

November 16, 2017

Mr. Lynn Hocker, Chairperson
Southern Alleghenies Workforce Development Board
Whispering Creek
P.O. Box 455
Bedford, PA 15522

Dear Mr. Lynn Hocker,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southern Alleghenies' Workforce Innovation and Opportunity Act (WIOA) program year (PY) 2017-2019 Multi-Year Regional Plan. This approval extends to the local plan associated with the local workforce development area that composes this region. Such approval is effective through the end of PY '19 (i.e., June 30, 2020).

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,



Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Mark J. Wissinger, Cambria County Commissioner
Ms. Susan Whisler, Southern Alleghenies Workforce Development Board Executive Director

Enclosure: Southern Alleghenies Regional Plan

SOUTHERN ALLEGHENIES

(Region 4)

WIOA PY 2017-2019

**REGIONAL/LOCAL
PLANS**

PY 2017-2019 WIOA Multi-Year Regional Plan

Region Workforce Development Area name: Southern Alleghenies

Effective Date: January 1, 2018

1.1. Identification of the region.

The Southern Alleghenies Planning Region includes the counties of Bedford, Blair, Cambria, Fulton, Huntingdon and Somerset. The Southern Alleghenies Workforce Development Area and Planning Region are one in the same.

The Regional Plan was developed for the Southern Alleghenies Workforce Development Area (SAWDA) and planning region, as designated by the Commonwealth of Pennsylvania, Department of Labor and Industry. The Southern Alleghenies Workforce Development Board (SAWDB) has a long and successful history of developing solid, strategic local and regional plans. Formation of a planning region committee was not applicable to the Southern Alleghenies. The SAWDB utilized its established planning process and sought input from the following stakeholders:

- The local elected officials from the six member counties;
- The SAWDB and its Special Populations Committee and Young Adult Council;
- The Partnership for Regional Economic Performance (PREP) members;
- The region's employer community;
- The Southern Alleghenies Higher Education Consortium;
- The Southern Alleghenies PA CareerLink® partners;
- The Local Management Committee;
- The users of the public workforce system including jobseekers.

Communication with these key stakeholders took place throughout the planning process. Public meetings where the plan was discussed, prior to posting, were held on June 29, July 11, and July 19, 2017.

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

The SAWDB uses multiple sources from federal census data, state level resources, a regional data consortium, and local data gathered from PA CareerLink® partners, industry partnerships and economic developers.

Coming out of the recession the region has not done quite as well as many had hoped, a trend that is reflected in the statistics across the board. While the numbers may not be an exclusive measure they do point to the fact that the regional economy has continued to operate below its norm by the broadest measures punctuated by consistent annual average job losses dating back to 2012. In 2016 average employment in the six-county region totaled 167,268. The regional economy faces many challenges covering a broad spectrum that includes:

- Continued high unemployment rates;
- Declining labor force participation;

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- Aging population;
- Struggle to attract and retain younger workers for the region;
- Creating employment opportunities through a more diverse business base and attraction of new industries.

The partial recovery that has materialized since then has been quite uneven favoring modest growth across the service sector. Meanwhile, the goods producing industries dominated by area manufacturers has pursued a somewhat more stable job pattern while managing to post only modest gains through this period. While this trend does not discredit the importance of manufacturing to the region, it points to the comparatively low contribution to the economy in terms of providing jobs throughout this recovery period including the past year.

The region has the seventh highest unemployment rate among the 22 workforce development areas in the state. The unemployment rate in five of the six counties in the region is higher than the state rate and three of the counties are included with the 15 counties having the highest unemployment rates in the state. The number of people in the labor force has remained well below pre-recession levels and the labor force participation rate is less than 50%. The region loses nearly 20,000 workers net to other workforce regions every day and five of the six counties experience an overall net loss of workers daily. The overall population continues to age with the median being 43.8 years which puts it well ahead of PA's number of 40.7 and ahead of the second-place state in the U.S., New Hampshire at 43 years. The population density of younger individuals in the region continues to be a concern. The population of 15-24-year old's is more than 12,000 less than the age group 55-64-year old's setting up the potential of a labor shortage as older workers retire and there are physically not enough people in the region to replace them. There are several other conditions affecting the region that need to be considered. Much of the region is rural in nature and lacks even reliable dial-up internet service not to mention any high-speed internet. The number of children being born under medical assistance funding has risen to a disturbing level of 53%. Some experts predict that if the region's percentage climbs much higher, it will be nearly impossible to recover. Drug overdoses are a nearly everyday occurrence and employers report that finding individuals able to pass a pre-employment drug screen is very challenging. Between 2010 and 2015, the number of high school graduates in the region declined by 679 students or 14% and the total of post-secondary bound students declined by 655 or 19.5% severely impacting the potential labor force supply. During the same time frame, there were more than 7,950 less students, ages 3 years and older, enrolled in school in the region pointing to an even more difficult situation for employers as the workforce continues to age. The positive side of the economy is that there are some industries that continue to do well and grow which provides opportunity for those interested in those fields. Since the first quarter of 2016, average weekly wages for all industries has risen by \$69. Additionally, the average wage paid for On-the-Job Training in the region has risen although occupational wages remain well below the state averages. There have been recent plant openings in manufacturing that provided new opportunities and while small initially, there is an expectation of growth that will add even more jobs. The U.S Route 219 extension project is well underway that will open a new corridor to a neighboring state and should provide a needed logistical access boost to the region.

The board will target Healthcare, Advanced Manufacturing, Logistics and Transportation, Construction, Business Services, and Mining because of the high numbers of individuals employed, high wages, or a combination of both factors. The regional High Priority Occupation List supports this strategy with numerous occupations covering all the targeted clusters.

Existing and emerging in-demand industry sectors include:

- Healthcare is the top existing in-demand industry employing 21% of the labor force.

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- Retail trade at 13% and while the sector has significant employment numbers, the wages and career opportunities exclude it from board focus.
- Manufacturing is third on the list with 11% of the workforce
- Accommodation and Food Service at 9%, which while growing in the region, does not offer significant wage growth and therefore is not a priority of the board.
- Transportation and Warehousing
- Construction. Both Transportation and Warehousing as well as Construction have good annual wages and consistent occupational openings making them an easy fit for workforce programs.
- Business Services is broad category that covers many services provided to businesses in the region. The industry contributes approximately 7% of the workforce.
- Energy is a re-emerging industry that the board is targeting. After a precipitous fall from a spot as a leading regional industry, coal mining is beginning to see a resurgence in the area with several new mines opening and a new pipeline being built through the region.

Existing and emerging in-demand industry sector(s) occupations include:

Healthcare positions including registered nurses, nursing assistants, and licensed practical nurses lead the pack in terms of annual openings numbering into the thousands. Additional health related occupations include medical and clinical technologists/technicians, radiologic technologists, physical therapist assistants and dental assistants.

Manufacturing occupations make up 10% of the regional workforce with the most pressing need being welders, machinists, machinery maintenance workers, assemblers, and supervisors.

Transportation related occupations have been a critical need in the region for several years led primarily by driver positions, both heavy and light trucks and driver supervisors. Also needed are production, planning, and expediting clerks and shipping, receiving, and traffic clerks.

Construction-related positions include carpenters, supervisors, highway maintenance workers, and construction and building inspectors.

The Energy sector will need all occupations, however, the significant number of available experienced miners still unemployed are expected to fill any open positions.

Southern Alleghenies Targeted Clusters Location Quotients

Industry Cluster	Location Quotient	Employment	Employment %
Healthcare	1.20	35,445	21.0%
Retail Trade	1.17	22,002	13.1%
Manufacturing	1.15	19,293	11.4%
Accommodation/Food Svc	1.09	14,651	8.7%
Educational Services	0.95	13,480	8.0%
Business Services	0.63	12,116	7.2%
Trans/Warehousing	1.11	9,140	5.4%
Public Administration	1.21	8,439	5.0%
Construction	1.08	7,752	4.6%

Source: Center for Workforce Information and Analysis, Southern Alleghenies WDA Profile, May 2017

The region's employers need technically competent workers, capable of solving problems and committed to being there every day to make the company successful. Skill sets needed by employers include communications and interpersonal interaction, understanding and using technology, critical thinking and analysis, physical work, quality assurance and standards enforcement. The SAWDB has allocated significant resources in support of training for adults, dislocated workers, and youth. The Board and its staff have also worked with a variety of partners to "get the word out" that a high school degree is no longer sufficient to get and keep a good job.

Sources: Labor Market Status Report/County Unemployment Rates, April 2017, Central PA Workforce Development Corporation

Labor Force Participation Rates, January 2016, Central PA Workforce Development Corporation

Southern Alleghenies WDA Commuting Patterns, April 2017, Central PA Workforce Development Corporation

US Census Bureau, 2011-2015 American Community Survey, 5 year estimates

Center for Workforce Information and Analysis, Southern Alleghenies WDA Profile, May 2017

Central PA Workforce Development Corporation, PA Dept. of Education, Public High School Graduates 2014-2015

PA Health Care Cost Containment Council, Data FY 2010

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 Southern Alleghenies Workforce Development Board (SAWDB) will lead initiatives designed to enhance the skills of the workforce to meet the needs of the region's employers to compete in a world economy. To accomplish this, the SAWDB is committed to supporting a data-driven, goal-oriented public workforce system that:

- Is flexible and responsive to the changing needs of jobseekers and employers;
- Embraces innovation as espoused in the Workforce Innovation and Opportunity Act (WIOA);
- Is committed to serving all those who are seeking employment or employees;
- Is integrated into a larger, coordinated network that includes other entities with a similar mission;
- Recognizes the importance of career pathways and invests in training opportunities that are tied to employer demand and result in jobs that pay a family-sustaining wage for the employee;
- Is committed to excellence and accountable to its funding agents, its customers, and its partners.

The SAWDB will help to advance its vision and support attainment of the performance accountability measures through the following:

Increased resources directed to support industry-driven training. Beyond the training benchmarks established in Pennsylvania's Workforce Development Plan, the SAWDB will direct its WIOA Title I allocation, Rapid Response Funding, POWER resources and National Emergency Grant awards and other competitively secured resources to support training that results in industry-recognized credentials. On-the-Job Training (OJT) will continue to be heavily promoted; all positions supported through OJT will provide a wage that meets or

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exceeds the local self-sufficiency level. The SAWDB will continue to seek flexible funding and leverage and align partner support to help raise the educational attainment level of our residents and support jobseeker and incumbent worker training needs. Efforts will be closely coordinated with the Partnership for Regional Economic Performance (PREP) partners and WEDnet PA service providers to ensure that employer needs are identified and addressed and services are not duplicated. As a member of PREP, the SAWDB will utilize the partnership opportunities with the region's economic developers to coordinate services that support business recruitment and retention, and incumbent worker skill advancement. As the SAWDB moves to incorporate the Next Generation IP model, it anticipates greater industry involvement and improved business intelligence that will enhance board-supported training initiatives.

Increased alignment with WIOA Title II (Adult Education) and Office of Vocational Rehabilitation (OVR) to support greater career pathway development and utilization. The Sector Partnership initiative, Pathways to Employment, will promote employer-supported curriculum development, expand integrated training opportunities for targeted in-demand occupations, and address employer-identified literacy issues in their incumbent workforce.

Continued support for the region's Industry Partnerships (IPs). While, industry-driven consortia have been in place in the region for more than 16 years, the SAWDB is collaborating with its economic development partners to move its existing IPs to the Next Gen model. These will serve as a vehicle for promoting apprenticeships, a training model that has been slow to gain traction in the region. Increased engagement between employers that effectively utilize apprenticeships and those considering this resource for employee development and career advancement will be supported.

Greater analysis of the High Priority Occupation (HPO) and Eligible Training Provider (ETP) Lists to include data analysis of training investments and the effectiveness at preparing participants for employment in their fields of study. Increased communication and collaboration with members of the IPs and the Southern Alleghenies Higher Education Consortia will help to ensure that employer needs and educational offerings are aligned. Additional work will be conducted to develop and promote micro-credentials and prior-learning credits.

Enhanced partner integration specifically with OVR, the Employment, Advancement, and Retention Network (EARN), and Department of Corrections with a goal of greater inclusion and seamless referral between programs. The SAWDB's Special Populations Committee will continue to focus on service to target populations with significant barriers to employment. This standing committee will act as the conduit for information between agencies that serve WIOA target populations and the SAWDB and its PA CareerLink® sites and service providers.

Expanded and enhanced work-based opportunities for youth. The SAWDB will continue its support for and promote summer and year-round paid work experience, internship, and apprenticeship opportunities. Its modified OJT policy to allow for a slightly lower wage for youth participants has expanded utilization of this service. The SAWDB's emphasis on OJT

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opportunities for youth have resulted in this service gaining greater traction and momentum. Contracts written to date far exceed the \$10.00 per hour minimum established for youth OJT participants. Opportunities for additional and unique work experiences will be provided in maker spaces - 'Idea Mines' for budding entrepreneurs. Youth participants will be incorporated into a larger initiative called 'Startup Alleghenies' an effort to restructure local economies through the promotion of entrepreneurship.

Support for special initiatives such as 'Transforming Lives through Education and Employment - Youth2Work', YouthBuild and other services that address the special challenges of Out-of-School Youth with significant barriers to employment. These types of efforts will provide youth with the opportunity to receive industry-recognized credentials and paid work experience aligned to the credentials.

Like the Commonwealth, the SAWDB and its workforce partners are committed to supporting an 'effective workforce development system built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data.'¹

Each year, the PA CareerLink® Management Teams, with assistance from the One-Stop Operator Consortium (OSO), develop their own measurable goals, objectives and action steps to support the SAWDB's vision and strategic objectives. The SAWDA PA CareerLink® Scorecard captures a variety of SAWDB-identified information designed to provide a 'performance snapshot' by PA CareerLink® that includes:

- Number of new UC claims filed and the percentage of claimants served
- Foot traffic
- Unique participants
- Percentage of customers with a barrier to employment
- Total services provided
- Percentage of employers using the PA CareerLink®, including percentage of repeat customers
- Number of employer services provided
- Number of job postings
- Number of job referrals
- Number of On-the-Job (OJT) training contracts prepared
- Number of Workshops and recruitment events
- Labor force, employment and unemployment rates, and UC rates

This information is reported monthly and reviewed by the SAWDB, One-Stop Operator (OSO), and PA CareerLink® partners. It is also shared with system stakeholders. The partners, OSO, and SAWDB are in the process of setting specific numerical goals around the information captured on the Scorecard.

¹ Pennsylvania's Workforce Development Plan (PY 2016-PY 2019), pg. 7.

Workforce development leadership will ensure that the new goals and objectives are aligned and further reflect Governor Wolf's and the SAWDB's strategic vision.

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

The SAWDB will deploy the following strategies to achieve the vision and goals established for the region. They are classified on two levels: Administrative (SAWDB) and Programmatic (PA CareerLink® and Workforce Development Partners and stakeholders).

Administrative

- The SAWDB will annually review its policies to ensure, where legally possible, they are employer and jobseeker customer friendly and do not create barriers to effective service provision. Agility is key to success and the public workforce system and its administrators must strive for the same.
- The SAWDB will continue to support and look for opportunities to expand Industry Partnership participation in targeted sectors. Included in this is a promotion of registered apprenticeships to those companies/industries that are well-positioned to benefit from this model.
- The SAWDB will continue to support 'Core Workshops' and identify and work to secure flexible funding to support incumbent worker training as well as address future pipeline supply issues.
- The SAWDB will ensure that significant resources are available to expand the promotion and utilization of OJT, registered apprenticeships and other proven employer training services.
- The SAWDB will continue to support staff involvement in and engagement with the PREP partners to ensure alignment of workforce and economic development strategies and resources.
- The SAWDB and OSO will annually review the PA CareerLink® employer service mix to determine any gaps, based on local need and WIOA direction.
- The SAWDB and OSO will annually review employer services outreach materials and enhance and professionalize the materials utilizing the expertise of the SAP&DC Marketing and Communication Specialist.
- The SAWDB, with input from the PREP partners and IP participants, will review the High Priority Occupation List to ensure it reflects employer hiring needs.
- The SAWDB will encourage quality education providers to submit relevant programs for inclusion on the Eligible Training Provider List to ensure customers can access training that meets employer demands.
- The SAWDB and OSO will annually review PA CareerLink® employer-centric goals to ensure alignment with Governor Wolf's and the SAWDB's strategic vision and confirm that the benchmarks are sufficiently ambitious and promote continuous improvement.

Programmatic

- The OSO, PA CareerLink® Site Administrators and PA CareerLink® management teams will review their policies and procedures to identify and mitigate any barriers to service provision.
- The SAWDB, OSO and PA CareerLink® site administrators will work with the SAWDB's Special Populations Committee to identify and address service gaps and ensure that the public workforce system provides services to meet the workforce needs of the target populations.
- The OSO and PA CareerLink® site administrators will ensure that each PA CareerLink® has an

active Business Services Team made up of the ‘right’ representatives from partner agencies.

- The PA CareerLink® staff will gather business intelligence through employer outreach and utilization of Center for Workforce Information and Analysis (CWIA) data to ensure alignment of job seeker services with employer hiring needs.
- The PA CareerLink® site administrators and the OSO will review Business Service Team communication plans to ensure that employer outreach is coordinated among all partners.
- The PA CareerLink® staff will strengthen relationships with employer-driven organizations and associations (SHRM, Chambers of Commerce, Rotary, etc.) and use these as vehicles to educate members on available services and resources.
- The PA CareerLink® staff will work closely the PREP partners to provide leveraged resources in support of business recruitment, retention and expansion efforts.
- The PA CareerLink® staff will help to identify and support employer-driven incumbent worker training opportunities.

Ensuring business and jobseeker engagement in the workforce system comes down to three things: determining customer needs, informing the customer that the system is able, willing and ready to meet their needs, and having the ability to meet those needs in a timely and effective manner. The utilization of aforementioned strategies will ensure that our customers are engaged in a meaningful way and that the one-stops are well-positioned to meet the needs of their business jobseeker customers.

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

Developing and implementing successful sector initiatives requires an understanding of the sectors and their relationship to the labor force. The board recognizes the important role up-to-date Labor Market Information plays in building the foundation and consequently takes special steps to ensure that current and accurate information guides the decision-making process. Every full board meeting has a standing agenda item focused on labor market information where an experienced board member provides a presentation on a topic related to the workforce and then leads a discussion of the topic to address questions from the other board members. Many of these discussions focus on a targeted industry sector. The result of those discussions is a well-informed board armed with accurate and current information that is used to guide the board in making strategic decisions related to training, and the identification of high priority occupations aligned to employer needs.

The SAWDB and its economic development partners have begun to take the region’s industry partnerships to a new level through the next-generation partnership initiative. Economic and workforce development professionals have joined forces and combined resources to gain a higher level of industry intelligence to better understand the current and projected needs of employers and together, coordinate PREP and workforce resources in support of increased business development and retention. The importance of this link with economic development and other stakeholders cannot be understated given the changes in business cycles where one business or industry sector declines and others open or expand. For example, within the last two years, the coal industry had bottomed out in Cambria and Somerset Counties. However, with changes in the political climate, the industry has seen a new resurgence. Also, with the development of the Southern Alleghenies Entrepreneurial Ecosystem known as ‘Startup Alleghenies’ a POWER-supported initiative, the SAWDB and its PA CareerLink® system are well-positioned to assist the economic development community with support for the new

businesses being developed.

The SAWDB has, for many years, identified targeted industry clusters to further define and refine its strategic focus. Accordingly, the SAWDB targets resources in the region in support of its five clusters including special emphasis and support for a number of Industry Partnerships focused on manufacturing and healthcare. The five clusters represent a significant portion of the region's overall employment and provide jobs that pay family sustaining wages. A summary of each cluster is included below along with special initiatives designed to enhance the workforce in the targeted clusters. The clusters include:

- Advanced Manufacturing
- Building and Construction
- Business Services
- Healthcare
- Logistics and Transportation

The advanced manufacturing cluster currently represents approximately 19,000 jobs in the region and while it is expected to decline slightly by 3.4%, a number of occupations continue to be in demand and are listed on the region's High Priority Occupation List (HPOL). Companies continue to need CNC machine tool operators, machinists, structural metal fabricators, maintenance and repair technicians, and welders, cutters, solderers, and brazers. Even though the industry is projected to be smaller in the future, employers continue to struggle to fill welding and machining positions. In response to that need the SAWDB is supporting efforts to build a supply of new entrants into the field. The SAWDB in conjunction with the Central PA Workforce Development Corporation and the North Central Workforce Development Board, are supporting a sector partnership initiative designed to integrate education and training to support the manufacturing sector and its current and future workforce. Another sector initiative is the support of special events highlighting the industry—manufacturing days where employers collaborate with economic and workforce development professionals and educational institutions to showcase manufacturing. Companies provide tours, students can talk with production professionals and company management about specific products and company culture, and explore the training needed to pursue a career in manufacturing. Two youth-related initiatives, Youth2Work and YouthBuild also target support for the manufacturing sector, in addition to construction and healthcare. Through these, youth with significant barriers to employment are receiving training that results in an industry recognized credential and paid work experience in a business setting that will allow them to utilize their skills and showcase their abilities to a perspective employer.

Employment in the Building and Construction industry in the Southern Alleghenies region is projected to grow from 9761 in 2015 to 10,272 by the year 2025. This represents an increase of 5.2 percent through this period. Job growth will be driven by but not limited to specialty trade contractors, construction of buildings and heavy civil engineering construction. Occupations in this industry sector that represent significant demand include brick masons and block masons, carpenters, cement masons, concrete finishers, construction laborers, electricians. The construction of a new power plant in Cambria County is expected to employ 300-500 workers during the 30-month construction schedule. Also, the extension of a major highway in the region has brought a considerable number of construction jobs to the southern part of the region and the project's prime contractor has shown a significant interest in hiring local talent. While the Southern Alleghenies region does not currently have a

significant number of registered apprenticeships, the SAWDB and its partners are promoting the value of this employment model. Apprenticeship fairs are being held to educate the community and employers to the value of apprenticeships; this is especially true for the trades associated with this target industry. In the case of the road expansion, the contractor along with the one-stop system, the local Career and Technology Centers, the economic development agencies, and several organized labor organizations have teamed up to sponsor and host apprenticeship fairs for potential workers and there are plans to hold additional events in the future. The fairs are held at the Career and Technology Centers and the organized labor organizations provide people and equipment to demonstrate and talk with potential applicants. These career fairs provide the opportunity for interested individuals to learn about the industry, see new technology in operation, and specifically discuss the necessary qualifications and hiring process. The SAWDB is also supporting the construction industry through the Youth2Work and YouthBuild initiatives that target young adults who have significant barriers to employment such as low education levels, homelessness, low income, and criminal records. Program participants receive classroom education, workforce preparedness training and hands-on construction experience through actual building projects.

The Business Services clusters include a broad range of support services to companies, to include but not limited to public relations services, direct marketing services, legal services, staffing services, security services, education and training services and telecommunications services. The sector employs nearly 7% of the regions workforce. Key industry sectors within this group that are projected to grow within the Southern Alleghenies region include Professional and Technical Services (22.3%) and Administrative and Waste Services (14.2%). The continues to be a demand for marketing managers, computer and information system managers, purchasing managers, cost estimators, management analysts, training and development specialists, computer system analysts, software developer, computer user support specialist.

The Healthcare industry continues to grow steadily in the Southern Alleghenies and remains the largest employer of all the targeted clusters in the region, employing 21% of the labor force. This growth is project to continue as the region's population continues to age growth is expected to increase by the year 2022 to more than 38,000 workers. The gains will be seen in home health care services, individual and family services, social assistance, and other ambulatory health care services. The occupations with the greatest demand include registered nurse, licensed and practical nurse, nursing assistant, healthcare social worker, respiratory therapist, emergency medical technician, paramedic, mental health and substance abuse social worker, and medical and clinical laboratory technician. Being the largest and the fastest growing industry also requires a large pipeline to meet the demand for workers. The previously referenced Sector Partnership and targeted youth initiatives also include components to support the healthcare industry sector. Individuals interested in pursuing careers in healthcare can receive basic education, workforce preparedness, and mentoring to better position them to pursue occupations that provide a solid wage and benefits. Additionally, the SAWDB supports Health Careers Awareness Week; a special recognition of the industry that calls attention to its importance to the region and educates students and the public to the industry's many employment opportunities.

Moving goods is a lifeline for many businesses and the region's access to major highways is key to keeping that lifeline, represented by the Logistics and Transportation industry cluster, healthy. The Logistics cluster includes the analysis and coordination of an organization's supply chain. The Transportation industry can be broken down into three groups of companies: shipping, passenger transport, and equipment manufacturers. Fortunately, the Southern Alleghenies is well-positioned and served by two major east-west and two major north-south highways that provide strategic access to a

significant portion of the east coast of the United States and its metropolitan centers. According to the Center for Workforce Information and Analysis' industry cluster data, Logistics and Transportation accounts for approximately 5.4% of the total employment in the region. Sub-sectors that employ the most logisticians are manufacturers, federal government, professional, scientific and technical services, management of companies, and wholesale trade. Occupational demand in transportation and warehousing is projected to increase through the year 2022 by 1170 workers and transportation and material moving is projected to increase by 1550 over the same period. Heavy and tractor-trailer truck drivers continue to lead the list of high demand occupations while others such as cost estimators, logisticians, industrial engineers, and supervisor-transportation and vehicle operators are demand occupations. Each year, the SAWDB supports a significant number of individual training requests for the driving occupations associated with this industry to meet the heavy demand.

The clusters defined above represent a significant portion of the economy but there are other industry clusters that either don't have many workers overall or they have a large number of workers but the occupations do not typically pay a family sustaining wage. The two such best are the Energy and Hospitality, Leisure and Entertainment clusters. The Energy cluster represents only 2% of the workforce but pays very well in comparison to the Hospitality cluster which accounts for 8% of the workforce but has many jobs that pay less than the family sustaining wage for the region. The Energy sector had been negatively impacted by the closure of coal burning power plants and coal mines. However, with the change in political direction, and in anticipation of industry deregulation, new mines have recently opened and previously shuttered operations have reopened. While it is not anticipated that mining will return to the 1950/60 levels, where some 30 to 50 percent of the Cambria and Somerset populations were employed in the mining industry, the industry may grow to the extent that it rises to the level of a targeted industry.

The SAWDB's support of the targeted industry clusters has resulted in long term success placing job seekers in positions that pay a family sustaining wage. The board also works closely with its economic development partners to identify and support opportunities for business recruitment, retention and growth. While most of the region's job openings are replacement-related (aging workers leaving the labor force), labor market information points to potential growth opportunities in the following emerging industries:

- General warehousing
- Services for the elderly and persons with disabilities
- Continuing care retirement communities
- Residential Intellectual and Developmental Disability Facilities,
- Residential Mental Health and Substance Abuse Facilities
- Perishable Food Manufacturing
- Crushed and Broken Limestone Mining and Quarrying

These specialized industries (6 digit NAICS) are all projected to grow by between 166% - 1139% by 2025. They fall under the umbrella of the targeted industry clusters of Logistics and Transportation, Healthcare, Agriculture and Food Production and Energy and their rapid growth projections merit special consideration and additional attention. These specialized industries have had low employee densities but according to projections, were estimated by 2025 to need an additional 8600 employees over the 2001 levels.

Several key projects are also underway and that are helping to spur growth. The extension of US Highway 219 from Somerset, Pennsylvania to the Maryland border will eventually connect a major state highway and interstate to an interstate in Maryland. This brings with it quicker shipping routes and the

possibility of new storage and trans-shipping facilities. The construction of a power plant and several healthcare facilities have supported increased employment in the construction industry. Also, a series of hospital mergers that moved the institutions from non-profit to profit status has brought some growth in the billing and coding area. With increased support for new business development through the POWER-supported Southern Alleghenies Entrepreneurial Ecosystem, known as Startup Alleghenies, comes additional opportunities for the workforce system to engage with its economic development partners, expand its next-generation sector work and support new and emerging industries and occupations.

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.

Labor force connections will occur at multiple levels throughout the entire workforce system and include a wide variety of system partners and stakeholders. As referenced above, the SAWDB supports numerous programs and special initiatives designed to first gather employer labor force requirements and then communicate those needs to the region's labor force, especially those who are targeted for special assistance and have multiple barriers to employment.

While vehicles like the next generation sector partnerships will help to further identify industry needs, the SAWDB recognizes that the workforce system may not be well-positioned to help those with barriers to employment prepare to compete for those job openings. The SAWDB has reinforced its commitment to providing meaningful services to target populations and has set the direction and tone for service delivery through the efforts of its Special Populations Committee. This committee includes representatives from the private sector, Office of Vocational Rehabilitation, Department of Corrections, Health and Human Services, Adult Education providers, the US Department of Veterans Affairs and others with a commitment to assist those who face some of the most significant barriers to employment. This committee is tasked with identifying service gaps and recommending enhancements to the public workforce system that will increase the marketability of those with barriers to employment and better connect these individuals with demand occupations. With significant input from this committee, the public workforce system will continue to develop and deploy unique strategies designed to address employer hiring demands and provide employment opportunities to those with barriers. These will include but are not limited to:

- Promotion of Apprenticeship Fairs - these events have fostered closer working relationships with companies that support apprenticeships and improved partnerships with those labor councils that provide apprenticeships. The fairs will be aggressively marketed to dislocated workers, especially the long-term unemployed and those with readily transferable skills, individuals on public assistance including EARN program participants, and young adults in hopes of addressing pipeline issues.
- Career Fairs for Target Populations - building on a successful recruitment tool, the SAWDB and its PA CareerLink® sites will support events designed to enhance employment opportunities for special, target populations including individuals with disabilities, senior workers, low income residents, and young adults.
- Enhanced Business Service Team Membership - membership has expanded to include representatives from the EARN program, the Office of Vocational Rehabilitation, the Senior Employment Service, and Corrections. Coordination between partner staff engaged in employer outreach has been enhanced and with it, increased collaboration and greater market

penetration has been realized. The state-wide business services staff can also serve as a resource to help the Committee identify strategies to promote workforce diversification and inclusion.

- Youth2Work and YouthBuild - an initiative designed to transform the lives of young adults through education and employment. These programs target those young people who have made poor choices in their past and who now face serious barriers to employment. Those targeted for assistance include high school dropouts, the homeless and/or transitioning out of foster care, and those with criminal records. Participants will earn their GED and industry-recognized credentials in healthcare and manufacturing occupations and participate in paid work experience.
- Helm's Academy - an innovative program that combines the talent and resources of Goodwill of the Southern Alleghenies, the WIOA Title I provider in Bedford, Blair and Cambria Counties, the Pennsylvania Highlands Community College and other community stakeholders. The partnership has established a community-based educational option for adults without a high school diploma or GED. The Academy provides adult general education development, work readiness, job development and placement, and wrap-around support service; successful participants will receive a Commonwealth Secondary School Diploma, a dual-earned college credit, and support to further the individual's education and employment.
- STEPS (Steps Toward Employment-Progress-Success) - this innovative program developed by the Community Action Partnership for Somerset County, the WIOA Title I provider in Somerset County, helps participants address three specific barriers to employment - criminal backgrounds, mental health issues and substance abuse. During weekly sessions, participants tackle the issues, receive support and additional referrals to relevant agencies, and ultimately graduate to a Job Club and mainstream job search services.
- Support for expungement of court records - workforce partners in Cambria County continue to support a pilot program that brings together the county court system and individuals with criminal records but without convictions. For those determined eligible, their criminal, non-conviction court records are expunged at no cost. This has significantly increased their marketability.

