

# WIOA MULTI-YEAR LOCAL PLAN (PY2021 – PY2024)

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

This plan is effective for the period of **July 1, 2021 – June 30, 2025**.

*Allegheny  
County and  
the City of  
Pittsburgh*

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

**Local Workforce Development Area (WDA):** Allegheny County WDA; City of Pittsburgh WDA

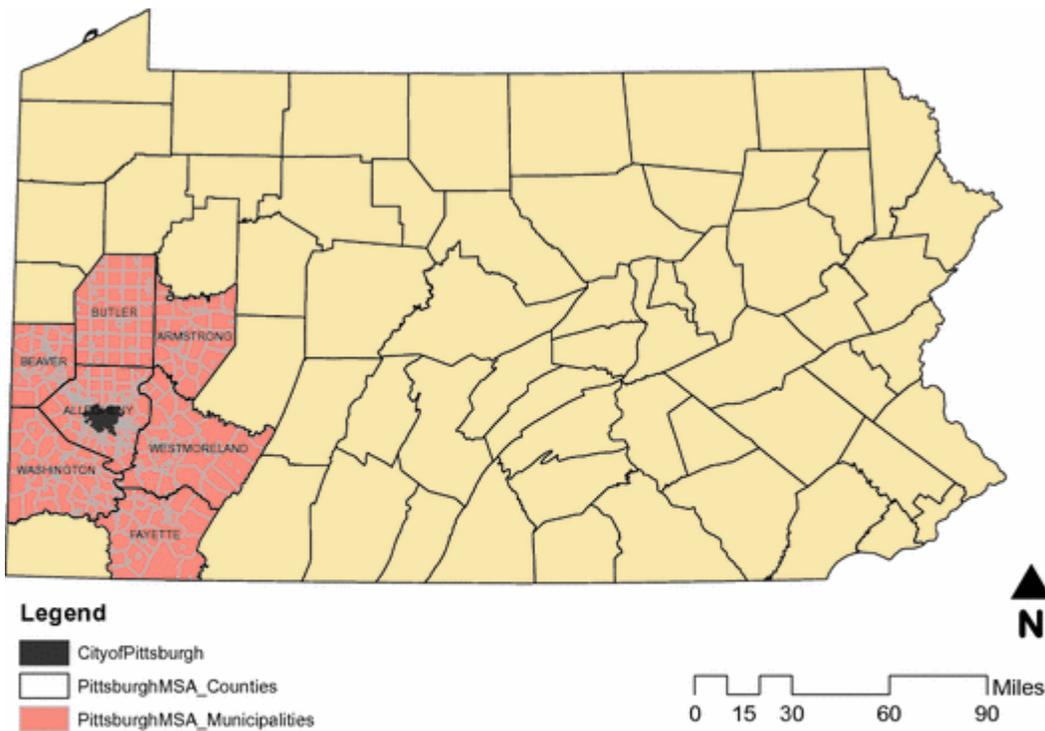
**Local Workforce Development Board:** TRWIB, Inc., also known as Three Rivers Workforce Development Board (TRWDB)

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

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

TRWDB delivers workforce solutions to ensure the current and future needs of businesses and job seekers are met in its two workforce areas of Allegheny County and the City of Pittsburgh. The work of TRWDB is focused on Allegheny County and the City of Pittsburgh, but has an impact in the Southwest area of Pennsylvania. See Figure 1.

**Figure 1. TRWDB Geographic Impact Area**



*Map of Pennsylvania showing Pittsburgh Metropolitan Statistical Area (MSA) with the City of Pittsburgh at its core.  
(source: TIGER/Line Shapefiles, U.S. Census Bureau, 2016)*

## Population

The U.S. Census Bureau - American Community Survey (ACS) is a nationwide survey that collects and produces information on social, economic, housing, and demographic characteristics at various geographic levels each year. The ACS creates period estimates, which means they represent the characteristics of the population and housing over a specific data collection period. The 2019 ACS 5-year

estimates<sup>1</sup> indicate that the Allegheny County population is 1,216,045, representing a 0.6% decrease in the county’s population over the previous five years.<sup>2</sup> At this same time, the number of individuals ages 60 and over increased by approximately 3.7%, indicating an aging population in the county. The population residing within the Pittsburgh MSA also declined by 1.4% in during this time and a little over a fourth of the population is over the age of 60. During that same time, the Pennsylvanian population increased by 0.26%. The population over 60 comprises 23% of the total Pennsylvania population.<sup>3</sup> See Table 1.

**Table 1. Age Groups for Pennsylvania, Allegheny County, and the Southwest Region.**

Age Group 2019 ACS Estimates	Pennsylvania	Pittsburgh MSA	Allegheny County
0-19 Years	2,977,399	491,280	257,443
20-29 Years	1,655,510	289,303	166,861
30-39 Years	1,642,448	305,439	175,986
40-49 Years	1,495,515	260,479	135,028
50-59 Years	1,729,154	312,581	154,808
60-69 Years	1,666,711	337,198	166,603
70 + Years	1,635,252	321,322	159,316

The racial composition of Allegheny County is similar to that of Pennsylvania where 82.4% are white (82.7% in Pennsylvania), and 14.8% are Black or African American (12.7% in Pennsylvania). Less than one percent of both Allegheny and Pennsylvania residents identify as American Indian and Alaska Native, 4% are Asian (4.5% of Pennsylvanians are Asian), and 0.1% of residents in Allegheny County and Pennsylvania identify as Native Hawaiian and Other Pacific Islander. While 2.1% of Allegheny County residents identify as Hispanic or Latino, 7.3% of Pennsylvanians identify as Hispanic or Latino.<sup>4</sup> The population of the Pittsburgh MSA is composed of 85% of individuals who identify as White, 8% of those who identify as Black or African American, 2% who are Asian, and less than 1% who identify as American Indian, Alaskan Native, or Native Hawaiian and Other Pacific Islander. Two percent of the Pittsburgh MSA population identify as Hispanic or Latino.<sup>5</sup>

### Households

The total number of households in Allegheny County increased by 1.9% between 2015-2019 (589,211 vs. 600,399). During this same time period, the total number of households across Pennsylvania increased by 2.1% (5,578,983 vs. 5,693,314). There are 1,028,436 households across the Pittsburgh MSA.

<sup>1</sup> U.S. Census Bureau, 2015-2019 ACS 5-Year Data Profile. <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2019/>. Retrieved 1.25.2021.

<sup>2</sup> U.S. Census Bureau, 2010-2014 ACS 5-Year Data Profile. <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2014/>. Retrieved 1.25.2021.

<sup>3</sup> U.S. Census Bureau, 2015-2019 ACS 5-Year Data Profile. <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2019/>. Retrieved 1.25.2021.

<sup>4</sup> Ibid

<sup>5</sup> Ibid

## Education

According to the ACS 2015-2019 estimates, just under 95.0% of Allegheny County residents 25 years and older and 94.0% of those living across the Pittsburgh MSA have obtained a high school diploma (including an equivalency) or higher education attainment. Approximately 90.0% of Pennsylvanians have a high school diploma (including an equivalency) or have attained higher education levels.<sup>6</sup> See Table 2.

**Table 2. Educational Attainment for residents who are 25 Years Old or Older, 2019**

Educational Attainment	Pennsylvania	Pittsburgh MSA	Allegheny County
Less than 9 <sup>th</sup> Grade	3.2%		1.6%
9 <sup>th</sup> to 12 <sup>th</sup> Grade, no Diploma	6.3%	6%*	3.9%
High School Graduate (including equivalency)	34.7%	31%	27.0%
Some College, No Degree	15.9%	27%	16.2%
Associate's Degree	8.5%	*	9.8%
Bachelor's Degree	19.0%	22.2%	24.2%
Graduate or Professional Degree	12.4%	14%	17.4%
High School Graduate or Higher	90.5%	94.0%	94.6%
Bachelor's Degree or Higher	31.4%	36.2%	41.6%

\*= Data reporting differences for state, county and MSA

## Income

In 2019, the median household income for Pennsylvanians was \$61,744. At that same time, the median household income for Allegheny County residents was \$61,043 and was \$62,638 for residents of the Pittsburgh MSA.

## Commuting

The average commute time for Pennsylvania residents is 26.9 minutes.<sup>7</sup> The 2015-2019 ACS indicate that 75.9% of the Pennsylvania workforce 16 years old and older drive to work alone, 8.5% carpool, and 5.6% get to work by public transportation.<sup>8</sup> Allegheny County residents have a similar commute time of 27 minutes.<sup>9</sup> Additionally, 71.0% of the Allegheny County workforce 16 years old and older drive alone, 8.5% carpool, and 9.5% get to work by public transportation.<sup>10</sup>

Allegheny County is an economic driver in the Pittsburgh MSA. Of those who live in Allegheny County, 80.6% are employed in the area while 19.4% are employed outside of the County. Of those who are

<sup>6</sup> U.S. Census Bureau, 2015-2019 ACS 5-Year Data Profile. <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2019/>. Retrieved 1.25.2021.

