that center will make every effort to recruit and hire staff who are fluent in that specific language. This data is also used to substantiate and arrange English as a Second Language (ESL) classes through the Cross-Center Services Provider, who may also become an OAE enrollment partner to enroll these individuals into myPLACESM ESL services. Finally, the centers develop relationships with organizations that provide services to specific ethnic groups to coordinate additional resources for assistance.

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.

Philadelphia Works regularly employs regional and local area labor market information, the high priority occupation list, and stakeholder input to inform our workforce activity goals and

objectives. Labor market information is used to guide the overall development of our strategic plan and funding priorities. The High Priority Occupation (HPO) list serves as a basis for building an effective Eligible Training Provider List (ETPL) and guides our investments in training services. Through participation on Board committees and pilot projects, our stakeholder partners provide input on how the system can achieve greater outcomes and assist in developing strategies that address gaps in service.

Philadelphia Works has well established connections to other workforce entities, education, and economic development partners who help to identify the unique needs of the employers, workers, and career seekers that they serve and aid in the development of creative solutions that address the current and future needs of their constituencies.

Philadelphia Works connects with employers through our industry partnerships and advisory councils, which provide a platform for employers to share information, both, on their current workforce needs and future projections based on industry shifts or a unique need within a specific company. Through interactions with career seekers, we gain firsthand knowledge of the skill set they possess and can compare these with the skill needs expressed by our employer partners. This skill matching further informs and directs our investments in workforce services.

Staff regularly analyze and share the performance outcomes of Eligible Training Providers (ETP), as well as funding priorities and performance standards. Additionally, technical assistance is available, on an ongoing basis, to aid providers in improving the quality of training services and expanding the diversity of opportunities. Employers are regularly invited to vet new curriculum to ensure trainings will develop the skills career seekers need to be successful in each occupation or industry.

The procurement process is a key to support continuous improvement across the system. Specifically, we only seeking training programs that result in an industry recognized credential.

Philadelphia Works has dedicated staff, who are assigned to every vendor, for programmatic and fiscal monitoring. Staff meet with each contracted provider monthly to review progress towards meeting the Commonwealth's negotiated performance measures and benchmarks, as well as our local goals. Staff will continue to conduct formal monitoring that measures all performance and success metrics and detail this information on performance scorecards, which will be made available to better inform customer choice.

The Board is in the process of developing a RFP to identify a provider that can provide a comprehensive process to assess customer satisfaction. In the interim, customer satisfaction surveys are administered by our partner staff and the result of those surveys are shared with Philadelphia Works.

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 is exploring strategies to assess the program alignment of current training providers to employer needed skills and talents and to increase the number and diversity of training providers engaged with the local workforce system. Philadelphia Works provides guidance to training providers on valued credentials and needed skills. For example, Philadelphia Works

investigated the skills necessary for employment as a Phlebotomists and discovered that many local positions require a valid driver's license to travel from place to place. Thus, learning that the training preparing for the Certified Phlebotomy Technician examination will need to be augmented to include driver's training.

Determining Future Trainings. The Board is committed to investing in training that is in-demand by employers and that provides career seekers with sufficient skills and credentials to enter a career pathway. In the past, Philadelphia Works had determined that Adults with a work history and Dislocated Workers were best served by OJT. However, based on recent analyses of outcomes for employers and trainees, adjustment may need to be made. In addition, some of the ITA investments have not resulted in permanent full-time work and are also being reexamined. Philadelphia Works will use the following strategies to determine future investments:

- Fund training that is in alignment with an employer(s) talent needs, in a target industry sector, with growth opportunities.
- Fund training that places a career seeker on a career pathway that provides increasing wages with further skills training and education.
- Fund training that results in an industry-recognized credential and/or college credit.

Other criteria under consideration are that trainings be part of a Registered Apprenticeship curriculum (either the OJT portion or the classroom training), or training is delivered by the community college and ends in a proficiency certificate that results credit towards an Associate's degree.

Philadelphia Works uses occupational forecasts from Center for Workforce Information & Analysis (CWIA), staffing patterns for targeted sectors from Economic Modeling Specialists International (EMSI), identification of the most in demand credentials from Burning Glass, and analyzes full job postings to determine the need and validity of training.

Assessment Criteria. Philadelphia Works manages the ETPL for ITA trainings. These providers are assessed on:

- Completion rates
- Credential attainment rates
- Placement within 60 days of completion

In the future, assessments might also include employer satisfaction with the skills and knowledge of the trainee upon placement.

Career Seekers must demonstrate sufficient preparation and undertake career exploration before requesting an ITA. Once selected, ITAs are vetted to determine their appropriateness of the training of the career seeker. If the trainer is on the ETPL and the curriculum aligns with an HPO, the training provider is contracted and provided with payment points after enrollment, completion of the training, and placement.

Philadelphia Works held an information session for training and educational providers on how

to apply to the ETPL and what occupations and credentials might best align with local strategies. This was the first attempt to attract new providers. While it did not result in as many new organizations seeking to offer training as hoped, the strategy will be revised and repeated each year to attempt to engage a broader selection of training providers.

In addition, as the Board increases training options for the EARN customers, WIOA customers might also participate using an ITA should the training align with an HPO. These trainings are currently being procured and might become a strategy for use of ITA funds in the future.

An OJT is vetted via:

- Employer need
- Curriculum that enables sufficient skill gains for the career seeker so that pre- and post-tests of skill attainment demonstrate significantly increases in skills
- Employer's history on maintaining long-term employment for trainees

On-line Training. The outcomes from on-line trainings have not been particularly strong. The majority of our WIOA Adult customers are not prepared for on-line learning. Those trainees that complete the training, they often fail to find placements. Hybrid models that include regular in-classroom check-ins appear to be more successful. Successful on-line learning that results in a career change remains a challenge and further study regarding applicable occupation and best practices is necessary.

Determining the Quantity and Quality of Training. The Board is aware of the trade-off involved between investing significant training funds on fewer career seekers to fully prepare them for employment versus funding limited training for a greater number of career seekers. To equitably address this issue, the Board has set a cap, with only a few exceptions, on the amount of funds a single career seeker is allotted for training. State policies which dictate the percentage of funds to be spent on training also guide the process of determining the quantity of available training. Every year, the Board approves a local Strategic Investment Plan that allocates the distribution of funds between the workforce services provided at the centers, for business engagement, and for training. Priority allocations are given to ensure fully staffed centers and to provide value-added training opportunities.

When considering the quality of training, outcomes should demonstrate that those with barriers to employment have advanced to a career. Recently, the Board has invested in training for Registered Apprenticeships, as these models provide permanent employment during the apprenticeship and combine on-the-job activities with classroom training. Apprenticeship models paired with pre-apprenticeships are accessible to those with multiple barriers to employment. In the future, the Board will continue to explore training in pipeline models that result in strong outcomes for employers and career seekers with barriers.

Priority of Service. The policy of priority for Philadelphia residents to receive Individualized Career Services and Training Services is determined in the following order, regardless of funding levels:

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- First, to veterans and eligible spouses who are recipients of public assistance, and/or low-income including those who are underemployed, or basic skills deficient.
- Second, to recipients of public assistance and /or other low-income individuals including those who are underemployed, or individuals who are basic skills deficient.
- Third, to veterans and eligible spouses who are not recipients of public assistance, nor low-income including underemployed or those who are not basic skills deficient.
- Fourth, to long-term unemployed individuals.
- Last, to all other persons not listed above – those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, basic skills deficient individuals, or long-term unemployed individuals.

At least 51 percent of WIOA title I-funded Adult customers who are served at a PA CareerLink® Philadelphia center must qualify for and receive priority of service. Philadelphia Works will monitor adherence through an internal report and use the compliance monitoring tool. Contractors will conduct active outreach to recruit priority of service individuals if they are not meeting this performance goal.

In Pennsylvania, a local area is permitted to identify one new priority of service category, if it is consistent with the intent of L&I's priority to serve individuals with barriers to employment. In August of 2015, Philadelphia Works conducted an analysis of survey responses from 1,241 visitors at three PA CareerLink® Philadelphia centers. In the survey, participants identified their employment status and the challenges they faced when searching for a job. Almost a third of respondents indicated that had been unemployed for six months or longer. They were also more likely to report that they:

- Did not have a college degree,
- Did not have access to a computer,
- Had higher rates of homelessness and self- identification as disabled
- Lacked certifications,
- Had only a high school diploma,
- Had limited professional contacts, and/or
- Had some level of criminal history.

Based on these factors, the Board determined that the long-term unemployed would be the most effective additional population to include as 1) a considerable number of customers faced this barrier, and 2) this population group also included populations of individuals with barriers to employment.