As a core partner, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screen 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.

Special assistance will also be provided to those unemployed from targeted industry sectors. Resources secured through the federal POWER initiative will be directed to those who have lost their jobs due to the downturn in the coal industry. Eligible dislocated workers will also have the opportunity to explore entrepreneurial opportunities and receive professional coaching through Startup Alleghenies.

Through this multi-pronged approach, the public workforce system will be well-positioned to assist jobseekers, especially those with barriers to employment, gain the necessary soft skills and occupational credentials necessary to meet employer-identified workforce needs.

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

The Southern Alleghenies region encompasses more than 4,600 square miles, 60% of which is still forested. Consequently, much of the region is rural and public transportation is limited. Fixed route public transportation is only available in Cambria and Blair Counties, with the cities of Johnstown and Altoona as the respective hubs; 89% of the region's jobs are also found in these two counties. Van service is available on a limited basis in the four rural counties; this system is primarily utilized by senior citizens to access healthcare. This lack of public transportation, especially in the region's more rural areas, can create significant challenges for those seeking employment but without access to an automobile.

Despite the limited access to transportation resources, there are coordinated efforts underway to identify and address transportation issues. With guidance from the Southern Alleghenies Planning and Development Commission (SAP&DC) and leadership from the local elected officials, multiple partners have come together to address the challenges created from this lack of public transit. The Southern Alleghenies Rural Planning Organization (RPO) is developing the 2018-2042 Long-Range Transportation Plan (LRTP) that outlines a vision for the region's transportation system over a minimum 25-year horizon. The plan will identify the region's transportation assets, highlight current and future transportation needs, and outline a series of goals and objectives designed to address these needs. The plan is being developed in coordination with PennDOT and with significant input from key stakeholders, including representatives from the public workforce system.

In July of 2017, the Southern Alleghenies RPO adopted its Coordinated Transit-Human Service Plan (CTP). This document provides direction for the region to improve public transportation options and promote the mobility of those who are dependent on transit. Furthermore, this plan seeks to close transportation gaps in service availability, quality, and communication. The CTP has been developed with considerable input from a variety of community stakeholders including the SAWDB and PA CareerLink® sites.

Both plans are required to secure public funding, most notably support available through the Fixing America's Surface Transportation (FAST) Act. This act includes provisions to increase transportation options, assist in redeveloping communities, and expand employment opportunities especially for low-income residents, minorities and individuals with disabilities. The Southern Alleghenies Planning and Development Commission (SAP&DC), the PA Department of Transportation designee to provide rural transportation planning for the region, will work to secure funding to address the issues identified within the transportation plans. As an arm of the SAP&DC and active participant in both planning initiatives, the SAWDB, and with it the public workforce system, will have input on projects that serve to connect jobseekers with employment opportunities.

To facilitate access to workforce services, the SAWDB and its workforce partners have supported the establishment of multiple PA CareerLink® access points across the region. Public libraries and community centers serve as remote locations where workforce and volunteer facility staff can provide basic services to customers who don't have personal access to the internet or in some cases, the resources to travel to one of the region's five PA CareerLink® sites. The SAWDB is also exploring additional opportunities to increase the portability of services to better address transportation issues.

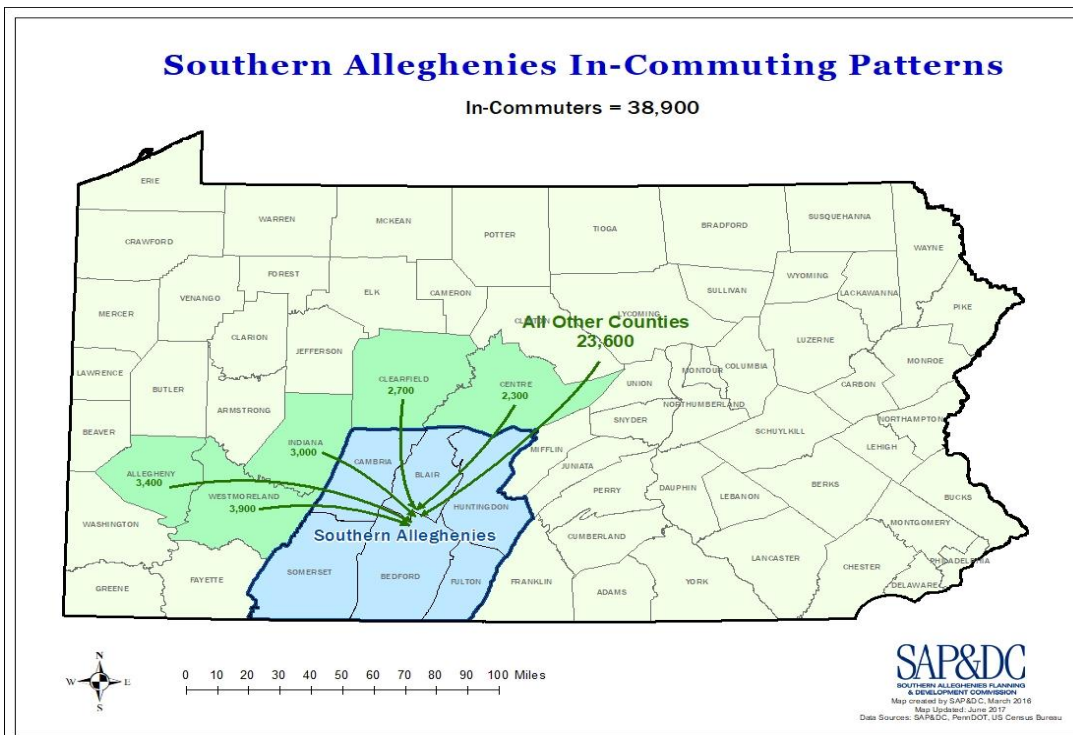
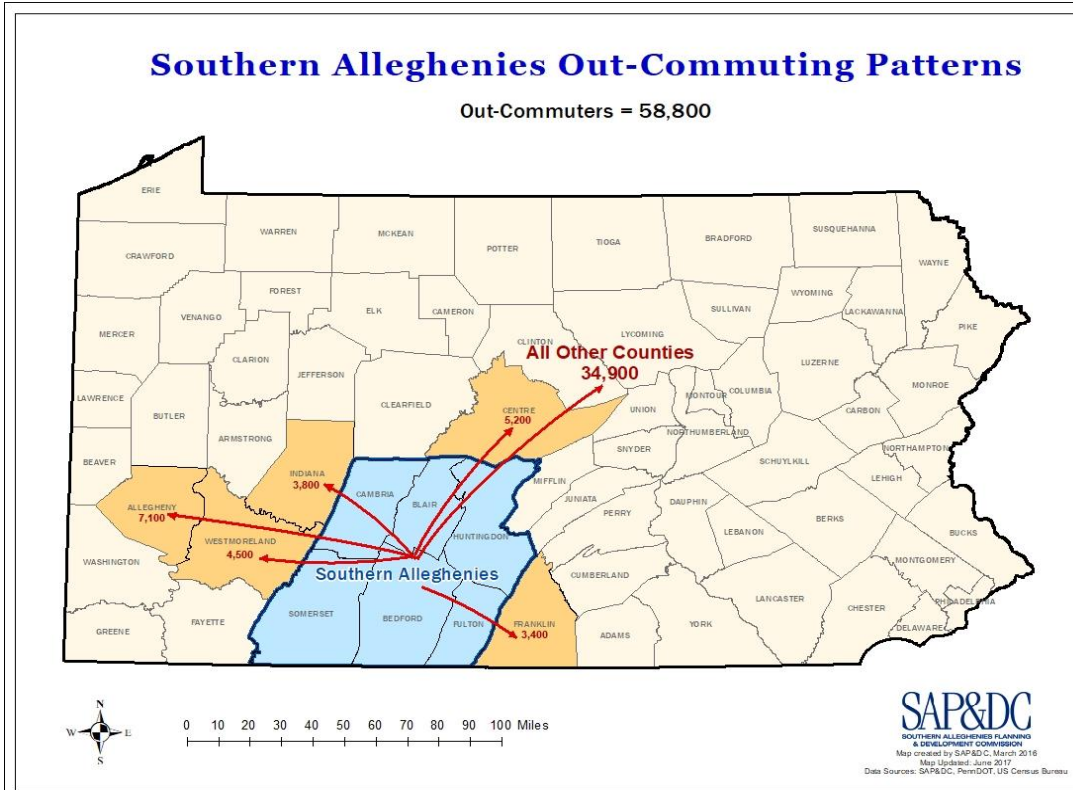
The SAWDB has a long history of providing financial support for a variety of supportive services. These include transportation assistance, childcare, and support for work-related clothing, tools, and other

essentials to increase an individual's marketability or all their participation in a work-based training opportunity. Transportation assistance is by far the most sought-after service, not surprisingly given the region's geography and general lack of public transportation. It is anticipated that assistance provided to offset commuting costs while an individual is pursuing post-secondary education or engaged in On-the-Job Training (OJT). Youth participating in paid work experience also receive financial assistance while they are participating in paid work experience programs. As is the case with OJT, this financial support is provided until the individual receives their first paycheck.

Commuting Patterns:

Of the 158,300 jobs in the region, more than 75% or 119,400 jobs are held by residents of the six counties. The other 25% or 38,900 positions are filled by individuals who commute into the Southern Alleghenies region for employment. Conversely, nearly 59,000 residents leave the region for employment. Only in Blair County do the 'in-commuters' outnumber the 'out-commuters'; roughly 45% of those coming into the county for employment reside elsewhere in the Southern Alleghenies region. Blair is also the only county where the number of jobs exceeds the available labor force. This is no doubt a direct reflection of Blair County's strong local economy, with 35 % of all jobs in the region, and low unemployment rate (5.0%) when compared to the rest of the counties that make up the Southern Alleghenies. By comparison, 56% of the resident labor force in Somerset leave the county for employment; there are roughly 8,700 more workers than jobs. In the case of Huntingdon, where there are 8,300 more workers than jobs 71% of the resident labor force leave the county for employment.² The SAWDB and its workforce partners, will be watching these numbers closely as new business development increases, especially in rural Huntingdon and Somerset Counties. An examination of commuting patterns may help to identify geographic areas and industries where skill gaps exist and therefore require more 'in-commuters' to meet industry workforce needs.

² U.S. Census Bureau 2015, OnTheMap Application, Longitudinal-Employer Household Dynamics Program Local Area Unemployment Statistics, December 2015, Center for Workforce Information and Analysis



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

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

The workforce development area profile from the Center for Workforce Information and Analysis (CWIA) website places the 2015 population of the region at 452,132, nearly equally split between female and male. The 2016 estimate from the PA State Data Center from March 2017 places it slightly lower at 443,042. The population is weighted toward the older age groups. The age group 55-64 contains 14.9% of the population or 67,367 persons. The 18-24 age group entering the workforce is only 8.7% or 39,335 persons, a difference of 28,032, meaning there are physically not enough people to replace eligible retiring workers. The trend in this area is a continuing decline in the population overall with the younger age groups declining the quickest.

AGE	POPULATION	PERCENTAGE
0-17	89,522	19.8%
18-24	39,335	8.7%
25-34	49,282	10.9%
35-44	53,803	11.9%
45-54	65,107	14.4%
55-64	67,367	14.9%
65-74	46,117	10.2%
75+	41,596	9.2%

The population is reasonably well educated evidenced by the 89% graduation rate among all persons 18 and older. Additionally, 41.4% have some college or a degree. Additionally, 85% of WIOA participants who attend training with the support of Individual Training Accounts in High Priority Occupations are completing their course work and working in their field of study contributing to the rise in education levels. The high school graduation rates have fluctuated between 88% and 91% since the 2011-2012 school year. The lowest being 11% for a school district cyber school and 100% for seven schools in the region. The dropouts are the one of the biggest challenges as the counselors work to find those individuals and get them connected to and engaged with the resources that might help them get their diploma and successfully become part of the workforce.

AGE GROUP	PERCENTAGE
Less than 9 th Grade	3.2%
9 th to 12 th Grade, No Diploma	8.0%
High School Graduate (Includes Equivalency)	47.7%
Some College, No Degree	16.8%
Associates Degree	8.0%
Bachelor's Degree	10.8%
Graduate or Professional Degree	5.5%

Individuals with barriers to employment is a broad group given the 13 different populations targeted for service by WIOA. However, the impact of poor educational attainment and lack of skills may be clearly seen in those individuals with barriers to employment such as poverty, disability, citizenship

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and language. Included in those groups are Displaced Homemakers, Indians, Alaska Natives and native Hawaiians, Low Income Individuals, Individuals with Disabilities, Older Individuals (age 55 and older), 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 years of exhausting lifetime eligibility under TANF, Single Parents (including pregnant women, and Long-Term Unemployed Individuals. These groups represent the most vulnerable in our system and significant efforts and resources will be directed to identifying and serving these individuals. PA CareerLink® staff recognize that unique strategies will need to be developed and deployed to reach many of the targeted populations including utilizing flexible operating hours and potentially meeting customers at locations other than the PA CareerLink® office. The SAWDB will encourage and support professional development to ensure that staff are comfortable and confident that they are well-positioned to identify and address the needs of these target populations. The SAWDB's Special Populations Committee is working with the site administrators to identify service gaps and outreach strategies. Recent data from the CWIA have shed some light on barriers to help us determine the volume and characteristics of these target groups.

A meaningful level of detail related to the education and skill levels of the target populations in the local area is currently unavailable. What can be shared is as follows:

- 12.5% of those sixteen years of age and older (44,182 individuals) have an income that places them below the poverty level, 28% of this group are employed, 11% are unemployed and 61% are not attached to the workforce.
- 14% of the working population age 25-64 reports some type of disability. The unemployment rate for that group runs from 11% to 19% in the counties included in the region while the unemployment rate for those without disabilities is 5.6% to 7.1%. Additionally, of the 36,631 individuals in the disability group, the percentage of individuals not in the labor force varies between 31% and 52% in the counties in the region.
- Less than .05% in the region are not U.S. citizens and less than 1% or 4,111 individuals are reported as not speaking English "very well."
- Single parent households represent 31.4% of all households in the region with children.

The subject of employment status, like barriers to employment, is a multi-faceted issue that starts with population and workforce participation rates. Fortunately, there is plenty of data to use for analysis. Defined as a measure of the number of people in the labor force as a percentage of the population 16 and over, this figure has been consistently below fifty percent while having a significant impact on both the unemployment statistics as well as the declining labor force participants. A variety of evidence indicates that several factors contributing to this problem to include the weak state of the labor markets, an aging and declining population, retirements, discouraged workers and the absence of employability skills. The influence of these trend factors implies that potential labor supply has been adversely affected creating challenges for employers as the area economy moves forward. The participation rate in the region has been less than 50% since at least 1990 and has been decreasing since 2007. The April 2017 rate is 46.7%. The civilian labor force is down 1.3% or 2,800 persons for the year to a level of 207,100. The employed population in the region is also down 0.5% or 1000 persons for the year as are five of the six counties in the region, according to April 2017 labor market data. Perhaps the most publicly visible indicator of labor market health are the jobless statistics. These

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numbers across the region are currently well below the recession peak while falling back to the low six percent range which is generally the norm during normal economic times. However, at this point these figures may be a somewhat misleading economic indicator, falling not because of a rising employed population but rather because workers have been dropping out of the labor force. If these workers were still attached to the labor force, the unemployment rate would be significantly higher. The unemployed population also reflects a smaller number compared to last year which should be a good thing when looked at from the unemployment rate of 5.5%. However, when taken in context with the shrinking labor force and employed populations, it can only mean there are less people looking for work. That trend creates a similar situation to the non-high school graduate problem of identification of and engagement with the public workforce system.

Under the leadership of the SAWDB, the PA CareerLink® staff will be expected to expand outreach to these target groups. Through community resource mapping, we will identify those program providers who routinely serve these individuals and establish a coordinated method for referral to and case management with the public workforce system. The PA CareerLink® staff will conduct greater outreach to the agencies below and measure customer referrals:

- Veterans Organizations including the US Department of Veterans Affairs;
- Family Counseling Services including homeless and women's shelters and related community and faith-based organizations, food pantries, public libraries, EARN providers;
- County Bar Associations, MH/MR Community Services and Addiction/Recovery providers, and Transitional Re-entry Advisory Councils;
- Senior Community Employment Program providers and County Area Agencies on Aging;
- County Children and Youth services, free medical clinics, and community family counseling service providers.

The PA CareerLink® staff have significant experience in serving individuals with barriers to employment; they will utilize their combined expertise and a variety of assessment tools to help customers develop their individual employment plans. These 'roadmaps to success' will include not only those services provided through the public workforce system but also identify appropriate referrals to partner programs that can further support attainment of the individual's vocational goal. Close communication and collaboration will be expected between the PA CareerLink® and supporting partner agencies and will be essential to meet, in many cases, the special needs of those in the target populations.

Sources: Central PA Workforce Development Corporation, Educational Attainment by Age Group 2015
Central PA Workforce Development Corporation, Southern Alleghenies Cohort Graduation Rates
PA Department of Labor and Industry, CWIA, Southern Alleghenies Local Plan Data, 2016
Central PA Workforce Development Corporation, SA Labor Market Status Report, April 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?

It is board policy to continuously solicit input from a broad range of organizations and groups that are involved in workforce development. It has and will continue to provide enhanced support for On-the-Job Training and Apprenticeships programs by placing significant resources at the disposal of the PA

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CareerLink® centers and their employer partners to supply employers with the right employees with the correct skill sets.

The board and board partners depend upon and thrive on the quality of collaboration and communication between all parties impacting the workforce. Regular meetings of local and regional committees, sub-committees, industry partnerships, economic development forums and senior business and political leader working groups all help to inform the board about what is happening at various levels in the workforce. That information is combined with information gathered by counselors at the local level in the CareerLink to form a picture of the workforce. Additionally, workforce and educational attainment data is gathered from multiple sources to provide a basis for comparison to local data. The information is then presented to the full board for discussion and policy action if necessary.

Regular monthly meetings of the one-stop operator occur immediately following the monthly executive committee board meeting. Those one-stop meetings have proven to be crucial to the effective flow of information pertaining to board intentions regarding skill gaps as well as a place to gather immediate feedback from the operator. It also facilitates a parallel planning process for new initiatives because the information is fresh and the key leadership is in attendance.

Formal data analysis from multiple sources such as Help Wanted On-Line, local newspaper ads, and information pulled from state data sets is routinely used to keep the partners informed about the workforce. It is also important to watch local developments closely, as these provide current relevant input to the analysis.

A recent experience with dislocated coal miners highlighted how skills can get rusty. Many miners who came to the PA CareerLink® for help were found to be basic skills deficient upon initial testing and therefore unable to access training programs until remediation was completed. These were highly compensated workers who had been very successful that now found themselves delayed in looking for a new position until they brushed up on their reading and math skills. Additionally, those without a high school diploma found that they could not even apply for many positions until they completed the equivalency testing. This phenomenon has also been seen in the manufacturing sector as well when plants closed and the older more experienced segment of the workforce needed significant basic skills remediation to find new employment. Given the higher density of older workers in the region, the one-stops should expect to continue to see customers in that situation. Consequently, the board is strengthening its connection to that population through the “Pathways to Employment” initiative with adult education partners, working on special projects to development curriculum that is job-based and targeted to healthcare and manufacturing. Another example of the local influence occurred in conjunction with the industry partnership solicitation for 2016. The provision that training result in an industry recognized credential had a very real impact on the decision not to apply. The employers, through the industry partnerships, did not feel that training resulting in a credential was supportive of the training they felt they needed which helped us to understand exactly what the skills gaps were.

Below are the current and relevant skills that cluster employers in the region seek in current employees.

- **Advanced Manufacturing** – The advanced manufacturing cluster has long been a solid part of the local economy that requires constantly changing technology to remain competitive.

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Manufacturing positions from supervisors to skilled craftsmen and production workers to maintenance mechanics are strong in the following skill areas:

- Communicating with Supervisors, Peers, or Subordinates
 - Making Decisions and Solving Problems
 - Performing General Physical Activities
 - Inspecting Equipment, Structures, or Material
 - Oral expression and oral, written, and reading comprehension
 - Mechanical aptitude
- **Building and Construction** – Technicians such as drafters and skilled craftsmen like carpenters, masons and electricians have a wide range of skills including:
 - Ability to listen to the wants and needs of the customer and translate that to a product that can be forwarded to a craftsman for actual development.
 - Mathematical skills to provide the proper instructions to the field resulting in fewer mistakes and less need for modification of plans.
 - Handling and Moving Objects
 - Organizing, Planning, and Prioritizing Work
 - Choice and implementation of the correct material and accepted construction practice.
- **Business Services** – The workforce involved in the business services cluster tends to be more educated and their skills more complex. The financial managers, accountants, information management professionals, and customer service representatives have skills that are technical, personal, and analytical in nature. Included in those categories are:
 - Analyzing Data or Information
 - Reading comprehension
 - Performing for or Working Directly with the Public
 - Communicating with Persons Outside Organization
 - Evaluating Information to Determine Compliance with Standards
 - Interacting with Computers
- **Healthcare** – The healthcare cluster is the largest cluster in the region and encompasses a wide variety of occupations that range from individuals providing direct patient care to the administration required in a highly-regulated industry. Those employees possess very diversified skill sets such as:
 - Assisting and Caring for Others
 - Documenting/Recording Information
 - Accurately translating written orders into action
 - Oral expression and comprehension
 - Processing information
 - Monitoring processes, materials, or surroundings
 - Inductive reasoning, judgment and decision making
 - Establishing and maintaining interpersonal relationships
 - Updating and using relevant knowledge

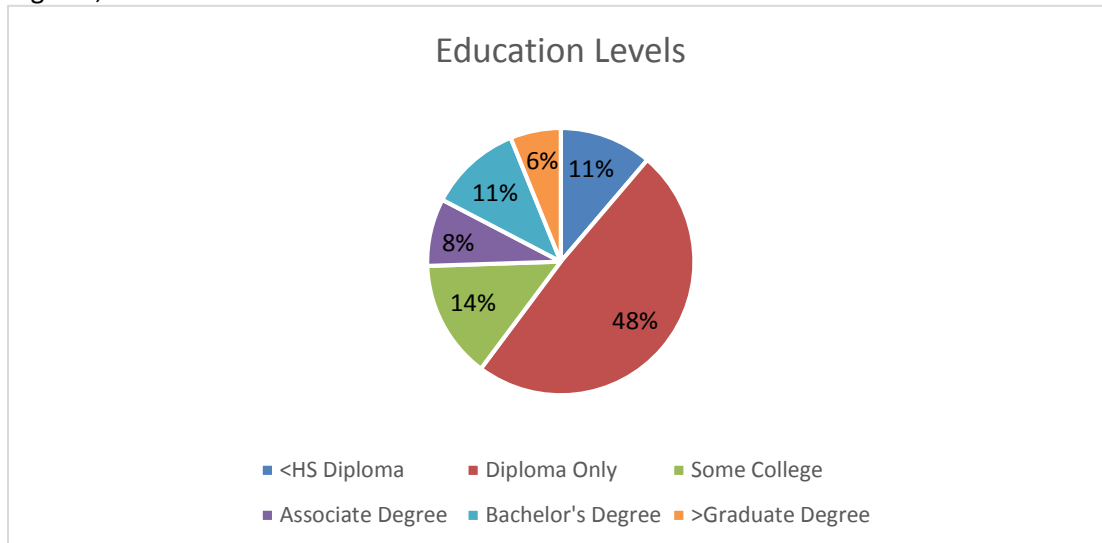
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- **Logistics and Transportation** – Employees in the logistics and transportation cluster include those involved in the actual movement of cargo to those involved in processing and accounting for inventory and managing the flow of cargo to final destination. Workers in the cluster have skills such as:
 - Vision, spatial orientation, and reaction time to safely operate equipment
 - Material Handling
 - Operating equipment safely
 - Evaluating Information to Determine Compliance with Standards
 - Thinking Creatively
 - Identifying Objects, Actions, and Events
 - Communicating with Persons Outside Organization

This analysis begins with a look at the education level of local area population 25 years of age and older totaling 323,272.



A large majority of the population, 89%, possesses a high school diploma or higher. A further break down reflects that 48% are at the high school diploma level, 17% have some college but no degree, 8% have an associate degree, 11% hold bachelors and 6% hold a graduate degree or higher. That leaves 11% of the population with education levels between 9th and 12th grade.

The proposed 2017 High Priority Occupation List for the local area provides a good place to start to analyze the employment requirements for industries and occupations that are important to the local economy. The proposed regional list contains 57 occupations. The necessary entry level educational attainment levels are reflected below:

<u>Educational Level</u>	<u># Occupations on List</u>	<u>% of Total</u>
Work Experience	10	18%
Short Term OJT (<1yr)	8	14%
Med. Term OJT (<1yr)	9	16%
Long Term OJT (>1yr)	6	10%
Post-Secondary	8	14%

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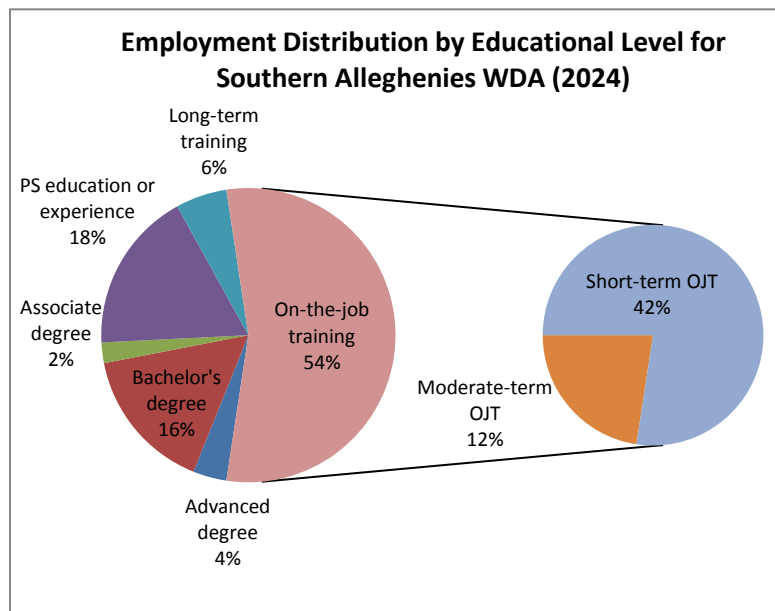
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Assoc. Degree	3	0.5%
Bachelor's Degree and +	13	23%

A closer analysis of the chart above reveals that while slightly more than 20% of the high priority occupations in the local area require a bachelor's degree or higher, the jobs that require a high school diploma and some type of post-secondary vocational training or on-the-job training are in much higher demand at 72%. Consequently, the board will focus its resources on those types of training as much as possible and ensure career planners have up to date information that can be used to guide job seekers.

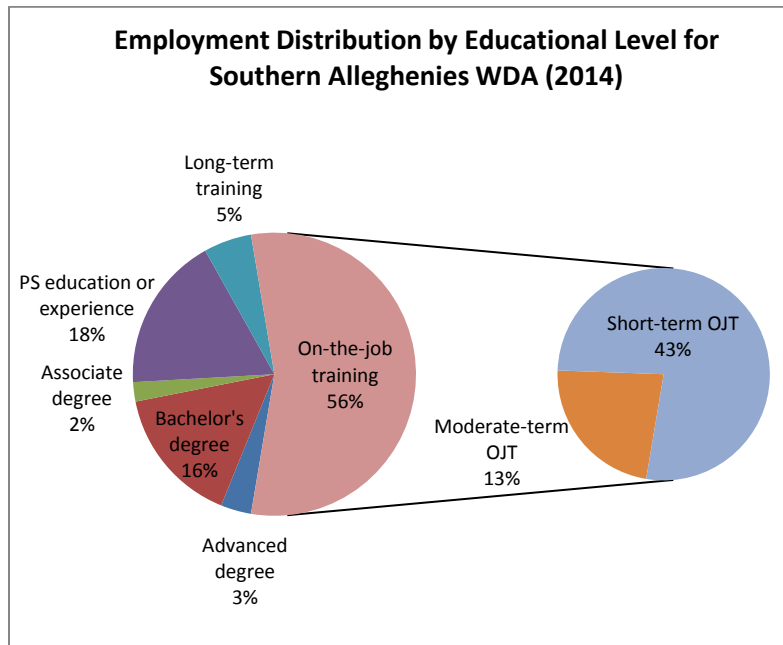
The charts below illustrate, that for the projectable future, the education requirements for the region's workforce is not expected to change much. The CWIA Employment Distribution by Education statistics comparison between 2014-2024 indicates there will be a slight increase in projected employment with long-term training and advanced degrees rising the most. However, there will be virtually no change to the education distribution among the workforce. Short to moderate-term OJT will make up more than half of the requirement supporting the boards decision to concentrate on marketing and promoting OJT and apprenticeship to area employers.



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The Board will support policies and programs that strive to provide a solid foundation of soft skills in the PA CareerLink® sites and its partners while using training funds to focus on the skills that will support job placements in the High Priority Occupation List. The CWIA data from Help Wanted On-Line (HWOL) appears to reinforce this focus as eighteen of the twenty top skills are related to 3 of the regions targeted industry clusters: Healthcare, Logistics and Transportation, and Building and Construction. Further reinforcement comes from the fifteen of the top twenty certifications being related to 2 industry clusters, Healthcare and Transportation. The importance of computers and associated software skills is evident from a review of the top twenty tools and technology with nineteen being directly related to computers and one being screwdrivers.

Source: PA Dept. of Labor, CWIA, Copy of So Alleghenies Local Plan, June 2017

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 challenges the board faces are primarily related to timely intelligence and funding priorities. Consequently, the board strategy will be to connect with as many employers as possible using multiple avenues striving to have an impact on:

- Timely identification of needs from employers
- Development of consensus to achieve multi-employer economies of scale
- Lead times for curriculum development
- Lead times for arrangement of trainers

The Board and staff will participate on as many committees, advisory panels, and partnerships as possible to gather information from different industries, levels of leadership, and PA CareerLink® customers. The PA CareerLink® site administrators will operate Business Service Teams tasked with connecting with employers and then use employer workshops to address some incumbent worker training needs. The board allocates funds every year to provide workshop seed money to the PA

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CareerLink® sites which they then leverage with partners to provide the needed training at little or no cost to the employer community. The SAWDB additionally allocates funding, if available, to provide the one-stop assistance with job fairs targeted at employers who have openings and are actively seeking employees. The SAWDB's One-Stop Operator has established businesses services as prime focus for the PA CareerLink® business service teams and has established a monthly scorecard that measures progress in contacting new employers, servicing current employer customers and developing new services aimed at attracting, hiring, and retaining employees.

The SAWDB will continue to connect with the economic development community directly and through the Partnership for Regional Economic Progress (PREP) where one employer need can be identified and potentially be embraced by multiple employers when staff shares that need with other contacts. Also, by being an active partner with PREP, the board has access to employer surveys which often include skill training needs. The board will continue to pursue similar opportunities whenever possible. Some of the other avenues the board uses to gather skill gap information are various advisory committees for high schools, career and technical centers, community colleges, and adult literacy providers.