<sup>7</sup> Index Mundi. <https://www.indexmundi.com/facts/united-states/quick-facts/pennsylvania/average-commute-time#map>. Retrieved 1.26.2021.

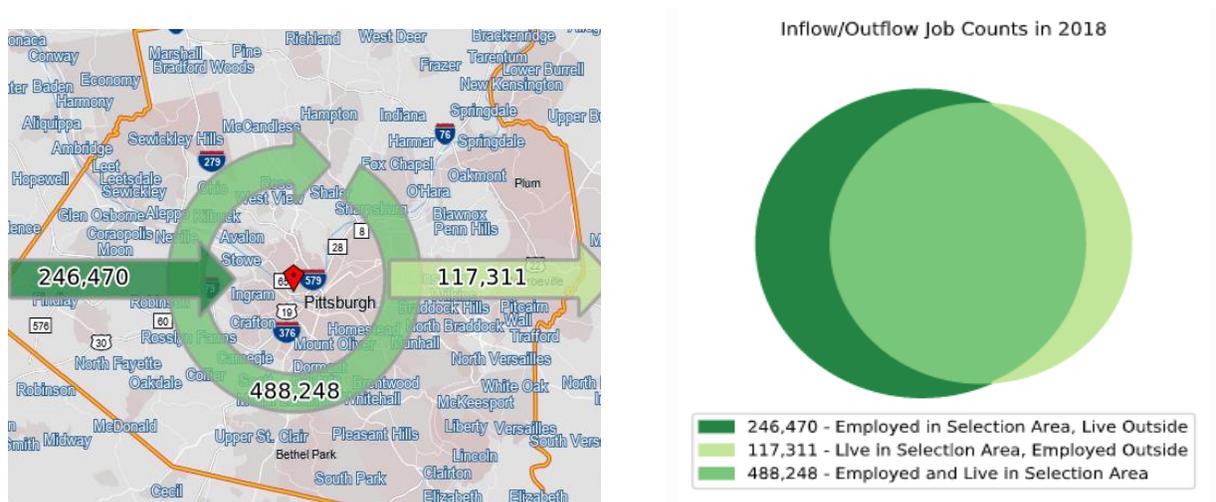
<sup>8</sup> U.S. Census Bureau, 2015-2019 ACS 5-Year Data Profile. <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2019/>. Retrieved 1.25.2021.

<sup>9</sup> Ibid.

<sup>10</sup> Ibid.

employed in Allegheny County, 66.5% live in the County and 33.5% live outside the county. See Figure 2.

**Figure 2. Allegheny County Commute Patterns<sup>11</sup>**



## Population with Barriers

### Low-Income Individuals

Data from the ACS indicate that 12.1% of those living in Allegheny County had incomes below the poverty level during the past 12 months.<sup>12</sup> Of those who were living below the poverty level, 54% were white, 30.8% were Black or African American, 5.7% identified with two or more races, 5.2% were Asian and 0.9% identified as other.<sup>13</sup> Figure 3 indicates Allegheny County geographic distribution of poverty.<sup>14</sup> Additionally, 10.9% of those living across the Pittsburgh MSA region are living below the poverty line.<sup>15</sup>

Between July 2019 and June 2020, 58% of those served in by TRWDB’s WIOA Adult programming were identified as low income. In addition, 22% of those served by the Dislocated Worker programming and 99% of youth served by WIOA programming were identified as low income.<sup>16</sup>

### Single Parents

A report from Allegheny County Department of Human Services discusses that households headed by single mothers in Allegheny County and the City of Pittsburgh are more likely to experience poverty than married couple households or households headed by single fathers. The report indicates that, of the

<sup>11</sup> U.S. Census Bureau, OnTheMap. <https://onthemap.ces.census.gov/>. Retrieved 1.26.2021.

<sup>12</sup> U.S. Census Bureau, 2015-2019 ACS 5-Year Data Profile. <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2019/>. Retrieved 1.25.2021.

<sup>13</sup> DATAUSA: Allegheny County, PA. <https://datausa.io/profile/geo/allegheny-county-pa/#about>. Retrieved 1.25.2021.

<sup>14</sup> Ibid.

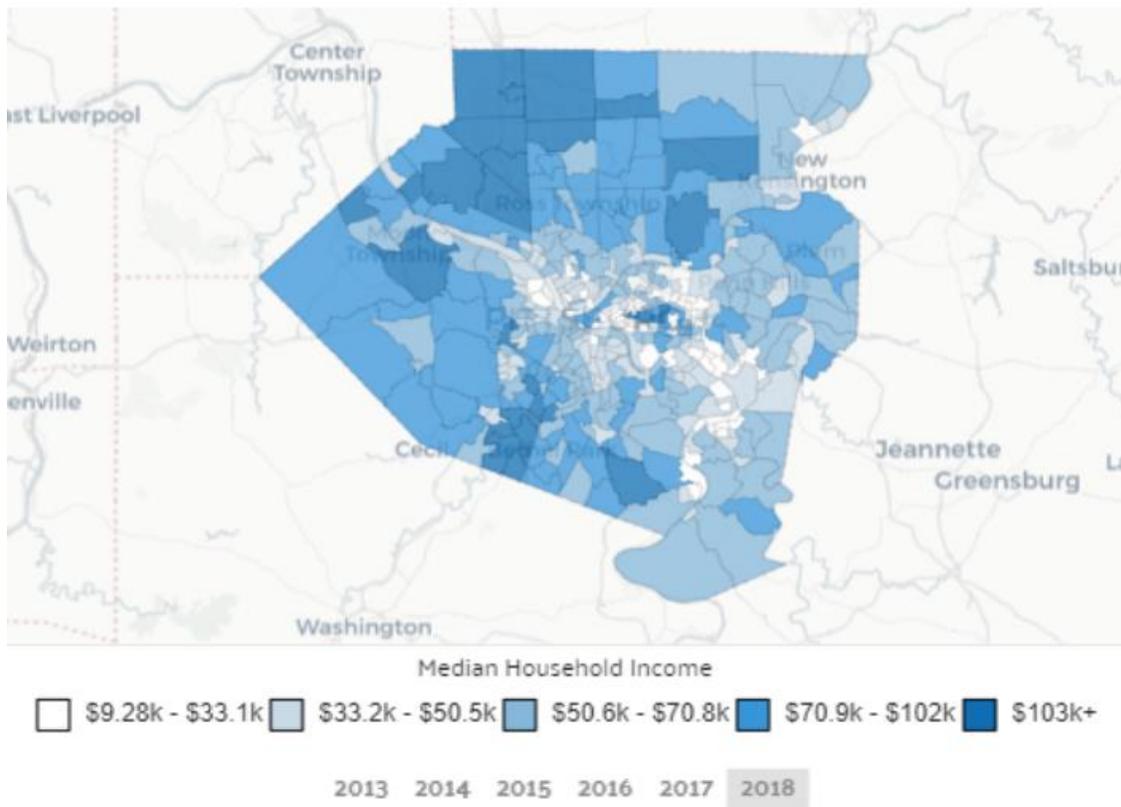
<sup>15</sup> Census Reporter, Pittsburgh, PA Metro Area. <https://censusreporter.org/profiles/31000US38300-pittsburgh-pa-metro-area/>. Retrieved 2.4.21.

<sup>16</sup> Three Rivers Title I Performance, PY2019.

approximately 130,000 families with children living in Allegheny County, 28% were headed by single mothers. In the City of Pittsburgh, 42% of families with children were headed by single mothers. The report states that of all single-mother households in Allegheny County, 41% were living below the poverty line, compared to 25% of single-father households and 4% of married couple households.<sup>17</sup>

During PY 2019, 11.5% of those served by WIOA Adult programs, 16.2% of those served by WIOA Dislocated Worker programs, and 8% of those served by WIOA youth programs were single parents, which included pregnant women.<sup>18</sup>

**Figure 3. Allegheny County Wage and Poverty Geographic Distribution, 2018**



<https://datausa.io/profile/geo/allegheny-county-pa/>

<sup>17</sup> Allegheny County Department of Human Services, Data Brief: Single Mothers in Allegheny County, March 2018. <https://www.alleghenycountyanalytics.us/index.php/2018/03/22/single-mothers-living-poverty/>. Retrieved: 2.10.2021

<sup>18</sup> Three Rivers Title I Performance, PY2019.