WIOA Youth Priorities. To align with WIOA priorities, the Board allocates eighty percent of youth funds for out-of-school youth programming. Youth programming incorporates the fourteen WIOA required program elements via three distinct pathway models of activity. A minimum of twenty percent of program funds are expended on work experience activities each program year. The Board is expanding these approaches to build models that prepare out-of-school youth through connected steps such as basic credential attainment while working part-time (high school diploma or equivalency, literacy/numeracy support and English Language

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Learner support) and pre-apprenticeship programs linked to Registered or Trade Apprenticeships that incorporate credentials and, where possible, college credits. These pipeline models are closely aligned with employer talent needs and with their requirements to hire young workers with little or no work experience.

In July 2018, the Board will begin to transition the WIOA Youth investment to fund only out-of-school youth programming. At the end of this two-year transition, in-school youth will no longer be funded by WIOA Youth funding in Philadelphia. Instead, the Board will pilot pre-apprenticeship programs utilizing WIOA Youth funds. The Board regards this model as most effective, in that it works closely with employers and can fully prepare young workers with barriers for fulltime permanent employment. This transition will provide more opportunities for Philadelphia's out-of-school and older youth, as well as better aligning our youth system with WIOA priorities.

Transferring Funds. In any given year, Philadelphia may experience major lay-offs due to shifts in the economic industry mix (for example, reduction of retail trade cashier positions), or Rapid Response events such as the Cardone plant closing. In these cases, additional Dislocated Workers funds may be needed. Typically, however, most career seekers in the PA CareerLink® Philadelphia system are adults with multiple barriers to employment. The Board intends to conduct annual mid-year reviews to allow for the flexibility to move funds across funding streams to address the needs of customers in our centers.

Promoting career pathways. The Board is committed to moving customers facing barriers to employment into career pathways. Philadelphia Works piloted transitional jobs as a work-based training activity, but has yet to be satisfied that customers receiving this type of training are well-served. The Board will continue to consider the inclusion of transitional Jobs and internships as part of a broader work-based learning strategy that will also include OJT, CJT and apprenticeship models.

The Board finds the co-enrollment of EARN customers into WIOA challenging as the requirements for customer participation in the EARN Program rarely align with WIOA objectives. Philadelphia Works continues to explore co-enrollment across Youth and Adult WIOA funding streams and across OVR and Adult WIOA funding.

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.

Local ITA Cap. The current ITA cap is \$6,000; this cap was calculated based on the number of customers served in the prior year and the average cost of their trainings. To expand access to individuals needing training that exceeds \$6,000, the local ITA policy was revised to permit an exception. In limited circumstances, based on factors including career seeker barriers, availability of funding, and other applicable factors, a customer may request that the CEO of Philadelphia Works waive the funding cap and/or the two-year limit to provide additional support.

Use of Contracts. The decision to utilize contracts for work-based training is driven by the

demands of local employers. In response to specific employer need, a contract will be created to allow a cohort to be trained a group. This formulation is more efficient and economically sound. Considerations 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 Business Services Team to actively promote work-based learning as key service for local businesses.
- Establishing time periods and caps for work-based learning activities.

Customer Choice in Selection. The Board strives to ensure informed customer choice in the selection of training programs. Workforce Advisors engage customers in the selection process by providing them assistance in decision making, as well as the tools needed to research programs on their own. In addition, the Board is developing a Training Provider Report Card. It will provide customers with data indicating the number of individuals that complete a class, receive a certification, and obtain training related employment after completion of a training. This information, in addition to counseling about career pathways, will allow the customer to make a truly informed decision when selecting a training provider.

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

Youth Workforce Investment and Board Priorities.

Philadelphia's youth workforce development system is designed to provide services and activities for three distinct populations of youth to ensure that youth in most need of support have access to workforce preparation activities. Through utilizing distinct models of activities, Philadelphia Works can reach the most youth and young adults. Driven by the local needs and the strategic priorities of the City-wide workforce steering committee, Philadelphia's youth workforce development system provides workforce preparation that connects academic and work-based learning for eligible youth, including youth with disabilities, aged 16-24 who:

- Are enrolled in 12th grade and are at-risk for dropping out of high school;
- Have disconnected from learning opportunities that lead to a secondary credential; or
- Have obtained a secondary credential but are struggling to connect to career-oriented education and/or employment.

Youth workforce development in Philadelphia is multifaceted. Currently, WIOA youth funds support three pathway models of activities described below:

- At-Risk Youth Enrolled in High School - This pathway is designed to offer engagement with high school youth enrolled in 12th grade who are at-risk of dropping out and those in need of additional support transitioning to and persisting in post-secondary education or sustainable employment. Key to the pathway's success is the integration of career-connected learning and experiences with school-day curriculum and activities.
- Opportunity Youth without a Secondary Credential - This pathway is designed to reengage youth who left high school without obtaining a secondary credential by passing the GED and continue to build their competencies and skills beyond the secondary level. Key to the pathway's success is barrier removal, curriculum tied to college-readiness standards and a high school equivalency, and a continuum of services moving participants through college exploration, exposure and preparation to access and persist in post-secondary education.
- Opportunity Youth with a Secondary Credential - This pathway targets Opportunity youth who have obtained a secondary credential, but who are disconnected from both school and work. Programs offer industry-recognized credentials that prepare participants for positions in industries with high-growth potential in Philadelphia, including health, counseling and construction. Key to this pathway's success is the development of relationships with youth-serving organizations, employers and advanced training institutions that reflect participants' interests in pipelines of varying options for additional training, education and employment opportunities within the identified industry.

All three models of activities provide services to WIOA priority populations including, but not limited to youth with disabilities, reentry youth, and youth connected to or aging out of foster care. The Board has chosen to allocate the Philadelphia WIOA Youth investment to serve only out-of-school youth, transitioning funds away from the At-risk Youth Enrolled in High School model over a period of two years. Instead, to align with serving out-of-school and older youth, the Board is exploring a pilot to provide pre-apprenticeship services in support of these existing models. This pilot will target Opportunity Youth with a secondary credential to support post-secondary transition into an apprenticeship program, post-secondary education, and/or employment. Procurement of this model will take place and contract(s) should begin July 2018.

All youth services via these models of activities are delivered through competitively procured youth service providers. Consistent with statutory requirements, contracted providers are required to develop a preparation strategy focused on college-ready and career pathway instruction that includes 21st Century skills. Providers develop activities and materials that are aligned with competency profiles as determined by regional labor market information and reflect the rigor of advanced training and educational environments. Training includes access to paid and unpaid work experiences and related employment workshops and activities that provide additional opportunities for youth to practice and master 21st Century skills.

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In addition to WIOA funding streams, Philadelphia also leverages other resources to support additional programming to increase the number of opportunities for youth and young adults. Currently, Philadelphia Works invests TANF Youth Development (TANF YD) funds into the following programs and interventions:

- E3 Power Centers are year-round neighborhood-based, holistic approaches to preparing Opportunity Youth and youth returning from juvenile placement to achieve long-term educational, career and personal goals, including self-sufficiency. E3 Power Centers provide supports along three interrelated pathways: education, employment, and empowerment. E3 Power Centers are managed by the Philadelphia Youth Network, who also raise additional funds that leverage the resources of the TANF YD.
- The local workforce system invests in WorkReady's summer employment program, managed by the Philadelphia Youth Network. This program actively recruits young adults who are in foster care, juvenile justice, and/or live in underserved communities. The program offers educationally enriched work experience opportunities to in-school and out-of-school youth ages 12-21. Participants complete a six-week (120 hour), paid work experience that fosters the acquisition of 21st century skills through work-based learning. Specifically, Philadelphia Works invests TANF YD funds in four WorkReady summer program models: career exposure, service-learning, work experience, and internships. In addition to TANF YD dollars, the Philadelphia Youth Network raises additional public and private funds to support these summer program models.

In order to increase young adult connection with employment, education, and supportive services to enter a viable career pathway, Philadelphia Works was awarded a US Department of Labor (DOL) Summer Jobs and Beyond Grant, which includes core partners such as the Philadelphia Youth Network, the School District of Philadelphia (Re-engagement Center and Office of Career and Technical Education), the Chamber of Commerce of Greater Philadelphia, Drexel University and the Mayor's Office of Community Empowerment and Opportunity. Through this grant, Philadelphia operates a Youth and Young Adult Opportunity Hub (the Hub) at our PA CareerLink® West Philadelphia center in the Promise Zone. The Hub model is designed to meet youth where they are, understand their goals, and develop an individualized approach to enable advancement along a pathway while increasing coordination among partners and employers to better connect the youth and adult work systems. Youth Navigators support participant access to service-learning, work experience programs that are blended with work-readiness training and internships to offer career-exposure, among other strategies.

Philadelphia Works was also awarded an American Apprenticeship Initiative (AAI) grant via US DOL. Through these grant funds, Philadelphia Works is leading the Southeast Pennsylvania Region American Apprenticeship Initiative (SEPA Region AAI), including Philadelphia, Chester, Delaware, Bucks, and Montgomery Counties, to develop pre-apprenticeship and Registered Apprenticeship programs in the Information Technology (IT) and Healthcare industries. This initiative supports employers and programming for 16-24-year-old youth and young adults who are disconnected from school and work to provide connections to viable and in-demand occupations.