The board and staff are actively involved with the Next Generation industry partnership initiative in the region to directly interact with employers, economic developers, and education partners to collect information and coordinate future actions. The board has been successful in helping to coordinate incumbent worker training among multiple employers even without industry partnership grants by working closely with industry partnership coordinators. Once an employer expresses a need, that training topic is circulated among all the partnership employers. If sufficient interest is there, a trainer is contacted for pricing and marketing takes place to increase enrollment and lower cost for each participating employer. If there is industry partnership funding, the employers pay 25% in cash and the grant will fund the remaining amount. The hours employees spend in training, along with facilities or food provided by the employers is counted as in-kind match. If no industry partnership funding is available, employers can choose to self-fund the training and the board uses its resources to market and recruit additional employers with a goal of driving down the per employer cost.

Another avenue to address the employer need for skills is to import them or more importantly, the people who possess them. The board will work with different community groups in Altoona and Johnstown who are focused on transforming their cities by addressing blight, crime, and business declines through community development aimed at bringing younger residents into the region and encouraging entrepreneurs. Helping in that process is the board's participation with tourism projects that seek to market the region's outdoor and cultural activities to major metropolitan areas within a two-hour drive of the Southern Alleghenies.

The process of developing apprenticeships may provide a pathway to alleviating the lag in curriculum development by getting education providers in direct contact with employers who are determining what their related instruction needs to be. Consequently, the board has placed additional focus on apprenticeship development which has already resulted in at least four companies starting on the apprenticeship development path this year. Development of apprenticeships for in-demand occupations helps to get that curriculum in place which can then be used for other apprenticeships or modified more quickly if necessary.

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The Board was an active partner with the committee that recently completed the Southern Alleghenies regional Comprehensive Economic Development Strategy (CEDS) 2015-2019. The two strategies noted below are in direct support of Goal Number One in the CEDS: Seek Expansion of the Regional Economy Through Diversified Job Growth.

- *Strategy 2:* Conduct annual assessments of high demand jobs and specific skills required in those positions to focus workforce development and job placement activities according to current opportunities.
- *Strategy 3:* Support workforce development programs that provide information technology training and certification, as well as other employee skills training.

The various strategies described above are directed at ensuring the businesses in the region know and understand that the workforce board and the PA CareerLink® sites are the face of the public workforce system and believe this is the place to call for assistance in addressing issues with the workforce.

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

The Southern Alleghenies local area includes a wide range of workforce development activities provided by multiple partners that include but are not limited to the one-stop system, career and technical centers, for-profit providers, community colleges, and post secondary institutions. There are seven Career and Technical Centers that provide training to secondary and post-secondary students. There are two community colleges that provide training to most of the six-county local area. There are five degree producing institutions and two business colleges that also provide training to residents of the local area.

While the local area is home to a significant number of post-secondary institutions and a variety of public and private training providers, many of our residents are not prepared to pursue and successfully complete training programs because they lack the requisite reading and math skills. The SAWDB and its PA CareerLink® sites will continue to work closely with the coalition of ABLE Title II providers, community-based and other service organizations that provide adult basic education services, and the local area's network of public libraries to ensure that job seekers have the necessary skills to successfully complete post-secondary education coursework and return to the workforce. Division of Adult Education Coalition meetings are held regularly and include representatives from career and technology centers, school districts, child and adult development corporations and members of the SAWDB. Frequent communication with partners and referrals between providers and the board and PA CareerLink® sites has served to better connect those customers in need of adult basic education with appropriate providers of the service. The SAWDB has further cemented its position on the importance of adult basic education by including a Coalition representative on the SAWDB, its One-Stop Operator Consortium and its committee dedicated to serving special population. Exciting initiatives underway, and described in greater detail later in this plan include a pilot Integrated Education and Training model (IET) designed to connect dislocated workers who are basic skills deficient with adult basic education providers and the Helms Academy which will introduce post-secondary educational opportunities to those who may have dropped out of school or have other barriers that have kept them from pursuing post-secondary education. In both cases, adult basic education providers figure prominently and will be key to the programs' success. The Southern Alleghenies public workforce system consists of five full

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PA CareerLink® sites and multiple access sites where residents can receive personal service or conduct self-service activities. This is critical given the diverse and rural geography of the region where a one-stop may be more than an hour's drive from some parts of the county. Those one-stops and the access points are the entry point to services that can include orientation, job search (both assisted and unassisted), career training, targeted skill development workshops, and job fairs. The activities are planned and organized so that a participant can get on at any point depending on their personal situation and level of need and get off when they have met their own goals. Orientation is the introduction to the one-stop and its services. A confident self-motivated job seeker can take advantage of Job Gateway® and the state-wide system of job postings and somebody who never completed a resume can receive one-on-one assistance from staff to utilize Job Gateway®. Assistance with using labor market information to make informed career and training decisions is also available. A variety of workshops are offered regularly and range from basic and intermediate computer to preparing for an interview. All the activities are geared toward putting people to work.

Many of the institutions listed above provide programs made available to eligible workforce system participants through the Eligible Training Provider List (ETPL). The local ETPL has a total of 295 courses offered by 18 providers, currently the most robust list of any workforce area. The workforce system also provides the opportunity for work-based training through the OJT program, summer work experience for youth and internships offered through special grants. Additionally, the board will be supporting initiatives with employer groups to create opportunities for transitional employment as well as work experience for adults and dislocated workers.

The significant number of providers and the broad breadth of consumer choice from the large number of available courses combine to provide strength to the system's ability to respond to employer and jobseeker needs. Dual enrollment opportunities for secondary students is another strong element that helps to promote educational attainment by providing students with the chance to earn college credit while in high school.

Even though there are many providers offering a broad set of choices for training, the rural geography of the region and general lack of public transportation combine to limit access to a significant portion of the local population. Another challenge is the level of technical training offered in the vocational or trades arena. While the career and technical centers provide a variety of trades training, many employers require more advanced skills training. The cost of education continues to be a deterrent to some seeking training even with funding support available through the public workforce system. This is particularly evident for dislocated workers and underemployed adults who often must choose between attending training or working at a job that pays significantly less than their prior earnings.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The Southern Alleghenies Workforce Development Board (SAWDB) will lead initiatives designed to enhance the skills of the workforce in order to meet the needs of the region's employers to compete in a world economy. To accomplish this, the SAWDB is committed to supporting a data-driven, goal-oriented public workforce system that:

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- Is flexible and responsive to the changing needs of jobseekers and employers;
- Embraces innovation as espoused in the Workforce Innovation and Opportunity Act (WIOA);
- Is committed to serving all those who are seeking employment or employees;
- Is integrated into a larger, coordinated network that includes other entities with a similar mission;
- Recognizes the importance of career pathways and invests in training opportunities that are tied to employer demand and result in jobs that pay a family-sustaining wage for the employee;
- Is committed to excellence and accountable to its funding agents, its customers, and its partners.

The SAWDB will help to advance its vision and support attainment of the performance accountability measures as outlined in the WIOA Section 116 for local areas through the following:

1. Increased resources directed to support industry-driven training. Beyond the training benchmarks established in Pennsylvania's Workforce Development Plan, the SAWDB will direct its WIOA Title I allocation, Rapid Response Funding, POWER resources and National Emergency Grant awards and other competitively secured resources to support training that results in industry-recognized credentials. On-the-Job Training (OJT) will continue to be heavily promoted; all positions supported through OJT will provide a wage that meets or exceeds the local self-sufficiency level. The SAWDB will continue to seek flexible funding and leverage and align partner support to help raise the educational attainment level of our residents and support jobseeker and incumbent worker training needs. Efforts will be closely coordinated with the Partnership for Regional Economic Performance (PREP) partners and WEDnetPA service providers to ensure that employer needs are identified and addressed and services are not duplicated. As a member of PREP, the SAWDB will utilize the partnership opportunities with the region's economic developers to coordinate services that support business recruitment and retention, and incumbent worker skill advancement
2. Increased alignment with WIOA Title II (Adult Education) and Office of Vocational Rehabilitation (OVR) to support greater career pathway development and utilization. The Sector Partnership initiative, Pathways to Employment, will promote employer-supported curriculum development, expand integrated training opportunities for targeted in-demand occupations, and address employer-identified literacy issues in their incumbent workforce.
3. Continued support for the region's Industry Partnerships (IPs). Industry-driven consortia have been in place in the region for more than 16 years. These will serve as a vehicle for promoting apprenticeships, a training model that has been slow to gain traction in the region. Increased engagement between employers that effectively utilize apprenticeships and those considering this resource for employee development and career advancement will be supported.
4. Greater analysis of the High Priority Occupation (HPO) and Eligible Training Provider (ETP) Lists to include data analysis of training investments and the effectiveness of preparing participants for

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employment in their fields of study. Increased communication and collaboration with members of the IPs and the Southern Alleghenies Higher Education Consortia will help to ensure that employer needs and educational offerings are aligned. Additional work will be conducted to develop and promote micro-credentials and prior-learning credits.

5. Enhanced partner integration specifically with OVR, the Employment, Advancement, and Retention Network (EARN), and Department of Corrections with a goal of greater inclusion and seamless referral between programs. The SAWDB's new standing committee will focus on service to target populations with significant barriers to employment. The SAWDB's Special Populations Committee will act as the conduit for information between agencies that serve WIOA target populations and the SAWDB and its PA CareerLink® sites.
6. Expanded and enhanced work-based opportunities for youth. The SAWDB will continue its support for and promotion of summer and year-round paid work experience, internship, and apprenticeship opportunities. Its modified OJT policy to allow for a slightly lower wage for youth participants has expanded utilization of this service. Signs indicate that continued SAWDB emphasis on OJT opportunities for youth have resulted in this service gaining greater traction and momentum. Contracts written to date far exceed the \$10.00 per hour minimum established for youth OJT participants.
7. Support for special initiatives such as 'Transforming Lives through Education and Employment-Youth2Work', YouthBuild and other services that address the special challenges of Out-of-School Youth with significant barriers to employment.

Like the Commonwealth, the SAWDB and its workforce partners are committed to supporting an 'effective workforce development system built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data.'³

Each year, the PA CareerLink® Management Teams, with assistance from the One-Stop Operator Consortium (OSO), develop their own measurable goals, objectives and action steps to support the SAWDB's vision and strategic objectives. The SAWDB PA CareerLink® Scorecard captures a variety of SAWDB-identified information designed to provide a 'performance snapshot' by PA CareerLink® that includes:

- Number of new UC claims filed and the percentage of claimants served
- Foot traffic
- Unique participants
- Percentage of customers with a barrier to employment
- Total services provided

³ Pennsylvania's Workforce Development Plan (PY 2016-PY 2019), pg. 7.

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- Percentage of employers using PA CareerLink®, including percentage of repeat customers
- Number of employer services provided
- Number of job postings
- Number of job referrals
- number of On-the-Job (OJT) training contracts prepare
- Number of Workshops and recruitment events
- Labor force, employment and unemployment rates, and UC rates

This information is reported monthly and reviewed by the SAWDB, One-Stop Operator (OSO), and PA CareerLink® partners. It is also shared with system stakeholders. The partners, OSO, and SAWDB are in the process of setting specific numerical goals around the information captured on the Scorecard. Workforce development leadership will ensure that the new goals and objectives are aligned and further reflect Governor Wolf's and the SAWDB's strategic vision.

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 SAWDB recognizes that having an effective OSO is key to core program integration and effective service delivery. Per the requirements of the WIOA, the SAWDB competitively procured a OSO; the selected consortium represents the following partners:

- WIOA Title I
- WIOA Title II Adult Education
- YouthBuild
- Community Services Block Grant

In addition to the OSO, the SAWDB is supporting the development of an advisory council that includes representatives from all the core programs. Together the SAWDB, OSO and core partner advisory council will work together to ensure that services are coordinated, and resources are aligned in support of the SAWDB's strategic vision and goals. Seamless integration of services is key. For the average customer who enters a one-stop in the region, there is nothing to indicate that services are provided by the many organizations and agencies listed above. From its layout by function, rather than staff seating by agency, to the common forms shared by partners and the integrated referral network, the region's one-stops strive to be a model of service integration and inclusion. Lines of authority, chains of command, and mandated 'firewalls' are recognized and respected by those in the one-stop system. With the PA CareerLink® Site Administrators providing the functional leadership, the partners (mandated and others) within the region's PA CareerLink® sites are committed to providing the workforce services needed by the region's jobseekers and employers. They include but are not limited to:

- Office of Vocational Rehabilitation staff provide workforce information and referral for persons with disabilities and help customers to achieve their vocational goal. They assist other one-

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stop staff on matters related to disability awareness and accessibility and serve on the Business Services Teams. Staff assist individuals with disabilities to secure and maintain employment and independence under Title IV of the Rehabilitation Act. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocation counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screen 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 death. The state-wide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include individuals with a disability.

- WIOA Title I staff provide Career (basic, individualized, and follow-up) services to adults, dislocated workers and youth. They assist in and coordinate the delivery of workshops and other common services with other partners.
- Bureau of Workforce Policy and Operations staff provide a variety of workforce services associated with Wagner-Peyser, including job search and placement assistance and provision of labor market information.
- Department of Human Services staff provide services for DHS-administered programs and work with one-stop staff to further the employment opportunities and goals of their clients.
- Adult Basic Literacy Education staff provides remedial adult education services to jobseekers; they are key partners in the region's sector partnership initiative.

There are currently three WIOA Title I subcontractors in the Southern Alleghenies Workforce Development Area. The organizations and the counties they serve are as follows:

- Goodwill of the Southern Alleghenies- Bedford, Blair and Cambria Counties
- Employment & Training of Huntingdon- Fulton and Huntingdon Counties
- Tableland Services, Inc.- Somerset County

These providers were selected through a competitive Request for Proposals (RFP) process initiated by the LEOs and the SAWDB and completed in May 2017.

The SAWDB has taken a 'team' approach when it comes to operations in the region and it enjoys outstanding working relationships with everyone, from the local elected officials and members of the OSO and members of the PREP, to the core partner staff who work directly with the customers. Because of these strong lines of communication and spirit of cooperation that is present in the region, the local system has been recognized by the state and the US Department of Labor for its ability to meet the needs of its customers through its cooperative and coordinated approach to service delivery. Examples of this include:

- SAWDB staff meet regularly with WIOA Title I providers to discuss topics ranging from performance management to Board policy changes, operating system modifications, service

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delivery improvements.

- SAWDB director participation in monthly OSO and site administrator meetings to ensure communication flows from the SAWDB directly to the PA CareerLink® sites. The OSO also participates in and reports out at all SAWDB and Executive Committee meetings.
- SAWDB director participation in state-organized meetings of the local WDB directors to ensure that information flows from the local area to other LWDA's and the state and then back to the region.
- SAWDB director and staff participation in the PA Workforce Development Association board, Policy Council, and technical work group meetings to ensure that communication flows from our local area to other LWIA's and the state and then back to our region.
- SAWDB staff participation in regularly scheduled meetings of Industry Partnerships, Business Service Teams, PREP partners, service organizations, etc. to convey information relative to workforce initiatives to these entities and provide feedback to the Board.

Furthermore, the SAWDB director and staff maintain an 'open door' policy so that they are accessible to all workforce partners and stakeholders, including PA CareerLink® staff at all levels.

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?

This SAWDB's vision and goals, outlined above, reflects the values of the Board and its partners and supports Governor Wolf's strategic vision for workforce development in Pennsylvania in the following ways:

Commonwealth Goals

- **Establish career pathways as the primary model for skill, credential and degree attainment.**
SAWDB Goal 2,5,7- Increased alignment with WIOA Title II and OVR to support greater career pathway development and utilization. The increased support from and interaction with Title II Adult Education providers and the OVR, will enable individuals with barriers to employment to gain the necessary skills and credentials needed to obtain a family-sustaining job in the Southern Alleghenies. The following initiatives align directly to this goal:
 - Pathways to Employment that provides opportunities for dislocated workers, who are basic skills deficient, to receive an industry-recognized credential at the same time they are participating in remedial education. This Integrating Education and Training (IET) initiative promises to present educational opportunities to those who may never have considered themselves candidates for post-secondary education.
 - Promotion of Registered Apprenticeships- SAWDB, Business Service Teams (BSTs), educational partners, and economic developers have been actively promoting registered apprenticeships to the employer community. We believe that this industry model will provide the necessary skilled pipeline for employers, address their retention issues, and provide jobseekers with significant employment opportunities

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that will lead to self-sufficiency and enable them to secure transferable and transportable industry credentials.

- **Expand public-private investment in the state's pipeline of workers and in incumbent workers for targeted sectors.** Each of the SAWDB Goals 1-7, identified in Section 2.1, support investment in workforce pipeline and enhanced training opportunities for the incumbent workforce. Both are critical issues in the region. Even with a declining population, employers are projecting significant worker shortages as skilled employees reach retirement age and youth are not entering the skilled trades in sufficient numbers to replace those exiting the workforce. The SAWDB, PREP partners, and WEDNetPA providers have successfully coordinated large-scale incumbent worker trainings but they have only begun to 'scratch the surface' in addressing employer-identified incumbent worker training needs. The SAWDB and its partners will continue to aggressively pursue flexible funding opportunities; intelligence gathered from the next-generation industry partnership consortiums. Through greater analysis of the High Priority Occupation and Eligible Training Provider Lists, and increased alignment with industry intelligence, the region's workforce system will be better positioned to support training that will result the credentials most in demand by industry.
- **Increase Opportunities for all youth to participate in work-based learning.** The SAWDB Goals 6,7 continue to place significant emphasis in support of youth work-based learning experience, as illustrated in nearly all its goals found in Section 2.1. The SAWDB recognizes the importance of supporting work-based learning opportunities for youth and ensuring that the work-readiness standards that are applied to these services reflect employer expectations. While paid work experience services have been a long-standing offering, the utilization of OJT for youth had never reached its potential. The Board has modified its OJT policy to encourage employers to hire youth through this service; interest in and use of this service has subsequently increased. Additional initiatives in support of this goal include:
 - Activities through the region's Business-Education Partnership (BEP)- youth are exposed to the educational requirements and employer expectation. Increased connections with the Career & Technology Centers is also occurring because of the BEP.
 - YouthBuild and Youth2Work- these SAWDB-supported initiatives have enabled young people, with barriers to employment, gain industry-recognized credentials and participate in paid work experience opportunities that mirror their interests and skills.
- **Engage employers through multi-employer workforce partnerships.** All SAWDB Goals 1-7 support employer partnership through workforce development. Workforce intelligence and sector strategy development are tied to all the Board's goals. The SAWDB has been involved in employer consortia development and support for over 17 years and recognizes that success will come only through employer investment and engagement in the public workforce system.
- **Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes.** SAWDB Goal 4 directly aligns with this goal of enhanced data sharing to facilitate greater analysis of education and employment outcomes. With ever-increasing investments in occupational skills training, it is essential for

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local areas and the Commonwealth to determine effectiveness. We need to accurately assess service outcomes. Are participants completing training and securing jobs in their fields of study that pay family-sustaining wages? With an expanded referral network, increased program co-enrollments, and greater leveraged resources, improved data sharing between partner agencies will be essential to accurately measure program/service outcomes.

The SAWDB believe that its efforts, examples of which are highlighted through the regional and local plans will serve to meet the unique needs of the region it serves, align with and support Governor Wolf's vision and goals for workforce development in Pennsylvania, and help to promote and facilitate 'jobs that pay' and 'schools that teach.'

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 Performance Accountability attachment includes the specific performance levels negotiated for the Southern Alleghenies region. The SAWDB's goals, identified in Section 2.1 of this plan, are tied directly to and support the achievement of the performance measures outlined in the WIOA Section 116. They include:

Title I Adult & Dislocated Worker Employment Rate

- All the Board's goals, except for those related specifically to youth, support participant employment (2nd quarter and 4th quarter past exit). Stronger entered employment and job retention rates should result from the increased emphasis on connecting individuals with industry-driven training opportunities and providing the financial resources to reduce barriers to successful completion. This is especially true for participants in the On-the-Job training service; they are considered employed on day one of the contract and retained by the employer following the successful completion of the training plan. Greater integration with partner programs (OVR, EARN, Corrections), will mean additional leveraged resources including staff assistance with participant job search and placement.

Title I Adult, Dislocated Worker, and Youth Median Earnings

- There is a well-documented correlation between an individual's educational attainment and their employment and earning potential. Greater emphasis in training, along with the increased resource allocation to support it, will result in more participation in classroom and OJT. Enhanced development of career pathways and support for micro and stackable credentials will further increase our customers median earnings.

Title I Adult, Dislocated Worker, and Youth Credential Rate

- Realization of the negotiated credential rate will hinge on the local workforce system's ability to connect its customers with credentialed training and the SAWDB's ability to reduce barriers to successful completion through resource allocation and program support. As with earnings, use of career pathways, and the stackable credentials that can be earned along the employment path, will help the achievement of this measure.

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Title I Adult, Dislocated Worker, and Youth Measurable Skill Gains

- Achievement of this performance measure hinges on the local system's ability to connect job seekers with training that will support employment in a high priority occupation and align to the participant's interests and abilities. Identifying and reducing/eliminating barriers to successful advancement will be key. The availability of supportive services, combined with enhanced case management and service coordination and integration among workforce partners will support attainment of this measure. These factors apply to classroom training and OJT, with its structured training plan that includes identified skills to be attained.

Title I Adult, Dislocated Worker, and Youth Effectiveness in Serving Employers

- While there remains some uncertainty regarding how this goal will be measured, the SAWDB's vision and strategic goals and those of its PA CareerLink® sites focus on identifying and meeting the workforce needs of the region's employers. Greater financial support for industry-driven training, both for potential new hires as well as the incumbent workforce, will help to address the employers' training needs. Increased collaboration among partners, including those housed in the one-stops as well as the PREP partners and community and faith-based organizations, will greatly improve service delivery to employers. No longer should employers be responding to multiple requests from various agencies all requesting the same information. Once an employer's needs are identified, referrals between partnering agencies should be much smoother and services provided seamlessly. Greater financial support for industry-driven training, both for potential new hires as well as the incumbent workforce, will help to address the employers' training needs.

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 local workforce development system includes a wide range of key stakeholders, from boards of local elected officials to small community-based organizations. These many and varied stakeholders are identified in the following narrative. The board of county commissioners representing the six-county Southern Alleghenies workforce development area, designated the Southern Alleghenies Planning and Development Commission (SAP&DC) as the Fiscal Agent for WIOA Title I funds. The SAP&DC, one of the commonwealth's Local Development Districts, also provides the staff to the SAWDB. The majority of the SAP&DC board is comprised of commissioners from the six-county service area; several key private sector and education representatives also serve. The president of the Commission's board is designated the region's chief local elected official; he is responsible for approving all appointments to the SAWDB. The Commission's board also works in cooperation with the SAWDB to develop and approve all local plans, reviews and approves the SAWDB budgets, and performance benchmarks. Since the SAWDB is a non-incorporated body, all contracts for services are made between the SAP&DC and the individual subcontractor; the LEOs accept liability for WIOA funds allocated to the region. The SAWDB director meets with the LEOs bi-monthly, and communicates as needed between meetings, to ensure that they are engaged and kept up to date on the state of the region's workforce development system.

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The SAP&DC, as fiscal agent, has a broad list of responsibilities related to the disbursement of funds including but not limited to:

- contract preparation and maintenance;
- invoice review and check disbursement;
- expenditure tracking;
- draw-down of funds from the CWDS including preparing Requests for Funds;
- fiscal monitoring of all subcontract/subcontractors;
- preparation and delivery of fiscal reports to LEOs and SAWDB;
- Resource Sharing Agreement Budget maintenance;
- check disbursement on behalf of the region's PA CareerLink® sites.

The SAWDB is comprised of 31 members that represent the private sector, organized labor, economic development (PREP partner), one-stop partners including OVR, Wagner-Peyser, and the Department of Human Services, community-based organizations including community action agencies, and education. In addition, other individuals who do not fit into the categories listed above, but bring special expertise to the table, have been asked to serve. They have optimum policy-making authority in their organization and are well-positioned to speak to the needs of their industry, organization, or client population. While board turnover is low, the LEOs work directly with appropriate entities in the Southern Alleghenies region to secure nominations to appoint new members or fill vacancies on the SAWDB. Private sector nominations are made by the appropriate county business organization; nominees come from companies that provide high-quality work and represent a targeted industry cluster. Economic development representatives are members of the PREP partners and are nominated by their individual board of directors. Representatives for education are nominated by their board of trustees, their operating committee, or in the case of adult education, by the ABLE Coalition. Labor representatives are nominated by their central labor council, regional council or area labor federation. The boards of directors for community-based organizations nominate their representatives. The Commonwealth Department of Labor and Industry nominates their representative. All nominations are made in writing on agency letterhead and forwarded to the Chief LEO. The Chief LEO reviews all nominations and officially appoints all members to the SAWDB at the bi-monthly meeting of the SAP&DC.

The SAWDB is dedicated to ensuring that the region's residents received the highest level of services available through the local one-stop system and that these services be provided by the PA CareerLink® partners in the most efficient and effective manner possible. The SAWDB has four standing committees including:

- The Executive Committee that meets monthly and acts on behalf of the SAWDB between its regular meetings.
- The Fiscal Committee which develops budgets, provides oversight and other duties as identified in the PA Department of Labor and Industry Workforce System Policy No. 02-2015, December 18, 2015.
- The Young Adult Council which provides the SAWDB with input on all matters related to serving youth, from training-related issues to performance review. They also develop the local strategic plan for serving TANF youth.

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- The Special Populations Committee focuses on identifying any service gaps in the local workforce system ensuring that the needs of those with significant barriers to employment are identified and addressed.

The role of the SAWDB in the workforce system has been expanded under the WIOA. The SAWDB complies with all regulations set forth in the WIOA and has executed the following in partnership with the local elected officials as they relate to the workforce system and its infrastructure:

- competitive process to identify the OSO;
- negotiation of the One Stop Partner Agreement with the PA CareerLink® partners to provide workforce services in the region;
- review and evaluation of performance of one stops and operators and certification of the region's PA CareerLink® sites;
- negotiation of WIOA Title I Performance Goals.

Other key responsibilities include:

- The selection of the WIOA Title I providers and the development of a performance management system designed to capture Title I and PA CareerLink® performance benchmarks to ensure that the workforce system operates in the most efficient and effective manner possible.
- Labor market information data collection, analysis, and dissemination. The SAWDB has positioned itself as a “go to” entity for the most up-to-date labor market information. To date, recipients of this data include the region's employers, economic development agencies, secondary and post-secondary educational institutions, and the PA CareerLink® sites.
- Industry Partnership development and support. The Board will continue to sponsor Core workshops designed to address the soft skills employers so often find lacking in their new hires and incumbent workforce.
- Involvement in regional educational initiatives like BASICS (Businesses and Schools Investing in Cooperative Solutions), and the Southern Alleghenies Higher Education Consortium. The SAWDB participation has helped to promote expanded career education and work experience opportunities for youth by leveraging non-WIOA resources.
- Support for and involvement in the Southern Alleghenies Entrepreneurial Ecosystem-Startup Alleghenies.

Together, the Chief Local Elected Official, SAWDB, and Fiscal Agent, form a strong team committed to ensuring that the workforce services provided in the Southern Alleghenies meet the needs of the jobseeker and employer community.

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

(See attached 'One-Stop Location and Program Services' for a listing of program partners and locations. Sections 4.1 and 4.2 of the Plan include additional detail on programs included in the Southern Alleghenies local workforce delivery system.

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The SAWDB has taken a ‘team’ approach when it comes to operations in the region and it enjoys outstanding working relationships with everyone, from the local elected officials and members of the OSO and members of the PREP, to the partner staff who work directly with the customers. Because of these strong lines of communication and spirit of cooperation that is present in the region, the local system has been recognized by the state and the US Department of Labor for its ability to meet the needs of its customers through its cooperative and coordinated approach to service delivery. The SAWDB has completed a competitive Request for Proposal process to secure a new One-Stop Operator that it believes will further enhance service alignment across partners. The OSO is a key player in workforce development; it is responsible to help provide direction to the delivery system and assist the one-stop with the implementation of the SAWDB’s strategic objectives. Its membership includes key stakeholders and form a consortium of three agencies (Goodwill of the Southern Alleghenies, Employment and Training Inc. and the Community Action Partnership for Somerset County-Tableland Services, who collectively represent the mandated partners- WIOA Title I, Adult Education, YouthBuild, and the Community Service Block Grant. They bring tremendous experience and a long and successful history of providing significant workforce services, especially to those with barriers to employment. They, along with the SAWDB director and PA CareerLink® site administrators meet monthly to review performance metrics, discuss and identify service gaps, lay the groundwork for new program implementation, and address any pressing issues or concerns. Their current focus includes:

- Increased outreach to those with significant barriers to employment;
- Implementation of National Emergency Grant- Job Driven and the sector partnership initiative- Pathways to Employment: Integrating Education and Training;
- Identification of new performance metrics for the Pa CareerLink® Scorecards

The OSO also:

- Assists with fiscal management and oversight in concert with the Fiscal Agent;
- Works to ensure seamless integration within the one-stop;
- Helps prepare for PA CareerLink® quality review visits;
- Ensures preparation and maintenance of the One-Stop Service Plan;
- Serves as liaison to the SAWDB and provides one-stop updates at Board and committee meetings;
- Selects, evaluates and supports the PA CareerLink® site administrators;
- Provides oversight of the performance management system relative to Common Measures and the PA CareerLink® Scorecards;
- Evaluates customer needs and satisfaction
- Completes reporting requirements;
- Oversees marketing/outreach for PA CareerLink® sites and system;

Since July 1, 2017, the OSO has already taken action to move customer satisfaction measurement to a digital platform, develop a website that will tie to social media applications and further promote the system and the coordinated measurement of performance levels, and further help expand services through greater use of technology, i.e., skype and teleconferencing.

Furthermore, the alignment of these programs, and their connection to the SAWDB, PA CareerLink® partners and workforce stakeholders directly supports the workforce strategies outlined in the state

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plan, the Southern Alleghenies Regional and Local Plan and the shared goals and objectives of the Governor and local Board. Examples of this include:

- The SAWDB/OSO/PA CareerLink® partner development of and support for the PA CareerLink® Scorecard, a single page 'performance dashboard' that illustrates, at a glance, how the sites are faring regarding customers served, including those with barriers to employment, training activities, placements, etc.
- SAWDB staff meet regularly with WIOA Title I providers to discuss topics ranging from performance management to Board policy changes, operating system modifications, service delivery improvements.
- The SAWDB Special Populations Committee, with its representatives from state and community agencies that serve WIOA target population, meet with the site administrators to identify service gaps and ways to improve outreach to those in need of the workforce services.
- SAWDB director participation in monthly OSO and site administrator meetings to ensure communication flows from the SAWDB directly to the PA CareerLink® sites. The OSO also participates in and reports out at all SAWDB and Executive Committee meetings.
- SAWDB director participation in state-organized meetings of the local WDB directors to ensure that information flows from the local area to other LWDBs and the state and then back to the region.
- SAWDB director and staff participation in the PA Workforce Development Association board, Policy Council, and technical work group meetings to ensure that communication flows from our local area to other LWDBs and the state and then back to our region.
- SAWDB staff participation in regularly scheduled meetings of Industry Partnerships, Business Service Teams, PREP partners, service organizations, etc. to convey information relative to workforce initiatives to these entities and provide feedback to the Board.