## **Re-Entry Population**

During calendar year 2020, the Allegheny County jail population was 91% male, 66% Black or African American and 41% were 25 to 34 years old. During this same period, 8,354 individuals were released from the Allegheny County Jail.<sup>19</sup>

From July 2019 to June 2020, 31.7% of WIOA Adults and 9.1% of WIOA Dislocated Workers served through PA CareerLink® were ex-offenders. Moreover, 6.9% of those who were served by WIOA Youth programs identified as ex-offenders.<sup>20</sup>

Research conducted by The Brookings Institution, using the tax records of incarcerated individuals, indicated that for years prior to incarceration and for years following incarceration, offenders have a history of higher rates of unemployment and lower earnings when employed compared to those not incarcerated.<sup>21</sup> Ex-offenders may share characteristics that limit employment opportunities post-incarceration including limited education, work experience, work-related skills, cognitive abilities, substance abuse, physical and mental health issues. Moreover, employers may be hesitant to hire ex-offenders due to perceptions that ex-offenders may be less trustworthy, less dependable, less honest and more of a liability.<sup>22</sup>

## **Aging Out of Foster Care**

In January 2020, The Allegheny County Department of Human Services performed a thorough analysis of outcomes for youth aging out of the child welfare system between 2006 and 2016 in Allegheny County.<sup>23</sup> Their analysis demonstrated that youth in the child welfare system do not fare as well as their counterparts who have not been in the child welfare system. For example, over half of youth after exiting the child welfare system accessed substance use disorder services and over a quarter used crisis or in-patient mental health services. Additionally, 26% of the cohort entered the Allegheny County Jail by age 21 and 8% had accessed homeless services.

As a result of trauma, mental and physical health issues, substance use, and other variables that impact youth who have spent a part of their lives in the child welfare system, post-exit employment can be difficult. The report indicated that of 745 individuals for whom wage data could be identified, at the average age of 25 (range 21 through 29) the median annual income was \$17,346. Comparatively, the median annual income of 15 to 24 year living in Allegheny County was \$28,190.<sup>24</sup>

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<sup>19</sup> Allegheny County Department of Human Services, Allegheny County Analytics.

<https://www.alleghenycountyanalytics.us/index.php/2019/11/04/allegheny-county-jail-population-management-dashboards-2/>. Retrieved 1.27.2021.

<sup>20</sup> Three Rivers Title 1 Performance – PY 2019.

<sup>21</sup> Looney, A. & Turner, N. (March 2018). Work and opportunity before and after incarceration. The Brookings Institution, Washington, D.C.

<sup>22</sup> The Urban Institute Reentry Roundtable Discussion Paper: Employment Barriers Facing Ex-Offenders. H.Holzer, S. Raphael and M.Stoll.

<sup>23</sup> Allegheny County Department of Human Services. Research Report: Youth Aging Out of the Child Welfare System: Analysis of Outcomes. January 2020.

<sup>24</sup> U.S. Census Bureau, 2019 ACS 1 Year Estimates.

[https://data.census.gov/cedsci/table?q=Allegheny%20County&t=Income%20and%20Poverty&g=0400000US42\\_1600000US4261000&tid=ACSST1Y2019.S1903&hidePreview=false](https://data.census.gov/cedsci/table?q=Allegheny%20County&t=Income%20and%20Poverty&g=0400000US42_1600000US4261000&tid=ACSST1Y2019.S1903&hidePreview=false). Retrieved 2.9.2021.

At any given time, approximately 1,300 children under the age of 18 enter the foster care system. About half of them are fostered within families and about 8% of those in the child welfare system age out of the system without a family placement.<sup>25,26</sup> TRWDB's WIOA youth programs focus on serving low-income youth with additional barriers to employment, including foster care and aging out of foster care. During program year 2019–2020, 2.6% of those served in out-of-school youth programming were identified as individuals who had aged out of the foster care system.<sup>27</sup>

### **Individuals with a Disability**

Fourteen percent of Pennsylvanians indicated that they experienced one or more identified disabilities, while 13.4% of Allegheny County residents did the same.<sup>28</sup> In Pennsylvania, 35.6% of people between 18 and 64 years old who have disabilities are employed compared to 77.1% of those in the same age group having no disabilities. In Allegheny County, 38.8% of people ages 18 to 64 who have a disability are employed compared to 79% of this cohort with no disabilities are employed. Of the WIOA Adult participants who participated in TRWDB funded programs, 12.2% self-identified as having a disability, while 7.4% of Dislocated Worker participants self-identified as having a disability. Additionally, 15.3% of WIOA youth participants also indicated that they had a disability.<sup>29</sup>

### **Pregnant or Parenting Youth**

Nationally, the number of births to teen mothers continues to decline annually from its height in 1991.<sup>30</sup> Between 2008 and 2018, the number of births to teen mothers declined by 50% nationally. During that decade, teen births declined 59% in Pennsylvania and 66% in Allegheny County.<sup>31</sup>

Yet, teen pregnancy rates in the U.S. remain the highest for western industrialized nations.<sup>32</sup> Consequences of teen pregnancy exist for both the teen mother and her child. Teen mothers are more likely than teen girls who do not get pregnant to experience difficulty with social relationships, drop out of high school and not attend college. As a result, teen mothers have trouble finding employment and earning a living wage.<sup>33</sup> There are also consequences for the children born to teen mothers. They are more likely to have lower cognitive test scores, to complete less education, to earn lower wages as an adult and are more likely to become a teen parent.<sup>34</sup> Approximately 7.9% of WIOA supported youth in Allegheny County and the City of Pittsburgh indicated that they were pregnant or a single parent.<sup>35</sup>

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<sup>25</sup> Allegheny County, Foster Care and Kinship Care. <https://www.alleghenycounty.us/Human-Services/News-Events/Engagement/Foster-Care-and-Kinship-Care.aspx>. Retrieved 2.9.2021.

<sup>26</sup> Pennsylvania State Resource Family Association, Hearts and Homes. <https://www.psrfa.org/being-a-foster-parent/the-facts/>. Retrieved 2.9.2021.

<sup>27</sup> Three Rivers Title 1 Performance – PY 2019.

<sup>28</sup> U.S. Census Bureau, 2015–2019 (2018) ACS 5-Year Data Profile. <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2019/>. Retrieved 1.26.2021.

<sup>29</sup> Three Rivers Title I Performance – PY 2019.

<sup>30</sup> National and state trends by age, race, and ethnicity. Guttmacher Institute, Washington, D.C.

<sup>31</sup> PA Department of Health, EDDIE. <https://www.phaim1.health.pa.gov/EDD/WebForms/BirthCntySt.aspx>. Retrieved 1.27.2021.

<sup>32</sup> Guttmacher Institute. [WWW.guttmacher.org](http://WWW.guttmacher.org). Retrieved 1.27.2021.

<sup>33</sup> American Pregnancy Association. <https://americanpregnancy.org/unplanned-pregnancy/teen-pregnancy-issues-challenges-26202/>. Retrieved 1.27.2021.

<sup>34</sup> VoxEu. <https://voxeu.org/article/why-children-teen-mothers-do-worse-life>. Retrieved 1.27.2021.

<sup>35</sup> Three Rivers Title 1 Performance – PY 2019.

## **Homeless Population**

According to the Allegheny County Department of Human Services, Allegheny County Analytics, the number of individuals experiencing homelessness in Allegheny County increased by 14.6% between January 2019 and January 2020. During the most recent Point-in-Time (PIT) count, on January 29, 2020, Allegheny County reported 887 people who were experiencing homelessness, which was 113 more people than in 2019. Of note, a concerted effort was made to canvass more areas of the County in 2020 than in 2019. Of those experiencing homelessness in 2020, 39% were female and 61% were male. Seventy percent of those who were experiencing homelessness were individuals, while 30% were families. In terms of race, 55% were Black or African American, 36% were white, 8% identified with two or more races and 2% indicated other as their race. Nearly one third (31%) of the individuals experiencing homelessness indicated a mental health diagnosis; substance use disorder was a condition underlying homelessness for 25%; 22% were chronically homeless; and 9% were victims of domestic violence. Thirteen percent of those homeless were veterans. Just over 3.2% of WIOA supported youth, participating in in-school and out-of-school youth programs supported by TRWDB, indicated that they were experiencing homelessness.<sup>36</sup>

## **Structural Barriers**

Black and brown people, and women, face well-documented structural labor-market barriers. Among examples are structural barriers in occupation, compensation, hiring, and advancement. Structural barriers have a compounding effect on those who face personal barriers.

The cost of structural barriers to the Pittsburgh areas' economy is huge, based on national findings. A September 2020 report by Citi Global Perspectives and Solutions, "Closing the Racial Inequality Gaps: The Economic Cost of Black Inequality in the U.S." found that closing the Black wage gap could add \$2.7 trillion in income to the US economy (or +0.2% to GDP) per year.<sup>37</sup>

A 2019 analysis published by Layisha Bailey and Emily Garr Pacetti of the Federal Reserve Bank of Cleveland says that there is "no shortage of efforts that the city of Pittsburgh and broader Pittsburgh region are making to connect minority workers to higher-paid positions and burgeoning industries." It also says that "as part of the city's OnePGH Resilience Strategy, Pittsburgh has begun to track equity indicators that report disparities by race, gender, or income across 80 measures of well-being."<sup>38</sup>

TRWDB efforts to address structural barriers, as described more fully in sections 1.3, 2.1, 2.3, 3.4, and 4.4 include efforts to increase access to good jobs, with a particular focus on Black and brown people as well as women (for example, through Introduction to the Construction Trades, a construction industry pre-

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<sup>36</sup> Pennsylvania's workforce development system of record, 2020.