Additionally, Philadelphia Works partners in the US Department of Labor Pathways to Justice Careers grant awarded to the Philadelphia Youth Network. Other partners include the Philadelphia Department of Criminal Justice, Philadelphia Department of Human Services, Philadelphia Housing Authority, the Police Athletic League, Philadelphia Health Management Corporation (PHMC), JEVS Human Services and Workforce Solutions. This initiative provides Philadelphia youth and young adults aged 16-21 with services and supports needed to graduate high school and enter career pathways in the criminal justice and/or emergency services fields. These services include mentorship provided by professionals working in these fields, summer employment opportunities in these fields, career exposure and individualized academic and personal support.

Beyond these programmatic strategies, youth activities in Philadelphia's public workforce system are further integrated into citywide youth development, workforce and education strategies through PYN. Additional resources are leveraged to manage one of our city's most comprehensive campaigns focused on youth workforce development and education, Project U-Turn. Project U-turn is an alliance that unifies partners to increase the graduation rate and prepare young people for future opportunities. This campaign implements successful models and promising practices that are especially relevant locally. Project U-Turn's local dropout recovery and re-engagement strategies include one-stop services for re-entry counseling, assessment and referral, access to credit recovery high schools, and community-based centers for education, training, and employment. Demand-driven sectoral models prepare young adults to meet industry standards and employer expectations. Out-of-school youth programming blends appropriate educational enhancements, occupational skills training aligned with in-demand industries, and bridging and support services.

Youth Standing Committee. Overseeing the work of the youth workforce development system is the Youth Standing Committee of the Philadelphia Works Board. The Youth Standing Committee, which meets at least once a quarter, reviews investment strategies, procurement, program models/services, progress, and performance related to youth and young adult activities. The Youth Standing Committee consists of Philadelphia Works Board members and non-members that collectively constitute a broad, cross-sector representation of key stakeholders and youth-serving partners. This includes, but is not limited to, employers, labor unions, the Chamber of Commerce for Greater Philadelphia, the School District of Philadelphia, higher education institutions, and local city government, e.g. Department of Commerce and Department of Human Services. The Youth Standing Committee leverages members' experience, expertise, and insight in these key stakeholder groups and systems to coordinate and expand the availability of high-quality workplace preparation strategies for young Philadelphians.

As a system, Philadelphia collects, uses and analyzes program, participant and customer data to support stronger youth programming. Philadelphia also shares information about lessons learned across providers to continuously improve the experience of all youth and young adults across the workforce development system. The Youth Standing Committee reviews and determines the direction for youth program design, including the development of models/services provided by the youth provider partners. This oversight ensures youth and

young adults, especially priority populations, have access to the WIOA Youth fourteen program elements directly and/or through referral as needed. The Committee 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 EARN.

The Youth Standing Committee also ensures that Philadelphia is aligned with WIOA Youth priorities and local needs. Currently, at the direction of the Committee and Philadelphia Works Board the WIOA Youth system allocates the WIOA Youth investment toward eighty percent out-of-school youth programming and twenty percent in-school youth programming via the three models of activities described above. Over the course of the next twenty-four months, the Board intends to transition to one hundred percent services to out-of-school youth based on local needs. This transition will provide more opportunities for out-of-school and older youth and also increases work experience opportunities via pre-apprenticeships. The Youth Standing Committee oversees work experience activities, policies, and expenditures to make certain that Philadelphia's youth and young adults have access to participate in summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and OJT opportunities. The Committee oversees program design and models of activities to be certain the system is on track to meet all WIOA Youth expenditure rate requirements.

WIOA Youth Eligibility Requirements. The Board and Youth Standing Committee 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 (ISY, 14-21 years old; OSY, 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; returning citizen; basic skills deficient; English language learner; requires additional assistance)

To validate the eligibility criteria, approved documentation for verification appears below in Figure 14.

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Figure 14: APPROVED ELIGIBILITY VERIFICATION SOURCE DOCUMENTATION

Approved Eligibility Verification Source Documentation	
ELIGIBILITY CRITERIA	ACCEPTABLE VERIFICATION
Social Security Number	Employment Records Letter from Social Service Agency Pay Stub/W-2 Social Security Benefit Documents Social Security Card Social Security Number Notification Letter/Printout
Citizenship or Eligible to Work	Alien Registration Card Indicating Right to Work Baptismal Certificate (if Place of Birth is shown) Birth Certificate Hospital Record of Birth (if Place of Birth is shown) U.S. Passport Social Security Card (Work Eligible) with I.D. One verification source form List A of the I-9 Form One Verification source form List B and List C of the I-9 Form
Age/Birth Date	Baptismal Record (if Date of Birth is shown) Birth Certificate Hospital Record of Birth (If Full Name is shown) Driver's License Federal, State or Local Government Identification Card Passport School Records/School ID Work permit (ONLY If date of birth is listed)
Philadelphia Residency	Driver's License or PA Identification Card Federal, State or Local Government Identification Card School Records/School ID Business Mail Work permit (ONLY if address is listed)
School Status	School Records/School ID/Report Card Dropout Letter from last school or district Copy of High School Diploma or GED Written Statement from participants stating their school status
Selective Service Registration	Selective Service Registration Record (Form 3A) Internet Verification/Registration (www.sss.gov) SSS.gov Signed and Date registration application for males who will turn 18 during service delivery

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Individual/Family Income <i>(All Must Be Dated Within the Last Six Months of Submission)</i>	Bank Statement (Direct Deposit) Compensation Award Letter Court Award Letter Employer Statement Public Housing Authority Verification Pay Stubs (3 consecutive) Pension Statement Public Assistance Records Social Security Benefits UI Documents and/or Printout Proof of Eligibility for Free/Reduced Lunch Written statement from a 24-hour care facility
Individual/Family Size	Birth Certificate(s) Landlord Statement Lease Medical Card(s) Public Assistance Records Social Service Agency Record Public Housing Authority Verification
Individuals with Disabilities	Letter from Drug or Alcohol Rehabilitation Agency Letter from Child Study Team stating Specific Disability Medical Records Physician's Statement Psychiatrist's Diagnosis Psychologist's Diagnosis Social Service Records/Referral Social Security Administration Disability Records Individualized Education Plan (IEP)
Resident of A High Poverty Area (Low Income)	Printout Proving Census Tract is High-Poverty (http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t)
Eligible to Receive Free/Reduced Lunch	Letter from School representative on letterhead stating participant receives free lunch
Cash Public Assistance and Food Stamps	Public Assistance Record/Print out Compass Printout Letter from Case Worker
Homeless/Runaway Barrier	Written Statement from an Individual providing Temporary Residence Written Statement from Shelter Written Statement from Social Service Agency

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Supported or Former Foster Child Barrier	Court Documentation Verification of Payments made on behalf of the Child Written Statement from State/Local Agency
Basic Skills Deficient Barrier	Assessed by a Generally Accepted Standardized Test School Records Report Card
English Language Learner Barrier	School Records Letter from School
Pregnant or Parenting Barrier	Birth Certificate Hospital Record of Birth Physician's Note Statement from Social Service Agency
School Dropout Barrier	Attendance Record Dropout Letter from last school or district Written Statement from participants stating their school status
Returning Citizen Barrier	Court Documents Letter of Parole Letter from Probation Officer Police Records
Requires Additional Assistance Barrier	Letter/Printout from the educational institution with sufficient detail explaining the participant's status Letter(s) or other official documents from school on the school's letterhead. Report Card Letter from Employer (current or previous) Job search

The Board has defined 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
 - Fired from 1 or more jobs or has a history of sporadic employment (i.e.: held 3 or more jobs within the last 12 months and is no longer employed)
- Has received a low score on a pre-employment skills assessment
- Rejection letter from employer stating participant does not meet the required skills needed for employment
- Has incarcerated parent(s)
- Is actively seeking employment, but remains unemployed or underemployed. This can include participants:
 - With no employment history
 - Have limited part-time employment (those working on an as-needed or seasonal basis)
 - Have employment, but are seeking better hours, wages, and/ or employer

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- Currently at-risk of dropping out of school, not limited to referrals from:
 - A school staff person, probation officer, or another person who can provide documentation demonstrating chronic poor attendance and/or discipline problems during the last current and/or last school year, or has educational underachievement (i.e.: low grade point average)
- Currently credit deficient (i.e., one or more grade levels behind peer group) and/or currently enrolled in math/reading extra supports
- Currently attend a High School where the Economically Disadvantaged rate is 50% or greater of the students in attendance at the school

Documentation support for verification of the “requires additional assistance barrier” is reflected above in Figure 4.