Furthermore, the SAWDB director and staff maintain an 'open door' policy so that they are accessible to all workforce partners and stakeholders, including PA CareerLink® staff at all levels. They will also be engaged in 'best practice brainstorming' sessions in the coming program year. These will be designed to capture input from the Board, OSO, and partners to improve, enhance and expand available services and their delivery.

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 WIOA has placed increased emphasis on expanding access to employment, training, education and supportive services and serving those who are most in need of assistance particularly individuals with barriers to employment. Thus, strong partnerships with community and faith-based organizations is more important than ever. The SAWDB began by expanding its membership to include the executive directors from two Community Action Agencies (CAAs) and with their assistance, the referral network between the one-stops and CAAs is being strengthened. As is often the case, those who come to the CCAs seeking assistance with housing and transportation, or drug and alcohol counseling are also in need of a job. Similar relationships are being developed or reinforced with other entities that include:

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- Juvenile and Adult Probation Offices;
- Transitional Re-Entry Advisory Councils;
- Transition Units (OVR);
- County Housing Authorities;
- Food Banks;
- Literacy Providers;
- County MH/MR Offices;
- County Assistance Offices;
- US Department of Veterans Affairs- Community Employment;
- Human Services Councils.

As one-stop staff and representatives from these agencies gain a greater understanding of each other's resources, clients and service needs/gaps, the opportunities for cross-referrals will be heightened and ultimately clients/customers will have access to a broader range of services designed to meet their needs.

Goal setting and performance benchmarking, above and beyond Common Measures, have been the hallmarks of service delivery in the Southern Alleghenies. Part of expanding access to workforce services is to first understand current 'market share' and recognize who is using our system. The SAWDB and its workforce partners draw on many CWDS service utilization reports to better understand demand and customer demographics. From this data, the SAWDB, the OSO (WIOA Title I, BWPO, ABLE, OVR, HHS), and PA CareerLink® Site Administrators and management team members will set measurable goals for the PY 17 program year. These goals will also incorporate the Department of Labor and Industry's 50% to 70% benchmarks associated with training and serving low income individuals and those with barriers to employment. These targets will be included in the individual PA CareerLink® strategic plans and Scorecards and reviewed monthly to ensure that staff are working towards the goals.

In support of expanding services to individuals with the greatest barriers to employment, the SAWDB has created the Special Populations Committee, which focuses on identifying any service gaps in the local workforce system ensuring that the needs of those with significant barriers to employment are identified and addressed. An OVR district administrator serves as the chair of this committee as well as on the SAWDB and its Executive Committee; this helps to ensure that the employment needs of individuals with disabilities will remain in the forefront. Other committee members include representatives from Department of Corrections, Human Services, Senior Employment, Adult Education, the US Department of Veterans Affairs, and others with a commitment to assisting those who face some of the most significant barriers to employment. The Board and its partners in the public workforce system recognize that innovative approaches must be identified and utilized if they are to be successful in placing these individuals in jobs with career pathways that ultimately lead to self-sufficiency. Specific programs and strategies are outlined in detail in Section 4.13 of this Plan.

- *Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).*

Every effort is made to co-enroll jobseekers with WIOA Title I and all appropriate programs when they are eligible and suitable for such services. The SAWDB and its PA CareerLink® partners have developed

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and support overarching strategies to ensure that all persons are afforded the opportunity to access all levels of PA CareerLink® services. They include but are not limited to:

- Orientations- made available to all in group and one-on-one settings and include a detailed review of services available through PA CareerLink®. The PA CareerLink® partners have been engaged in aggressive outreach to those targeted for the PREP program. This includes direct mailings inviting dislocated workers to the PA CareerLink®, as well as follow-up phone calls to encourage/ensure participation. For greater efficiencies, staff combined the PA CareerLink® and PREP orientations whenever possible.
- Preliminary Assessment- conducted early on to identify potential barriers to employment/service, identify service needs and appropriate service mix, and referrals to other partners. This also aids in determining those eligible for a priority of service including veterans and their spouses, and low-income individuals and those receiving public assistance.
- Development of an Individual Service Strategy to identify a customer's vocational/service goal and the services to be provided for the individual to reach their goal.
- Case Management- the assignment of a career planner who will work one-on-one to help ensure that the customer receives the needed services. The career planner will also act as an advocate for the customer.
- Follow-up to include regular communication between the career planner and the customer once the customer has reached their vocational/service goal. This is to ensure that any barriers to continued employment are addressed early on.
- Availability of tools and resources including WorkKeys Career Readiness Assessment/Credentialing
- Access Sites- due to the geographic expanse of the Southern Alleghenies, the SAWDB has established and supports 11 sites throughout the region. These are strategically located within each county and housed in traditional gathering places including community centers, libraries, senior centers and YMCAs.

SAWDB support for program alignment extends far beyond the Core service providers. Increased service coordination and resource sharing are underway with many entities whose mission includes a workforce development component. These include expanded relationships with:

- Employment and Retention Network (EARN)- to better integrate customers and programs with core PA CareerLink® offerings. Strong EARN/TANF staff participation on the SAWDB's Special Populations Committee, PA CareerLink® staff participation in EARN Direct Service Team meetings, and EARN staff engagement with the OSO has helped to further EARN integration;
- PREP- to ensure that the public workforce system supports the efforts of the region's network of economic developers;
- US Department of Veterans Affairs- to better integrate job seeking veterans into the public workforce system;
- Southern Alleghenies Education Consortium- SAWDB and staff participation on employer advisory boards and initiatives designed to connect college graduates with local employers to help stem the 'brain drain' issue;

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- Community Action Agencies (CAAs)- lack of gainful employment and low literacy are key issues with so many clients who receive specialized assistance from the CAAs. Strengthening relationships with these vital community agencies will result in improved service alignment and coordination. As providers of literacy and GED services, the CAAs are positioned to provide leveraged resources and support a more holistic approach to meeting customer needs.

The presence of a strong Adult Basic Literacy Education Coalition (ABLE) in the region, and specifically in the one-stops has helped to increase opportunities for partner referral to these vital sources for customer support. As noted throughout the Plan, significant WIOA Title I resources, as well as other partner funding, are used to support post-secondary education for eligible customers. Customer assessment has revealed the significant number of individuals who are basic skills deficient and therefore in need of adult basic education services. Referrals to these services are made by all partner programs, and can come at any time during service provision. The Pathways to Employment; Integrating Education and Training initiative is a prime example of adult education integration into a customer service plan and highlights the strong relationship between the Title II partners and the one-stop.

The ABLE Coalition has helped to drive Career Pathway efforts as well and have educated one-stop staff, customers and employers to the value of pathway recognition and support and many jobseekers have benefited from remediation at different levels of their engagement with the public workforce system. Under the WIOA, adult education functions as an individual's "on-ramp" to success in post-secondary education, job training, and career. The adult education on-ramp may serve people who are:

- working in low-wage, unstable jobs,
- without work history
- re-entering from incarceration
- testing at low learning levels
- preparing for college, or
- non-native English speakers.

An on-ramp is a career pathway program designed to serve individuals with significant barriers to educational and economic success. The adult education on-ramp shares accountability with WIOA staff and takes into consideration the client's individual engagement with public and private systems and seeks to deliver integrated service that will address each individual's specific needs.

The following Adult Education services provide stepping-stones that prepare participants to enter and successfully complete training and enter employment.

- **ABE** (Adult Basic Education): Students reading between 0 and 9th grade level learn reading, writing and math skills.
- **ASE / HSE** (Adult Secondary Education / High School Equivalency): Students reading at or above a 9th grade level learn academic skills to prepare for postsecondary education or a high school equivalency diploma. (GED® or HiSET®)
- **College and Career Readiness**: Students at all levels receive rigorous academic training to prepare them for the transition from adult education into (1) postsecondary education, (2) on-job training, or (3) jobs and careers.

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- **Workforce Preparation:** Students at all levels learn workforce preparation skills. These skills (including digital literacy, problem-solving, critical thinking, communication, time management, and other skills people need to be successful in any workplace) are embedded into appropriately contextualized learning opportunities.
- **Career Pathways:** Students learn about career options and the education and training pathway that will enable them to meet their career goals. Some adult education programs offer bridge classes to prepare students to enter a career area (e.g., health, manufacturing).

Some additional related services provided by adult education include but are not limited to the following:

- Health Careers Prep classes that learners can take to prepare to pass the school entrance exams for training in licensed practical nursing, certified nurse aide, phlebotomy, medical secretary and other related trainings;
- College Prep class is provided as an alternative to the non-credit bearing but costly developmental math class offered by the college;
- Community Agency Fairs where learners can consider post-secondary opportunities after they complete their adult education classes;
- SMART goals are developed by the learners and their case managers and shared with instructors so that their adult education instruction can be used as an 'on-ramp' to their specific career goals.

The SAWDB and its staff also work closely with the region's Career and Technology Centers to ensure that their programs of study are positioned to meet employers' current and future hiring needs. Many of the region's employers have expressed concern over their ability to attract and retain a skilled workforce. In the next five to ten years, the number of retirees will exceed the number of those entering the skilled trades. The CTCs are well positioned to respond to industry needs and the public workforce system will support program alignment through the following:

- SAWDB member and staff participation on employer advisory councils and Perkins Participatory Planning Committees. These serve as excellent vehicles to communicate employer workforce projections and review and advise current and proposed programs of study.
- Provision of detailed labor market information. The SAWDB has positioned itself and the PA CareerLink® sites as the 'go to' source for detailed, up-to-date information that is used to inform school administrators, educators, counselors, parents and students on demand occupations, compensation, and education attainment requirements.
- Support for Pennsylvania Department of Education equipment grants and other competitive funding. The SAWDB and its staff will continue to work closely with the CTCs to assist with procuring equipment to provide 'state of the art' training for their students.

The SAWDB and its staff maintain continued engagement with the CTCs as a source for occupational skills training through the ETPL and as a source of incumbent worker training and apprenticeship development. The SAWDB invests a significant portion of its WIOA Title I funding and federal discretionary and competitive grant awards in training for eligible PA CareerLink® customers. In PY 16, 115 ITAs were approved; 73% of the students attended CTCs. Given the significant level of investment, in terms of workforce dollars and customer time and commitment, it is vital that these programs of

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study align with employer demands, that graduates have the requisite skills to obtain gainful employment and that the SAWDB and the public workforce system provide the support necessary to ensure these successful outcomes.

In addition to providing needed services, the SAWDB has made significant efforts to ‘take the services to the customer’. This has been especially important given the geographic expanse of the region. In addition to 5 comprehensive PA CareerLink® sites and 1 affiliated site, the SAWDB has also established 11 access points throughout the region. These are in community centers and public libraries. Staff visit these sites to meet with individuals or groups who are unable to travel to a comprehensive site. The SAWDB has developed effective relationships with public libraries. Staff and volunteers are shown how to navigate JobGateway® and refer their job seeking customers to the closest one-stop. The SAWDB, OSO and one-stop staff are exploring other opportunities to increase the mobility of service delivery to include regularly scheduling and holding appointments in the offices of workforce partners including housing authorities, community action agencies, prisons, and similar locations. This will further facilitate outreach to those unable to travel to a one-stop.

The Workforce Innovation and Opportunity Act requires eligibility determination and the completion of a WIOA application for all recipients of WIOA Title I Individualized Career Services and Training services. In Pennsylvania, all WIOA Title I participant service tracking information including the WIOA Title I Application are required to be entered onto the state’s operating system of record, the Commonwealth Workforce Development System (CWDS). The SAWDB staff have developed an extensive monitoring system to validate eligibility determination. The process includes the following:

- File review- SAWDB staff review files annually to ensure that all appropriate eligibility documents have been secured and are included within the participant file. Also, that the information is posted onto CWDS and complies with state and federal requirements, as it pertains to data validation for eligibility verification for WIOA Title I, outcomes, service and program follow-up.
- Limiting use of Self-Certification- In the Southern Alleghenies Workforce Development Area, the use of Self Certification for eligibility validation, is permissible after all practicable methods of acquiring the proper verification have been exhausted or failed. This includes the use of telephone/documentation Inspection verification method prior to the utilization of self - certification to verify eligibility criteria. Concern over repeated use of self-certification led the SAWDB staff to develop a check list that is utilized by WIOA Title I staff and monitored by board staff during file review. It identifies the multiple methods that must be first utilized by staff before self-certification, as a last resort, is used to validate eligibility. SAWDB staff have analyzed the rates of usage of self-certification, reported the levels to WIOA Title I providers and provided them with technical assistance on the use other preferred methods, including telephone verification. In addition to participant file review, the use of Self Certification as it pertains to eligibility verification, is tracked and monitored in the Southern Alleghenies using data derived from a CWDS Ad-Hoc report created with the assistance of state staff. These combined efforts have contributed to a marked decline in the use of Self Certification for eligibility verification in the Southern Alleghenies region by 58% over the last two program years.

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It is also important to note that an analysis of participant characteristics, including barriers to employment, has shown that the decline in the use of Self Certification for eligibility verification has not adversely impacted access to program services, particularly those individuals with barriers to employment served in the Southern Alleghenies Workforce Development Area.

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;*

Frequent and consistent employer feedback, combined with setting measurable employer-focused goals, will be essential to ensure the region's workforce development system meets the needs of the business community. Some efforts will include:

- The OSO has begun work on new satisfaction instruments that will be presented in a digital format. These will be utilized to gauge business response to existing services and help identify gaps. With expected guidance from the US DOL and the PA Department of Labor and Industry, the SAWDB will work with the OSO, PA CareerLink® site administrators and WIOA Title I providers to develop an instrument that will help capture 'Effectiveness in Serving Employers' and measure movement toward meeting the negotiated WIOA performance goal. The SAWDB's PA CareerLink® Scorecard measures employer market penetration and system utilization by return employer customers as a measure of satisfaction.
- Employer-centric and measurable goals will continue and be expanded upon in the PA CareerLink® Scorecard. Current measurable objectives include increased employer market penetration as reflected in the number of job postings, return customer utilization rates and those participating in services including OJT and other training and recruitment-related activities. Goal setting around these metrics will occur early in PY17.
- Employer-driven discussions around training topics to include incumbent worker training, apprenticeship development and customized training program will be facilitated. Significant efforts are currently underway to promote registered apprenticeships. Roundtable discussions will continue to be held; these forums bring together employers, economic development, the public workforce system and education to begin identifying and addressing key issues. Grassroots, county-based, Next Generation Industry Partnership work is building. Existing Executive Roundtable forums serve as the launch point for these discussions with the resulting intelligence brought to the PREP meetings. While still in its infancy, we believe these opportunities for higher level, 'big picture' strategic discussions will take the workforce and economic development partners relationship to a new level and result in greater service to the region's employers. The SAWDB has long supported OJT and other work-based learning programs, industry partnerships, sector strategies, and career pathways. Targeted employer feedback will support program development that meets the needs of the business customer.
- Established employer forums will provide the conduit for key business intelligence to be communicated to the SAWDB and workforce partners and likewise offer the venue to promote workforce resources to the business community. Representatives from the one-stop Business Service Teams and workforce leadership will participate in Industry Partnership, Society of

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Human Resource Management, Chamber of Commerce, and other business-led forums to identify and assess employer service needs. This information will be conveyed back to the SAWDB; the Board in turn will ensure that service priorities are communicated to providers and resources are dedicated to implement and expanded training services to include incumbent worker and customized training and apprenticeship development.

To effectively serve employers, the workforce system must recognize the needs of the business community and respond with appropriate services to address those needs. Agility is a hallmark of any successful enterprise; successful businesses are positioned to meet the changing needs of their customers. The workforce system must do likewise. The strategies outlined above-- regular employer engagement and specialized service development, implementation, and assessment, will help to ensure that the region's workforce system will be well-positioned to meet the needs and exceed the expectations of the employer community it serves.

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

Ensuring business engagement in the workforce system, regardless of size and industry, comes down to three things: determining employer needs, informing the employer that the system is able, willing and ready to meet their needs, and having the ability to meet those needs in a timely and effective manner. Small employers (49 employees or less) make up 95% of all the companies in the region. They often lack resources, both human and financial, so the SAWDB and its workforce partners will work to ensure that the one-stops are well-positioned to meet the needs of these business customers.

Strategies to ensure effective engagement of business and industry are and will continue to be developed and deployed on two levels: Administrative (SAWDB) and Programmatic (PA CareerLink® and Workforce Development Partners).

Administrative

- The SAWDB will annually review its policies to ensure, where legally possible, they are employer- customer friendly and do not create barriers to effective service provision. Agility is key to business success and the public workforce system and its administrators must strive for the same.
- The SAWDB will continue to support and look for opportunities to expand Next Generation Industry Partnership participation in targeted sectors.
- The SAWDB will continue to support 'Core Workshops' and identify and work to secure flexible funding to support incumbent worker training as well as address future pipeline supply issues.
- The SAWDB will promote opportunities for skill training ensure that significant resources are available to expand the promotion and utilization of OJT, incumbent worker training, work-based learning opportunities, apprenticeships, customized training, and other proven employer training services. Interest in registered apprenticeships has begun to gain momentum and the SAWDB and its workforce partners will utilize employer forums to promote this valuable employee/employer tool.
- The SAWDB will continue to support staff involvement in and engagement with the PREP partners to ensure alignment of workforce and economic development strategies and resources.

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- The SAWDB and OSO will annually review the PA CareerLink® employer service mix to determine any gaps, based on local need and WIOA direction.
- The SAWDB and OSO will annually review employer services outreach materials and enhance and professionalize the materials, utilizing the expertise of the SAP&DC Marketing and Communication Specialist.
- The SAWDB, with input from the PREP partners and IP participants, will review the High Priority Occupation List to ensure it reflects employer hiring needs.
- The SAWDB will encourage quality education providers to submit relevant programs for inclusion on the Eligible Training Provider List to ensure customers can access training that meets employer demands.
- The SAWDB and OSO will annually review PA CareerLink® employer-centric goals to ensure alignment with Governor Wolf's and the SAWDB's strategic vision and confirm that the benchmarks are sufficiently ambitious and promote continuous improvement.
- Though small (4), the SAWDB staff will continue to designate a staff person to serve as the board's 'point person' regarding to business services. A significant amount of his time is spent participating in Business Service Team meetings, attending Industry Partnership roundtables, and meeting, along with the site administrators and Business Service Team members, with employers to discuss available services and identify service gaps and training needs. Considerable time is spent monitoring the significant number of OJT contracts; the WIOA Title I providers contract directly with the employers but the SAWDB staff are responsible for all monitoring to include compliance with local, state and federal guidelines and employer and employee satisfaction with the program.

Programmatic

- The OSO, PA CareerLink® site administrators and PA CareerLink® management teams will review their employer policies and procedures to identify and mitigate any barriers to service provision.
- The OSO and PA CareerLink® site administrators will ensure that each PA CareerLink® has an active Business Services Team made up of the 'right' representatives from partner agencies. As the lead entity responsible for facilitating employer engagement at the one-stop level, it is essential that the Business Service Teams are viewed by employers as professional, well-coordinated, business-focused and committed to service to the region's employers. These teams meet regularly to discuss engagement strategies and have 'point' staff responsible for different aspects of business services. Databases that track employer visits are utilized. In some cases, team members utilize Executive Pulse, a PREP IT tool, to track and make partner referrals. Close communication between partner staff dedicated to serving employers, including the use of spreadsheets that track employer visits, outcomes, and referrals, will help to significantly reduce the risk of redundant employer visits/communication pieces.
- The PA CareerLink® staff will gather business intelligence through employer outreach and utilization of Center for Workforce Information and Analysis (CWIA) data to ensure alignment of job seeker services with employer hiring needs.
- The PA CareerLink® site administrators and OSO will review Business Service Team communication plans to ensure that employer outreach is coordinated among all partners and that small employers and those tied to in-demand industry sectors are targeted for assistance.
- The PA CareerLink® staff will strengthen relationships with employer-driven organizations and

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associations (SHRM, Chambers of Commerce, Rotary, etc.) and use these as vehicles to educate members on available services and resources.

- The PA CareerLink® staff will work closely with PREP partners to provide leveraged resources in support of business recruitment, retention, expansion, and training efforts.
- The PA CareerLink® staff will organize employer-driven incumbent worker training opportunities.

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

The SAWDB will continue to support the long, well-established and highly effective partnership between the public workforce system and the region's economic development agencies. For decades, the economic developers and workforce development professionals of the Southern Alleghenies have participated in a recognized and effective network dedicated to improving the region's economy. The public workforce system is a key partner in the Southern Alleghenies PREP; the SAWDB director and PA CareerLink® site administrators have been non-financial members since the PREP's inception. This relationship is reinforced and broadened through both entities' ties to the Southern Alleghenies Planning and Development Commission (SAP&DC). Serving as fiscal agent and staff to the SAWDB, the SAP&DC is one of seven Local Development Districts (LDD) in the state uniquely positioned to help ensure the 'workforce-economic development connection' and alignment of programs and services.

As an arm of the SAP&DC, the SAWDB and its staff are involved in all projects that include a workforce development component. This helps to further cement the strong connection between the public workforce system and economic development network.

As referenced earlier in this Plan, the region's economy has been adversely affected by the decline in its defense industry and to an even larger degree, the tremendous downturn in the coal industry. Assistance to the affected companies and their workforce serves to illustrate the coordinated and cooperative approach taken by the region's workforce and economic development professionals. Each brings unique resources to the table that include:

Workforce Development

- Labor Market Information- an inventory of the skill sets of the affected workers will help identify current opportunities for re-employment and provide economic developers with data they can use in their business recruitment efforts.
- Incumbent Worker/Dislocated Worker Training- assistance is available to companies that need to 'retool' their workforce as part of a job retention/product diversification strategy. Funding is available to train the affected dislocated workers so that they are prepared to reenter the workforce.
- Employer Services- range from Rapid Response assistance available after notification of a downsizing (staff from JARI, an economic development agency, participates on two counties Rapid Response Teams), to assistance with new employee assessment, recruitment and, training.

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- Dislocated Worker Services- range from assessment and remediation to job search assistance and its components, career counseling, and opportunities for retraining.
- Resources of the US Department of Labor, Employment and Training Administration and the PA Department of Labor and Industry- from dedicated funding (National Emergency Grants, Made in America, POWER) to technical assistance and labor market information.

Economic Development

- Employer intelligence - In-depth knowledge of the employer/industry and its needs, challenges, opportunities for growth/diversification/economic restructuring.
- New Market Identification & Expansion- assistance with government procurement and product export.
- Business recruitment services - financing packages, shovel-ready property, tax incentives understanding of supply chain. More often, PA CareerLink® Business Service Team and SAWDB staff are often invited by economic developers to participate in meetings with site selection teams. This reinforces the relationship between economic and workforce development professionals and presents a 'united front' to prospective companies.
- Resources of the Appalachian Regional Commission, Economic Development Administration, PA Department of Community and Economic Development, United States Department of Agriculture, Local Economic Development Fund, and Pennsylvania Industrial Development Authority that range from dedicated funding to technical assistance.

Many of these same resources will also be coordinated in support of business recruitment and expansion efforts. The SAWDB and its PA CareerLink® sites are positioned to provide labor market information that can be used to promote the region to site selection committees. These range from radial analysis reports that illustrate population demographics and commuting pattern studies that identify workforce movement and possible recruitment opportunities to target industry data including an analysis of the location quotient and potential availability of a skilled workforce. Furthermore, workforce funding will be leveraged to incentivize a company to establish a presence or expand operations in the region. In many cases, the opportunity to access On-the-Job training funds resulted in companies' decisions to relocate to the region.

As outlined earlier in this Plan, special initiatives built around the Defense Industry and support for communities affected by the downturn in the coal industry, serve as excellent examples of this strong partnership. The workforce and economic development communities recognize the value and unique resources each possess, complementing rather than competing with one another. Opportunities for cross-referrals, joint employer visits and coordinated business recruitment efforts will continue and grow.

The SAWDB, along with the PA CareerLink® partner staff and the PREP partners are committed to working together to ensure that the needs of the business community are identified and address. With this shared mission comes the risk of overwhelming employers with multiple communications, including visits designed to share information on available services and learn of the companies' needs. The following strategies will be utilized to increase coordination between the workforce and economic development partners to reduce the chance for duplication of services and lessen employer fatigue:

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- Encourage greater connectivity between the worlds of workforce and economic development by inviting local economic developers to attend BST meetings when possible and appropriate; share minutes and other appropriate communications with the local agencies.
- Develop joint calls when and where appropriate. The local PREP partners are currently working with the BST leads and the SAWDB staff to prepare an application in response to the 'Engage' guidelines; individual roles and responsibilities are being identified and communication plans are being developed. Regardless of whether funding is secured, the model that is under construction for how employers will be contacted, and by whom, can be applied to general employer engagement.
- Greater utilization of Executive Pulse to track employer contacts and outcomes. While one-stop staff enter employer engagement information into CWDS, they also utilize Executive Pulse to make and respond to referrals.
- Continued involvement in PREP meetings, and when possible and appropriate, PREP-related initiatives.
- Utilization of the Next Gen Industry Partnership model will result in the communication of greater industry intelligence without the need to call on the employer in the workplace. The region's Next Gen steering committee also includes workforce and PREP/economic development representatives.

We believe that increased collaboration between the region's workforce and economic development partners will lead to reduced service duplication and ultimately enhanced service to employers.

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

Recipients of Unemployment Compensation (UC) make up a significant percentage of the PA CareerLink® sites foot traffic and represent an important target customer group. This has become increasingly more evident this year, given the resource challenges faced by the commonwealth's unemployment compensation system. With the passage of state legislation that requires those collecting UC to engage in the public workforce system, PA CareerLink® staff not only have the opportunity but responsibility to ensure that Pennsylvanians seeking to collect UC are complying with the "Register for Work and Work Search." Staff utilize the PREP (Profile Reemployment Program) lists to reach out to those expected to exhaust their unemployment benefits prior to gaining reemployment in a number of ways including:

- Direct call-in to attend PREP orientations. Attendance is required and those who fail to participate are reported to UC. The region's PA CareerLink® staff have developed joint orientations, conducted by WIOA Title I and state merit staff, so that all participants learn about the variety of resources available to jobseekers through the workforce system. Sessions are informational and provide jobseekers with an overview of PA CareerLink® services and programs. The session covers such topics as: conducting a job search using the Job Gateway® system, reviewing the tools available on the operating system, including the use of O*net, an overview of local labor market information, WIOA training opportunities, Basic Career Service workshops, and partner services. Upon completion of the formal classroom presentation, the WIOA Title I staff and Bureau of Workforce Partnership and Operations staff work in teams to

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meet with each individual jobseeker. The individual counseling session marks the beginning of the Preliminary Assessment process. This includes a review of the jobseeker's skills, abilities, work interest, job history, and recent job search activity. Staff identify any potential barriers to employment and make appropriate customer referrals to additional partner or community programming on behalf of the jobseeker. Individual career counseling services begin and customers learn more about in-demand industry specific occupations. Jobseekers have the chance to review training opportunities using the High Priority Occupation List and the Eligible Training Provider List on the operating system. Information on funding opportunities for available training programs are introduced not only in the orientation program, but also again during the individual counseling sessions. Jobseekers are encouraged to take advantage of the array of Basic Career Services. At the conclusion of these orientations, PREP participants meet with Wagner-Peyser staff to review PREP-related requirements, while WIOA Title I and site staff provide services to the remaining jobseekers.

- Promoting special services available to long-term dislocated workers or those likely to exhaust their benefits. The SAWDB has secured and/or participated in state-wide special National Emergency Grants and other initiatives targeted to dislocated workers. Staff have effectively used the PREP lists to market these special training programs and where appropriate, included program promotional flyers in UC mailings. The SAWDB and its PA CareerLink® sites have also used the UC call line to include messages promoting these programs. Instead of silence or music, listeners would learn about special workforce programs designed to help them reengage with the workforce and instructed them to contact their local PA CareerLink®.

The SAWDB measures the effectiveness of outreach to UC claimants and includes these outcomes on its PA CareerLink® Scorecard. A recent addition to this dashboard includes the number of UC claimants in the region in a given quarter compared to how many of these individuals have come into the PA CareerLink® and received a value-added service by staff. Currently 40.5% of all UC claimants received PA CareerLink services during the 3rd quarter of PY 16. Under the leadership of the new OSO, additional goal-setting around these metrics will occur.

One would normally consider UC services applicable to the unemployed individual however, the PA CareerLink® sites offer a valuable resource to the employer community. UC Board of Review hearings are held in many of our sites, offering greater convenience to the employers who participate in meetings. Each year, UC staff conduct UC-related seminars for employers to educate them on changes to the system, provide valuable information to those who have minimal experience with UC, and in all cases, share their expertise on a subject of great importance to employers. These workshops are well-attended by employers, who welcome and appreciate this assistance.

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 SAWDB will continue to support the long, well-established and highly effective partnership between the public workforce system and the region's economic development agencies. For decades, the economic developers and workforce development professionals of the Southern Alleghenies have

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participated in a recognized and effective network dedicated to improving the region's economy. The public workforce system is a key partner in the Southern Alleghenies PREP; the SAWDB director and PA CareerLink® site administrators have been non-financial members since the PREP's inception. This relationship is reinforced and broadened through both entities' ties to the Southern Alleghenies Planning and Development Commission (SAP&DC). Serving as fiscal agent and staff to the SAWDB, the SAP&DC is one of seven Local Development Districts (LDD) in the state uniquely positioned to help ensure the 'workforce-economic development connection' and alignment of programs and services.

As an arm of the SAP&DC, the SAWDB and its staff are involved in all projects that include a workforce development component. This helps to further cement the strong connection between the public workforce system and economic development network.

As referenced earlier in this Plan, the region's economy has been adversely affected by the decline in its defense industry and to an even larger degree, the tremendous downturn in the coal industry. Assistance to the affected companies and their workforce serves to illustrate the coordinated and cooperative approach taken by the region's workforce and economic development professionals. Each brings unique resources to the table that include:

Workforce Development

- Labor Market Information- an inventory of the skill sets of the affected workers will help identify current opportunities for re-employment and provide economic developers with data they can use in their business recruitment efforts.
- Incumbent Worker/Dislocated Worker Training- assistance is available to companies that need to 'retool' their workforce as part of a job retention/product diversification strategy. Funding is available to train the affected dislocated workers so that they are prepared to reenter the workforce.
- Employer Services - range from Rapid Response assistance available after notification of a downsizing (staff from JARI, an economic development agency, participates on two counties Rapid Response Teams), to assistance with new employee assessment, recruitment, and training.
- Dislocated Worker Services- range from assessment and remediation to job search assistance and its components, career counseling, and opportunities for retraining.
- Resources of the US Department of Labor, Employment and Training Administration and the PA Department of Labor and Industry- from dedicated funding (National Emergency Grants, Made in America, POWER) to technical assistance and labor market information.

Economic Development

- Employer intelligence - In-depth knowledge of the employer/industry and its needs, challenges, opportunities for growth/diversification/economic restructuring.
- New Market Identification & Expansion- assistance with government procurement and product export.
- Business recruitment services- financing packages, shovel-ready property, tax incentives understanding of supply chain.
- Resources of the Appalachian Regional Commission, Economic Development Administration, PA Department of Community and Economic Development, United States Department of

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Agriculture, Local Economic Development Fund, and Pennsylvania Industrial Development Authority that range from dedicated funding to technical assistance.