<sup>37</sup> D. Peterson and C. Mann, "Closing the Racial Inequality Gaps: The Economic Cost of Black Inequality in the U.S.", *Citi GPS Global Perspectives & Solutions*, Citigroup, 2020, Page 4, <https://ir.citi.com/%2FPRxPvgNWu319AU1ajGf%2BsKbjjBJSaTOSdw2DF4xynPwFB8a2jV1FaA3ldy7vY59bOtN2lxVQ/M%3D> (accessed 1/25/2021).

<sup>38</sup> L. Bailey and E. Pacetti, "Strong Recovery for Whom? Trends in Dayton, Ohio, and Pittsburgh, Pennsylvania, Exemplify Growing Earnings Gaps between Minority and White Workers Present in Many US Regions", *Community Development*, Federal Reserve Bank of Cleveland, Cleveland, OH 2019, Page 6, <https://www.clevelandfed.org/en/newsroom-and-events/publications/community-development-briefs/db-20191126-earnings-gap.aspx> (accessed 1/25/2021).

apprenticeship). They also include systems change efforts:

1. Working with industry partnerships' member employers to co-create new approaches for hiring, retention, advancement, diversity, equity, and inclusion,
2. TRWDB-led initiatives such as Ready to Work, also described more fully below, that engages partners in a community-wide effort to strengthen racial equity in employment and improve the quality of employment, and
3. Establishing a new position at TRWDB, Director of Inclusion and Outreach, and promoting a member of the staff who had previously been carrying out a great deal of related work into the position.

However, documentation of structural labor-market barriers, including the following shows that much needs to be done and disparities are long-standing:

- A 2020 study of occupational segregation by the University of Pittsburgh's University Center for Social and Urban Research found that racial lines create occupational disparities in the Pittsburgh region, echoing Pitt studies of racial inequality dating back nearly 30 years. "I almost call it documenting the obvious," said study author and economist Christopher Briem. "It's all about occupational segregation. The region has a lot more work to do to provide equal opportunity."<sup>39</sup>
- The 2019 report of the City of Pittsburgh's Gender Equity Commission, "Pittsburgh's Inequality Across Gender and Race" found that "Pittsburgh's White women make only 78 cents to every dollar Pittsburgh's White men make. Likewise. . . Pittsburgh's Black women make only 54 cents to every dollar Pittsburgh's White men make."<sup>40</sup>
- A 2019 analysis by Dionissi Aliprantis and Daniel Carroll of the Federal Reserve Bank of Cleveland found that "the income gap is the primary driver behind the wealth gap and that it is large enough to explain the persistent difference in wealth accumulation."<sup>41</sup>
- A 2019 report by McKinsey & Company reported the following research: ". . . black workers who hold bachelor's degrees experience a rate of unemployment similar to that of white workers with no college education. Like other minorities and disadvantaged groups, black workers also face discrimination in the workplace." Additionally, the report noted that a 2015 study found that black workers are "subject to more scrutiny" or held to a "higher standard" than white workers and that "black workers make up 13 percent of the US workforce, but racial discrimination against this group accounts for 26 percent of all claims filed with the Equal Employment Opportunity Commission and its partner agencies."<sup>42</sup>

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<sup>39</sup> K. Mamula, "'Occupational Segregation' plagues Pittsburgh-area workforce", Pittsburgh Post Gazette, Pittsburgh, PA, 2020. <https://www.post-gazette.com/business/bop/2020/10/05/Occupational-segregation-Pittsburgh-MSA-workforce-university-of-pittsburgh/stories/202009220125> (accessed 1/25/2021).

<sup>40</sup> J. Howell, S. Goodkind, L Jacobs, D Branson, L Miller, "Pittsburgh's Inequality Across Gender and Race", *Gender Analysis White Papers*, Gender Equity Commission, City of Pittsburgh, 2019 page 5, [https://apps.pittsburghpa.gov/redtail/images/10645\\_Pittsburgh's\\_Inequality\\_Across\\_Gender\\_and\\_Race\\_JULY\\_2020.pdf](https://apps.pittsburghpa.gov/redtail/images/10645_Pittsburgh's_Inequality_Across_Gender_and_Race_JULY_2020.pdf) (accessed 1/25/2021).

<sup>41</sup> D. Aliprantis and D Carroll, "What is Behind the Persistence of the Racial Wealth Gap?" *Economic Commentary 2019-03*, Federal Reserve Bank of Cleveland, Cleveland, OH, 2019, page 1, <https://www.clevelandfed.org/newsroom-and-events/publications/economic-commentary/2019-economic-commentaries/ec-201903-what-is-behind-the-persistence-of-the-racial-wealth-gap.aspx> (accessed 1/25/2021).

<sup>42</sup> N. Noel, D. Pinder, S. Steward, and J Wright, "The Economic Impact of Closing the Racial Wealth Gap", McKinsey & Company, Washington, DC, 2019, Page 3, 5, and 6, <https://www.mckinsey.com/~media/McKinsey/Industries/Public%20and%20Social%20Sector/Our%20Insights/Th>

- The 2019 analysis by the Federal Reserve Bank of Cleveland’s Layisha Bailey and Emily Garr Pacetti (also cited above) found that in Pittsburgh, between 2007 and 2017, the median earnings for white workers increased 13 percent in the Pittsburgh metro area, while median earnings for minority workers remained essentially unchanged (Figure 2) and that more-recent 5-year data (2012–2017) “show a continued increase in earnings for white workers (4 percent) and a more pronounced decline in earnings for minority workers (14 percent). . . While the racial gap in earnings increased between 2007 and 2017, the gap in employment rates between minority and white workers decreased with more minorities working. That said, the change in the employment gap has been modest (12 percentage points to 10 percentage points) and is unlikely to explain the stagnation—and subsequent decline—of minority workers’ earnings (for example, from new entrants to workforce coming in at lower pay). In 2017, Pittsburgh remained a metro area with one of the lowest employment rates for minority workers, with only 65.9 percent of working-age minorities employed. . . Occupational differences provide some insight into the disparity of earnings over time. . . the lowest-paying occupational fields of the economy—services. . . is responsible for 26 percent of minority employment compared to 16 percent of white employment.”<sup>43</sup>

## Labor Force and Unemployment

In December 2019, the unemployment rate in Pennsylvania was 4.5%. Similarly, the unemployment rates were 4.1% in Allegheny County and 4.5% across the Pittsburgh MSA. As a result of the pandemic, the unemployment rate grew immensely in April 2020, when it was just under 16.0% for both Pennsylvania and Allegheny County and was just over 16.0% for the Pittsburgh MSA.<sup>44</sup> Though still higher than pre-pandemic rates, monthly unemployment rates dropped for Pennsylvania, Allegheny County, and the Pittsburgh MSA during the remainder of 2020.

Figure 4 indicates the monthly number of individuals who were unemployed in Allegheny County in 2020 as well as the unemployment rate.<sup>45</sup> In 2020 (January–November) there was an average of 638,827 Allegheny County residents in the workforce with an average of 579,627 employed and 59,191 unemployed. The unemployment rate in Allegheny County in 2020 was 6.5%.