YouthBuild and Job Corps Support. The Philadelphia workforce system partners closely with YouthBuild and Job Corps. YouthBuild is a current funded youth provider for WIOA Youth services via the Opportunity Youth Without a Credential model of activities (model described in detail above). Both YouthBuild and Job Corps partner with the PA CareerLink® Philadelphia centers to leverage resources to support youth and young adults as they complete education, training, and enter employment. Referrals are made from the PA CareerLink® Philadelphia centers to YouthBuild and/or Job Corps as needed according to a youth’s needs and goals. Philadelphia Works partners with the local Job Corps Center, Philadelphia Life Science Institute, as well other campuses in our region. The Red Rock Job Corps Center located in Sweet Valley, PA, has staff that co-locate in the PA CareerLink® Philadelphia centers. These staff provide career and transition services to youth and young adults who are returning to the Philadelphia area from Job Corps programming. In support of Job Corps, information sessions regarding their programming are held at all PA CareerLink® Philadelphia centers. Upon nearing completion of youth programming with either program, a connection is created back to the PA CareerLink® Philadelphia centers to offer continued job search support, individual training accounts, on-the-job training, and other leveraged services.

WIOA Title IV Pre-employment Transition Services. The Office of Vocational Rehabilitation (OVR) collaborates with Philadelphia Works to provide in-school youth with disabilities the opportunity to participate in pre-employment transition services and other services to gain skills and knowledge for the workforce. OVR provides 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 experience 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 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 allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence.

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- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness and advocating for themselves.
- Workplace Readiness Training provides students with knowledge needed to find and maintain competitive integrated employment.
- Job Shadowing.

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

The Board, in collaboration with the Commonwealth's Rapid Response Coordinator, has established a Rapid Response Team that is comprised of key workforce partners as appropriate for the needs of those dislocated including representatives from L&I, PA CareerLink® Philadelphia staff (specifically the business services and case management staff), United Way of Greater Philadelphia and Southern New Jersey, organized labor, and the Community College of Philadelphia. The Board assembles these partners to ensure the system implements a strategic and comprehensive approach to address area dislocations that is relevant and responsive. This collaboration encourages the coordination of services and information-sharing, which allows the use of public resources, aimed at supporting workers, to generate better outcomes and economies of scale. The Rapid Response Team can also provide services to the employers to help avert a layoff or minimize the number of workers who will be affected. For example, strategies can be identified to assist employers who are facing financial hardship because of production, marketing, and/or workforce issues, such as assistance in the purchasing of new equipment and technology, arranging a review or assessment of current systems and/or production process, aid with loans applications or upgrading workers' skills. Employers are also connected with resources, such as SEWN, to rekindle their business. Additional supportive tools for affected workers include: OJT, ITAs, paid work experience and appropriate supportive services. Philadelphia Works distributes labor market and economic analysis data, which includes job openings data, to guide the work of the implementation partners. This ensures that these workers and staff have the most relevant information to inform service delivery and align rapid response activities with the public workforce system at large. In support of these activities, Philadelphia Works has funded additional staff to serve as points of contact for the state's Rapid Response Regional Coordinator and increase the level of coordination and responsiveness across the system.

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).

The Board coordinates with secondary and postsecondary educational entities to provide services and develop appropriate preparation strategies for career pathway development. Postsecondary educational entities serve as the primary providers for occupational skill training to career seekers that have identified training as necessary means to find success in the workforce. The Board will identify HPO to indicate growth and career paths leading to occupations with wages that allow for self-sustainability and upward mobility. Once the HPOs are identified, postsecondary education entities are encouraged to apply to become training

providers that offer industry recognized credentials in the associated occupations. The relationships and coordinated effort with postsecondary educational institutions is one of the cornerstones of an effective public workforce system.

The Board actively avoids duplication of services by providing labor market information to postsecondary education providers regarding credentials needed for success in high growth occupation areas while simultaneously educating training providers on credentials and needed skills that align with employer talent demands. Over the next three years, the Board will explore the effectiveness of this approach and adjust the process as needed to increase the capacity of the training providers and encourage new organizations to enter well-aligned training areas.

Coordination with secondary education providers occurs at numerous points. The CTE Program of the Philadelphia School District is a significant contributor to workforce development efforts. It provides young adults with skills and certifications in high growth areas such as Manufacturing and Culinary Arts. The Board coordinates with CTE program's efforts to supply a pipeline of skilled career seekers for growing and in-demand occupation areas.

The Board's role in improving accessibility to postsecondary programs manifests itself in multiple relationships. Through partnerships with the education and training providers, career seekers can be referred to approved training programs offered by the postsecondary program providers. Additionally, providers with approved training programs can advertise and conduct outreach at the PA CareerLink® Philadelphia centers. On-line training programs for credit may be offered in the centers using the computer resource centers, if needed.

The Board encourages linking college credit to a variety of training activities such as apprenticeships (both Trade and Registered Apprenticeships) and for credentials earned in ITAs through Prior Learning Assessments. This strategy of linking college credits to training and credentials will be more fully explored over the next three years to help career seekers with barriers to employment make progress towards a postsecondary degree and advance along a career pathway.

The Board also partners with secondary, postsecondary and title II providers to refer career seekers in need of basic skills development to achieve workplace success and to prepare for postsecondary learning. Additionally, Title II providers are resident in three of the four PA CareerLink® Philadelphia centers. They provide literacy services to career seeking customers who need to bolster their literacy skills for better access to employment opportunities or to prepare for occupational skill 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. Each PA CareerLink® Philadelphia 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 that 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® Philadelphia centers was strategically 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 gather and utilize data more efficiently. The center staff, both contracted staff and the merit staff, are charged with delivering:

- An increased number of customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and service.
- More customer connections to partner program services when needed, wanted and available.
- A focus on both skills and jobs with personalized and customized workforce advice and recommendations.
- A service concentration with the fewest service entry procedures as possible to maximize 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 coordination and have empowered the One-Stop Operator to provide this function. The Operator will be charged with assessing current gaps in the service delivery system, strengthening current partnerships, and facilitating seamless referrals between partners.

Referral Mechanism. Following assessment and a determination of service needs, the Workforce Advisor completes referrals through both formal and informal processes, such as electronic referral systems, in-person introductions, or emails to establish appointment times. Workforce Advisors document these referrals through case notes in CWDS. Once the One-Stop Operator is in place, they will work to formalize processes for all partners and standardize these processes across the four centers.

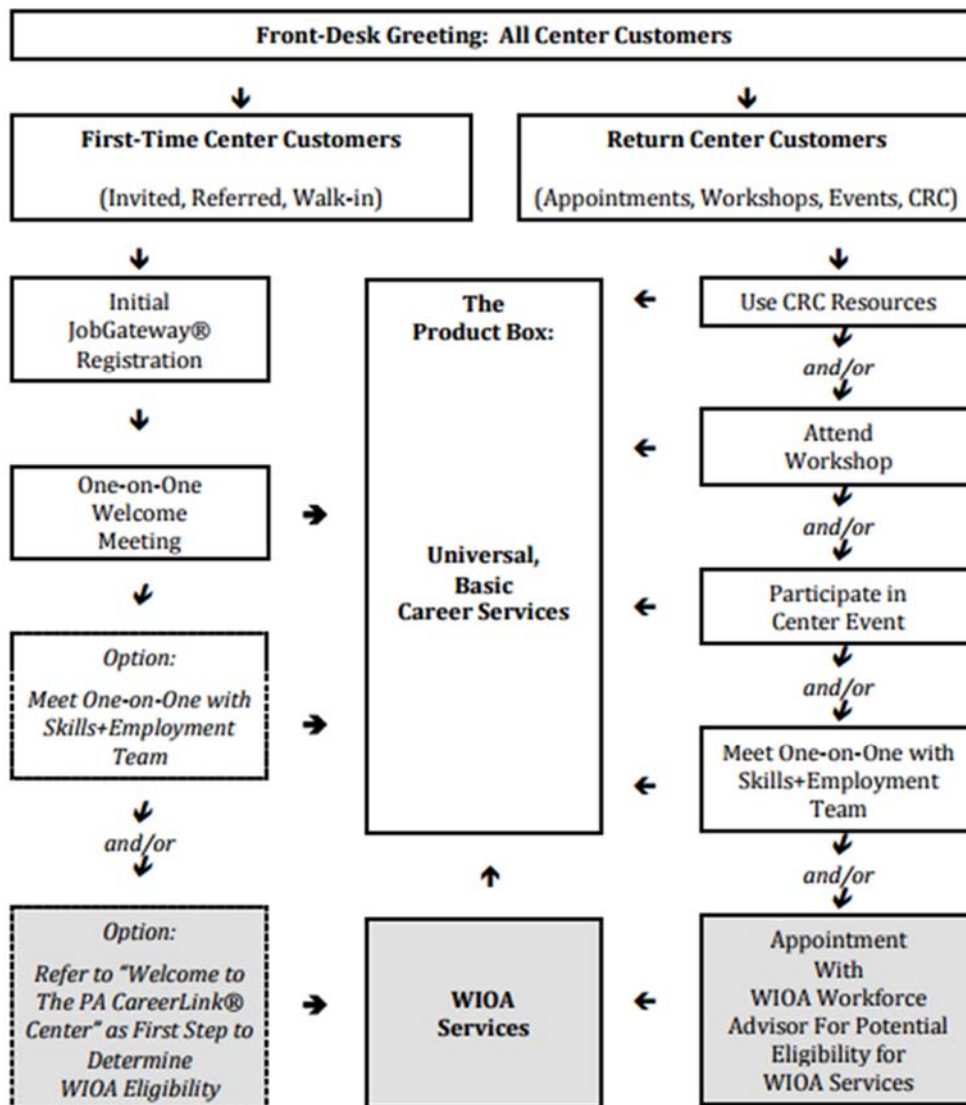
Orientation and Customer Flow. The Welcome to PA CareerLink® Philadelphia orientation is presented at all centers. It is the gateway for WIOA registration and participation in WIOA

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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 meet with the Universal Services Team and are potentially interested WIOA 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.