Many of these same resources will also be coordinated in support of business recruitment and expansion efforts. The SAWDB and its PA CareerLink® sites are positioned to provide labor market information that can be used to promote the region to site selection committees. These range from radial analysis reports that illustrate population demographics and commuting pattern studies that identify workforce movement and possible recruitment opportunities to target industry data including an analysis of the location quotient and potential availability of a skilled workforce. Furthermore, workforce funding will be leveraged to incentivize a company to establish a presence or expand operations in the region. In a number of cases, the opportunity to access On-the-Job training funds resulted in companies' decisions to relocate to the region, and bring with them 'jobs that pay.'

Two current initiatives serve as excellent examples of the strong working relationship between federal, state and the region's economic development agencies and the public workforce system. They include:

- **Southern Alleghenies PA Defense Transition Partnership**- support from the Commonwealth of Pennsylvania and the U.S. Department of Defense Office of Economic Adjustment has enabled the local partners (SAP&DC, SAWDB, Southern Alleghenies Small Business Development Center (SBDC), the Strategic Early Warning Network (SEWN), and PREP partners to assist workers displaced due to the cuts in defense spending and assist impacted companies with a market analysis and business diversification plan.
- **Southern Alleghenies Entrepreneurial Ecosystem**- 'Startup Alleghenies'- support from the Appalachian Regional Commission, Economic Development Administration, and PA Department of Community and Economic Development supported the creation of a massive initiative designed to foster entrepreneurial development in communities impacted by the downturn in the coal industry. Local partners include the SAP&DC, SAWDB, PREP partners from Bedford, Cambria and Somerset Counties, the SBDC, Ben Franklin Technology Partners, the OVR, and a myriad of other entities including but not limited to education, financial institutions, and community foundations. Potential entrepreneurs will have access to a wide array of wrap-around business support services facilitated via the ecosystem coaches and mentors. With guidance and support, they can access customized services and be coached through the ecosystem that includes training, information, and resources needed for success. 'Idea Mines', located in the impacted counties will include maker spaces, co-working spaces, and special purpose spaces; entrepreneurs can access equipment and technology in these locations. The appropriate 'tools' will be determined on an individual basis and will be accessed as the entrepreneur needs them.

While still in its infancy, there is a coordinated effort to promote apprenticeships with an initial focus on the manufacturing sector. The SAWDB, PA CareerLink®, economic development, Pennsylvania Highlands Community College and the region's Career and Technology Centers, the support from the PA Department of Labor and Industry Office of Apprenticeships, have collectively begun meeting with employers to discuss the benefits of registered apprenticeships and in the case of several companies, take the initial steps in a positive direction.

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The workforce and economic development communities recognize the value and unique resources each possess, complementing rather than competing with one another. Opportunities for cross-referrals, joint employer visits and coordinated business recruitment efforts will continue and grow.

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 local workforce development system includes a wide range of key stakeholders, from boards of local elected officials to small community-based organizations. The entities that comprise the workforce system's governance structure, to include the chief local elected officials, Southern Alleghenies Planning and Development Commission (SAP&DC) and the SAWDB, and their roles and responsibilities are outlined in Section 3.1 of the Plan.

The OSO is a key player in workforce development; it is responsible to help provide direction to the delivery system and assist the one-stop with the implementation of the SAWDB's strategic objectives. Its membership includes key stakeholders and form a consortium of three agencies (Goodwill of the Southern Alleghenies, Employment and Training Inc. and the Community Action Partnership for Somerset County- Tableland Services, and collectively represent the mandated partners- WIOA Title I, Adult Education, YouthBuild, and the Community Service Block Grant. They bring tremendous experience and a long and successful history of providing significant workforce services, especially to those with barriers to employment. They, along with the SAWDB director and PA CareerLink® site administrators meet monthly to review performance metrics, discuss and identify service gaps, lay the groundwork for new program implementation, and address any pressing issues or concerns.

Their current focus includes:

- Increased outreach to those with significant barriers to employment;
- Implementation of National Emergency Grant- Job Driven and the sector partnership initiative- Pathways to Employment: Integrating Education and Training;
- Identification of new performance metrics for the Pa CareerLink® Scorecards

The OSO also:

- Assists with fiscal management and oversight in concert with the Fiscal Agent;
- Works to ensure seamless integration within the one-stop;
- Helps prepare for PA CareerLink® quality review visits;
- Serves as liaison to the SAWDB and provides one-stop updates at Board and committee meetings;
- Selects, evaluates and supports the PA CareerLink® Site Administrators;
- Provides oversight of the performance management system relative to Common Measures and the PA CareerLink® Scorecards;
- Evaluates customer needs and satisfaction;
- Completes reporting requirements;
- Oversees marketing/outreach for PA CareerLink® sites and system;
- Assists with recruitment of additional partners;
- Oversees professional development of PA CareerLink® staff through the availability of

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- appropriate training opportunities;
- Communicates the strategic objectives of the SAWDB and oversight to ensure that the objectives are met.

For the average customer who enters a one-stop in the region, there is nothing to indicate that services are provided by the many organizations and agencies listed above. From its layout by function, rather than staff seating by agency, to the common forms shared by partners and the integrated referral network, the region's one-stops strive to be a model of service integration and inclusion. Lines of authority, chains of command, and mandated 'firewalls' are recognized and respected by those in the one-stop system. With the PA CareerLink® Site Administrators providing the functional leadership, the partners (mandated and others) within the region's PA CareerLink® sites are committed to providing the workforce services needed by the region's jobseekers and employers. They include but are not limited to:

- WIOA Title I- staff provide a full array of Basic, Individualized, and Follow-up services to adults, dislocated workers and specific career development and exploration services for youth. These include but are not limited to outreach, intake and orientation, assessment of skill levels, aptitudes, abilities, and supportive service needs, TABE, CareerScope, and WorkKeys, development of individual employment plans, individual and group counseling, case management, short-term prevocational counseling, and access to WIOA Title I training assistance and supportive services. Staff work closely with employers to assess their workforce needs and work with partner staff to identify candidates. They also develop and oversee all aspects of the On-the-Job training contracts with employers. As a financial contributor and co-located partner, WIOA Title I shares in the infrastructure and other costs associated with the PA CareerLink® sites. Staff also conduct a wide array of workshops and other general services on behalf of all jobseeker and employer customers.

There are currently three WIOA Title I subcontractors in the Southern Alleghenies Workforce Development Area. The organizations and the county(s) they serve are as follows:

- Goodwill of the Southern Alleghenies- Bedford, Blair and Cambria County
- Employment & Training of Huntingdon- Fulton and Huntingdon Counties
- Community Action Partnership for Somerset County- Tableland Services, Inc.

The SAWDB also utilizes its Request for Proposal (RFP) procurement process to promote continuous improvement in the WIOA Title I services it supports. Procurement notices were sent to roughly 200 bidders from across the region, state and country, ads were placed in papers of record, and the solicitation was included on the Pennsylvania Development Workforce Association website; all of this was done to encourage responses from qualified organizations with a strong history of providing quality workforce services. After a rigorous board-driven review process, two of the region's six counties have a different service provider, effective July 1, 2017. All contracts are considered annually and renewed based on provider performance. The SAWDB went through a similar process to competitively procure its OSO. Performance reviews of the consortium will begin at six months. These providers were selected through a competitive Request for Proposals (RFP) process initiated by the LEOs and the SAWDB in early 2017 and completed in May 2017.

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There are currently three WIOA title II Adult Education and Literacy program providers in the Southern Alleghenies Workforce Development Area. WIOA title II Adult Education and Literacy staff provides remedial adult education services to jobseekers and are key partners in the region's Pathways to Employment sector partnership initiative. Listed below are the WIOA Title II Adult Education and Literacy program providers and the county(s) they serve:

- Altoona Area School District -Blair and Cambria Counties
- Employment & Training of Huntingdon-Huntingdon County
- Somerset County Technology Center-Somerset and Bedford Counties

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. As a financial contributor and co-located partner, Wagner-Peyser shares in the infrastructure and other costs associated with the PA CareerLink® sites. Staff also conduct a wide array of workshops and other general services on behalf of all jobseeker and employer customers.

Office of Vocational Rehabilitation staff provide workforce information and referral for persons with disabilities and help customers to achieve their vocational goal. They assist other one-stop staff on matters related to disability awareness and accessibility and serve on the Business Services Teams. Staff assist individuals with disabilities to secure and maintain employment and independence under Title IV of the Rehabilitation Act. Eligible OVR customers receive multiple services that may include but not be limited to: diagnostic, vocation counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screen 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 death. The state-wide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include individuals with a disability.

Additional partner and key stakeholder information is detailed in Section 4.2 of the Plan.

The SAWDB has taken a 'team' approach when it comes to operations in the region and it enjoys outstanding working relationships with everyone, from the local elected officials and members of the OSO and members of the PREP, to the partner staff who work directly with the customers. Because of these strong lines of communication and spirit of cooperation that is present in the region, the local system has been recognized by the state and the US Department of Labor for its ability to meet the needs of its customers through its cooperative and coordinated approach to service delivery. Examples of this include:

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- SAWDB staff meet regularly with WIOA Title I providers to discuss topics ranging from performance management to Board policy changes, operating system modifications, service delivery improvements.
- SAWDB director participation in monthly OSO and site administrator meetings to ensure communication flows from the SAWDB directly to the PA CareerLink® sites. The OSO also participates in and reports out at all SAWDB and Executive Committee meetings.
- SAWDB director participation in state-organized meetings of the local WDB directors to ensure that information flows from the local area to other LWDBs and the state and then back to the region.
- SAWDB director and staff participation in the PA Workforce Development Association board, Policy Council, and technical work group meetings to ensure that communication flows from our local area to other LWDBs and the state and then back to our region.
- SAWDB staff participation in regularly scheduled meetings of Industry Partnerships, Business Service Teams, PREP partners, service organizations, etc. to convey information relative to workforce initiatives to these entities and provide feedback to the Board.

Furthermore, the SAWDB director and staff maintain an ‘open door’ policy so that they are accessible to all workforce partners and stakeholders, including PA CareerLink® staff at all levels.

The SAWDB members and its staff serve as the ‘common thread’ that connects the local elected officials, workforce partners, system stakeholders and related advocacy groups. They further help to ensure that these diverse agencies/individuals have access to needed services and a voice in helping to inform the system leaders and partners of those services most in demand by those with barriers to employment.

In the formation of the SAWDB, strategies were deployed to include not only the mandated members but many individuals who represent the historically underserved and those with the most significant barriers to employment. A number of board seats are held by individuals who advocate for youth, veterans, those living in poverty, people with disabilities, substance abuse and behavioral health issues and criminal backgrounds. The region’s local elected officials have been instrumental in structuring such a diverse board. This has helped to ensure that those in tremendous need of services have a clear and strong voice at the governance table and with it, significant interaction with the local workforce system. This spirit of inclusion carries into the workings of the SAWDB’s Special Populations Committee, which includes not only board members but also representatives from additional advocacy groups and the PA CareerLink® site administrators. The Board has placed significant responsibility on this committee to help affect change in the public workforce system and ensure that it remains relevant to all jobseekers and employers.

Board and its staff member and PA CareerLink® staff are also active on a significant number of local and regional initiatives that further engage local advocacy efforts with the public workforce system. These include but aren’t limited to:

- Transition Councils that advocate for increased opportunities for individuals with disabilities
- Re-entry Teams that include individuals who work on behalf of the previously incarcerated
- Healthy Blair County Coalition that includes SAWDB staff, representatives from family and victim services, the United Way, health and welfare councils, drug, alcohol, and crime

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prevention

- Chambers of Commerce that advocate for business and industry

From the diverse makeup of the SAWDB and its Special Populations Committee to the formal relationships/partnerships with many of the region's advocacy groups, the Southern Alleghenies local service delivery system expands out far beyond the co-located partners to touch those in our communities most in need of workforce assistance and support.

Listed below are the designated equal opportunity liaisons for each PA CareerLink® center within the local area and the EO officer for the Southern Alleghenies Workforce Development Area. These individuals are responsible for ensuring equal employment opportunities and civil rights protections:

- PA CareerLink® Bedford County
1 Corporate Drive Suite 103
Bedford, PA 15522
EEO Liaison: Staff Name, Job Title and Partner Affiliation
Jeffrey Grandas PA CareerLink® Specialist BWPO
Phone: 814-623-6107 ext. 126
TTY: 814-623-6069
Email: jgrandas@pa.gov
- PA CareerLink® Blair County
3001 Fairway Dr.
Altoona, PA 16602
EEO Liaison: Staff Name, Job Title and Partner Affiliation
Stephanie Romagna PA CareerLink® Specialist BWPO
Phone: 814-940-6231
TTY: 814-569-1066
Email: sromagna@pa.gov
- PA CareerLink® Cambria County
445 Schoolhouse Road.
Johnstown PA 15904
EEO Liaison: Staff Name, Job Title and Partner Affiliation
Mallie Stephens PA CareerLink® Specialist BWPO
Phone: 814-535-2274
TTY: 814-535-6698
Email: malstephen@pa.gov
- PA CareerLink® Huntingdon County
54 Pennsylvania Ave
Huntingdon PA 16652
EEO Liaison: Staff Name, Job Title and Partner Affiliation
Barbara Gongloff PA CareerLink® Specialist BWPO
Phone: 814-641-6408 ext. 119

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TTY: 1-866-395-0149

Email: bgongloff@pa.gov

- PA CareerLink® Somerset County
281 North Kimberly Ave.
Somerset PA 15501
EEO Liaison: Staff Name, Job Title and Partner Affiliation
Vincente Rodriguez, Bi-Lingual PA CareerLink® Specialist BWPO
Phone: 814-445-4161 ext. 226
TTY: 814-444-5814
Email: virodrigue@pa.gov
- Deborah Shaffer
SAP&DC
E.E.O Officer
3 Sheraton Drive
Altoona Pa. 16601
Phone 814-949-6513
dshaffer@sapdc.org

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 Southern Alleghenies PA CareerLink® Partners include the following:

The Office of Vocational Rehabilitation- provides a variety of eligible OVR customers that may include but are not limited to diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services. OVR also provides multiple services to businesses designed to assist them with onboarding pre-screened qualified individuals with disabilities. Additional service information can be found in section 3.2 of this Plan. OVR contributes to the local workforce delivery system in multiple ways. As a financial contributor and co-located partner, OVR shares in the infrastructure and other costs associated with the PA CareerLink® sites. As the system's expert on serving individuals with disabilities, OVR staff provide technical assistance to PA CareerLink® staff and help to ensure that the facilities remain ADA compliant.

WIOA Title I- staff provide a full array of Basic, Individualized, and Follow-up services to adults, dislocated workers and specific career development and exploration services for youth. These include but are not limited to outreach, intake and orientation, assessment of skill levels, aptitudes, abilities, and supportive service needs, TABE, CareerScope, and WorkKeys, development of individual employment plans, individual and group counseling, case management, short-term prevocational counseling, and access to WIOA Title I training assistance and supportive services. Staff work closely with employers to assess their workforce needs and work with partner staff to identify candidates.

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They also develop and oversee all aspects of the On-the-Job training contracts with employers. As a financial contributor and co-located partner, WIOA Title I share in the infrastructure and other costs associated with the PA CareerLink® sites. Staff also conduct a wide array of workshops and other general services on behalf of all jobseeker and employer customers.

Wagner-Peyser- 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. As a financial contributor and co-located partner, Wagner-Peyser shares in the infrastructure and other costs associated with the PA CareerLink® sites. Staff also conduct a wide array of workshops and other general services on behalf of all jobseeker and employer customers.

Trade Adjustment Assistance- 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)]. As a financial contributor and co-located partner, Trade Act shares in the infrastructure and other costs associated with the PA CareerLink® sites. Staff also conduct a wide array of workshops and other general services on behalf of all jobseeker and employer customers.

Unemployment Compensation- Meaningful assistance is provided to individuals seeking help in filing an unemployment claim in PA CareerLink® sites; claimants will have 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. In addition to physical accessibility, UC provides programmatic accessibility through TTY on its dedicated courtesy telephones, as well as bilingual translation and sign language interpretation when needed. Partner collaboration locally will ensure all special populations can be served via referral to partner program supports.

Community Services Block Grant- Services carried out under the CSBG are intended to have a measurable impact on the causes of and lessen poverty in a community. Funding is used to address the needs of low-income individuals including the homeless, migrants, and the elderly and provide services and activities aimed at addressing employment, education, better use of available income, housing, nutrition, emergency services and health. Though not co-located in the PA CareerLink®, the CSBG has provided funding to support one-stop infrastructure and other associated operating costs. Strong

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partnerships with the local Community Action Agencies (CAA), the administrators of CSBG funding, is essential. The clients of the CAAs make up many of the WIOA target populations.

YouthBuild- YouthBuild is a discretionary grant program that serves 17-24 year-old youth who are high school dropouts or those who have dropped out and subsequently re-enrolled. Participants also must be one of the following: member of a low-income family, in foster care, an offender, an individual with a disability, the child of a current or formerly incarcerated parent, or a migrant youth. YouthBuild combines academics to support secondary diploma or equivalency receipt for participants with hands-on occupational skills training in construction and/or other in-demand industries, resulting in industry-recognized credentialing. The program also includes a strong emphasis on leadership development, community service, and soft-skills competencies. This program is not co-located in the one-stop but the service provider, Goodwill of the Southern Alleghenies, who is also the WIOA Title I provider. Where possible and appropriate, youth are co-enrolled in the WIOA Title I Youth program. YouthBuild provides funding in support of PA CareerLink® infrastructure costs in Cambria County.

Indian and Native American Job Training Assistance and Employment Program- serves American Indians, Alaskan Native or Native Hawaiian who are unemployed at least seven days, employed less than full time, are underemployed or are economically disadvantaged. Services include individual employability evaluations, classroom training assistance, career counseling, and job search and placement assistance. The program is not co-located in the one-stop and there is no financial contribution to the one-stop. Staff from the service provider, Council of Three Rivers American Indian Center, Inc., will travel throughout the region to meet with participants and one-stop partners will maintain information on the program so that they can make solid referrals to the Council.

Job Corps- Job Corps is a no-cost education and vocational training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through vocational and academic training. Job Corps has been training young adults for meaningful careers since 1964 and is committed to offering all students a safe, drug-free environment where they can take advantage of the resources provided. Job Corps' mission is to set highly motivated young people on a pathway to education and training for successful careers in the nation's fastest-growing industries. Currently there is no provider office located in the region and no financial contributions are made to one-stop costs. However, staff will travel throughout the region to speak with potential participants; program referrals are also made by PA CareerLink® partners, especially by WIOA Title I.

Senior Community Service Employment-The Senior Community Service Employment Program (SCSEP) is a community service and work-based job training program for older Americans; the program provides training for low-income, unemployed seniors. SCSEP participants gain work experience in a variety of community service activities at non-profit and public facilities, including schools, hospitals, day-care centers, and senior centers. Participants work an average of 20 hours a week, and are paid the highest of federal, state or local minimum wage. Participants must be at least 55, unemployed, and have a family income of no more than 125% of the federal poverty level. Enrollment priority is given to veterans and qualified spouses, then to individuals who are over 65, have a disability, have low literacy skills or limited English proficiency, reside in a rural area, are homeless or at risk of homelessness, have

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low employment prospects, or have failed to find employment after using services through the PA CareerLink® system. The SCSEP places senior workers in the region's one-stops; they provide invaluable assistance to staff and customers. The costs associated with employing these individuals is the program's in-kind contribution to the PA CareerLink® site's operation costs.

Foreign Labor Certification- Staff within this unit provides employers with other U.S. Department of Labor (USDOL) mandated foreign labor certification process services, and help employers complete the SWA related segments of the temporary foreign labor H-2A and H2B. They will assist in administering an internet based labor exchange on Job Gateway®. Staff also offer a variety of other employer services including education and training services to help employers build a quality workforce. They will help employers fulfill part of the USDOL requirements for FLC by helping them recruit U.S. workers and determine whether there are any qualified job applicants available to fill their job postings. The goal, as required, is to find U.S. workers for all positions.

Jobs for Veterans State Grant- Staff 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, as defined in 38 U.S.C. § 4211(1) and (3) with service connected disabilities 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. As a financial contributor and co-located partner, Jobs for Veterans shares in the infrastructure and other costs associated with the PA CareerLink® sites. Veterans receive priority of service. Referrals to this program, and referrals coming from program staff to other Partners ensures that our veterans receive all services necessary to help them reenter the workforce.

Carl Perkins Career and Technical Education - The purpose of the "Carl D. Perkins Career and Technical Education Improvement Act of 2006" is to develop more fully the academic, career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical education programs by building on the efforts of states and localities to develop challenging academic and technical standards and to assist students in meeting such standards, including preparation for high skill, high wage, or high demand occupations in current or emerging professions; promoting the development of services and activities that integrate rigorous and challenging academic and career and technical instruction, and that link secondary education and postsecondary education for participating career and technical education students; and supporting partnerships among secondary schools, postsecondary institutions, baccalaureate degree granting institutions, area career and technical education schools, local workforce investment boards, business and industry, and intermediaries. As a financial contributor and co-located partner, Carl Perkins Adult Education shares in the infrastructure and other costs associated with the PA CareerLink® in Blair County.

Title II Adult Education- (ABE) Staff provide program orientation, assessment, educational planning and classroom instruction. Initial assessment of reading, math, and language levels is provided. Specialized learning plans are developed to identify a participant's learning style, educational goals, individualized

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educational plan and specific career goals. All classes provided are open-ended and open-exit and include high school equivalency preparation, brush-up classes for those who do not require extensive assistance, and adult basic education for lower literacy students. As a financial contributor and co-located partner, Title II Adult Education shares in the infrastructure and other costs associated with the PA CareerLink® sites. ABE staff are an integral part of the Partner referral network. So many of the individuals who enter the public workforce system are basic skills deficient, they have literacy levels below 9th grade, and they require remediation to progress to post-secondary education or reenter the workforce.

TANF- Staff provide access to many programs including: Temporary Assistance to Needy Families (TANF), cash assistance program, formerly known as AFDC, Aid to Families with Dependent Children. This helps to cover living expenses to eligible families; Supplemental Nutrition Assistance Program, known as food stamps; medical assistance to individuals and families of varying income and circumstances; LIHEAP, a seasonal program that provides assistance with utilities for heating during the winter months, as well as referrals to the Weatherization program for furnace repairs and insulation; and LTC/Waiver programs provide assistance to persons who need help paying for Nursing Home Care or for programs to assist aged or disabled individuals receive care in a Home or Community based setting. As a financial contributor and co-located partner, TANF shares in the infrastructure and other costs associated with the PA CareerLink® sites. Low income individuals are included in the priority of service. Referrals to this program, and referrals coming from program staff to other Partners ensures that participants receive all services necessary to help them enter the workforce.

Second Chance Act- While no agency in the Southern Alleghenies region receives Second Chance Act funding, staff within the one-stop provide significant outreach and service to individuals who have been previously incarcerated or are about to reenter the community. Workforce development services including job search assistance is provided to individuals on-site while they are still incarcerated and continues after release. Many one-stop staff have secured professional development certifications that make them uniquely qualified to provide services to individuals with these barriers. Staff also participate on local re-entry councils so that they and the board are well-positioned to provide needed financial, i.e., support for retraining, well as service-related resources that will enable these jobseekers to reenter their communities and become contributing members.

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

The WIOA has placed increased emphasis on expanding access to and serving those who are most in need of assistance. As a result, strong partnerships with community and faith-based organizations are more important than ever. The SAWDB includes the executive directors from two Community Action Agencies (CAAs) and with their assistance, the referral network between the one-stops and CAAs has been strengthened. As is often the case, those who come to the CCAs seeking assistance with housing and transportation, or drug and alcohol counseling are also in need of a job. Similar relationships are being developed or reinforced with other entities that include:

- Juvenile and Adult Probation Offices;
- Transitional Re-Entry Advisory Councils;

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- Transition Units (OVR);
- County Housing Authorities;
- Food Banks;
- Literacy Providers;
- County MH/MR Offices;
- County Assistance Offices;
- US Department of Veterans Affairs- Community Employment;
- Human Services Councils.

The SAWDB's Special Population Committee includes representatives from the majority of the entities noted above. The committee has been engaged in service gap and barrier identification with the PA CareerLink® site administrators and SAWDB staff. The OSO will be working with all parties to improve outreach, access and service to these target populations. As one-stop staff and representatives from these agencies gain a greater understanding of each other's resources, clients and service needs/gaps, the opportunities for cross-referrals and leveraging of additional resources is heightened and ultimately clients/customers have access to a broader range of services designed to meet their needs.

Goal setting and performance benchmarking, above and beyond Common Measures, have been the hallmarks of service delivery in the Southern Alleghenies. Part of expanding access to workforce services is to first understand current 'market share' and recognize who is using our system. The SAWDB and its workforce partners draw on a number of CWDS service utilization reports to better understand demand and customer demographics. From this data, the SAWDB, the OSO, and PA CareerLink® site administrators and management team members continue to set measurable goals for the PY 17 program year. These goals will also incorporate the Department of Labor and Industry's 50% to 70% benchmarks associated with training and serving low income individuals and those with barriers to employment. These targets are included in the individual PA CareerLink® strategic plans and performance Scorecards and reviewed monthly to ensure that staff are working towards the goals.

In addition to providing needed services, the SAWDB has made significant efforts to 'take the services to the customer.' This has been especially important given the geographic expanse of the region. In addition to 5 comprehensive PA CareerLink® sites and 1 affiliated site, the SAWDB has also established 11 access points throughout the region. These are located in community centers and public libraries. Staff visit these sites to meet with individuals or groups who are unable to travel to a comprehensive site. The SAWDB has developed effective relationships with public libraries. Staff and volunteers are shown how to navigate JobGateway® and refer their job seeking customers to the closest one-stop. The SAWDB, OSO and one-stop staff are exploring other opportunities to increase the mobility of service delivery to include regularly scheduling and holding appointments in the offices of workforce partners including housing authorities, community action agencies, prisons, and similar locations. This will further facilitate outreach to those unable to travel to a one-stop.

The SAWDB and its PA CareerLink® sites and staff make every effort to ensure that services are accessible to all. This includes the following:

- TTY lines are available at all one-stops to assist those with a hearing disability. Also, designated computers have ZOOM text that enlarges written materials for those with a visual impairment and JAWS software that reads the information to the individual. Orientation

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information and service-related materials are available in Braille.

- The Language Line is available for those with limited English literacy. This line enables the PA CareerLink® staff to connect, via telephone, with translators capable of speaking to customers in over 80 languages. The one-stops also maintain a LEPP or Limited English Proficiency Plan that addresses how staff will provide services and support to individuals who are unable to communicate fluently in English.

These materials and technology are reviewed by the SAWDB staff during each PA CareerLink® monitoring visit to ensure that materials are available and the technology is in good working order.

The SAWDB recognizes that technology can be an important and useful tool; computer literacy is necessary to navigate JobGateway® and CWDS and increasingly employers are utilizing on-line job applications. With SAWDB support, PA CareerLink® sites have been offering basic, and on a limited basis, intermediate computer classes for jobseekers. Through this instruction, individuals learn how to effectively use the workforce's information technology systems to conduct a job search. These classes have been especially beneficial in the region's more rural areas and for those older jobseekers who have had little exposure to computers. The use of technology can open doors to many but the SAWDB, through research and analysis, learned early on that technology can't take the place of face-to-face assistance provided by a skilled career planner. Much of the six-county region has no access to highspeed internet; basic cellular telephone service is lacking in many areas as well. The workforce, and consequently the jobseekers, are aging with many lacking even basic computer literacy. To expect individuals to conduct job search remotely, from a home computer or smart phone, is unrealistic. As referenced above, the SAWDB supports physical locations and staff trained to assist all jobseekers in their employment search.

The tracking of services, and the measuring of performance outcomes, are essential in service provision. CWDS and JobGateway® are recognized as the systems of records; non-commonwealth information systems are not utilized by contracted service providers. In many cases, information is entered by the jobseeker or employer, especially onto JobGateway®. Pa CareerLink® staff assist in the entry of information for jobseekers at the time they are determined eligible and enrolled into services. All service is recorded on CWDS and input at the time of service enrollment, in real time. Employer-related information, i.e., job orders are placed on CWDS no later than 24 hours after receipt but all efforts are made to input the information as soon as it is received by the employer.

The SAWDB recognizes that other commonwealth-owned information systems are utilized with the public workforce system and includes the following:

- Adult Education- e-Data system captures all service and outcome related information. The information is input by program staff on a weekly basis and is kept up-to-date.

Every effort is made to co-enroll jobseekers with WIOA Title I when they are eligible and suitable for such services. In cases where individuals are not receiving Title I or Title II career or training services but are enrolled in other WIOA programs through Adult Education or OVR, participants' services records are updated as services are received or on a weekly basis, depending on the provider. Program staff, including clerical staff are responsible for this data entry.

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As outlined in other sections of this Plan, the SAWDB maintains a close working relationship with the providers of Title II Adult Education, the initial developers and drivers of Career Pathways in the region. The SAWDB's connection and access to employers has helped to facilitate the development and expansion of these pathways, as the employer community provides their confirmation. With participants often co-enrolled in Title I and Title II services, access to employment and training has been greatly facilitated. Furthermore, the SAWDB's pilot program Pathways to Employment, in partnership with the Central and North Central Workforce Development Board, provides for the development of the Integrated Education and Training model. This directly connect individuals in adult education programs with training opportunities while they are receiving literacy remediation services.

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

Continued support and involvement from the OVR staff, along with PA CareerLink® management and oversight by the OSO and SAWDB, will help to ensure that the facilities are fully accessible, have the necessary technology, and materials in alternative formats for use by individuals with disabilities. Services will be provided in a seamless manner and referral to appropriate partner programs will be facilitated through increased communication and cooperation between one-stop partners. The Board has formed a Special Populations Committee that is dedicated to identifying, promoting, and assessing services for special populations, including individuals with disabilities; the OVR district administrator serves as the chair of this committee. This helps to ensure that the employment needs of individuals with disabilities will remain in the forefront. OVR and PA CareerLink® staff will continue to develop and coordinate services designed to promote disability inclusion including joint workshops and career fairs. A consent form has been implemented to allow greater sharing of customer information and improve communication between the vocational rehabilitation counselors and WIOA Title I career planners. Much has been accomplished and OVR, Board leadership, and PA CareerLink® staff will continue to identify ways to expand and enhance workforce services to individuals with disabilities. OVR staff are also positioned to assist other PA CareerLink® staff to better understand and appreciate the unique challenges faced by jobseekers with disabilities. As a local and 'in house' expert, OVR staff are well positioned to help ensure that the one-stop facilities comply with state and federal ADA requirements and assist other PA CareerLink® staff to better understand and appreciate the unique challenges faced by jobseekers with disabilities. OVR staff as well as other partner staff, i.e., WIOA Title I provider Goodwill of the Southern Alleghenies, are well positioned to and have provided staff training workshops on how to provide enhanced services to individuals with disabilities. The SAWDB's Special Populations Committee also includes individuals who serve those with intellectual disabilities. Service to this growing segment of jobseekers requires special skills and we look to these partners and board members to help educate one-stop staff on effective service delivery strategies.

Coordination of outreach to employers has improved with OVR's hiring of Business Services Representatives; they are active members of the PA CareerLink® Business Service Teams. Never have

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there been greater efforts toward disability inclusion. OVR and other PA CareerLink® staff have been coordinating the development of joint workshops and career fairs and the regional OVR office has set benchmarks for customer participation in these events.