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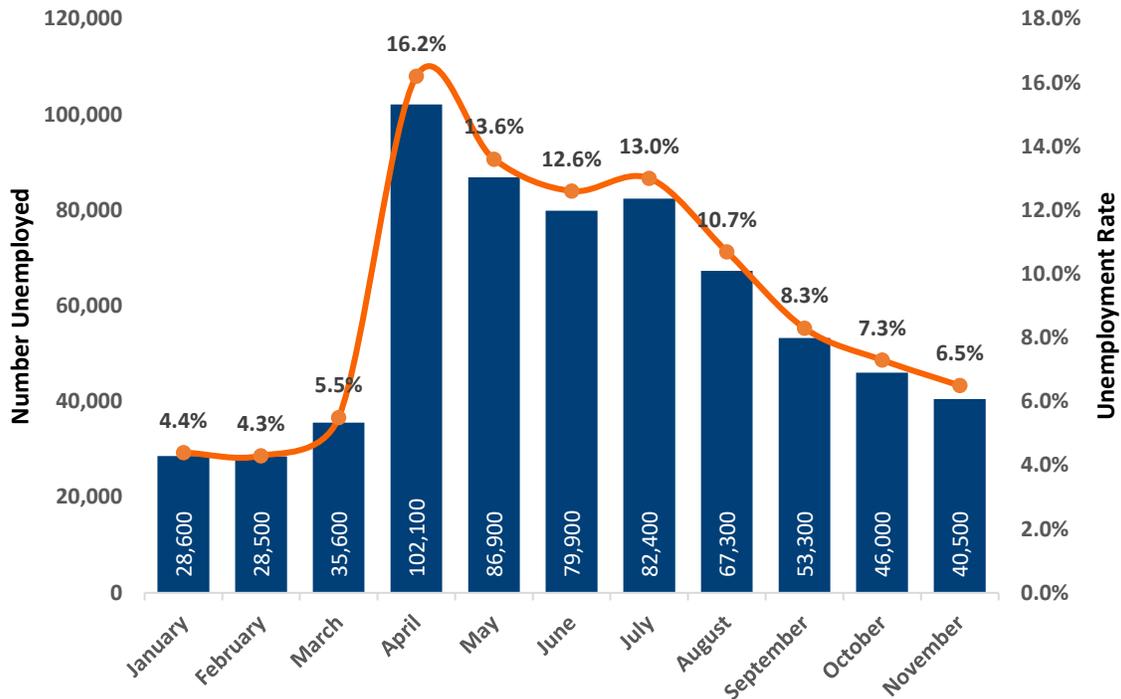
[e%20economic%20impact%20of%20closing%20the%20racial%20wealth%20gap/The-economic-impact-of-closing-the-racial-wealth-gap-final.pdf](#) (accessed 1/25/2021).

<sup>43</sup> L. Bailey and E Pacetti, “Strong Recovery for Whom? Trends in Dayton, Ohio, and Pittsburgh, Pennsylvania, Exemplify Growing Earnings Gaps between Minority and White Workers Present in Many US Regions”, *Community Development*, Federal Reserve Bank of Cleveland, Cleveland, OH 2019, Page 6, <https://www.clevelandfed.org/en/newsroom-and-events/publications/community-development-briefs/db-20191126-earnings-gap.aspx> (accessed 1/25/2021).

<sup>44</sup> Pennsylvania Department of Labor & Industry, Local Area Unemployment Statistics. <https://paworkstats.geosolinc.com/vosnet/analyzer/resultsNew.aspx?session=labforce&pu=1&plang=E>. Retrieved 1.26.2021.

<sup>45</sup> U.S. Bureau of Labor Statistics. <https://data.bls.gov/timeseries/LASST420000000000003>. Retrieved 1.22.2021.

**Figure 4. Allegheny County Unemployed, 2020**



In 2020, Allegheny County’s workforce was at 626,160.<sup>46</sup> The week of April 4, 2020 saw the highest number of initial unemployment claims (34,875, 5.5% of the workforce) filed in Allegheny County post-pandemic. Of those who filed an initial claim, 52.9% were male and 47.1% were female. The hardest hit age group was those between the ages of 25 and 34 (23.3%). The majority of claims were filed by individuals who identify as white (78.4% of claims, 5.3% of the Allegheny County white workforce), followed by individuals who identify as Black (13.3% of claims, 5.5% of the Allegheny County Black workforce). Most of the initial claims were filed by those working in the Accommodation and Food Services sector (18.1%), followed by claims in Retail Trade (14.5%), Healthcare and Social Assistance (12.8%), and Construction (12.1%).

While jobs grew by 3.6% nationally between 2015 and 2019, the numbers of jobs available in Allegheny County decreased by 1.6% and the labor force participation rate decreased by 1.0%.<sup>47</sup> The number of jobs across the Pittsburgh MSA declined by 1.8% and the labor force participation rate decreased from 60.9% to 59.7% between 2015–2019. Table 3 provides data on the labor force in Pennsylvania, Pittsburgh MSA, and Allegheny County.

<sup>46</sup> EMSI, Allegheny County Economy Overview 2020.

<sup>47</sup> EMSI, Allegheny County Economy Overview, 2020.

**Table 3. Overall Pennsylvania, Allegheny County and Pittsburgh MSA Population Statistics**

	Pennsylvania	Pittsburgh MSA	Allegheny County
Population (2019) <sup>48</sup>	12,801,989	2,317,600	1,216,045
Labor Force (2020)*	6,312,564	1,166,695	626,160
Employed (2020)*	5,929,793	1,095,432	588,094
Unemployed (2020)*	382,771	71,263	38,066
Unemployment Rate (Dec 2020)**	6.7%	6.8%	6.3%

\*Data are averaged over 2020 and provided by EMSI

\*\*Data are provided by the U.S. Bureau of Labor Statistics

### **Job Growth Trends and Workforce Demand**

Between 2015 and 2020, the number of jobs grew slightly in Pennsylvania (+0.4%) and are projected to grow by 1.9% between 2020 and 2025. Allegheny County lost jobs between 2015 and 2020 (-1.6%) and is projected to lose approximately 1% of jobs between 2020 and 2025.<sup>49</sup>

Figure 5 presents the percent of national average jobs, percent of Pennsylvania jobs and percent of Allegheny County jobs in 2020 by sector. The data indicate that comparatively in-demand jobs in Allegheny County include jobs in the following sectors: Health Care and Social Assistance; Professional, Scientific, and Technical Services; Finance and Insurance; Educational Services; Management of Companies and Enterprises; and Arts, Entertainment, and Recreation. In addition, job demand is similar to those across the county and Pennsylvania in Information, Real Estate, Rental and Leasing, and Utilities sectors.<sup>50</sup>

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<sup>48</sup> U.S. Census Bureau, 2019 American Community Survey.

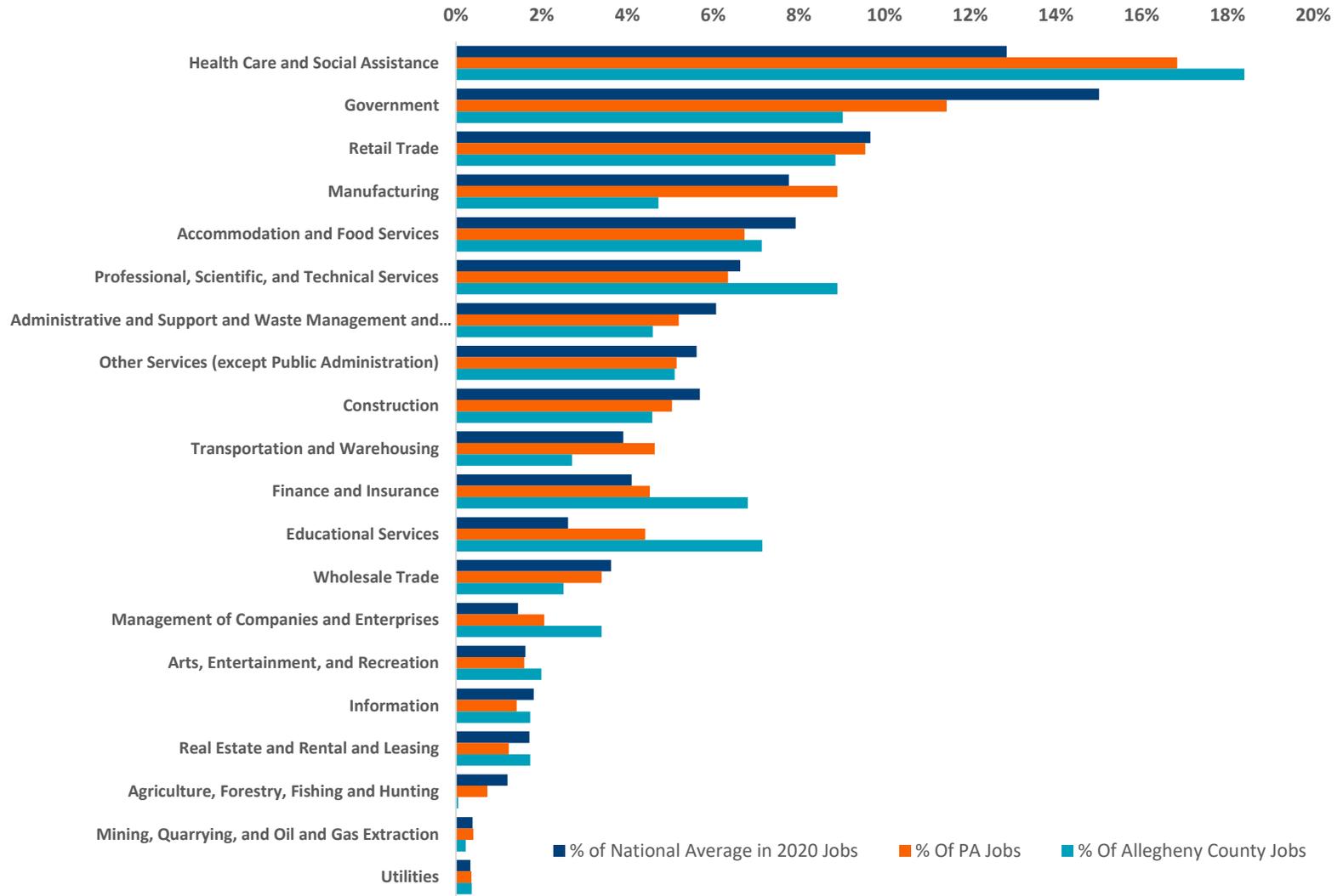
<https://www.census.gov/quickfacts/alleghenycountypennsylvania>. Retrieved 1.21.2021

<sup>49</sup> EMSI, Economy Overview National, Pennsylvania and Allegheny County, 2020.