Basic customer flow is outlined below in Figure 15.

Figure 15: CUSTOMER FLOW



The orientation includes an overview of PA CareerLink® Philadelphia 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 Welcome to PA CareerLink® Philadelphia registration form is used uniformly at all centers. The form captures all data required by CWDS and can be customized when needed. The Workforce Advisors also use a customized IEP to assist the career seeker in goal setting. Copies are shared with partner programs, with the career seeker's permission.

Staff Development. When the PA CareerLink® Philadelphia centers were initially integrated, extensive cross-program training was conducted regarding all available services within the system. Since that time, the Board has provided trainings when requested by Site Administrators. In addition, each center has a professional development budget to provide skills enhancement to their staff as they see fit, and informal training is done on an as needed basis. When the One-Stop Operator is in place, they will be tasked with establishing a formal professional development process for the system.

For more information refer to section 4.4

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

The Office of Adult Education, in partnership with title II providers, created and implemented a coordinated process for referring career seekers from the PA CareerLink® Philadelphia centers to title II adult education services using the myPLACESM student information system. It is a city-wide system for centralized intake, assessment and placement of adult learners into appropriate educational programs, has been adapted to facilitate this referral process. The Office of Adult Education conducts training for PA CareerLink® Philadelphia centers on effectively communicating with career seekers who may need adult education services. In addition, the Office of Adult Education conducts trainings for PA CareerLink® Philadelphia and title II staff on how to use the myPLACESM student information system. The referral process facilitates integration of title I and title II programs and services, with a special focus on access to career pathways for residents who have literacy and language barriers to employment.

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 the Office of Adult Education and 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 provided to local boards to ensure review for alignment with the local plan. After reviewing and evaluating the applications, the Board will be responsible for submitting recommendations to PDE and for providing provide technical assistance later in the process.

Representation of the Office of Adult Education and the Title II Adult Education and Literacy

exists within the system. A committee with representatives from the Office of Adult Education, Philadelphia Works, title II providers, and the PA CareerLink® Philadelphia center staff meets bi-monthly to review the process and data metrics. Regular communication and active participation is necessary from all partners in ensure smooth and integrated services for customers. The Board looks forward to yearly reports on the progress and successes and challenges faced by the title II providers, a key partner in PA CareerLink® Philadelphia centers. These reports will guide coordination between the Board, center staff and title II providers.

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

Universal services provided at PA CareerLink® Philadelphia centers include:

- Determination of eligibility for WIOA Adult, Dislocated Worker, or Youth programs;
- Outreach, intake, and orientation regarding services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including job search and placement assistance, and, when needed career counseling, including the provision of information on nontraditional employment and in demand industry sectors and occupations;
- Referrals to and coordination of activities with other programs and services, within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of Training Services by program and provider type;
- Provision of information, in usable and understandable formats and languages, relating to the availability of partner programs, support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation; and
- Assistance in establishing eligibility for financial aid assistance for training and education programs not funded under WIOA.

Individualized Career Services, which are provided when a customer needs more assistance to obtain or retain employment, include:

- Comprehensive and specialized assessments of the skills levels and service needs of Adults and Dislocated Workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary;

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- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
- Group counseling
- Individual counseling
- Career planning
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internships and work experience that are linked to careers
- Workforce preparation activities
- Financial literacy services as described in WIOA §129(b)(2)(D)
- Out-of-area job search and relocation assistance
- English language acquisition and integrated education and training programs

Customers with barriers to employment (including WIOA Title IV eligible customers) are uniquely served through the following services:

- Increasing educational levels through various instructional models and the use of technology, which includes computer-based learning and other technology supported resources shown to make education more accessible to not only adults but young adults as well
- Implementing skill ladders/career pathways in targeted industries
- Using work-based curricula that prepare career seekers to work in fast-growing industry clusters
- Identifying critical skills and appropriate credentials to support customers' skill development
- Connecting individuals to opportunities that develop essential work skills, also known as behavioral modifications, and soft skills for improved workplace cultural competencies
- Coordinating with stakeholders and partners to gain additional knowledge on employee-skill requirements to guide our investments in employer and career seeker services
- Seeking best practices for innovative models that are geared towards supporting individuals with barriers to employment
- Expanding the use of technology in our program models
- Expanding and/or creating sector partnerships

All of the services listed above are available to all PA CareerLink® customers including those that are WIOA Title IV eligible. Specifically, the Board, along with our regional OVR partner, the Arc of Philadelphia, and several service providers and secondary schools are exploring

transitions for students with intellectual disabilities and autism utilizing Pre-Employment Transition Services aligned with specific occupations into WIOA adult services and employment. Moreover, all of the PA CareerLink® Philadelphia job developers will be trained to use the customized employment strategy to ensure that every effort is made to provide appropriate assistance to WIOA Title IV eligible participants as well as other participants – particularly those with significant barriers to employment - who could benefit from universally beneficial strategies.

Intake Process. Refer to section 4.11

Outreach Process. To improve outreach, the Board is collaborating on a task force guided by the City of Philadelphia working to create a comprehensive asset map of programs, activity and needs in Philadelphia. The Board is exploring how this mapping process will help identify other resources in the city along with opportunities for us to better support the workforce system.

Refer to section 4.3 for information on Community Connections

Serving the immigrant community. Philadelphia is a destination for immigrants with 196,018 (ACS 2011-2015) foreign-born residents. Half of these are naturalized U.S. citizens. Foreign born residents make up 12.7 percent of Philadelphia’s population up from 9 percent in 2000 (Census 2000). This is an increase of almost 60,000 residents over a five-year period. The potential of this talent pool is important to the economy of the city. Immigrants and refugees are eligible for workforce services through the PA CareerLink® Philadelphia system and may need to be referred to other supports. English language barriers reduce opportunities for employment regardless of training or educational level for more than 80,000 of these foreign-born residents. Refugees are more likely to be illiterate in their own language which makes learning English and benefitting fully from training an even greater challenge. Another unique barrier confronting immigrants who received training and education before arriving in the U.S, is the difficulty in transferring industry-recognized credentials or degrees. The Board seeks to reduce employment barriers, including those based on English language and cultural differences, with help from their partners who serve these populations.

Serving returning citizens: Philadelphia Works is committed to working closely with RISE, the City of Philadelphia’s lead agency for returning citizens to develop strategies that meaningfully engage and assist Philadelphia’s large reentry community in returning to work at family sustaining wages. The Board is exploring coordinating with RISE to: hire Workforce Advisors who specialize in the unique needs of the reentry community, increase the number returning citizens served at centers and developing an RFP for a training program tailored specifically for the needs of this population. In addition, Philadelphia Works provides staff for The Philadelphia Reentry Coalition (PRC), which brings reentry providers together to increase collaboration, reduce duplication, align existing efforts and strengthen stakeholders’ capacity to improve their own reentry programs.

WIOA Title IV services: See template section 4.2.

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

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The BSTs at the centers are staffed by employees of the Cross-Center Services Provider, EDSI, Inc. The Board manages the Cross-Center Services Provider via contract. The team is comprised of Business Services Representatives (BSR) that have responsibility to support business engagement activities at each of the PA CareerLink® Philadelphia centers and for the overall system. The BSRs perform the following functions:

- Support staff-assisted job orders
- Bring new employers to the Philadelphia workforce system
- Convene employer, occupation, sector, and industry-based hiring events throughout the system and for each PA CareerLink® Philadelphia centers
- Promote training vehicles such as OJT, IWT, and CJT through which employers can gain skilled employees while benefiting from wage subsidies
- Manage Rapid Response when companies lay off workers
- Coordinate special employment efforts that impact career seekers across the Philadelphia Workforce system such as Re-Imagine Retail, Platform 2 Employment, National Emergency Grant, and other special initiatives

The BSRs coordinate employer engagement activities with center job developers and employment specialists from other programs such as Veterans, OVR, Older Worker program (title V), and Philadelphia Works' own employer outreach efforts.