In addition to the sites being physically accessible, the one-stops utilize key technology and materials to assist in service delivery to individuals with disabilities. These include the availability and use of TTY lines for those with a hearing disability. Also, designated computers have ZOOM text that enlarges written materials for those with a visual impairment and JAWS software that reads the information to the individual. Orientation information and service-related materials are also available in Braille.

A two-pronged approach is used to address the needs of those with limited English proficiency. The PA CareerLink® sites utilize the Language Line to connect with translators who will help to bridge the language barrier between staff and customers. Each one-stop must maintain an up-to-date LEPP or Limited English Proficiency Plan that outlines the staff that will effectively serve those with a language barrier. The WIOA Title II provider also plays a key role as the partner best positioned to assist those with English literacy challenges. While there has not been a significant demand for translation services or adult education for those whose primary language is not English, the region's PA CareerLink® are positioned to provide services to these jobseekers or employers.

The SAWDB, OSO and workforce partners place considerable emphasis on supporting professional development opportunities, especially those that enhance staffs' ability to serve those with multiple barriers to employment. The following outlines recent training opportunities:

- PA CareerLink® Huntingdon County and Fulton Employment and Training (affiliate site): EEO training for all partner staff was conducted in late October 2016; the EEO liaison, site administrator and Bureau of Workforce Partnership and Operations attended PA Labor and Industry-sponsored training in early December 2016. At the quarterly full PA CareerLink® staff meeting, ADA, Limited English Proficiency, and disability and sensitivity training was held and attended by all partner staff. The ADA equipment including the Zoom Text and Jaws software is tested monthly. These testing dates provided all staff with the opportunity to refresh their knowledge on the usage of the equipment.
- PA CareerLink® sites Bedford and Blair Counties: EEO training for all partner staff was provided by the commonwealth in late October 2016 and Equal Opportunity Orientation Training for one-stop partners was held in September 2016; Managing Diversity Training was held for partner staff in July 2016, and Preventing Discrimination and Harassment Training was conducted for partners in March 2017. The ADA equipment including the Zoom Text and Jaws software is tested regularly and staff receive refreshers on use of the equipment.
- PA CareerLink® sites Cambria and Somerset Counties: LEP Plan and training was conducted in January for all partner staff; EEO training provided by the commonwealth was conducted in late October 2016; Diversity Training was provided to all partner staff in Spring 2016; Re-entry Specialist Training, OVR/ADA and Recovery and Community Integration Training was provided by partner staff for all one-stop partners in 2016. The ADA equipment including

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the Zoom Text and Jaws software is tested regularly and staff receive refreshers on use of the equipment.

As outlined above, the PA CareerLink® staff receive a wide variety of training. These are normally held during office-wide partner staff meetings and include participation by staff representing:

- WIOA Title I
- WIOA Title II, Adult Education
- Wagner-Peyser and BWPO
- Carl Perkins Post-Secondary Education
- OVR
- Community Service Block Grant
- TANF
- Senior Community Service
- Trade Adjustment Assistance

Staff from the Department of Labor and Industry Office of Equal Opportunity conducted its annual compliance review of the region. Random customer files were examined for the presence of required compliance documents and selected PA CareerLink® sites were reviewed. There were no findings received.

- 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.*

In support of continuous improvement and performance management, the SAWDB has implemented a system that includes the acquisition and dissemination of performance data. The sources of this data include:

- Comprehensive Workforce Development System- the system of record for the tracking of customer services and performance for the one-stop delivery system in the SAWDA. PA CareerLink® and SAWDB staff have been trained and regularly draw performance-related reports from the Pennsylvania Workforce Development Reports Management System. The reports have been especially useful for management of Title I performance.
- Training service utilization including course of study, training provider, completion information, employment upon graduation (and if placement is in the customer's field of study), and wage at placement. This data is particularly important in the review of high priority occupations and placement success rates and trends. Likewise, this information is used to help guide the investment of WIOA Title I training funds and to determine the return on investment of these funds.
- WIOA Title I Quarterly Performance Report- developed by the SAWDB for WIOA Title I - Specific information that includes number of new and returning customers, job placements, wage at placements, placements into training programs, OJT contracts. WIOA Title I providers also identify outreach efforts, challenges and opportunities related to service provision.
- PA CareerLink® Scorecards contain one-stop wide performance metrics and tracks activity in support of reaching the established goals. It includes the following information by county:

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- Statistics for labor force, employed, unemployed and UC Rate
- Number of New UC claims files and the percentage of UC claimants served
- PA CareerLink® foot traffic
- Unique participants served
- Percentage of customers with a barrier
- Total services provided to job seekers
- Percentage of employers using the PA CareerLink®
- Percentage of repeat employer customers
- Total services provided to employers
- Job postings placed and number of referrals made
- OJT contracts prepared
- Workshops provided and recruitment events held
- A comprehensive monitoring/quality assurance/continuous improvement system that incorporates a performance monitoring component, utilized to ensure high quality in service provision. This model incorporates a combination of written instruments, site visits, service observations and customer interviews, represents a coordinated team effort and includes numerous partners, each with a distinctive role. The performance management system is led by the SAWDB and its staff, in partnership with the region's OSO. The SAWDB has empowered its local PA CareerLink® sites to be active participants and share in responsibility for performance management at the local level. This is handled by each PA CareerLink® Management Team and site administrator. In addition, each of the region's one-stops has a performance point of contact (POC). These individuals serve as liaisons between their site, the SAWDB and the OSO. The site monitoring visits are conducted by SAWDB staff on an annual basis. The process includes the utilization of a locally created instrument that integrates elements aligned with the SAWDB's vision and goals and PA CareerLink® Scorecards. The instrument was designed to evaluate integral elements related to overall PA CareerLink® operations including governance, service mix and provision, site administration, staff qualities, and performance. Reports that summarize review results are shared with the site administrator, the OSO and SAWDB Chair immediately following the site visits; the reports are shared quarterly with the full Board.

The SAWDB has historically dedicated significant financial resources to support training and increased educational attainment for the region's residents. Consequently, performance accountability figures significantly when it considers programs for inclusion in the Eligible Training Provider List (ETPL) and Local Training Provider List (LTPL). Before a request for inclusion on the list is submitted to Harrisburg, SAWDB members and staff carefully review the performance-related data and ensure that it meets the standards outlined in the WIOA and the *Workforce System Policy No. 04-2015, December 23, 2015 Eligible Training Providers- Initial Implementation of the Workforce Innovation and Opportunity Act*. Monitoring of provider effectiveness continues beyond placement on the ETPL and LTPL. The SAWDB tracks outcomes for training participants to assess return on investment of training dollars. While program completion and placement rates are important, of equal or greater relevancy to the SAWDB is completion and placement in the field of study rates and associated earnings. This performance information is calculated by staff and shared with the SAWDB, PA CareerLink® staff, OSO, and workforce partners on a regular basis; the information is utilized by career planners as they assist customers in making informed choices regarding careers and training opportunities. The SAWDB has aggressively

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sought to include high quality programs on the ETPL/LTPL and continues to work with the region's educational institutions to place a significant number of relevant programs on the lists. Currently the region boasts 19 providers of 210 programs, the third largest in the commonwealth.

Employer and stakeholder input figures prominently in the SAWDB's continuous improvement model. The High Priority Occupation List (HPO) is shared with system partners and stakeholders to ensure that it accurately reflects employer hiring demands. In cases where greater demand is projected, or emerging occupations are noted, the SAWDB will petition for specific occupations to be added to the ETPL. Industry support, in the form of 'commitment' letters form the basis for the petition.

In partnership with the PREP consortium, the SAWDB and one-stop partners spearheading the evolution of the current industry consortium, in place for 5 years, into the next generation industry partnerships. These forums will continue to provide real-time industry intelligence and help drive the strategic investments of the SAWDB. These industry-driven discussions have led the SAWDB, and its partners, to promote registered apprenticeships, an effective strategy that can help address employee retention and pipeline issues.

The SAWDB also utilizes its Request for Proposal (RFP) procurement process to promote continuous improvement in the WIOA Title I services it supports. The Board has recently completed a competitive procurement for all Title I services. Procurement notices were sent to roughly 200 bidders from across the region, state and country, ads were placed in papers of record, and the solicitation was included on the Pennsylvania Development Workforce Association website. All of this was done to encourage responses from qualified organizations with a strong history of providing quality workforce services. After a rigorous board-driven review process, two of the region's six counties have a different service provider, effective July 1, 2017. All contracts are considered annually and renewed based on provider performance. The SAWDB went through a similar process to competitively procure its OSO. Performance reviews of the consortium will begin at six months.

Measurement of customer satisfaction is another continuous improvement tool and one utilized aggressively, and across all partners and funding streams, until 2015 and the implementation of WIOA. Currently employer satisfaction is measured as part of OJT monitoring, and customers (employers and jobseekers) participating in certain services, i.e., training, work experience for youth, core workshops, are monitored for service satisfaction. The OSO and PA CareerLink® site administrators, in partnership with the SAWDB, have drafted new customer satisfaction surveys that will be presented in a digital format and include participants in Basic and Individualized Career Services and Training and employers.

With the data, both quantitative and qualitative, derived from the activities and instruments referenced above, the SAWDB, OSO, and its service delivery partners will continue to assess the effectiveness of the services offered, identify service gaps, and apply continuous improvement strategies.

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.*

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The Southern Alleghenies Workforce Development Area includes the counties of Bedford, Blair, Cambria, Fulton, Huntingdon, and Somerset. The SAWDB supports five PA CareerLink® sites, one affiliated site in Fulton County, and eleven access sites housed in public libraries, senior and community centers and a YMCA. Adults and dislocated workers can access a full array of WIOA services at all one-stop locations; services are provided on a more limited basis at the access points. The SAWDB has just completed a competitive Request for Proposal process for the delivery of WIOA Title I Adult, Dislocated Worker and Youth services. Response to the RFP was competitive though not overwhelming, no doubt a result of the rural nature of much of the region. In addition to the services listed below, the successful proposers are also asked to identify new services designed to meet the changing needs of jobseekers and employers. These services will be evaluated during the year by the SAWDB and provider to determine effectiveness and level of utilization.

The WIOA supports 'career services' and 'training services' for adults and dislocated workers. Unlike service provision under the Workforce Investment Act, there is no requirement that these services be accessed in a predetermined sequence.

Three types of career services are provided in the region. They are:

1) Basic Career Services- available to everyone and include:

- Program eligibility- includes determining if the individual is eligible to receive additional assistance under the WIOA Title I Adult, Dislocated Worker or Youth programs.
- Outreach and orientation- includes participation in PA Profiling Reemployment Program. Participants receive information on the wide array of services provided by the PA CareerLink® and other resources available.
- Initial and Preliminary Assessment- includes the identification of potential barriers to employment, assists with identifying special status or priority of service (veteran, low income, individual with a disability).
- Labor Exchange- supported by Wagner-Peyser staff and includes provision of labor market information, job search and placement/job referral assistance, coordination of activities including referral for service to be provided by PA CareerLink® partners as well as other organization/agencies in the community.
- Provision of Information including:
 - Performance data including information related to the one-stop's ability to meet WIOA performance goals but also separate benchmarks established by the SAWDB for the one-stops
 - Training-related information including review of the ETPL and LTPL, school performance (completion rates, placement, wage), cost and financial aid.
 - Access to Unemployment Insurance phone
 - Availability of supportive services including transportation, childcare, implement allowance and referral network for additional services

2) Individualized Career Services may be provided to individuals who need additional assistance to retain or obtain employment and include:

- Comprehensive and specialized assessments- these include the Test of Adult Basic Education (TABE) to determine math and reading literacy levels and identify basic skills deficiencies,

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CareerScope to identify career interests and aptitudes, and WorkKeys® career readiness credential that assess reading for information, locating information and applied mathematics levels. In addition to these tools, case managers and career planners may utilize intensive customer interviewing to identify additional barriers to employment and provide more effective career planning counseling.

- Preparation of the Individual Employment Plan (IEP) this document serves as the road map and includes the customer's vocational goal and identifies the services, planned and provided, that will help them reach their goal. It also identifies any barriers to employment and where appropriate, referral to other services. This is not a static document but is regularly reviewed and updated to reflect changes in services and customer circumstances.
- Counseling, career planning and case management- includes more intensive assistance job search and mentoring.
- Short-term prevocational services- includes helping customer gain a clearer understanding of desirable 'work ethics' and employer expectations, the importance of strong communication skills, Internships and work experience including paid and unpaid
- Work-Readiness services- includes computer classes (basic and intermediate), time management, conflict resolution and other workshops that help prepare the customer for employment or education.
- Financial literacy services- includes budget development and 'Is Training Right for You' workshop that explores the financial implications that accompany post-secondary education.
- Job search assistance for those who wish to leave the Southern Alleghenies.
- English as a second language (ESL) and integrated education and training (IET)- this includes special activities that fall under the region's newest initiative 'Pathways to Employment- Integrating Education and Training.' ABLE providers are developing the basic skills portion of the IET and will work with the occupational training providers on the IET curriculum development.

- 3) Follow-up Services will be provided to those customers who are placed in unsubsidized employment for one year following placement. Maintaining the relationship between career planner/counselor and customer is vital, even after employment has been secured. This allows the PA CareerLink® staff to identify and address any possible barriers to job retention.

Training Services are available to those individuals who do not possess the marketable skills needed to obtain or retain a job that meet the region's self-sufficiency level. They can take many forms and include:

- Individual Training Account- the SAWDB awards up to \$4,500 to support post-secondary education programs that are less than one year and \$6,000 for programs that are one year and greater. All training must be tied to an occupation on the High Priority Occupation List; the training provider and program must be on the ETPL. While customer choice largely drives training decisions, up-front career planning is essential so that the customer makes informed choices regarding field of study and training provider. Since 2016, 100% of those who completed ITAs are employed and 86% are working in their field of study; a solid return on investment.
- Work-based Training- these include OJT, customized training, incumbent worker training and transitional employment, and apprenticeships.

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- OJT- in most cases, the SAWDB will provide a 50% wage reimbursement during the participant's training period. This percentage may fluctuate depending on the source of funding. To be considered for an adult or dislocated worker OJT contract, the position must pay an amount equal or greater to the region's family sustaining wage. The minimum wage for a youth OJT was set at a lower amount, \$10.00, to encourage employer consideration youth. The current completion rate for OJT participants is 88%; a solid return on investment and testament to the importance of effective case management and career counseling.
- Incumbent Worker Training, Apprenticeships, and Transitional Jobs- the SAWDB, PA CareerLink® staff and economic developers have been working closely with employers to identify training needs and promote these opportunities. Due to an aggressive promotional campaign, registered apprenticeships have been gaining traction in the region.

The services listed above continue to meet the needs of jobseekers and employers, as demonstrated by measured jobseeker success at securing gainful employment with a self-sufficient wage. However, individuals with more significant barriers to employment are seeking services in greater numbers than ever before. The Board's Special Population Committee has been charged with identifying service gaps, based on the needs of their target populations and compared to current service offerings. We anticipate specific new service recommendations to be presented by this committee in the coming program year; these will help to improve and increase relevancy of the services provided to those adults and dislocated workers with significant barriers to employment.

To further align its supported programs with the WIOA, the SAWDB implemented a Priority of Service Policy that mirrors the requirements under the law. Veterans and their eligible spouses are given the highest priority followed by recipients of public assistance, low-income individuals and those who are basic skills deficient. All others who do not fall into the above categories fall under the lowest priority for service. The PA CareerLink® sites, under the direction of the SAWDB, measures and reports service utilization by target populations on the Scorecard.

With the WIOA came the requirement to dedicate 75% of the Board's Youth allocation in service to out-of-school youth. This required a significant paradigm shift on the part of the Workforce Investment Act Title I providers who previously focused on servicing in-school youth. While SAWDB policy continues to allow service to eligible in-school youth with WIOA Title I funds, it holds each provider responsible for exceeding the 75% expenditure requirement with its Title I award. The SAWDB staff collect monthly pipeline reports that identify the outcome of outreach activities to out-of-school youth and the source of customer referrals. This has enabled SAWDB staff to monitor provider efforts to identify and serve the out-of-school population; corrective action plans have been required from those providers who were failing to reach anticipated service numbers. The SAWDB has also expanded its fiscal Red/Green Report, which outlines Title I provider expenditure levels by funding stream, to include fiscal tracking by out-of-school youth and work experience expenditures. This report is reviewed monthly by the Board and providers to ensure that the region is on track to meet these expenditure requirements; it is anticipated that the region will meet and exceed the new WIOA-fiscal requirements.

Each year, the SAWDB has experienced a 10% to 15% cut in its WIOA Title I allocation. Sometimes it has been challenging to meet all the jobseeker requests for post-secondary training. The SAWDB has

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successfully sought competitive funding to support training for adults and dislocated workers and on occasion, has transferred funding from the Dislocated Worker funding stream to the Adult training budget to help meet demand. To anticipate demand for training funds, the SAWDB staff receive monthly reports from the WIOA Title I providers that outline the anticipated requests for classroom and on-the job training. This allows the SAWDB to project demand and identify any funding shortfalls in advance. If such a shortfall is anticipated, the SAWDB reviews its financial position to determine if a transfer request between programs is feasible; if so, it takes an action to approve the request at a public meeting of the SAWDB or its Executive Committee. By taking this proactive approach to financial management the SAWDB, and the public workforce system it supports, continues to fund significant training opportunities for the region's adults, dislocated workers and youth.

As described earlier in this Plan, the SAWDB is a proponent of and provides significant support for the development of Career Pathways. Furthermore, it expects that jobseekers will be co-enrolled in all workforce programs that will help the individual achieve their employment goal. The Board has reviewed and endorsed the initial assessment, utilized across the region, as an instrument to identify individual needs and determine the services, and provider mix, needed to help the participant reach their goal. Program co-enrollment is reviewed by SAWDB staff during WIOA Title I and PA CareerLink® monitoring to ensure that jobseekers are connecting with all appropriate services and providers. An essential service element is access to skilled and work-based training. The SAWDB has placed significant value on work-based training and in Program Year 16, it based a portion of a Title I provider's allocation on the number of On-the-Job Training (OJT) contracts that were generated by that provider. Presently, support for transitional jobs using WIOA funding is geared primarily to out-of-school youth. Providers of the Employment and Retention Network (EARN) services are considering the use of their program funds to initiate support for transitional jobs. Following considerable analysis, the SAWDB has directed additional funding in support of OJT; the use of OJT has been used effectively to provide work-based training for adults with limited work experience. With transitional jobs, employment is not guaranteed when the contract ends. With OJT, the participant is considered employed on day one.

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 SAWDB has always placed considerable emphasis on, and allocated significant resources in support of classroom and work-based training opportunities. The current cap for Individual Training Accounts is \$4,500 for programs less than one year and \$6,000 for programs one year and longer. These levels were determined after considering the average costs for programs on the Eligible Training Provider List (ETPL), PELL awards and other grants. With the costlier training, a participant may contribute a nominal amount to the expense as well. The SAWDB believes that in many cases, a participant is more likely to follow through with the training requirements when they have at least a small financial stake in the training. The SAWDB policy requires that WIOA Title I funds, along with any other grants or awards received by the training participant be first utilized to offset the cost of training before personal funds are used. In many cases, it will then be unnecessary for training participants to use any personal funds to cover the cost of their training.

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As with all services, the type of training is based on customer need and choice. Many individuals arrive at the PA CareerLink® with a documented work history, strong skills, and the desire and need to enter/reenter the workforce as soon as possible. These individuals are prime candidates to participate in an On-the-Job Training contract. Each PA CareerLink® has a strong Business Service Team that has a pool of 'work ready' jobseekers it can refer to appropriate employers who wish to utilize OJT.

Just as many jobseekers come to the one-stop with limited marketable skills and they have the need, desire and ability to pursue post-secondary education. The SAWDB has long prided itself on having one of the most robust Eligible Training Provider Lists (ETPL) in the commonwealth. Currently there are 19 providers offering 210 programs. This gives the region's customers the third largest list of programs to choose from in the commonwealth. While the SAWDB continues to promote 'informed customer choice' when it comes to the selection of training providers and courses of study, it views the training dollars awarded to participants as 'investments' and wants to do everything possible to ensure the collective investment of WIOA Title I funding and a participant's time (and potentially resources), are sound. WIOA Title I staff carefully review the information found on the state's ETPL with jobseekers so that they can compare provider outcomes and price. This includes on-line training opportunities, which historically have had poor performance outcomes.

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

The Southern Alleghenies Workforce Development Board, in recognition of the intent of WIOA, established priority of service to those youth/young adults with barriers to employment which require intervention for success. The targeted groups include those exhibiting the following characteristics: low income, basic skills deficient, English language learner, an offender, homeless, pregnant or parenting, individual with a disability, or a school dropout. By targeting a variety of most in need youth, the Board has insured that the program would maximize the opportunities for eligible youth. In order to maximize services to both in-school and out-of-school youth, the Board has established a priority of service consistent with TANF and WIOA guidelines that emphasizes service to out-of-school youth under WIOA and in-school youth under TANF. The Board has communicated these priorities and intents by not only incorporating them within the Request for Proposal process and the awarding of service contracts but also in review of those contractors' performance. The Board's summer program is an example of expanding the client base to serve those most in need, and both population groups, and remain consistent with the use of multiple funding sources. By utilizing WIOA and TANF youth funds to support the summer program, the Board can expand the number of youth served who receive work readiness and work based learning and meet the priority groups from each source of funding. Another example of efforts to expand the service to as many eligible youth as possible is the braiding of funds for Youth ITA's to include PELL, PHEAA and, for youth with disabilities, designated OVR funds. This collaborative effort extends to other partners. The Goodwill of the Southern Alleghenies operates both the YouthBuild and WIOA Program in Cambria County. Funding of training for several YouthBuild clients are shared by the two programs with those clients dual enrolled in both programs. YouthBuild clients are referred and served by WIOA after completion of the YouthBuild program. In the case of Job Corps, the Job Corps does not have a facility within our region but the Job Corps recruiter receives referrals from the PA CareerLink® staff. This same recruiter is involved in oversight of the WIOA program as a member of the Young Adult Council.

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The Board's Young Adult Council has been appointed to advise the Board on the design and implementation of youth services within the region. Due to its makeup, the Council is uniquely qualified to dispatch these duties. The Council is made up of representatives from the following organizations that serve the targeted clients in addition to a past program participant: children and youth, county probation office, secondary schools, vocational technical schools, colleges, housing authority, job corps, Office of Vocational Rehabilitation, Goodwill Industries, and Big Brothers/Big Sisters. The Council makes recommendations to the Board concerning policy establishment, contractor funding, and budgeting of financial resources. The Council also establishes and reviews both program performance criteria and financial performance at the contractor and regional level. Client service levels by contractor are established and monitored for attainment as well. The Council recommends to the Board minimum requirements in the design of critical components of the program such as the content of the academic component of work experience and adherence to the minimum of 20% expenditures for work experience and 75% expenditures for out-of-school youth. These parameters are monitored by the Council along with the delivery of the 14 Program Elements as defined by each service provider's statement of work. The Council has set parameters for leveraging TANF Youth Development funding by allowing its use to expand the youth served on the summer work experience program and by directing services in support of area schools' efforts to comply with PA Career Education and Work Standards. With Council membership from partner agencies, opportunities for co-enrollment of youth in job corps and OVR funded programs are identified and encouraged in those cases where the client's initial assessment and individual service strategy are in alignment.

The Board, with input from the Young Adult Council, has established the following steps in identifying and serving eligible youth:

- Recruitment
- Eligibility Determination

Upon recruitment, youth and young adults are determined eligible for WIOA services. As part of the intake process, client information is gathered on characteristics which effect eligibility such as in-school or out-of-school status, age, barriers to employment, and low income where appropriate. The barriers to employment that are identified in WIOA and documented include: basic skills deficient, English language learner, offender, homeless individual, pregnant or parenting, youth with a disability, and school dropout. In addition, as required, the Board has defined an eligible at-risk youth that " requires additional assistance to complete an education program or to secure and hold employment" as follows: An individual mentally or physically challenged, learning disabled, noncash recipient or having no marketable skills (No meaningful unsubsidized work experience of at least two years cumulative or has not completed post secondary training that has resulted in a degree, license, or certificate in a demand occupation). Documentation sources are to adhere to the Department of Labor most recent Source Documentation Requirements for WIOA Data Element Validation.

- Orientation that provides an overview of available services.
- Initial assessment

This initial assessment includes an analysis of many factors affecting the employability of the client to include barriers to employment, functional basic skills, interests and aptitudes, etc.

- Service Plan

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Subsequently a service plan is developed that will lay out the services needed to support attainment of the identified vocational goal established between the career planner and the client.

- Provision of Service

Available services are the 14 mandated service elements under WIOA.

The five area PA CareerLink® sites and affiliated site are the hub for delivery of youth services within the region with remote sites utilized for targeted populations such as area schools. The following are types of local area youth workforce investment activities that are provided to eligible young adults and youth as appropriate:

Dropout Recovery/Basic Education Instruction- These services are provided in partnership with Title II Adult Basic Education partners who are generally co-located within the PA CareerLink® with the youth service providers. High school dropouts receive instruction that leads to a General Equivalency Diploma (GED). These services may be supplemented where insufficient Title II WIOA services are available.

Career Awareness/ Exploration-These are a key component of activities targeted to in school and out of school youth who are unsure of their career aspirations or need further research on identified careers. Youth are assessed for aptitudes and interests and participate in researching careers. Labor market information is provided in support of career matching activities to help steer the youth to possible careers in demand. In support of career exploration, tours of local employers and job shadowing opportunities are made available to clients. For An example of this activity is the region-wide Health Careers Week. With the significant career opportunities in the health care field, one week each year is set aside to explore these opportunities. Last year more than 2,300 youth and young adults participated in tours of hospitals, medical centers, chiropractor offices, along with career fairs and job fairs. As part of research on careers and training opportunities, youth are provided information on and research opportunities for apprenticeships. An example of introduction and instruction specifically targeted to apprenticeship opportunities in a selected field was the Heavy Highway Construction Fair at the Greater Johnstown High School. The Title I youth provider, Goodwill of the Southern Alleghenies, in conjunction with the Constructors Association of Western PA, sponsored instruction on apprenticeship requirements and opportunities in some of the following careers sponsored by various labor unions: carpenters/pile drivers, cement masons, laborers, operating engineers, and truck drivers. Students from area schools learned about paid apprenticeship opportunities, prerequisites and the application process. Another career alternative that is explored with clients is setting up their own business. Entrepreneurial training is introduced to youth as an alternative to working for an employer. Clients assessed with the aptitudes and interest in this area are provided more in-depth training on the numerous aspects of starting their own business.

Workforce Preparation/Paid and Unpaid Work Experience including Internships- Summer and year-round paid employment opportunities are available. Both in-school and out-of-school youth are assigned work sites in the private and public sector consistent with an identified career interest where possible. Postsecondary attendees and graduates, including Individual Training Account participants, are funneled to work sites that allow application of acquired skills. Consistent with the WIOA emphasis on work experience, many youth throughout the region participate in this activity. At least 20 hours of instruction in the following possible areas is provided in conjunction with this type of paid work experience:

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1. Work Readiness Skills Instruction on the twelve skills identified by employers will be required and provided before work at the assigned site. These twelve work readiness skills are contained in a Work Readiness Assessment Form used by the work site supervisors to assess the client's level of skills exhibited on the job.
2. Instruction in the following areas are provided before or during work at the assigned site:
 - Labor market information about in-demand occupations
 - Career awareness/exploration utilizing internet based resources and visits to local employers
 - Financial Literacy Education
 - Additional topics of instruction may include:
 - Resume preparation
 - Interviewing techniques
 - Activities that help a youth prepare for and transition to post secondary education and training such as researching postsecondary courses, schools, and apprenticeship opportunities including visits to postsecondary educational facilities.
 - Entrepreneurial training
3. On-the-Job Training Opportunities- For youth entering the workplace that exhibit job ready skills, referral to OJT contracts is provided. With the struggles of youth and young adults to compete for existing jobs, the SAWDB has revised its existing policy for supporting an OJT contract. As an enticement to consider a youth/young adult for employment, the prior minimum wage rate for an OJT was reduced from \$13.80/hr. to \$10.00/hr. In response to this action, OJT opportunities for youth/young adults have been expanded. It is anticipated that this activity will continue to grow as an important activity for youth/young adults.

Occupational Skills Training- For youth lacking occupational skills required for employment in occupations in demand, Individual Training Accounts are available. For those youth/young adults whose assessment and service plan determines it to be appropriate, an ITA request will be completed by their career planner and submitted to SAWDB staff. Approval of training requests will be contingent upon the training program appearing on the ETPL. While in training, the assigned career planner will continue to support the client to ensure his progress in the training program.

Referral to Employment- For those job ready clients, referral to job orders posted with the PA CareerLink® sites will be provided. In addition to use of computers with internet capacity to access the CWDS system, clients will be notified of OJT and job orders which their career planner believes is a match with their skills.

In the delivery of services to unique categories of clients, collaboration with partners who possess certain expertise and complementary resources is critical. This is especially relevant to serving in-school youth with disabilities. The SAWDB will collaborate with OVR in the provision of WIOA Title IV Pre-Employment Transition Services to in-school youth with disabilities. The Board and its Title I providers look to collaborate with OVR to provide in-school youth with disabilities opportunities to participate in

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pre-employment transition services and work based learning services to gain skills and knowledge 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 to employment. Work based learning is an important experience coupled with career exploration information for in-school youth with disabilities to engage in so they may be afforded opportunities to discover career paths. Other services that may be provided by OVR to this group are:

- Counseling a guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services
- Independent Living Skills to allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness and advocacy.
- Workplace Readiness Training will provide knowledge needed to find and maintain competitive integrated employment and may include soft skills training, interview skills job readiness, 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.

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 staff of the SAWDB, PA CareerLink®, WIOA Title I, and Rapid Response have a strong and effective working relationship. This partnership has been essential to service provision in our region where large dislocations have unfortunately been a part of the economic history and continue to plague the Southern Alleghenies. Rapid Response support is offered to employers facing worker dislocations. All efforts are coordinated and Rapid Response team members include not only PA CareerLink® and Rapid Response staff but also representatives from community-based organizations and economic development; team members are selected based on the needs of the affected workers. Larger dislocations have led to the formation of Transition Teams, former co-workers who come together to help organize special activities on behalf of their fellow dislocated workers. These teams receive support from a variety of workforce partners including the SAWDB and SAP&DC who provide fiscal support. Most recently Transition Teams have been organized around the closure of the Altoona Unemployment Compensation Call Center, which has since reopened, and the shuttering of the Corsa coal mines, which have also begun calling back a portion of its workforce. Information related to Rapid Response is provided by the regional coordinator and shared quarterly with the SAWDB, Local Elected Officials, workforce partners and system stakeholders.

The January 2017 guidance released by the State Operations Division, Rapid Response Services that clearly outlines Rapid Response Team and PA CareerLink® staff responsibilities as well as details related to the provision of Rapid Response Services including the step-by-step process for Early Intervention and the Benefits Rights Interview (BRI). With SAWDB support, during the BRI, affected workers not only receive Trade-related information but are also con-enrolled in partner programs, especially WIOA Title I. The SAWDB, Rapid Response Team members, and partner programs will use this guidance to ensure that Rapid Response services are provided in a coordinated manner to provide the greatest benefit to

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the dislocated workers.