<https://changelog.economodeling.com/category/developer/mic>. Retrieved 1.28.21.

<sup>50</sup>Ibid.

Figure 5. Percent of 2020 Jobs by Sector, National Average, Pennsylvania, and Allegheny County<sup>51</sup>



<sup>51</sup> EMSI, Economy Overview National, Pennsylvania and Allegheny County, 2020.

Looking forward to 2025, the sectors that are projected to show the largest growth in the number of jobs in Allegheny County are Health Care and Social Assistance; Professional, Scientific, and Technical Services; Finance and Insurance; and Educational Services. Moreover, the data indicate that the largest losses in jobs in Allegheny County will be in Retail Trade, Administrative and Support and Waste Management and Remediation Services, Wholesale Trade, and Accommodation and Food Services. See Table 4.<sup>52</sup>

**Table 4. 2025 Industry Sector Projections for Allegheny County**

Industry Sector	2020 Jobs	2025 Jobs	2020 - 2025 Change	2020 - 2025 % Change
Health Care and Social Assistance	138,411	149,068	10,657	8%
Professional, Scientific, and Technical Services	66,945	69,374	2,429	4%
Finance and Insurance	51,223	52,449	1,226	2%
Educational Services	53,809	54,281	472	1%
Arts, Entertainment, and Recreation	14,997	15,197	200	1%
Agriculture, Forestry, Fishing and Hunting	388	467	79	20%
Mining, Quarrying, and Oil and Gas Extraction	1,712	1,678	-34	-2%
Utilities	2,761	2,609	-152	-5%
Real Estate and Rental and Leasing	10,911	10,503	-408	-4%
Construction	34,471	33,717	-753	-2%
Information	13,057	12,244	-813	-6%
Transportation and Warehousing	20,402	19,579	-823	-4%
Management of Companies and Enterprises	25,562	24,545	-1,017	-4%
Manufacturing	35,543	33,975	-1,568	-4%
Other Services (except Public Administration)	38,424	36,752	-1,673	-4%
Government	67,907	66,182	-1,725	-3%
Accommodation and Food Services	53,688	51,782	-1,907	-4%
Wholesale Trade	18,909	16,765	-2,144	-11%
Administrative and Support and Waste Management and Remediation Services	34,548	32,204	-2,344	-7%
Retail Trade	66,650	61,481	-5,169	-8%

<sup>52</sup> EMSI, Economy Overview National, Pennsylvania and Allegheny County, 2020.

Table 5 provides data that examines the 2020 average earnings per job statewide and for Allegheny County. With few exceptions, the average earnings per job in 2020 were less across the state than they were in Allegheny County.<sup>53</sup>

**Table 5. 2020 Average Earnings per Industry Job for Pennsylvania and Allegheny County**

Industry	PA Avg. Earnings Per Job	Allegheny County Avg. Earnings Per Job
Mining, Quarrying, and Oil and Gas Extraction	\$108,639	\$193,255
Arts, Entertainment, and Recreation	\$41,659	\$61,966
Manufacturing	\$81,624	\$91,107
Health Care and Social Assistance	\$64,487	\$71,275
Transportation and Warehousing	\$60,952	\$67,598
Government	\$85,845	\$92,484
Information	\$114,554	\$119,107
Construction	\$74,587	\$79,012
Administrative and Support and Waste Management and Remediation Services	\$46,188	\$48,662
Retail Trade	\$38,322	\$40,605
Management of Companies and Enterprises	\$157,787	\$159,706
Accommodation and Food Services	\$23,252	\$24,501
Educational Services	\$54,949	\$55,572
Professional, Scientific, and Technical Services	\$112,226	\$111,378
Agriculture, Forestry, Fishing and Hunting	\$49,816	\$48,160
Real Estate and Rental and Leasing	\$73,085	\$70,586
Finance and Insurance	\$117,954	\$111,276
Wholesale Trade	\$96,711	\$90,031
Utilities	\$163,197	\$135,540

### Occupation Growth and Demand

Although projections indicate a 1% decrease in workforce positions in Allegheny County between 2020 and 2025, there are areas of occupational growth.<sup>54</sup> Table 6 presents the number of 2025 projected positions and the percent change between 2020 and 2025 anticipated.<sup>55</sup> The data indicate a projected increase in the number of Healthcare Practitioners and Technical position (67,651) and Healthcare Support positions (46,001).

<sup>53</sup> EMSI, Economy Overview National, Pennsylvania and Allegheny County, 2020.

<sup>54</sup> Ibid

<sup>55</sup> Ibid

**Table 6. 2025 Projected Occupations and Percent Change Between 2020 and 2025**

Description	2020 Jobs	2025 Jobs	2020 - 2025 % Change
Office and Administrative Support	112,124	106,823	(5%)
Healthcare Practitioners and Technical	64,016	67,651	6%
Sales and Related	63,491	58,930	(7%)
Food Preparation and Serving Related Occupations	57,093	55,597	(3%)
Educational Instruction and Library	46,480	46,252	(0%)
Healthcare Support	41,482	46,001	11%
Business and Financial Operations	44,734	45,054	1%
Transportation and Material Moving	45,306	43,560	(4%)
Management	40,313	41,189	2%
Computer and Mathematical	28,080	29,404	5%
Construction and Extraction	29,279	28,689	(2%)
Installation, Maintenance, and Repair	27,136	26,003	(4%)
Production Occupations	26,643	25,051	(6%)
Personal Care and Service	23,098	22,919	(1%)
Building and Grounds Cleaning and Maintenance	23,080	22,747	(2%)
Community and Social Service	15,588	16,308	5%
Architecture and Engineering	15,598	15,608	0%
Protective Service	15,535	15,385	(1%)
Arts, Design, Entertainment, Sports, and Media	12,502	12,393	(1%)
Legal Occupations	8,771	9,158	4%
Life, Physical, and Social Science	7,485	7,890	5%
Military-only occupations	1,776	1,779	(0%)
Farming, Fishing, and Forestry	425	461	8%

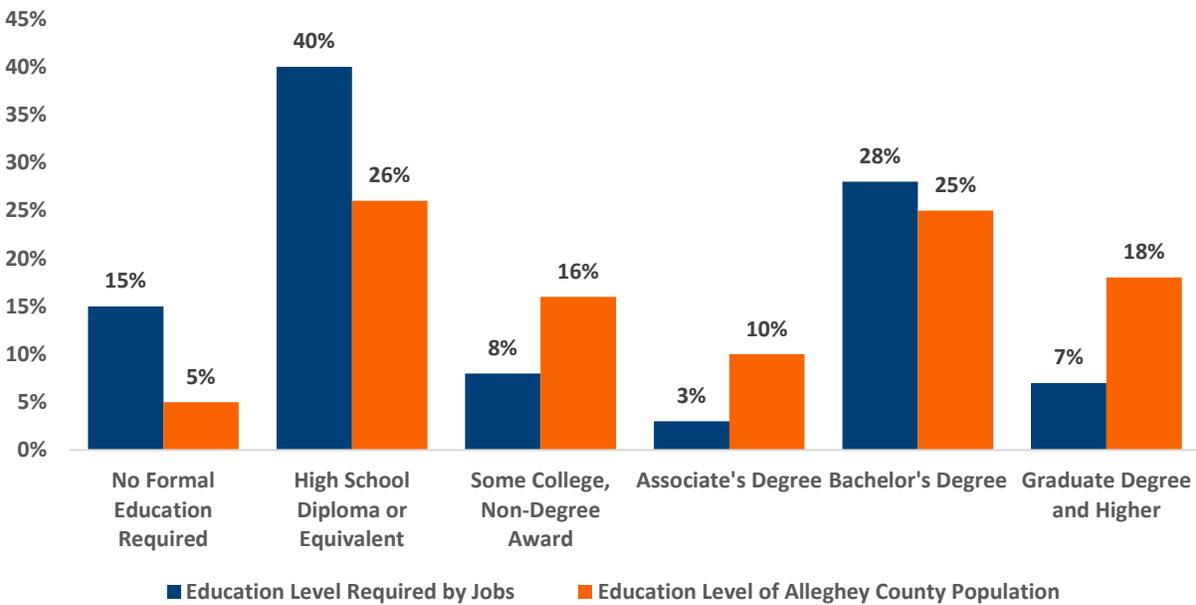
**1.2 How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in the region/local area.**

Through a combination of robust labor market analysis and employer engagement efforts, TRWDB regularly assesses the skill demands of employers in comparison to the education and skills of the job seekers we serve to identify where gaps exist and inform strategy and programming.