Coordination of business and employer activities take place primarily through our CRM, Executive Pulse. This allows all employment stakeholders in the system to track outreach and be knowledgeable when connecting to employers. This is the same CRM used by the PREP partners better enabling coordination when serving employers.

Many PA CareerLink® Philadelphia program partners engage with employers on a regular basis. While these partners are directly linked to the workforce system, they are not technically part of the BST. To coordinate these activities with those of the BST, the Board procured a One-Stop Operator. The Operator will coordinate all activities and services of the required partners, as well as additional partners. The Operator will provide guidance on the employment outreach efforts of the BST and partners. The BST will take the lead on engaging employer inquiries regarding adult basic education and literacy, but will coordinate with literacy and education partners through the One-Stop Operator.

For employers looking to better understand how to connect to the UC system, the Office of UC Service Centers Customer Services Section will conduct seminars specifically for Philadelphia employers addressing their rights and responsibilities and how to leverage PA CareerLink® services. PA CareerLink® staff will inform employers of the services provided at the office at the same time.

In the event of downsizing, off shoring, "right sizing," or closing, the PA CareerLink® Philadelphia system will provide mutually agreed upon layoff aversion strategies including incumbent worker training to upgrade the skills of those workers who could assume other roles within the company. Customized services for employees who anticipate layoffs will also be provided including workshops (i.e. resume writing, interviewing, literacy, numeracy, budgeting, and Microsoft Office), recruitment events, training and education opportunities,

aptitude and interest assessments, and career coaching. In some cases, a transition center can be created on the employer's work site to better facilitate these services.

Employer customers receive title III services from PA CareerLink® Philadelphia staff and partners of the system. Employer-based title III services include:

- Use of PA CareerLink® Philadelphia facilities to host employer events
- Job orders placed in JobGateway®
- Priority for Veterans for Job orders in the JobGateway® system

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?

Each PA CareerLink® Philadelphia center has developed relationships with local providers, based on the needs and circumstances of their career seekers. These unique resources are shared electronically and/or during regular meetings of center leadership. The PA CareerLink® Philadelphia staff participate in local community events to enhance connections within their geographic areas. Resource providers are invited to the PA CareerLink® Philadelphia centers to provide presentations about their services. In addition, each center has a resource table within their Career Resource Center with literature from local service providers. Workforce Advisors and other staff familiarize themselves with the available resources and are responsible for making referrals, via phone, email or in-person, as needed.

Currently the PA CareerLink® Philadelphia staff assist participants with accessing services through informal referral processes, like phone calls, emails, and visits to the organizations providing services. The board is developing a system-wide resource guide to standardize this process and provide a broader view of the available resources across the city. This guide will be updated on a regular basis to ensure relevant data is always available to career seekers. Additionally, formal referral processes will be implemented to ensure participants are connected to services and that communications between the Centers and the referral organizations are complete. To improve our capacity, the board serves as a member of a task force guided by the City of Philadelphia that is working on creating a comprehensive asset map of programs, activity and needs in Philadelphia. The Board is exploring how this mapping process will help identify other resources in the city along with opportunities for us to better support the workforce system.

Supportive Services. WIOA authorizes funds that are allocated to local areas to be used for provision of supportive services to adult and dislocated worker participants intended to enable an individual to participate in workforce-funded programs and activities to secure and retain employment. These services are provided based on need as determined by the Title I program providers' workforce advisor staff within the PA CareerLink® Philadelphia centers. The supportive services that we have elected to provide were developed in consultation with one-stop partners and other community service providers with a commitment to revisit the availability of services on an annual basis. Philadelphia Works' policy, enacted by the board in March of 2016, funds the following supportive services for adults and dislocated workers based on individual participant needs:

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- **Transportation:** Transportation support will be provided to participants who are in full-time WIOA funded training or related vocational training or immediately upon their initial employment. Once an individual has met all eligibility requirements, Title I staff will complete a WIOA supportive services request form for transportation. The policy allows for the purchase of a public transportation pass, administered by the Southeastern Pennsylvania Transportation Authority (SEPTA) for either the first half of the individual's length of training or up to one month for individuals who have secured employment. In limited circumstances in which sites or homes are not easily accessible to public transportation, staff may provide gift cards for gas.
- **Clothing:** Clothing support is limited to only those items which are required for work or training, including but not limited to uniforms, footwear, protective gear or tools up to \$200. Original itemized receipts must be provided to show actual expense.
- **Professional Certifications, Examinations and Government Licenses:** Providers will support career seekers' fees associated with the cost of taking an examination in order to earn a certification, license needed for a specific occupation, or education such as high school diplomas or GED® tests.

PA CareerLink® Philadelphia Title I staff determine the individual's eligibility, and offer information regarding the availability of the supportive services. They also coordinate the services and understand referral processes and procedures when supportive services are available through other applicable agencies. All supportive services received and referrals made to partner programs are documented and tracked by the Title I provider. All PA CareerLink® Philadelphia centers have a standardized protocol for reviewing documenting and distributing supportive services and record such distribution in case files consistent with policies.

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.

OVR is an integral partner of the Board and PA CareerLink® Philadelphia system. A representative from OVR serves on the local Board, and acts as a partner in all aspects of ADA compliance.

The Board currently has a partnership agreement with OVR to ensure that individuals with disabilities can access services offered through the PA CareerLink® Philadelphia system. As part of the agreement, OVR has staff physically located at each of the four PA CareerLink® Philadelphia centers to provide on-site services to individuals with disabilities. Moreover, Philadelphia Works will enter a MOU with OVR that will outline the coordination efforts between the two entities for the benefit of their mutual clients. Some of these efforts include:

- Attendance of OVR staff at PA CareerLink® Philadelphia center meetings to educate

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staff about coordinating and engaging in a mutual referral process.

- Coordination of business services between OVR and PA CareerLink® Philadelphia centers.
- Training of OVR staff on JobGateway®.
- Implementation of a communication protocol regarding hiring and training events, such as career fairs, employer events and training workshops for clients.
- Partnering OVR's "Early Reach Initiative" program (assisting youth with disabilities in gaining and maintaining employment) with PYN, the Board's competitively-procured youthworks administrator, to increase opportunities for youth with disabilities.
- Sharing resources and listings of community partners.

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?

Contractually, all 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. All sub-recipient monitoring reports and/or annual audit are reviewed by internal review staff. Any funded disallowed cost is recaptured through credit of outstanding funds due sub-recipient.

Disputed audit findings are first reviewed with sub-recipient staff and the reviewer and/or Director of Contracting of Philadelphia Works. If a resolution is not obtained a face to face meeting is held with appropriate sub-recipient personnel and the Chief Financial Officer, and if requested Chief Executive Officer of Philadelphia Works.

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

The Board anticipates formal guidance from the L&I for achieving high-performing Board status. In the interim, the Board is specifically incorporating the strategies of the WIOA PA Combined State Plan by advancing:

- Career Pathways through building closer relationships with employers to identify gaps in skilled talent and working with employers to build internal career pathways through mechanisms such as apprenticeships which move career seekers into more skilled positions and create opportunities for those with barriers to employment.
- Investments in talent and skills for targeted industries via strategic partnerships with employers and educational institutions that link training with industry-recognized credentials, and college credit where possible through our sector-strategies in Advanced Manufacturing and Logistics, Healthcare, Retail Trade, and Early Childhood Education. The Board maintains close relationships with Philadelphia School District CTE Programs, multiple postsecondary institutions, title II adult literacy providers and the Free Library of Philadelphia.
- Increased opportunities for work-based learning for youth through CTE, pre-

apprenticeship, and apprenticeship programs. The Board supports summer work-based learning internships through the summer WorkReady Program administered by the Philadelphia Youth Network, and targeted industry (based on sector-strategies) school-year internships. Philadelphia continues to increase opportunities for placement into apprenticeships that result in college credit as well as industry recognized credentials.

- Engagement with employers to strengthen the connection between education and training and the employers' skill, credential and educational needs, through investments in critical skills development for careers that pay sustainable wages. Philadelphia Works strategically invests in OJT opportunities that result in increased skills and credentials. The Board links training investments to advancing apprenticeships with OJTs and ITAs, building employer internal career pathways to advance works along a career embracing lifetime-learning and engaging employers in our sector Strategies and CTE industry councils to identify essential skills and credentials to assure long-term employment.
- The adoption of the Commonwealth core program performance under the Workforce Data Quality Initiative for the effective use of data to increase the validity and accuracy of reporting in CWDS to track and meet local performance goals, as negotiated with the L&I. The Board measures the effectiveness of its investments through careful tracking of career seeker success in education and training and the longevity of placements by sector, occupation and individual employer.

The Board consistently tracks data to dissect the core components of WIOA performance measures and keep the system moving towards meeting or exceeding the locally negotiated performance goals.

The Board continues to request coordination with state data systems, such as the New Hire data and the Unemployment Compensation database. Access to timely data will allow local areas to more quickly validate employment and other assessments to better guide planning and investments. While this may be complicated from a data-sharing system's standpoint, it remains a priority for local areas to have better access to information for more agile programming and to permit real-time adjustments to performance. Eighteen months is simply too long a time to wait for performance data. The ability to meet high performing standards requires the receipt of informative data in a timely fashion.