The SAWDB has requested and utilized Rapid Response Additional Assistance (RRAA) funding to provide career, training, and supportive services to dislocated workers when special circumstances have arisen and the Board's WIOA Title I allocation was insufficient to handle the demand for services. These funds were of critical importance in providing services to those coal miners who were dislocated prior to receipt of the commonwealth's POWER National Emergency Grant funding. Funding is also being utilized to provide OJT for dislocated workers who are finding reemployment with a number of new manufacturers that have recently begun operations in the region.

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).*

Coordination with the higher education consortium, county career and technology centers (CTCs) and secondary schools is facilitated through SAWDB member and staff involvement on many of the college boards and committees, CTC advisory boards and Perkins Participatory Planning Committees, school boards of directors, and school to career and employer advisory committees. Representatives of the public workforce system, through their involvement on these key committees and boards, helps to ensure that communication flows between the workforce system and its education partners. The SAWDB can also serve as the 'honest broker' and bring a variety of education providers together to develop strategies to address regional issues, leverage resources, identify gaps and highlight opportunities for improved service provision.

The WIOA has required a shift in services, away from support for in-school activities and instead toward tremendous emphasis on serving out of school youth. This has not meant the end of service provision to youth in secondary education. It has however required leveraging other, non-WIOA resources to support its work. Through its partnership with the OVR and its Pre-employment Transition Service (PETS), and by utilizing its annual TANF allocation, the SAWDB and its Title I providers continue to support paid work experience for youth while they are still in school. Related services that include industry tours, career fairs, employer in the classroom and educator in the workplace are also provided. These activities help to prepare youth for the world of work, and assist the educators in meeting the Career Education Standards. As a founding member and continued participant in the BASICS (Business and Schools Investing in Cooperative Solutions) initiative, the SAWDB continues to work with educators and employers to develop career exploration opportunities, employer-educator forums, and work experience and mentoring programs for young people.

The SAWDB's Business-Education Partnership Grant has afforded additional opportunities to increase coordination and alignment of education programs with workforce development activities. The SAWDB has helped to facilitate strategic relationships between chambers of commerce, educational institutions, employers, and workforce partners. Special events including a Career Canteen and 'What's My Line' are school-based opportunities for students to learn about careers through guest speakers/employer contacts. 'Jump Start your Career in Your Senior Year', a 2-day event at a local career and technology center and includes guest speakers, team building activities, job interviewing

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preparation, and introduction to local labor market information, and an education al panel. Also, paid work experience/internships were supported for youth at sites related to their post-secondary school majors.

These entities have collectively been working on a variety of annual initiatives that serve to communicate employer needs to educators and also expose students to career opportunities in the Southern Alleghenies Region. Examples include:

- In October, Manufacturing Day will be recognized throughout the region and will bring together employers, educators and students, economic developers, and workforce development professionals. Activities will include industry tours, opportunities for educators, students, employers, and workforce professionals to share information on employment expectations, educational opportunities, and showcase career opportunities.
- In November, Health Career Awareness Week is observed. For 15 years, the SAWDB has recognized the importance the health care industry plays in the region's economy. Over one thousand students will have the chance to tour health care facilities, and participate in panel discussions led by healthcare providers. This year the SAWDB will recognize outstanding educational providers with its first ever 'Health Careers Start Here' contest to call attention to the outstanding secondary education providers.

In all of these efforts, the SAWDB and multiple partners from the public workforce system are engaged in all aspects of planning and implementation. These strong levels of engagement have helped to not only position the board and its system as key partners in these workforce/education activities but have also led to greater coordination, sharing and leveraging of resources, and expanded opportunities for interaction between workforce, education, employers, and economic development.

While still in its infancy, the implementation of the Next Generation Industry Partnership model shows significant promise in helping the SAWDB to increase coordination between education and workforce development. The SAWDB and its PREP partners have assembled a 'Next Gen' Team that includes workforce development, economic development, and post-secondary education. Collectively, this team will be listening to the needs of our mutual employer community. Along with our PREP partners, we will work together to aid employers in addressing their significant challenges.

Despite its rural nature, the Southern Alleghenies has a rich and significant mix of post-secondary education and training providers to include two community colleges, seven career and technology centers (CTC), five nationally-recognized colleges and universities and a number of private, proprietary schools. The colleges and universities have an organized regional education consortium; they support collective job and education fairs, industry tours, and educator in the workplace events. The SAWDB continues to call on the consortium to play a crucial role in the Start Up Alleghenies entrepreneurial initiative. College representatives also participate in the Industry Partnership and BASICS committees, WedNet trainings and apprenticeship fairs. Likewise, the seven career and technology centers frequently collaborate on regional initiatives, work together to draft petitions for the High Priority Occupation List, and collectively respond to Requests for Proposals. The Southern Alleghenies maintains an active regional Adult Basic Literacy Coalition (ABLE) that works closely with the PA CareerLink® sites and SAWDB in support of joint initiatives. The Coalition's involvement and support

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are key to addressing the significant number of individuals who are basic skills deficient. Likewise, they figure prominently in the Pathways to Employment Integrating Education and Training initiative described in the Plan. The region's education and training providers also figure prominently as partners in the public workforce system. Currently 19 providers have 210 courses listed on the state's Eligible Training Provider List; this represents the third highest number of programs in all workforce development areas.

There is great connectivity at all educational levels in the region. This is due in no small part to the roles played by the SAWDB, those of convener, supporter, coordinator, facilitator and funder. Board involvement at all levels has helped to ensure that there are increased levels of communication and cooperation with the public workforce system and that programs address identified needs, resources are leveraged and service duplication is minimized.

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.

The SAWDB recognized early on that developing strong relationships with and respect for their one-stop partners is key to ensuring effective one-stop operations, including service coordination and performance attainment. It begins with regular and open communication at all levels and includes:

- Monthly face-to-face meetings that include members of the SAWDB and its staff, members of the OSO and its partner-led advisory committee and the PA CareerLink® site administrators. While the OSO no longer includes state partner staff, and an advisory committee made up of core partner leadership representatives, including the BWPO assistant regional director, is being formed to act in an advisory capacity to the OSO and SAWDB. These forums will serve to strengthen the connection between the SAWDB and the one-stops and offer tremendous opportunities to share information and address challenges or concerns. Following each board and committee meeting, the OSO, SAWDB staff and PA CareerLink® site administrators, and advisory committee will meet to review performance benchmarks, special initiative implementation, PA CareerLink® agreements and receive state and SAWDB updates.
- PA CareerLink® staff meetings and one-stop functional team meetings occur regularly and help to ensure that staff are kept up-to-date on all pertinent issues. Partners also share program-specific information so others at the site are informed. Email blasts are used between the face-to-face meetings so that information is shared and kept current.

It is also vital to have the appropriate workforce partner representatives involved in all levels of administration and service delivery. For example:

- The assistant regional director for the Commonwealth's Bureau of Workforce Partnership and Operations (BWPO) currently serves on the SAWDB, the SAWDB Executive Committee and new PA CareerLink® partner advisory committee. Through his involvement, information clearly flows between the Board and the state and its one-stop staff.
- The PA CareerLink® partner advisory committee will include representatives from BWPO, Adult Education, OVR and the Department of Human Services. These individuals hold

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leadership positions with their organizations and are positioned to provide support to the OSO.

Goal Setting and Implementation:

Each year, for the past decade, the Southern Alleghenies PA CareerLink® sites have been setting measurable operational goals. These goals are aligned to the SAWDB's vision for workforce development and its strategic objectives and PA CareerLink® staff, led by the Management Teams, work together to develop their site's operational goals, formulate specific action items, develop timelines for implementation and completion, and identify the lead partner(s). Staff are also empowered and accountable to set their site's performance levels, track progress towards goal attainment, and when necessary develop corrective action plans to address shortfalls. While all PA CareerLink® staff are involved in the site's performance management, the WIOA Title I and Wagner-Peyser staff take the lead and jointly organize efforts. The enhanced PA CareerLink® Scorecard provides an 'at a glance' review of one-stop performance outcomes.

This cooperation and coordination exhibited in goal setting and performance management also extends to service delivery within the one-stop system. The physical layout of the one-stop includes staff seating by function rather than by agency. Common forms are shared by partners, case notes are placed on CWDS, and an integrated referral network is established in each facility. The SAWDB has also taken steps to formalize and monitor for effective service coordination. During the annual PA CareerLink® quality assurance and monitoring visits, SAWDB staff review the following:

- Evidence of joint provision of services among multiple partners and supporting internal communication;
- Coordinated job development services;
- Joint development of customer service plans (IEPs).
- Customer referral tracking and follow-up across multiple partners.

All the strategies identified above have led to strong service integration and delivery and lessen the occurrences of duplication.

The new OSO will figure prominently in Pa CareerLink® operations in the new program year. The competitively procured OSO is a consortium of three entities, Goodwill of the Southern Alleghenies, Employment and Training, and the Community Action Partnership for Somerset County. Collectively they represent WIOA Title I, Adult Education, YouthBuild, and Community Services Block Grant- all mandated partner programs and service providers to WIOA target populations. As the lead entity charged with service coordination, it is focused on the 'implementation of a PA CareerLink® system that provides effective services for employers and job seekers in alignment with the priorities of the SAWDB, and state and federal requirements.' (OSO mission statement.) It will accomplish this through:

- Management of the region's five comprehensive sites and one affiliated site;
- Strengthening the region through the sharing of resources, knowledge, expertise and best practices;
- Utilization and strengthening of partnerships and leveraging of resources through a strategy to develop an advisory council to consult and assist the OSO;
- Support to the site administrators, management teams and staff in outreach efforts;

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- Oversight of progress and a desire to work together with partners and stakeholders to ensure continuous system improvement;
- Recognition that collaboration is key to effective service delivery along with the goal of identifying and piloting best practices.

The SAWDB has long engaged in a monitoring of PA CareerLink® orientations to ensure high quality for this service. Recently, the SAWDB's Special Population Committee was tasked with attending the one-stop orientations and note any concerns, or outstanding practices, with delivery and materials provided. The initial assessment form provided to all customers was developed by the OSO, in partnership with the site administrators and their management teams. It is designed to identify customer service needs early on and facilitate referrals to partner programs and others to address those needs. To facilitate information sharing between partners, the SAWDB requires that pertinent customer case notes be placed on CWDS so that all partners providing services can be informed of progress.

In the one-stops, partner training/cross training occurs at least quarterly and often monthly, depending on the subject. Each partner, both those co-located and those not found in the one-stop, are called upon at each meeting to 'highlight' their services. This provides PA CareerLink® staff with a solid grounding in all program specifics and facilitates appropriate referrals to address customer needs. Also, all new PA CareerLink® staff attend all the different orientations and workshops to ensure that they are aware of the service basics.

Professional development of PA CareerLink® staff is provided through a variety of means and venues. Section 4.4 outlines EEO and ADA related trainings that all partner staff have participated in but that only scratches the surface. SAWDB-supported, intensive, two-day Re-entry training was offered to all staff who work with ex-offenders and those transitioning out of incarceration. This training resulted in certifications for staff. Likewise, the Board and its members, and partner staff have provided training on subjects ranging from working with individuals with intellectual disabilities to stress and time management, and developing effective communication practices. All workshops and trainings are intended to enhance the skills of partner staff.

The WIOA Title II Adult Education providers are uniquely positioned to support staff development by providing selective professional skills training to one-stop staff. Adult Education providers have delivered instruction and guidance to staff on the proper administration and scoring of the TABE (Test of Adult Basic Education); they have also provided training to WIOA Title I staff on how to interpret and review the assessment results with customers. Consideration will be given to having the WIOA Title II provider train the WIOA Title I staff to administer the TABE assessment and include utilization of the TABE training course through the Pennsylvania Department of Education's Professional Development System. In addition to this 'formal' training, staff would then shadow and learn from Title II staff during the actual administration of the TABE.

The Title II providers are also well-positioned to train staff on some of the unique challenges experienced by participants in the English Language Learners program. Though the number of participants generally is small, the challenges they face are significant and the Title II providers can educate one-stop staff on effective strategies to better serve these participants.

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

The region is fortunate to have an active WIOA Title II Adult Basic Literacy and Education (ABLE) coalition made up of quality providers who coordinate closely with the SAWDB and PA CareerLink® sites to provide essential remedial education services to job seekers and those in need of this special assistance. SAWDB staff participate in the quarterly coalition meetings and use these forums to share board updates, discuss customer needs and service gaps, and identify resources and opportunities to expand delivery. The region's Title II providers were provided with Plan-related guidance and their input was sought and received; they provided significant information, especially related to Section 4.11 and their role in providing professional services and training for other one-stop partner staff.

The Adult Education providers have always maintained a pivotal role in one-stop service delivery, a role that has expanded and been enhanced in Program Year 16. With increased emphasis on occupational skills training and service to those with significant barriers to employment, the demand for literacy remediation has never been greater and the Title II providers have proven up to the task. Individuals who are basic skills deficient are targeted for priority of service and many are interested in pursuing post-secondary education. A smooth referral system to WIOA Title II has helped to facilitate access to skills training for many of these individuals.

The SAWDB, WIOA Title I and Title II providers and one-stop staff have been working closely together this year on a pilot program- Pathways to Employment: Integrating Education and Training. This initiative is the region's first experience with Integrating Education and Training (IET), a forward thinking and innovative approach that combines occupational skills training and remedial education. It requires close coordination between employers, adult education providers, the SAWDB, training providers, and one-stop staff and the program's rollout has not been without its challenges. Fortunately, the strong relationships and lines of communication between the SAWDB and the Title I and Title II providers and training providers has enabled progress to occur. During its first full year, adult education training curriculum for selected healthcare and manufacturing positions, has been developed; it mirrors the materials outlined in class. WIOA Title I and Title II are prepared to advance the initiative. What has been lacking are eligible dislocated worker who are basic skills deficient and interested in pursuing post-secondary education.

Board engagement with the ABLE providers will be enhanced to include a review of the Title II applications prior to submission to the Pennsylvania Department of Education. The Title II applications will be transmitted to the SAWDB for their review. These applications must demonstrate alignment with the SAWDB's Local Plan. At this time, the SAWDB will offer recommendations, if needed to promote further alignment of services. The SAWDB will follow the timeline provided by the Pennsylvania Department of Education as it relates to board review of adult education applications

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The ABLE Coalition members will continue to make their annual 'Year in Review' presentation during the fall quarterly SAWDB meeting. This provides an excellent venue to highlight program outcomes, performance and promising practices and raise awareness for the increased need for literacy services.

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 SAWDB and the region's PA CareerLink® sites are committed to serving all those who want and need assistance. However, increased emphasis and priority of service will be placed on outreach and service to those with the greatest barriers to employment. These include:

- Displaced homemakers
- Low-income individuals
- Indians, Alaska Native, and Native Hawaiians
- Individuals with disabilities, including youth with a disability
- Older individuals
- Ex-offenders
- Homeless individuals, including homeless children and youth
- Youth who are in or have aged out of the foster care system
- Individuals who are English language learners, individuals who have low literacy levels or are facing substantial cultural barriers, including refugees
- Eligible migrant and seasonal farmworkers
- Individuals who are within 2 years of exhausting lifetime eligibility under part A of Title IV of the Social Security Act
- Single parents, including single pregnant women
- Long-term unemployed individuals
- Others groups the Governor determines to have barriers to employment

The SAWDB has set the direction and tone for service delivery through the formation of its Special Populations standing committee; this group focuses on assistance to the target populations identified above. This committee is chaired by the OVR regional administrator and includes representatives from Corrections, Public Assistance, Senior Employment (pending), Title II Adult Education, the US Department of Veterans Affairs, a Community Action Agency, the Johnstown Free Medical Clinic, a provider of mental health services to individuals with intellectual disabilities, and others with a commitment to assisting those who face some of the most significant barriers to employment. This committee is currently engaged in working with PA CareerLink® site administrators in identifying service gaps and outreach strategies to better connect these individuals with one-stop and partner services with demand occupations. With significant input from this committee, the public workforce system will continue to develop and deploy unique strategies designed to provide employment opportunities for those with barriers.

When an individual enters the PA CareerLink® to begin their relationship with the public workforce system, they are asked to complete an initial needs assessment. This allows the customer to identify their goals, any special needs they may have, and any potential barriers that might keep them from

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attaining their goals. They can also self-identify if they fall under one of the categories referenced above and entitled to a priority of service. However, regardless of an individual's 'status' the one-stop staff work with the customer to identify all their needs and seek to provide assistance, either through direct service provision or referral to a partner or non-partner program.

A PA CareerLink® orientation is the initial service received by most customers; it provides participants with a detailed review of the many resources that will be made available to them as they engage in their job search. While services are provided in a non-siloed manner, customers are made aware of the many special programs and resources that are provided by the one-stop partners. Following the orientation, customers are directed to meet with staff one-on-one to review the participant's specific goals and potential barriers. From this point, staff are better positioned to begin eligibility determination from programs like WIOA Title I and make solid referrals to other partners or agencies that will work together and take a more comprehensive approach to helping the participant address their employment and related needs and goals.

As with its methodical customer flow process, the PA CareerLink® system utilizes a coordinated approach to customer outreach and includes printed materials, in-person opportunities, and social media to promote one-stop services. Under the leadership of the site administrator and management team, promotional materials that outline jobseeker and employer services are prepared for distribution. These materials are reviewed by the OSO and SAWDB staff to ensure quality, accuracy, and alignment with materials provided elsewhere in the region. These materials are widely distributed to off-site partner agencies and other locations where jobseekers may live (housing authority offices and public housing), visit (libraries, community centers), shop, or receive related services (county assistance offices, Department of Human Services agencies, EARN centers, community action agencies, Veteran's Assistance Medical Center and other veterans' service and social organizations and agencies, medical clinics, probation offices, Day Reporting Centers, food banks). One-stop staff also ensure that staff at these partner agencies or locations have a basic understanding of the services being referenced/promoted to further encourage individuals to connect with the PA CareerLink®. The OVR and other partner programs utilize their significant relationships with vendors and supporting agencies throughout the state, as a means of outreach to potential customers.

The one-stop staff have also begun using social media as a means of outreach to potential customers. From Linked In® to Facebook® and Instagram®, many individuals are utilizing electronic means to stay in touch with one another and connect with resources. It is vital that the public workforce system use similar tools to connect with potential jobseekers and employer customers.

One-stop staff also engage in 'in-person' outreach that includes taking informational presentations that utilize PowerPoint to off-site locations, many of which were identified in the above paragraph. This is another example of taking services, or information on available services, to the customer. The one-stop staff, in conjunction with on-site partner and affiliated organization, also hold special events like resource, education and career fairs and even county fairs to promote workforce services. The PA CareerLink® booth is often seen at community events where large gatherings are expected. Though the list of venues is extensive, the OSO will be charged this year with identifying additional outreach opportunities and expanding the use of technology to reach those in need of assistance.

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Sections 4.6 and 4.8 of the Plan identify the wide variety of services that are made available to all job seekers; those with barriers to employment receive priority access to these services. In addition, the SAWDB and the public workforce system will deploy strategies and support enhanced services and activities to provide special assistance to those with barriers to employment. These include but are not limited to:

- Promotion of Apprenticeship Fairs- these events have fostered closer working relationships with companies that support apprenticeships and improved partnerships with those labor councils that provide apprenticeships. The fairs will be aggressively marketed to dislocated workers, especially the long-term unemployed and those with readily transferable skills, individuals on public assistance including EARN program participants, and young adults in hopes of addressing pipeline issues.
- Career Fairs for Target Populations- building on a successful recruitment tool, the SAWDB and its PA CareerLink® sites will support events designed to enhance employment opportunities for special, target populations including individuals with disabilities, senior workers, low income residents, young adults, refugees and others in need of service.
- Enhanced Business Service Team Membership- efforts will be made to ensure that representatives from the EARN program, the Office of Vocational Rehabilitation, the Senior Employment Service, and Corrections have every opportunity to actively participate on these teams and coordinate employer outreach efforts on behalf of all jobseekers. The state-wide business services staff can also serve as a resource to help the Committee identify strategies to promote workforce diversification and inclusion.
- Youth2Work- an initiative designed to transform the lives of young adults through education and employment. This program will target those young people who have made poor choices in their past and who now face serious barriers to employment. Those targeted for assistance include high school dropouts, the homeless and/or transitioning out of foster care, and those with criminal records. Participants will earn their GED and industry-recognized credentials in healthcare and manufacturing occupations and participate in paid work experience.
- YouthBuild- a transformative program that combines academics, to support secondary diploma or equivalency receipt, with hands-on occupational skills training. Program participants are ages 17-24 who have dropped out of high school, or have dropped out and subsequently re-enrolled and are also from a low-income family, or in foster care, an offender, an individual with a disability, child of a current or formerly incarcerated parent, or a migrant youth.
- Helm's Academy- an innovative program that combines the talent and resources of Goodwill of the Southern Alleghenies, the WIOA Title I provider in Bedford, Blair and Cambria Counties, the Pennsylvania Highlands Community College and other community stakeholders. The partnership has established a community-based educational option for adults without a high school diploma or GED. The Academy provides adult general education development, work readiness, job development and placement, and wrap-around support service; successful participants will receive a Commonwealth Secondary School Diploma, a dual-earned college credit, and support to further the individual's education and employment.
- STEPS (Steps Toward Employment-Progress-Success)- this innovative program developed by the Community Action Partnership for Somerset County, the WIOA Title I provider in Somerset County, helps participants address three specific barriers to employment: criminal

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backgrounds, mental health issues and substance abuse. During weekly sessions, participants tackle the issues, receive support and additional referrals to relevant agencies, and ultimately graduate to a Job Club and mainstream job search services.

The SAWDB anticipates that the findings of its Special Populations Committee will translate into additional special initiatives and services designed to move those with barriers to employment into jobs that provide self-sustaining wages.

The provision of services to all jobseekers begins with an assessment of individual needs. When a person enters the one-stop, they are encouraged to complete an initial needs assessment. This 'customer friendly,' simple form allows the individual to identify some of their basic needs and goals and permits them to 'self identify' any barriers to employment. From the responses, staff can initiate referrals to in-house and community partners who are best positioned to help the jobseeker. Additional information, and confirmation of a barrier, if necessary, is gathered by WIOA Title I and Title III staff at the time of service enrollment. Throughout this process, staff are committed to providing a customer-focused, customized approach and work with all individuals regardless of barriers, in a non-discriminatory manner while providing equal access to all. Non-discrimination requirements are outlined in greater detail in the SAWDB/LEO/Partner Memorandum of Understanding; an agreement signed by all PA CareerLink® partners.

Customers with disabilities eligible for services under WIOA Title IV will receive additional assistance from the OVR that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training.

Of even greater importance, especially in service to the target populations, is utilizing effective outreach strategies to take services out into the community. Sections 4.3 and 4.4 of the Plan identify some of the unique partnerships that have been developed, including the close working relationship with Community Action Agencies. Referrals between these partner agencies and the one-stops have enabled a greater variety of services to be provided to customers, going beyond those workforce-related and provided through the PA CareerLink® system. Off-site system partners including libraries, social service agencies, housing authorities, food banks, juvenile and adult probation offices, county MH/MR offices and county assistance offices have readily accepted one-stop materials including service-related information and calendar of events. Under the direction of the OSO, the SAWDB will be encouraging PA CareerLink® staff to meet customers in these facilities and other community locations, where possible, to reduce any travel challenges and provide initial services to these individuals in a more familiar setting.

The PA CareerLink® Scorecard is being utilized to track, by one-stop, the percentage of customers receiving WIOA Title I services who have barriers to employment. Following the completion of the 3rd quarter for PY 16 (March 2017), more than 76% of WIOA Title I customers have a documented barrier to employment. The SAWDB, OSO and one-stop partners will continue to monitor service levels to the target populations and use this information, in part, to gauge the effectiveness of the outreach strategies.

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

Employer support for and use of the public workforce system is critical; without this most essential customer group the PA CareerLink® will become redundant. Section 3.4 of the Plan identifies the administrative and programmatic strategies that will be utilized to engage businesses. As noted earlier, to keep employer support, the workforce system must have ‘products’ or services that employers need to maintain their competitive edge and with it, a healthy bottom line. The SAWDB has long required each one-stop to have an active, well-organized and relevant Business Services Team (BST). The Board has chosen to rely on a team made up of a variety of partner staff to provide the essential services rather than competitively procure for an agency or organization to assess the needs of employers and provide essential services.

Each BST includes individuals whose positions involve interfacing with employers, assessing their needs, and ultimately helping to address their hiring needs, preferably filling the vacancy with one of their customers. While membership may vary somewhat from one-stop to one-stop, staff from the following partner agencies consistently serve on the BST:

- WIOA Title I
- OVR
- WIOA Title III
- Local Veterans Employer Representative

Depending on the nature and timing of BST initiatives, economic developers, including the PREP Consortia, adult basic education providers, post-secondary educational institutions including career and technology centers and the Pennsylvania Highlands Community College may also be ‘at the table’ helping to assess and address the needs of employers. With a staff of four, the SAWDB and SAP&DC have, for over ten years, dedicated resources to support the position of Employer Services/Special Initiatives Specialist. This individual is responsible for helping to coordinate business services across the region and ensuring a level of consistency of service provision between all five PA CareerLink® sites and quality of materials. This staff person attends BST meetings, provides technical assistance and helps to channel BST-related communication between the SAWDB, the OSO, and one-stop staff; he provides no services to employers but rather supports the efforts of the BST.

Each BST has a leader or point person who assists in coordinating the BST’s outreach activities and service provision; in the region, the position is held by either a WIOA Title I staff person or Wagner-Peyser merit staff member. Regardless of their employer of record, the BST is expected to work as a well-coordinated unit. Regular and frequent communication between team members is essential; seamless, non-silo service delivery doesn’t only apply to jobseekers. Team members fill various roles; not all may be involved in employer visitations. Each BST tracks employer contacts, and notes the type of contact-- by telephone, e-mail, or in-person visits. The BSTs will continue to organize industry tours with key employers and among targeted sectors. These give business leaders the opportunity to ‘show off’ their facility and workforce staff the chance to see operations first hand, hear about business opportunities and challenges from company leadership, and help to establish a professional relationship with the company. If the workforce system expects to meet

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the needs of its employer community, it must have an in-depth understanding of those needs and be prepared to meet and exceed business expectations.

The available business services are many and varied and include but are not limited to:

- Assistance with employee hiring. WIOA Title III, Wagner-Peyser staff are trained to assist employers registering with JobGateway®, place job orders on the system, and identify potential candidates for the positions. Staff can personally place job orders for an employer or their legal representative or instruct them on how to place the order themselves and search the system, with or without staff assistance. Special assistance will be given by the Local Veterans Employer Representative (LVER) to employers wishing to hire veterans.
- Coordination of job fairs and larger recruitment events. These can be organized for an individual employer, industry sector, or group of employers. Apprenticeship fairs are also provided.
- Access to funding to offset training costs. Many employers utilize OJT contracts when hiring one-stop customers. This service is a 'win-win' for both jobseeker and employer; the jobseeker becomes employed on day one and earns a self-sustaining wage and the employer receives funding to offset the costs associated with training the new employee, up to 50% of the wages earned during the pre-determined training period.
- Professional development/training. The SAWDB has supported 'Core Workshops'- brief, employer-centric trainings designed to address some immediate business needs. Training topics have included 'Understanding Multi-Generational Workplace,' 'Improving Communication Skills,' 'High-impact Sales' and 'Time and Stress Management.' These workshops are offered at no cost to the employer participants, have been extremely well-received and have helped to build solid relationships between the employer community and the PA CareerLink®.
- Assistance with general human resource functions. Many smaller businesses lack a human resource professional. One-stop staff can provide some technical assistance and direct employers to the appropriate individual/agency for additional assistance.
- Development of employer-specific strategies that can include career pathway identification, skill upgrades using incumbent worker training and skill standard development.
- Access to WorkKeys assessment. The one-stops administer the WorksKeys career readiness credential. It is provided to interested jobseekers to enhance their portfolio but is also available to employers for potential new hires and their incumbent workforce.
- Next Generation Industry Partnership participation. The PA CareerLink® staff can help to facilitate employer involvement.
- Access to Work Opportunity Tax Credits information.
- Access to up-to-date labor market information. Employers often request regional salary information to assist them with human resource functions.
- OVR. Provided assistance to businesses with on-boarding pre-screened, qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include reasonable accommodation consultation, initial probational period wage reimbursement (OJT), referral on tax credits or deductions. OVR can also provide no-cost consultation of the Americans with Disability Act, accessibility standards, and help with employee retention following an accident, injury, or disability.

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The SAWDB, OSO and one-stops are utilizing the PA CareerLink® Scorecard to illustrate and demonstrate value of employer services. This dashboard includes:

- The percentage of employers using the PA CareerLink® compared to the total employer population;
- The percentage of repeat employers utilizing the system (a measure of employer satisfaction and engagement);
- The total number of employer services delivered;
- The number of job postings and job referrals;
- The number of OJTs written; and
- The number of recruitment events and workshops.

Under the direction of the OSO, the one-stops will be setting measurable goals to include employer utilization metrics. The Scorecard will continue to be a valuable tool to educate the employer community and other stakeholders to the systems performance outcomes and the value provided by the one-stop.

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 SAWDB has consistently made supportive services available to target populations engaged in training (OJT and ITA), work experience and adult literacy services. Local policy requires the coordination of these services with other agencies including OVR, community and faith-based organizations, incarceration re-entry programs, Community Action Agencies, United Way, Child Development Corporations, TANF and EARN providers, Dress for Success programs, legal aid services, and other agencies dedicated to serving many of the workforce system's target populations or to ensure that WIOA/Rapid Response funds supplement rather than supplant other funding sources. During formal and informal customer assessment, the career planners identify any barriers that might affect a customer's ability to participate in and successfully complete planned WIOA-funded services. Once identified, these are noted in the Individual Employment Plan (IEP) and the career planner works with the customer and partner, and non-partner programs to address these barriers and coordinate services. Funding is used to cover:

- GED testing fees. Title II partners have shared cases of individuals who were prepared to take the GED test but could not afford the \$120 testing fee. Through SAWDB support, these costs are covered and GEDs are earned.
- Mileage reimbursement to and from school, OJT and other work experience worksites. This helps to reduce barriers to participation and successful program completion.
- Childcare assistance to help offset the cost of daycare. Though available, it has not been used; the average age of our participants has increased and securing childcare has not been an issue.
- Clothing (for interviews, job-specific requirements), tools (job specific), and professional or commercial certifications. All services are intended to enhance the marketability of the customer and/or facilitate participation in a work experience program.

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The supportive services referenced above are tracked carefully by WIOA Title I case managers and closely coordinated between those partner programs that also offer supportive services to ensure that customers do not receive duplicate services. The customer IEP and CWDS are utilized to note the provision of such services. Solid lines of communication between partner program staff, and involvement in coordinated customer-focused service meetings, i.e., Direct Service Team meetings, TRADE/WIOA staff meetings related to co-enrolled customers, have helped to ensure that program funding for needed support services is coordinated between providers and not supplanted.

Access to transportation, especially in the region's rural areas, can create challenges for job seekers. See Section 1.7 of the Regional Plan. Efforts are currently underway, by the SAP&DC as the Rural Planning Organization, to secure funding to address the issues identified in its transportation plan, to include greater access to transportation resources for the low-income job seekers.