The data presented in Figure 6 indicates that there are more individuals who have attended some college, received an associate degree, or a graduate degree than there are positions that demand those levels of education. Moreover, there are more positions requiring no formal education, a high school degree, or a bachelor’s degree than there are portions of the population to fill them.<sup>56</sup>

<sup>56</sup> EMSI, Economy Overview National, Pennsylvania and Allegheny County, 2020.

**Figure 6. Education Attainment Requirement of 2020 Allegheny County Positions and Population Education Attainment**



All TRWDB’s funded training programs in Allegheny County and the City of Pittsburgh prioritize alignment with occupations on the High Priority Occupation List for our region, which is developed by the PA Department of Labor & Industry using data on projected annual openings and earnings. Furthermore, TRWDB focuses on key in-demand and opportunity industries when developing training opportunities and other initiatives to serve employers and job seekers. Currently, TRWDB has existing or nascent industry partnerships (IPs) in nine priority industries including Construction, Education, Financial Services, Healthcare (early phase), Information Technology (early phase), Manufacturing, Public Sector (early phase), Retail & Hospitality (early phase), and Transportation & Logistics. These IPs convene employers in the region, empowering them to work collaboratively to define key challenges, priorities, and goals. IPs are ultimately designed to ensure the greater Pittsburgh region’s public workforce system is meeting the needs of employers and the un/underemployed.

As an example, Construction industry partners have expressed the need for a stronger more diverse talent pipeline in the trades. In collaboration with the Builders Guild of Western Pennsylvania and Construction industry partners, the Intro to the Trades program was developed, which is an eight-week pre-apprenticeship program that prepares students for entry into related Construction trades. With support of industry partners, program graduates are guaranteed placement into Construction trades as apprentices or laborers.

TRWDB will ensure that labor market analytics and our industry partners continue to inform the development of new employment and training programs. We have set policy to ensure work-based training programs (OJT, Incumbent Worker, and Customized Job Training) are aligned with our industry partnership efforts. Further, TRWDB continues to maintain a robust and diverse menu of training offerings through our local Eligible Training Provider List (ETPL), the majority of which provide training aligned with at least one of our industry partnership industries.

In 2021, TRWDB has implemented a cohort of Industry-Recognized Training Providers (IRTP). IRTP providers were competitively procured to provide training in high demand occupations in healthcare, construction, advanced manufacturing, transportation and logistics, financial services, and information technology. To be successfully awarded a contract, each IRTP provider was required to partner with at least one employer who vetted the training curriculum to ensure that it meets their hiring needs and would guarantee hire, an interview, or other meaningful engagement.

### ***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?***

#### **Ready to Work Recovery Response Coalition (R2W)**

The impact of the COVID-19 pandemic on the workforce is a key challenge to bridging the gap between job seekers and employers. Recognizing that the COVID-19 pandemic will create lasting effects in the Pittsburgh region's economy and workforce, TRWDB helped establish the Ready to Work Recovery Response Coalition in 2020, which includes broad-based representation across business, labor, economic development, government, education, philanthropy, and human services, to lead and execute a recovery plan for the region's businesses and workers. This group established a framework for mobilizing leadership, resources, and action across Allegheny County and the City of Pittsburgh. The leadership group of R2W has met regularly since its creation.

Numerous coalition subgroups tasked with developing and delivering strategic efforts to address immediate, intermediate, and long-term needs relative to the crisis have taken shape and action steps have been defined to address systemic barriers including childcare and transportation and providing the support and advancement of small Black-owned business, job quality, and diversity, equity, inclusion. These strategies also include working to match displaced workers unlikely to return to previous employment quickly with new/different opportunities and help individuals quickly skill for these opportunities when needed. It also includes leveraging tools such as transitional jobs and on-the-job training to support both job seekers and businesses impacted by the pandemic. The broad goals of the Coalition include:

- Immediate: Mobilize efforts to support regional employers and displaced workers/job seekers on the path to recovery.
- Intermediate: Develop a regional workforce strategy that stabilizes communities, lowers barriers for newly hired or incumbent workers, and helps employers survive, thrive, and equitably adapt to new work-place norms.
- Long-Term: Establish the groundwork that advances the Pittsburgh region toward a long-term stable economy for all and strengthens neighborhoods and minority and/or woman-owned businesses.

A key focus of this work will be to increase access to quality jobs and career paths to those jobs not only for job seekers and new hires, but also for incumbent workers. Working with employers to train and upskill their current workforce can improve job opportunities and increase wages for existing employees, while also opening entry-level opportunities for new hires. TRWDB will continue to explore opportunities to support incumbent workers, including through our industry partnership efforts and coordination with other initiative like WEDnetPA.

## **2020/2030 Next is Now: A 10 Year Vision of Vitality in the Pittsburgh Region, 2020**

The Allegheny Conference on Community Development (ACCD) is a key regional economic development organization, which includes the Pittsburgh Regional Alliance, the Greater Pittsburgh Chamber of Commerce, and the Economy League of Greater Pittsburgh. The ACCD service area aligns with the Southwest Pennsylvania WIOA Planning Region. ACCD released the report, *2020/2030 Next is Now: A 10 Year Vision of Vitality in the Pittsburgh Region*.<sup>57</sup> The development of report was led by a 35-member steering committee of regional leaders and was informed by obtaining feedback from 1,000 stakeholders in ACCD's 10-county region, as well as a summit of 1,000 stakeholders during summer 2019.

The report notes a key regional challenge is that the economy has experienced slow growth compared to statewide growth in Pennsylvania and growth nationally. The report emphasizes making economic growth a priority and sets three core goals:

- **Thriving People:** Improve the standard of living by 25% for all populations. This goal includes two components, average wage and per capita GDP.
- **Quality of Place:** Reduce greenhouse gas emissions to meet Paris Accord targets and implement strategies toward UN Sustainable Development Goals.
- **Strong Economy:** Double the projected job growth, resulting in 75,000 new jobs. This measure prioritizes job growth over GDP growth to factor in talent attraction targets.

ACCD outlines strategies for achieving the above goals, including but not limited to scaling talent attraction and retention efforts; removing barriers to opportunity to ensure people are not excluded from benefits of increased economic growth; and creating a regional investment and growth environment that encourages business investment, job creation, high quality of place and opportunity for all.

TRWDB continues to work closely with ACCD to achieve economic development and workforce development goals for the region. ACCD is represented on the TRWDB Board, as well as the above described Ready to Work Recovery Response Coalition. ACCD is a key partner in facilitating connections with employers in key industries to assess priorities and hiring needs, informing the development of workforce and training programs and supporting alignment with employer demand.

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

The Pittsburgh region is fortunate to have an education environment that is both diverse and deep in post-high school opportunities for credentialing, including 88 regional universities and post-secondary career, technical and vocational schools. These organizations together confer more than 45,000 degrees annually, including 12,000 technology degrees and certificates.<sup>58</sup> While abundant opportunities exist for participants in the workforce development system to access skill pathways to credential attainment, to ensure continuous improvement, workforce development activities must include increased employer engagement in work-and-learn strategies, blending of adult education and occupational training, and other means of creating a culture of education in the region.

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<sup>57</sup> Allegheny Conference on Community Development, *2020/2030 Next is Now: A 10 Year Vision of Vitality in the Pittsburgh Region*, 2020

<sup>58</sup> Pittsburgh Regional Alliance (2020)

## **Workforce Development System – Analysis**

TRWDB ensures that the local workforce system is universally accessible, customer-centered, and that training is employer and job-driven. Training is supported through a robust Eligible Training Provider List (ETPL), comprised of entities with a proven capability of securing participants with quality employment. TRWDB also provides accessible and flexible work-based training options, such as on-the-job training, customized training, and incumbent worker training. TRWDB also contracts directly with training providers to facilitate training cohorts of individuals for jobs in in-demand sectors or occupations.

Career and training services are job-driven and tailored to job seekers' individual needs. Individuals receiving services in the one-stop center access a variety of services necessary to assist the individual to meet their job search goals. While some job seekers may only need self-service or other basic career services, other job seekers will need more comprehensive services that are tailored to their individual career needs. Career services are classified in two categories: basic and individualized. This differentiation is not designed to create barriers to entry, but instead clarifies the important role that these two types of services can have in helping individuals obtain employment. Basic career services are made available to all job seekers and include labor exchange services, labor market information, job listings, and information on partner programs. In addition to these basic services available to all job seekers, individualized services may include comprehensive skills assessments, career planning, and development of an individual employment plan that outlines the needs and goals of successful employment for a particular individual.