The Board regularly reviews the procurement policy and keeps the policy in alignment with federal and Commonwealth guidance. The Board authorizes a yearly independent audit of all financials to assure compliance with the highest accounting standards and those of the yearly monitoring by the Commonwealth. Philadelphia Works' Fiscal Department provides financial management services to the organization. The department prepares and monitors the annual budget, provides cash management, prepares all internal and external financial reports, as well as overseeing the daily financial transactions.

The office is composed of two departments -- accounting and contracting. Each department provides internal controls to ensure the reliability of financial reporting, effective and efficient

operation, and compliance with applicable laws and regulations. The internal controls also provide safeguards against theft, unauthorized use and acquisition or disposal of organization assets. The key control activities involve segregation of duties, proper authorization of transaction and activities, adequate supporting documentation and records, physical control over assets and records, and independent review and approval activities.

Through focused efforts, the Board has reduced the number of notes and findings in the annual monitoring (programmatic and fiscal). The Board seeks to eliminate any findings in future years.

The Board looks forward to advancing best practices while implementing the new governance structure that includes a One-Stop Operator. The goal of the local governance efforts will be to reduce redundancies in efforts and activities, define roles clearly and build coordination between all parts of the system.

As stated above in Section 4.13, Philadelphia Works will continue to employ strategies that help those with barriers to employment find successful, family sustaining wage through pipeline preparations such as combining literacy/numeracy with training, using OJTs to customize learning for an employer, connect CTE to placement efforts to address the needs of low-income youth unable to afford college and the use of pre-barriers linked to Registered Apprenticeships. The Board will continue to seek best-practices for WIOA strategies such as internships, work-based learning and IWT that will increase training opportunities in the system to achieve the Commonwealth's training expenditure targets through 2018. In addition, 70 percent of WIOA training funds will be allocated to benefit those with barriers to employment. The Board's youth programs will meet the WIOA required work-based training requirement in each year.

The Board supports the Southeast Planning Region coordination between local workforce development Boards and the region's employers. The WIOA Southeast Regional Plan identifies our unified employer-strategies through targeted sectors. The region will seek a more seamless experience for employers and a greater sharing of information and resources. Philadelphia Works will aid this process by determining metrics, to identify our success as a region in employer engagement, and advancing them.

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?

Because Philadelphia is fortunate to possess a wealth of talented employers and advocates, skilled training providers, gifted educational institutions and committed city and community partners, the Board sought to meaningfully engage with the enormous experience, expertise and aptitude of these stakeholders and incorporate that engagement into a robust, strategic local plan. Following the release of the first draft of the Workforce System Policy (WSP) No. 108-01 23 in March of this year, staff began seeking input on the local plan. Feedback was sought at stakeholder gatherings, partner meetings, PA CareerLink® Philadelphia management meetings, and from local elected officials and their staff.

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The Board partnered with the City of Philadelphia to host meetings with area labor organizations, advocacy groups, public agencies, and members of our education and business community to ensure that these important and unique voices became part of the framing and drafting of the document. In addition, staff convened conversations with stakeholders representing the needs of individual with barriers to employment.

Separate events were held to discuss the needs of Philadelphia's youth, returning citizens, immigrant/refugee community and individuals with disabilities. Stakeholders were invited to respond directly to issues raised in the template, in addition to areas of concern, innovative ideas and best practices.

Notes were taken at each meeting and referenced when drafting the plan.

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

On July 14, 2017, the Ad Hoc Committee of the board, empowered at the June 21, 2017 public board meeting, approved posting of the draft version of this plan for 30 days of public comment. To facilitate the 30-day public comment period, Philadelphia Works posted both the regional and local plans on our website from July 14th through August 17th. Written comments were accepted during that period via email (nknochenhauer@philaworks.org). Additionally, notification of the availability of both the Local and Regional WIOA Plans for public comment were directly distributed via email to over 2,000 representatives of local businesses, labor organizations, and educational institutions. A public notice was placed in the Philadelphia Inquirer for 3 days announcing the posting and referring to the website for more information. After the 30-day public comment period, members of leadership met to review all comments. Comments are documented in Attachment 4. On August 28, 2018, the Board met via conference call (publicly announced) reviewed comments and language changes and approved the plan.

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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.

☒ 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.

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Attachment 1

Performance Accountability Template

Local Workforce Development Area name: Philadelphia County

Effective Date: July 1, 2017

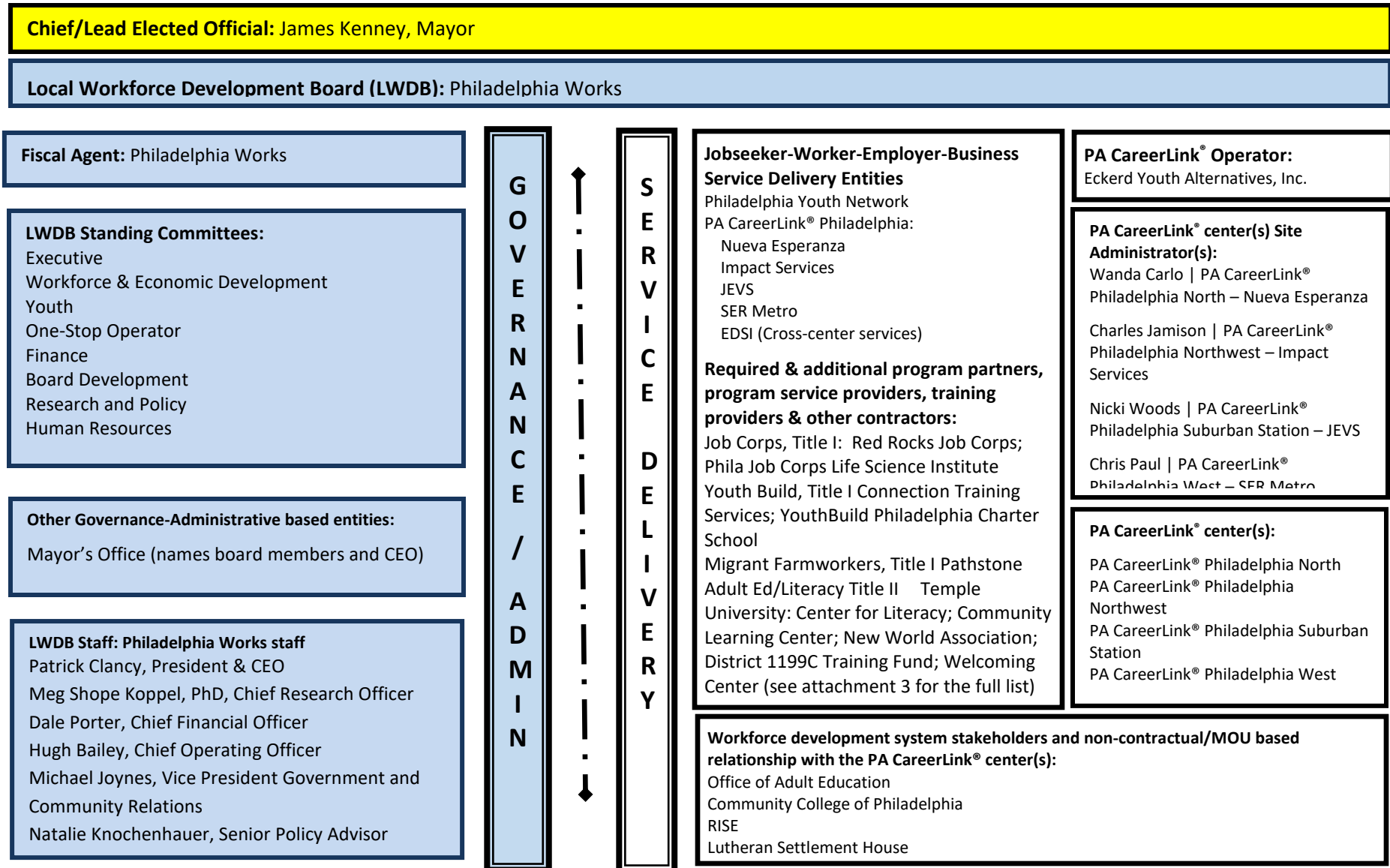
WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	63%	Data not available
Dislocated Worker	72%	Data not available
Youth	61%	Data not available
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	62%	Data not available
Dislocated Worker	73%	Data not available
Youth	57%	Data not available
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	Data not available
Dislocated Worker	\$6,700	Data not available
Youth	Baseline	Data not available
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	55%	Data not available
Dislocated Worker	57%	Data not available
Youth	60%	Data not available
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	Baseline	Data not available
Dislocated Worker	Baseline	Data not available
Youth	Baseline	Data not available
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	Baseline	Data not available
Dislocated Worker	Baseline	Data not available
Youth	Baseline	Data not available

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Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Philadelphia, PA

Effective Date: July 1, 2017



Local Workforce Development Boards (LWDB) are requested to publicly 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.