The region's county-based Community Action Agencies (CCAs) are natural partners in supportive service coordination. So many of the common customers have needs far beyond employment; basic needs including access to safe housing and food, appropriate childcare, therapeutic care for mental health issues, and more. Many of these issues must be addressed before the individual is positioned to conduct a dedicated job search. PA CareerLink® staff will work with CCAs and other similar agencies to assess the needs of the customer and determine which agency or partner is best positioned to provide the essential services. The customer's Individual Employment Plan will serve as the road map to identify their workforce goal and the many and varied services needed to achieve that goal. The services will also be recorded on CWDS to facilitate coordination between partner agencies. Ultimately, the needs of the customer will be identified and addressed through supportive service and resource coordination, and barriers to employment will be reduced or eliminated.

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 SAWDB and the Office of Vocational Rehabilitation (OVR) have moved beyond earlier agreements to further solidify and expand the partnership between the Board, OVR, and the region's PA CareerLink® sites. The relationship between Board and local OVR leadership continues to grow and strengthen, a direct result of increased communication and collaboration between the offices. On many occasions, the SAWDB director has met with OVR administrators and vocational rehabilitation counselors and participated in OVR-sponsored public meetings to discuss the WIOA and opportunities for enhanced service provision including strengthening the referral process and leveraging Title I and OVR resources to support occupational skill training for individuals with disabilities. Likewise, an OVR District Administrator (OVR DA) is an active and valued member of the SAWDB, serving as a member of the executive committee and chair of the SAWDB's Special Populations Committee.

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While always a key partner in the local workforce development system, the SAWDB and OVR leadership recognize the opportunity for greater involvement in PA CareerLink® initiatives. As a local and 'in house' expert, OVR staff are well positioned to help ensure that the one-stop facilities comply with state and federal ADA requirements and assist other PA CareerLink® staff to better understand and appreciate the unique challenges faced by jobseekers with disabilities. Coordination of outreach to employers has improved with OVR's hiring of Business Services Representatives; they are active members of the PA CareerLink® Business Service Teams. There have never been greater efforts toward disability inclusion. OVR and other PA CareerLink® staff have been coordinating the development of joint workshops and career fairs and the regional OVR office has set benchmarks for customer participation in these events. A 'consent form' has been implemented to allow greater sharing of customer information and improve communication between the vocational rehabilitation counselors and WIOA Title I career planners. Much has been accomplished and OVR, Board leadership, and PA CareerLink® staff will continue to identify ways to expand and enhance workforce services to individuals with disabilities.

The 2017 Memorandum of Understanding between the LEOs, SAWDB, Fiscal Agent, and One-Stop Partners (mandated and non-mandated) represents the most significant and collaborative cooperative agreement established for and by the public workforce system. It clearly lays out the 'who,' 'what,' 'when,' 'where' and 'why' of the region's public workforce system and takes the previous One Stop Partner and Resource Sharing Agreements to a much higher level. It lays out in detail, the following:

- Vision and Mission of the SAWDB;
- Partner services, roles and responsibilities
- Service integration to include data sharing, confidentiality requirements, referrals, accessibility and outreach;
- Dispute resolution;
- Monitoring;
- Special terms and conditions;
- Operating budget and outlines PA CareerLink® costs

This agreement serves to bind the Partners together programmatically and fiscally and creates the commonly accepted and approved governance document. The Infrastructure Funding Agreement is under development as well, with a completion date expected well before the December 31, 2017 deadline.

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 SAWDB and Fiscal Agent staff conduct regular monitoring of services and fiscal operations to ensure that sub-recipients provide services to eligible participants and that financial operations comply with the SAWDB Cost-Reimbursement Contract for Title I Services, Workforce System Policy (WSP) No. 3-2015, dated 12/22/15, and ultimately the OMB Uniform Guidance. If/when disallowed costs are identified, the SAWDB and the SAP&DC, as Fiscal Agent, will utilize its aggressive debt-collection process

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to recoup these costs.

If disallowed costs are identified, the sub-recipient will be notified in writing of the miss-expenditure, including the nature of the disallowed cost, contract/governance citations, the amount due to be returned, and the process for the return of the misspent funds. The SAWDB and Fiscal Agent expect that restitution will be made in a single lump sum repayment from the agency's General Fund or other non-restricted accounts. If the sub-recipient petitions to make payment in short-term installments, the SAWDB will contact the Bureau of Workforce Development Administration (BWDA) to confer on the matter and seek approval to accept short-term installment repayments. However, as noted in WSP 3-2015, immediate lump sum repayment of the debt is mandatory and funding will be immediately returned to the BWDA if local monitoring has determined:

- 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

In the event the sub-recipient is not able to make restitution, the Chief Local Officials are considered liable for repayment of the disallowed costs. This repayment of disallowed costs is also referenced in the Southern Alleghenies Local Elected Official Agreement, dated, November 18, 2015.

The SAWDB and Fiscal Agent maintain strict monitoring processes and offer and provide considerable technical assistance to reduce the likelihood of disallowed costs being incurred by a sub-recipient.

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

The SAWDB has set high performance expectations for its PA CareerLink® sites, OSO and WIOA Title I providers but even higher expectations for itself as the leader of the region's public workforce system. It considers the outcomes achieved by the system a direct reflection on the SAWDB and its strategic direction and investments.

The SAWDB looked to the Commonwealth's Combined Workforce Plan as it identified its strategic goals and objectives. The Governor's goals were reviewed considering local conditions, and regional goals and objectives were established to support the Commonwealth and at the same time address unique challenges present in the region. Likewise, the region's goals were established with an eye on meeting and exceeding the negotiated federal performance measures. Greater detail on the SAWDB's goals and their alignment to and support for the Governor's goals and federal performance measures are found in sections 2.3 and 2.4 of the Plan.

The SAWDB places significant importance on its monitoring responsibilities and likewise places great importance on receiving clean monitoring reports from the BWDA monitors. The Fiscal Agent employs knowledgeable staff who seek out professional development opportunities to be well-grounded in state and federal accounting requirements, especially the newly enacted Uniform Guidance. The SAP&DC prides itself on having strong internal controls in place and regularly receives clean Commonwealth and

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Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

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independent audits, free of issues or concerns.

The Fiscal Agent has developed several 'best practice' accounting reports that are designed to provide the Board with a 'snapshot' that illustrates where the Board and region stand regarding the training expenditure targets, 20% youth work experience requirements, 75% out-of-school youth service requirements, and 80% expenditure/obligation requirements. This allows the SAWDB to be proactive and make fiscal adjustments throughout the year to meet these state and federal expenditure requirements.

The SAWDB is constantly engaged in best practice identification, both within the region and across Pennsylvania and the United States and looks to its Title I providers, OSO, PA CareerLink® partners and system stakeholders to be constantly identifying new and improved methods of service delivery. Its strong connection with its PREP partners has led to many joint initiatives from significant and successful region-wide assessment of employer workforce needs and incumbent worker training to the newest POWER-supported program- the Southern Alleghenies Entrepreneurial Ecosystem- Startup Alleghenies.

Current SAWDB leadership has set the bar even higher regarding one-stop benchmarking with the development of the PA CareerLink® Scorecard. This tool allows the SAWDB, PA CareerLink® partners, system stakeholders and other interested parties to view one-stop performance at a glance. With increased emphasis on serving individuals with significant barriers to employment, this tool measures the percentage of WIOA Title I customers who have a targeted barrier to employment. This tool is also being used effectively to gauge employer market penetration and customer satisfaction by measuring the percentage of returning employer customers. Under the guidance of the new OSO, the PA CareerLink® site administrators, Management and Business Service Teams will establish goals around jobseeker and employer services and satisfaction including placements, training participants, and employer outreach and service utilization.

With the start of the new program year, July 1, 2017, and the addition of a new OSO and change in WIOA Title I providers in two of the region's six counties, the SAWDB is looking forward to identifying and capitalizing on new strategic opportunities and investments designed to advance its mission. Strategy 'brainstorming' events are in the works and greater emphasis than ever will be placed on innovation in service delivery and system design.

The SAWDB looks forward to the opportunity to work with BWDA in the development of high performance standards, a role it played many years past when the PA Department of Labor and Industry first created the designation 'High Performance Board.' It remains committed to being the leader and active partner in the region's workforce development system and the SAWDB will take actions necessary to maintain or obtain that important designation.

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?*

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- Throughout the planning process, there was considerable outreach to solicit input. The LEOs, SAWDB members, OSO Consortium, PA CareerLink® Site Administrators, PREP partners, Southern Alleghenies Education Consortium, Local Management Committee, and other stakeholders were given copies of the Regional and Local Plan Guidelines and asked to provide input into the draft document. SAWDB members and stakeholders, particularly members of the PREP consortium, with expertise in specific areas were asked to and provided narrative for inclusion in the plans. Plan development was discussed at the following venues:

- Chief LEO bi-monthly meetings- included commissioners from the six member counties. Copies of the guidance and the draft plans were shared and input sought prior to submission of the plans.
- Local Management Committee quarterly meeting- guidance was shared and input sought. The plans were also shared during the public comment period prior to submission.
- SAWDB and SAWDB Executive Committee Meetings- guidance was shared and input encouraged and sought, especially from the private sector and organized labor representatives. Draft plans were shared prior to the release for public comment. The SAWDB Executive Committee approved release of the plans for the 30-day public comment period.
- OSO/PA CareerLink® Site Administrators monthly meetings - guidance was shared and input sought. The plans were also shared during the public comment period and prior to submission.

- The Plans were placed on the SAP&DC website and posted for the 30-day public comment period. Hard copies of the Plans were also made available at each of the PA CareerLink® sites that serve the Southern Alleghenies region and at the offices of the SAP&DC. Legal ads noting the SAP&DC web address and the PA CareerLink® locations were placed in the region's newspapers of record.

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

Following approval by the SAWDB to release the Plans for public comment, a public notice was posted in the region's newspapers of record. This notice directed interested parties to the SAWDB/SAPDC website and electronic copies of the Plans. It also listed the SAP&DC and PA CareerLink® addresses where hard copies of the Plans were available for review. All comments were to be directed to Susan Whisler, SAWDB Director, via email at whisler@sapdc.org, or presented in writing to her attention at 3 Sheraton Drive, Altoona, PA 16601. During the public comment period, electronic copies of the Plans were again shared with stakeholders and workforce development partners. All comments were to be submitted in writing to Ms. Whisler. No comments were received during the public comment period.

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.

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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.

☐ Professional services contract(s) for administrative services such as staffing and payroll, if applicable.- **Not applicable**

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

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date: January 1, 2018

PA CareerLink® **Bedford** County Partners

Partner Program	Partner Organization	Authorization/Category	Contact	Contact information Phone & E-mail
WIOA Title I Adult, DW, Youth	Goodwill of the Southern Alleghenies Corporate Headquarters 540 Central Avenue Johnstown, PA 15902	WIOA Title I Programs & Services for Adults, Dislocated Workers, Youth/Young Adults, and employers.	Bradley Burger CEO	(814) 536-3536 bburger@gogoodwill.org
Title II Adult Education	Somerset County Technology Center 281 Technology Drive Somerset, PA 15501	WIOA Title II Career training; Education; Real Work Experience; Housing; Meals; Job Search Assistance	Karen Remick Administrative Director	(814) 443-3651x6126 kremick@sctc.net
Indian & Native American Programs	Council of Three Rivers American Indian Center, Inc. 120 Charles Street Dorseyville, PA 15238	WIOA Title I: Native American Programs (<i>National Program</i>)	Rodney John Employment and Training Counselor	1-800-985-8781 rjohn@cotraic.org
Job Corps	Job Corps	WIOA Title I: Job Corps (<i>National Program</i>)	Bob Chunta Admissions Counselor	Cell: 421-660-8180 chunta.robert@jobcorps.org

Senior Community Service Employment	AARP Foundation 321 Main St., Suite 4 H Johnstown, PA 15901	Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	Raymond Weible, Project Director	814-254-4147 rweible@aarp.org
Trade Adjustment Assistance	PA Dept. of L&I / BWPO	Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Ruben Pachay BWPO Director Keith Baker Asst. Regional Director	(717) 787-6915 rpachay@pa.gov 814-641-6408 ext. 127 kebaker@pa.gov
Unemployment Compensation	PA Department of Labor & Industry	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	Barbara A. Mourer, Director, Office of UC Services Centers	717-787-4127 bmourer@pa.gov
Wagner-Peyser Act ES	PA Department of Labor & Industry Bureau of Workforce Programs and Operations (BWPO)	WIOA Title III - Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.)	Ruben Pachay Director, Bureau of Workforce Programs and Operations Keith Baker Asst. Regional Director	(717) 787-6915 rpachay@pa.gov 814-641-6408 ext. 127 kebaker@pa.gov
Reentry Employment Opportunities/Second Chance Act	U.S. Probation Office Penn Traffic Building 319 Washington Street Johnstown, PA 15901	Programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532)	Sue Babik Community Resource Specialist	814-534-0479 Suzannebabik@pawp.uscourts.gov

Career & Technical Education- Carl Perkins	<p>Greater Altoona Career and Technical Center 1500 4th Ave, Altoona, PA 16602</p> <p>Pennsylvania Highlands Community College 101 Community College Way, Johnstown, PA 15904</p>	Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006	<p>Nicole Zernick Continuing Education Coordinator</p> <p>Barbara Zaborowski Dean of Learning Resources & Special Assistant to the President</p>	<p>814-946-8463 nicole.zernick@gactc.edu</p> <p>814-262-6425 bzabor@pennhighlands.edu</p>
Office of Vocational Rehabilitation	Office of Vocational Rehabilitation Suite 500 1130 12 th Ave Altoona Pa 16601	<p>Vocational Rehabilitation for Persons with Disabilities</p> <p>WIOA Title IV - Programs authorized under title I 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)</p>	Colleen Woodring District Administrator BVRs	<p>(814)946-7240 cwoodring@pa.gov</p>
TANF	Department of Human Services Bedford County Assistance Office 7591 Lake Raystown Shopping Center Huntingdon, PA 16652	Programs authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.)	Shawn Wesner Director	<p>814-624-4008 swesner@pa.gov</p>

Community Services Block Grant (employment & training activities)	Center for Community Action 195 Drive In Lane Everett, Pa. 15537	Employment and training activities carried out by the Department of Housing and Urban Development (<i>HUD</i>)	Wendy Melius Executive Director	814-623-9129 wmelius@centerforcommunityaction.org
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PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date: January 1, 2018

PA CareerLink® **Blair** County Partners

Partner Program	Partner Organization	Authorization/Category	Contact	Contact information Phone & E-mail
WIOA Title I Adult, DW, Youth	Goodwill of the Southern Alleghenies Corporate Headquarters 540 Central Avenue Johnstown, PA 15902	WIOA Title I Programs & Services for Adults, Dislocated Workers, Youth/Young Adults, and employers.	Bradley Burger CEO	(814) 536-3536 bburger@gogoodwill.org
Indian & Native American Programs	Council of Three Rivers American Indian Center, Inc. 120 Charles Street Dorseyville, PA 15238	WIOA Title I: Native American Programs (<i>National Program</i>)	Rodney John Employment and Training Counselor	1-800-985-8781 rjohn@cotraic.org
Job Corps	Job Corps	WIOA Title I: Job Corps (<i>National Program</i>) Career training; Education; Real Work Experience; Housing; Meals; Job Search Assistance	Bob Chunta Admissions Counselor	Cell: 421-660-8180 chunta.robert@jobcorps.org
Senior Community Service Employment	AARP Foundation 321 Main St., Suite 4 H	Activities authorized under Title V of the Older	Raymond Weible, Project Director	814-254-4147 rweible@aarp.org

	Johnstown, PA 15901	Americans Act of 1965 (42 U.S.C. 3056 et seq.)		
Trade Adjustment Assistance	PA Dept. of L&I / BWPO	Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Ruben Pachay BWPO Director Keith Baker Asst. Regional Director	(717) 787-6915 rpachay@pa.gov 814-641-6408 ext. 127 kebaker@pa.gov
Unemployment Compensation	PA Department of Labor & Industry	Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	Barbara A. Mourer, Director, Office of UC Services Centers	717-787-4127 bmourer@pa.gov
Wagner-Peyser Act ES	PA Department of Labor & Industry Bureau of Workforce Programs and Operations (BWPO)	WIOA Title III - Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.)	Ruben Pachay Director, Bureau of Workforce Programs and Operations Keith Baker Asst. Regional Director	(717) 787-6915 rpachay@pa.gov 814-641-6408 ext. 127 kebaker@pa.gov
Title II Adult Education	Altoona Area School District Community Education 200 East Crawford Avenue Altoona, PA 16602	WIOA Title II	Tina Swineford Special Projects Coordinator	814) 946-8753 tswineford@altoonasd.com

Career & Technical Education- Carl Perkins	<p>Greater Altoona Career and Technical Center 1500 4th Ave, Altoona, PA 16602</p> <p>Pennsylvania Highlands Community College 101 Community College Way, Johnstown, PA 15904</p>	Career and technical education programs at the postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006	<p>Nicole Zernick Continuing Education Coordinator</p> <p>Barbara Zaborowski Dean of Learning Resources & Special Assistant to the President</p>	<p>814-946-8463 nicole.zernick@gactc.edu</p> <p>814-262-6425 bzabor@pennhighlands.edu</p>
Office of Vocational Rehabilitation	Office of Vocational Rehabilitation Suite 500 1130 12 th Ave Altoona Pa 16601	<p>Vocational Rehabilitation for Persons with Disabilities</p> <p>WIOA Title IV - Programs authorized under title I 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))</p>	Colleen Woodring District Administrator BVRs	<p>(814)946-7240 cwoodring@pa.gov</p>
TANF	Department of Human Services Blair County Assistance Office 1100 Green Avenue Altoona, PA 16601	Programs authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.)	Christine Lysinger Director	<p>814 946-7100 clysinger@pa.gov</p>

Community Services Block Grant (employment & training activities)	Community Action Partnership Community Service Center 2100 6th Avenue Altoona, Pennsylvania 16602	Employment and training activities carried out by the Department of Housing and Urban Development (<i>HUD</i>)	Sergio Carmona Executive Director	814-946-3651 sergio.carmona@blaircap.org
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PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date: January 1, 2018

PA CareerLink® Cambria County Partners

Partner Program	Partner Organization	Authorization/Category	Contact	Contact information Phone & E-mail
WIOA Title I Adult, DW, Youth	Goodwill of the Southern Alleghenies	Title One Programs & Services for Adults, Dislocated Workers and Youth and employers.	Bradley Burger CEO	(814) 536-3536 bburger@gogoodwill.org
YouthBuild	Goodwill of the Southern Alleghenies	Grant program that serves 16-24 year-old youth who are high school dropouts or have dropped out and re-enrolled.	Bradley Burger CEO	(814) 536-3536 bburger@gogoodwill.org
Indian & Native American Programs	Council of Three Rivers	Title One Section 166	Rodney John	(800) 985-8721 rjohn@cotraic.org
Job Corps	Pittsburgh Job Corps	National Program that provides young people, ages 16-24 with academic, career & technical education, service-learning and social opportunities primarily in a residential setting	Bob Chunta	(412) 660-8180 Chunta.robert@jobcorps.org
Senior Community Service Employment	AARP Foundation	Senior Community Service Employment	Raymond Weible	(814) 254-4147 rweible@aarp.org

	Westmoreland Community College	Program (SCSEP) Title V of the Older Americans Act of 1975	Gina Felice	(814) 536-0691 felicer@westmoreland.edu
Trade Adjustment Assistance	PA Dept of L&I BWPO	Title III - Trade,	Keith Baker Asst Regional Director	(814) 641-6408x127 kebaker@pa.gov
Unemployment Compensation	PA Dept of L&I Unemployment Comp	State Unemployment Compensation Programs Social Security Act 9 of 1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939	Barbara A. Mourer, Director, Office of UC Services Centers	717-787-4127 bmourer@pa.gov
Wagner-Peyser Act ES	PA Dept of L&I BWPO	Title III - W/P, Labor Exchange, Rapid Response, Veterans	Keith Baker Asst Regional Director	(814) 641-6408x127 kebaker@pa.gov
Title II Adult Education	Altoona Area SD Community Education Center	Adult education services, assessment and testing, educational goal planning and Career Pathway development.	Tina Swineford	(814) 946-8753 tswineford@atoonaasd.com
Office of Vocational Rehabilitation	PA Dept of L&I OVR	WIOA Title IV - Vocational Rehabilitation State Grant Programs Title I of the Rehabilitation Act of 1973, as amended	Margie Duranko	(814) 255-6771 maduranko@pa.gov
TANF	PA Dept of L&I Dept of Human Services	Programs authorized under part A of Title IV of Social Security Act	Eileen Ramirez	(814) 533-2282 eramirez@pa.gov

Community Services Block Grant (employment & training activities)	Community Action Partnership of Cambria County	CSBG provides assistance to states & local communities, working through a network of community action agencies	Jeffery Vaughn Executive Director	(814) 536-9013 jvaughn@capcc.us
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PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date: January 1, 2018

PA CareerLink® Fulton- Affiliated Site

Partner Program	Partner Organization	Authorization/Category	Contact	Contact information Phone & E-mail
WIOA Title I Adult, DW, Youth	Employment and Training Inc. (Contract Provider)	Title One Programs & Services for Adults, Dislocated Workers and Youth and employers.	Barbara J. Covert Executive Director	54 Pennsylvania Avenue Huntingdon, PA 16652 (814)641-6408 ex.t 122 bcovert@emp-trng.org

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

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date: January 1, 2018

PA CareerLink® Huntingdon County Partners

Partner Program	Partner Organization	Authorization/Category	Contact	Contact information Phone & E-mail
WIOA Title I Adult, DW, Youth	Employment and Training Inc. (Contract Provider)	Title One Programs & Services for Adults, Dislocated Workers and Youth and employers.	Barbara J. Covert Executive Director	54 Pennsylvania Avenue Huntingdon, PA 16652 (814)641-6408 ex.t 122 bcovert@emp-trng.org
Indian & Native American Programs	Council of Three Rivers American Indian Center	The Workforce Innovation and Opportunities Act of 2014 contains provisions aimed at supporting employment and training activities for Indian, Alaska Native, and Native Hawaiian individuals. The Department of Labor's Indian and Native American Programs (INAP) funds grant programs that provide training opportunities at the local level for this target population.	Rodney John Employment and Training counselor	120 Charles Street Dorseyville, PA 15238 rjohn@cotraic.org
Job Corps	Job Corps(National Program)	Job Corps WIOA Title I a no-cost education and	Bob Chunta Admissions Counselor	Cell: 421-660-8180 Chunta.robert@jobcorps.org

		vocational training program. that helps young people ages 16 through 24 improve the quality of their lives through vocational and academic training		
Senior Community Service Employment	Associates for Training Development (4ATD)	Senior Community Service Employment Program (SCSEP) Title V of the Older Americans Act of 1978	Raymond Weible Project Director	AARP Foundation 354 Memorial Boulevard, Room #5 Johnstown, PA 15901 rweible@aarp.org 814-254-4147
Trade Adjustment Assistance	Wagner-Peyser Act ES Merit Staff	Title III - W/P, Labor Exchange, Trade, Rapid Response, Veterans	Keith Baker Asst RD Huntingdon (L&I Central Office)	54 Pennsylvania Avenue Huntingdon, PA 16652 (814)641-6408 ext: 127 kebaker@pa.gov
Unemployment Compensation	State Unemployment Compensations Programs	State Unemployment Compensation Programs Social Security Act 9 of 1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939	Barbara A. Mourer, Director, Office of UC Services Centers	717-787-4127 bmourer@pa.gov
Wagner-Peyser Act ES	54 Pennsylvania Avenue Huntingdon, PA 16652 (814)641-6408 ext: 127 kebaker@pa.gov	Title III - W/P, Labor Exchange, Trade, Rapid Response, Veterans	Keith Baker Asst RD Huntingdon (L&I Central Office)	54 Pennsylvania Avenue Huntingdon, PA 16652 (814)641-6408 ext: 127 kebaker@pa.gov

Title II Adult Education	Employment and Training Inc. (Contract Provider)	Adult education services, assessment and testing, educational goal planning and Career Pathway development.	Barbara J. Covert Executive Director	54 Pennsylvania Avenue Huntingdon, PA 16652 (814)641-6408 ex.t 122 bcovert@emp-trng.org
Career & Technical Education- Carl Perkins	Greater Altoona Career and Technical Center	WIOA Title II - Postsecondary Career & Technical Education authorized under the Carl D. Perkins Career and Technical Education Act of 2010	Nicole Zernick	1500 4th Avenue Altoona, PA 16602 (814)-946-8463 Nicole.zernick@gactc.edu
Vocational Rehabilitation Program	Office of Vocational Rehabilitation	Vocational Rehabilitation for Persons with Disabilities	Colleen Woodring District Administrator BVRs	Suite 500 1130 12 th Ave Altoona Pa 16601 (814)946-7240 cwoodring@pa.gov
TANF	Department of Human Services	Providing services — including medical assistance, SNAP, TANF, child care, child welfare, and more — that improve the quality of life for Pennsylvanians.	Barbara Shaw DHS HQ/CAO: Area Manager for Operations #3; HS Bur Op	41 W. Church Street Uniontown, PA 15401. (724)953-4435 bshaw@pa.gov
Community Services Block Grant (employment & training activities)	Center for Community Action	Center for Community Action will serve as a catalyst for economic, educational, social and workforce development.	Wendy Melius, Executive Director	Main Office 195 Drive In Lane Everett, PA 15537 Huntingdon office 207 5 th Street Huntingdon, PA 16652

				<p>(814) 643-4202</p> <p>Centerforcommunityaction.com</p>
Medical Assistance Transportation Program	Employment and Training Inc.	<p>Mileage reimbursement for medical appointments, for eligible customers who have a valid Access card.</p> <p>Transportation assistance using CART, other local transportation providers.</p>	Debra Scalia MATP Program Coordinator	<p>54 Pennsylvania Avenue Huntingdon, PA 16652 814-641-6408 ext 116 dscaliam@emp-trng.org</p>

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

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date: January 1, 2018

PA CareerLink® Somerset County Partners

Partner Program	Partner Organization	Authorization/Category	Contact	Contact information Phone & E-mail
WIOA Title I Adult, DW, Youth	Community Action Partnership for Somerset County Tableland Services	Title One Programs & Services for Adults, Dislocated Workers and Youth and employers.	Dave Mrozowski Executive Director	(814) 445-9628x206 dmrozowski@capfsc.org
Indian & Native American Programs	Council of Three Rivers	Title One Section 166	Rodney John	(800) 985-8721 rjohn@cotraic.org
Job Corps	Pittsburgh Job Corps	National Program that provides young people, ages 16-24 with academic, career & technical education, service-learning and social opportunities primarily in a residential setting	Bob Chunta Admissions Counselor	(412) 660-8180 Chunta.robert@jobcorps.org
Trade Adjustment Assistance	PA Dept of L&I BWPO	Title III - Trade,	Keith Baker Asst Regional Director	(814) 641-6408x127 kebaker@pa.gov
Unemployment Compensation	PA Dept of L&I Unemployment Comp	State Unemployment Compensation Programs Social Security Act 9 of	Barbara A. Mourer, Director, Office of UC Services Centers	717-787-4127 bmourer@pa.gov

		1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939		
Wagner-Peyser Act ES	PA Dept of L&I BWPO	Title III - W/P, Labor Exchange, Rapid Response, Veterans	Keith Baker Asst Regional Director	(814) 641-6408x127 kebaker@pa.gov
Title II Adult Education	Somerset County Technology Center	Adult education services, assessment and testing, educational goal planning and Career Pathway development.	Karen Remick Administrative Director	(814) 443-3651x6126 kremick@sctc.net
Career & Technical Education- Carl Perkins	Somerset County Technology Center Penn Highlands Community College	WIOA Title II - Postsecondary Career & Technical Education authorized under the Carl D. Perkins Career and Technical Education Act of 2017	Karen Remick Administrative Director Barbara Zaborowski	(814) 443-3651x6126 kremick@sctc.net (814) 262-6425 bzabor@pennshighlands.edu
Office of Vocational Rehabilitation	PA Dept of L&I OVR	WIOA Title IV - Vocational Rehabilitation State Grant Programs Title I of the Rehabilitation Act of 1973, as amended	Margie Duranko District Administrator	(814) 255-6771 maduranko@pa.gov
TANF	PA Dept of L&I Dept of Human Services		Mike Holp Executive Director	(814) 445-1109 miholp@pa.gov

Community Services Block Grant (employment & training activities)	Community Action Partnership for Somerset County Tableland Services	CSBG provides assistance to states & local communities, working through a network of community action agencies	Dave Mrozowski Executive Director	(814) 445-9628x206 dmrozowski@capfsc.org
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PY 2017-2019 WIOA Multi-Year Regional/Local Area Plan: Appendix E Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date: January 1, 2018

Chief/Lead Elected Official(s): The Commissioners of Bedford, Blair, Cambria, Fulton, Huntingdon, and Somerset Counties

Local Workforce Development Board (LWDB): The Southern Alleghenies Workforce Development Board

Fiscal Agent: The Southern Alleghenies Planning and Development Commission

LWDB Standing Committees:
Executive Committee
Fiscal Committee
Young Adult Council
Special Populations Committee
PA CareerLink® Committee

LWDB Staff:

Susan Whisler- Director
James Coley- Youth Services Specialist
Marty Culp- Employer Services/Special Initiatives Specialist
James Walker- Operations Specialist

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WIOA Title I
Goodwill of the Southern Alleghenies
Employer & Training of Huntingdon
Community Action of Somerset County-
Tableland Services

WIOA Title II
Altoona Area School District
Somerset Career & Technology Center
Employment & Training of Huntingdon

WIOA Title III
WIOA Title IV
YouthBuild (Cambria County only)
Indian & Native American Programs
Job Corps
Senior Community Service Employment
Trade Adjustment Assistance
Unemployment Compensation
Carl Perkins- Career & Technical Education
TANF
Community Services Block Grant

PA CareerLink® Operator
Consortium of Goodwill of the
Southern Alleghenies, Employment
& Training of Huntingdon,
Community Action of Somerset
County- Tableland Services

PA CareerLink® center(s) Site
Administrator(s)
Chuck McClellan- Bedford, Blair
Jeffrey Dick- Cambria, Somerset
Barbara Cover- Huntingdon, Fulton
(Affiliate)

PA CareerLink® center(s)
PA CareerLink® Bedford
PA CareerLink® Blair
PA CareerLink® Cambria
PA CareerLink® Huntingdon
PA CareerLink® Somerset

Partnership for Regional Economic
Performance, Re-Entry and Transition
Councils, region's Centers for
Community Action, post-secondary
educational institutions, and many
other stakeholders referenced
throughout the plan.

Performance Accountability Template

Local Workforce Development Area name: Southern Alleghenies Workforce Development Area

Effective Date:

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	70%	%
Dislocated Worker	75%	%
Youth	60%	%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	68%	%
Dislocated Worker	72%	%
Youth	59%	%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,300	%
Dislocated Worker	\$6,600	%
Youth	\$2,500	%
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	70%	%
Dislocated Worker	75%	%
Youth	65%	%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	48%	%
Dislocated Worker	48%	%
Youth	48%	%
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	25%	%
Dislocated Worker	25%	%
Youth	25%	%

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.