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Attachment 3

PA CareerLink® Philadelphia Workforce Service Delivery System Program Partner/Provider List
 Local Workforce Development Area name: Philadelphia County
 Effective Date: July 1, 2017

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult Education and Literacy Activities	WIOA, Title II	Temple University, Center for Social Policy and Community Development
Ritter Hall Annex, 4th Floor 1301 Cecil B. Moore Avenue Philadelphia, PA 19122	215-204-7491	cspcd@temple.edu
Adult Education and Literacy Activities	WIOA, Title II	Center for Literacy
399 Market St Philadelphia, PA 19106	215-474-1235	www.centerforliteracy.org
Adult Education and Literacy Activities	WIOA, Title II	Community Learning Center
2701 N. Broad Street Philadelphia, PA 19132	215-426-7940	www.communitylearningcenter.org
Adult Education and Literacy Activities	WIOA, Title II	New World Association
9857 Bustleton Avenue Philadelphia PA 19115	215-856-7314	www.russworld.us
Adult Education and Literacy Activities	WIOA, Title II	1199c Training and Upgrading Fund
100 South Broad Street Philadelphia, PA 19110	215-568-2220	www.1199ctraining.org
Adult Education and Literacy Activities	WIOA, Title II	Welcoming Center for New Pennsylvanians
1617 John F. Kennedy Boulevard Suite 555, Philadelphia, PA 19103	215-557-2626	www.welcomingcenter.org
Youth Workforce Investment Activities	WIOA, Title I, Sec. 126	Philadelphia Youth Network
400 Market Street, Suite 200 Philadelphia, PA 19106	267-502-3800	www.pyninc.org
Adult/Dislocated Worker Employment and Training Activities and Temporary	WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV	EDSI

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Assistance for Needy Families (TANF)		
1617 JFK Boulevard, 2 nd Floor Philadelphia, PA 19103	215-557-2592	www.edsisolutions.com
Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)	WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV	Impact Services
5847 Germantown Avenue Philadelphia, PA 19144	215- 987-6503	www.impactservices.org
Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)	WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV	Ser Metro
3901 Market Street Philadelphia, PA 19104	313-945-5200	lseed@sermetro.org
Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)	WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV	Esperanza
4261 N 5th Street Philadelphia, PA 19140	215-324-0746	www.esperanza.us
Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)	WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV	JEVS Human Services
1617 JFK Boulevard, 2nd Floor Philadelphia, PA 19103	215-854-1800	www.jevshumanservices.org
Job Corps	WIOA, Title I, Subtitle C	Philadelphia Job Corps Life Science Institute
2810 S 20th St, Bldg. 12 Philadelphia, PA 19145	267-386-2888	www.philadelphia.jobcorps.gov
Job Corps	WIOA, Title I, Subtitle C	Rescare Inc, dba Red Rock Job Corps Center
Route 487 North Lopez, PA 18656	570-477-2221	www.redrock.jobcorp.gov
Youth Build Program	WIOA, Title I, Section 171	Philadelphia Youth for Change Charter School
1231 North Broad Street Philadelphia, Pa 19122	215-627-8671	youthbuildphilly.org

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YouthBuild Program 2243 West Allegheny Avenue Philadelphia, Pa. 19132	WIOA, Title I, Section 171 215-430-0381	Connection Training Services www.ctstraining.org
Vocational Rehabilitation State Grant Programs 444 N. 3rd Street, 5th Floor Philadelphia, PA 19123	Title I of the Rehabilitation Act of 1973, as amended (WIOA Title IV) 215- 560-1900	Pennsylvania Office of Vocational Rehabilitation sbrightful@pa.gov
Senior Community Service Employment Program (SCSEP) 642 North Broad Street Philadelphia, PA 19130-3424	Title V of the Older Americans Act of 1965 215-765-9000	Philadelphia Corporation for Aging www.pcacares.org
Senior Community Service Employment Program (SCSEP) 4400 N Marshall Street Philadelphia, PA 19140	Title V of the Older Americans Act of 1965 215-329-5777	Project Ayda www.ayudacc.org
Senior Community Service Employment Program (SCSEP) 6705 Old York Road Philadelphia, PA 19126	Title V of the Older Americans Act of 1965 215-224-2000	National Asian Pacific Center for Aging – Philadelphia Jaisohn Center Jaisohn.com/social services/scsep
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965	WorkPlace/Maturity Works
Postsecondary Career & Technical Education 1700 Spring Garden Street Philadelphia, PA 19130	Carl D. Perkins Vocational & Applied Technology 215-751-8000	Community College of Phila emthomas@ccp.edu
Postsecondary Career & Technical Education 2770 Red Lion Rd Philadelphia, PA 19114	Carl D. Perkins Vocational & Applied Technology 215-728-4700	Orleans Technical College william.lynch@jevs.org
Postsecondary Career & Technical Education 1420 Pine St Philadelphia, PA 19102	Carl D. Perkins Vocational & Applied Technology 215-345-6400	Peirce College tathomas@peirce.edu
Jobs for Veterans State Grant Programs 651 Boas Street Harrisburg, Pa. 17102	38 U.S.C. Chapter 41 717-787-5279	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO) www.dli.pa.gov

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Employment and Training Activities carried out under the Community Services Block Grant	Community Services Block Grant Act (42 U.S.C. 9901)	Mayor's Office of Community Empowerment and Opportunity
1234 Market Street, 16th Floor Philadelphia, PA 19107	215-685-3600	www.phila.gov/ceo
Employment and Training Activities carried out by the Department of Housing and Urban Development		Philadelphia Housing Authority
12 South 23rd Street Philadelphia, PA 19103	215-684-4000	www.pha.phila.gov
Migrant and Seasonal Farm Workers	WIOA Title I. Sec. 167	Pathstone Corporation, Inc
421 McFarlan Road Suite E Kennett Square, PA 19348	610-925-5600	www.pathstone.org
Reintegration of Offenders Programs	Second Chance Act of 2007, Sec. 212	Connection Training Services
2234 West Allegheny Avenue Philadelphia, Pa 19132	215-320-5518	www.ctstraining.org
Unemployment Compensation	Social Security Act 9 of 1935 and Federal Unemployment Tax Act of 1939	Barbara A. Mourer, Director Office of UC Service Centers
651 Boas Street, Room 625 Harrisburg, Pa. 17102	717-787-4127	bmourer@pa.gov
Wagner-Peyser	WIOA Title III	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17102	717-787-5279	www.dli.pa.gov
Native American Programs	WIOA Title I	Council of Three Rivers American Indian Center, Inc.
1855 New Hope Street, Norristown, PA 19401	610-292-3034	breckard@cotraic.org

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Attachment 4 – Public Comments

Four organizations submitted formal comments during the period the plan was posted. There were no dissenting comments, though many recommendations, suggestions and detailed questions. Some wording that did not substantially change content was altered to reflect these suggestions. The board appreciates the engagement of the community and will provide a response to each organization that submitted comments. The formally submitted comments are summarized below.

Philadelphia Unemployment Project – submitted July 25, 2017

The comment submitted by PUP makes no direct reference to the WIOA Local Plan. It does, however, provide data and supportive arguments regarding the importance of establishing effective reverse commute options for residents of Philadelphia. In particular, the comment draws attention to the Commuter Options program, funded by PUP, which provides employees, who live close to one another in Philadelphia, with vehicles for carpooling to suburban jobs.

Philadelphia Corporation for Aging – submitted August 16, 2017

Comments from PCA highlight the services provided by SCSEP and draw attention to the need for special attention for unemployed residents 55 years old and older. A suggestion was made to add older aged residents to the WIOA Priority of Services list. This is, however, not an option available to LWDB. In addition, it was pointed out that there are 3 other SCSEP providers that were omitted from the mandatory partners list. They are Project Ayuda, National Asian Pacific Center for Aging-Philadelphia Jaisohn Center, and WorkPlace/MaturityWorks. These have been added.

Welcoming Center for New Pennsylvania's – submitted August 14, 2017

Comments submitted by WCNP echoed the sentiments expressed in the Local Plan regarding the importance of the immigrant community to Philadelphia's economy. Additional language was suggested to broaden the terminology around literacy to include "adult education" and "English language ability." Specific questions were asked regarding the development of uniform definitions and collaboration, those issues are beyond the scope of this plan, however, and will be directed to the one-stop operator.

Job Opportunity Network (JOIN) – submitted August 16, 2017

JOIN's comments begin with their own position on workforce development and state their position on five high-level themes and recommendations for employer engagement, language drives culture, funding, target geographies, and data systems. Their comments specific to sections of the plan include their support for our approach, suggestions from their own anecdotal experience and research from others, and detailed questions on partnership assignments, collaborative functions and how planning for specific processes will proceed that go beyond the scope of this plan.