There is no sequence of service required for a job seeker to access training. Training is made available to individuals after an interview, assessment, and suitability evaluation determine that the individual requires training to obtain employment or remain employed. In accordance with TRWDB's Supportive Services Policy, supportive services are offered to support participation in WIOA services and activities, based on participant need.

To expand the reach of the local PA CareerLink® system, within Allegheny County and the City of Pittsburgh, TRWDB has established a collaborative service distribution strategy. As a part of this strategy, TRWDB and its WIOA Title I Adult and Dislocated Worker programs have partnered with the Carnegie Library of Pittsburgh to expand access to PA CareerLink® services in neighborhoods through the public library system. To respond to the COVID-19 pandemic and offer more services to individuals close to their homes, beginning in March 2020, TRWDB coordinated with our PA CareerLink® partners to expand the availability of virtual and remote workforce services. This led to the creation of The Hub, an online learning management resource that offers job seekers courses and workshops on resume preparation, interview preparation, and job search assistance; links to PA CareerLink® partners to assist individuals in addressing possible barriers to employment; and links to additional community resources to support customers' workforce needs. Further, in August 2020, TRWDB also announced funding for the Career Services Expansion Project (CSE). The CSE is a partnership between TRWDB, Allegheny County Department of Human Services (ACDHS), PA CareerLink®, and community-based organizations. This program connects community-based partners to a Career Navigator to provide PA CareerLink® services on-site in the partners' respective communities throughout Allegheny County.

Identified areas of strength within our local system include strong relationships with local partners that result in increased referrals to PA CareerLink® Pittsburgh/Allegheny County for services; industry partnership and business engagement models that help align workforce services with labor market demand; a history of successfully obtaining competitive public and private funding to build capacity of the

public workforce system; a diverse network of training providers; and enhanced evaluation and analysis capabilities that enable data-driven decision making for our operations.

An identified area for improvement includes strengthening coordination across the many partners and programs within the one-stop delivery system, in addition to WIOA core programs. A challenge for coordination is the sharing of data/information across programs. While several WIOA partner programs input data into PA's workforce development system of record, other programs use different systems for tracking data. This can lead to clients being served by multiple case managers or employment specialists operating in silos and the potential duplication of efforts. In addition, one-stop partners report to different state-level and federal agencies, adhere to different policies and program eligibility requirements, etc. TRWDB will work with our WIOA partners and local one-stop operator to develop strategies for improved system-wide coordination. Where possible, coordination may include regularly scheduled partner meetings, cross-training of program staff, common intake forms, business services coordination, cross-partner program policies and procedures, and other activities. As the referral tool within PA's workforce development system of record is built out, it too, will be utilized to improve referral tracking.

### **Training Activities**

TRWDB ensures both job seekers and employers in Allegheny County and the City of Pittsburgh can access a wide range of employment and training services. Training options include classroom training funded through individual training accounts (ITA), on-the-job training (OJT), incumbent worker training (IWT), customized job training (CJT), and training developed through industry partnerships. TRWDB also contracts directly with a training provider to facilitate training of a cohort of individuals for jobs in in-demand sectors or occupations.

A diverse list of training programs is included on the Eligible Training Provider List (ETPL). To help ensure training investments are aligned with the hiring needs of regional employers, each of these programs provides training in a high priority occupation and the majority provide training aligned with TRWDB's industry partnership efforts. To maintain the quality of the ETPL, training programs must meet performance benchmarks before they can be approved, including measures related to program completion, employment rates, median earnings, and credential attainment of their students. WIOA Title I Adult and Dislocated Worker participants can access funding through ITAs to attend programs on the ETPL. TRWDB is also exploring how to best utilize ITA funds for out-of-school youth participants.

In the Allegheny County and the City of Pittsburgh, TRWDB also invests WIOA funding to develop a diverse mix of quality work-based training opportunities that provide benefits to both job seekers and employers. TRWDB and PA CareerLink® staffs work together to engage with employers in key, high-demand industries and coordinate quality OJT and CJT programs in high priority occupations. OJT opportunities benefit employers by helping to meet their hiring and skill demands while also enabling them to receive reimbursements for training a new worker. The reimbursement rate for employers is set at 50% of the local self-sufficiency wage for OJT and 50% of the cost of training for CJT. Employers may qualify for an increase to 75% based on locally established criteria for exceptions. OJT and CJT opportunities benefit job seekers by enabling them to receive training in an in-demand occupation, while they also earn a self-sustaining wage. TRWDB also continues to explore opportunities to invest in incumbent worker training for employed individuals, while also leveraging WEDnetPA as a tool to provide this training as well.

To expand opportunities for short-term, employer-driven training in Allegheny County and Pittsburgh, TRWDB develops signature training programs informed by our industry partnerships. Businesses are

convened regularly to collaboratively define key workforce challenges, priorities, and goals. This helps to ensure training is employer-driven and able to adapt to real-time hiring needs of local businesses. The previously described Intro to Trades program is an example of a successful employer-driven training in the Construction trades. As an additional example, TRWDB and our Financial Services industry partners, helped to bring the national model, Bankwork\$, to the Pittsburgh region to connect individuals to lasting careers in the banking and financial services industry. This training has been developed in coordination with several major regional employers, including PNC Bank, Citizens Bank, Dollar Bank, and the PA Bankers Association. The program delivers a comprehensive job skills training program that includes both hard and soft skills, coaching and mentoring, exposure to career pathways, and supportive services to help participants overcome barriers. Graduates are placed into jobs with local banks, which have included teller, personal banker, and manager roles, among others.

To create training opportunities for specific groups with barriers to employment beyond our existing portfolio of training, TRWDB leverages competitive funding from additional sources, such as competitive grants. For example, through a PA Department of Labor & Industry grant, TRWDB is currently implementing the Career Pipeline program focused on connecting young adults, with past or current involvement with the criminal justice system, to career, training, and necessary supportive services. TRWDB is also partnering with the Allegheny County Jail Collaborative to implement the USDOL-funded Pathway Home grant, which will provide pre- and post-release employment and training services to inmates in the Allegheny County Jail.

TRWDB will also explore ways of partnering with employers, training providers, and the Commonwealth Apprenticeship and Training Office (ATO) to expand registered pre-apprenticeship and apprenticeship opportunities in our area, including ways of expanding access to women, people of color, and populations with barriers to employment. Intro to the Construction Trades and the Early Childhood Education (ECE) Registered Apprenticeship program are key examples, which are discussed in greater detail in Section 2.3 and Section 3.4 of this document. TRWDB will also explore the possibility of expanding apprenticeship opportunities to additional sectors, such as information technology and healthcare.

### **Adult Basic Education and ESL Services**

Providers of Adult Basic Education and ESL Services are vital to effectively serving individuals with barriers to employment within the public workforce development system. WIOA Title II providers deliver valuable services to individuals with barriers to employment, including basic skills training, high school equivalency attainment, ESL instruction, job readiness training, computer literacy training, and other important services.

TRWDB closely coordinates and collaborates with the WIOA Title II partner(s) in Allegheny County. Literacy Pittsburgh, the current Title II partner is represented on the TRWDB Board of Directors and is a core partner and provider of services at PA CareerLink® locations. TRWDB has collaborated with Literacy Pittsburgh on several initiatives. For example, Literacy Pittsburgh, as needed, provides Adult Education, ESL, digital literacy, and GED attainment programming for individuals participating in the Intro to the Trades pre-apprenticeship program and the Employment Advancement and Retention Network Program (EARN). TRWDB will continue to explore ways of strengthening coordination and collaboration with our local WIOA Title II partner(s), such as through cross-training, program referrals, and co-enrollment.

## **Youth Workforce Development Activities**

TRWDB blends Temporary Assistance for Needy Families (TANF) Youth Development Funds with WIOA Youth funds to create a system of workforce development to effectively serve in-school and out-of-school young adults with barriers to employment. Regardless of funding source, each youth program aligns with a model that is grounded in best practice research, designed to align with the vision and goals of WIOA, and tailored to meet specific needs of the region's youth. Each year-round provider works to ensure systemic linkages to strengthen programs and TRWDB has recently procured for programs with a focus on strengthening the connections between year-round and summer youth programs. TRWDB models for youth programs include the following:

### **ISY programs**

ISY programs focus on career planning and workforce readiness that includes work-based learning and subsequent matriculation into post-secondary education or employment. ISY programs prioritize enrolling youth who are at-risk of dropping out because of issues that can be effectively addressed in programs. In addition, ISY programs demonstrate capacity to generate broad rather than isolated impact through consistent, results-driven programming implemented across multiple schools.

ISY year-round programs broadly serve four populations of young adults:

- Programs affording youth in high school the ability to concurrently earn college credits and/or meaningful industry recognized credentials;
- Programs assisting youth and young adults currently in school, who will likely not enter 4-year college after graduation, with career planning, work experience, job placement, and/or matriculation into occupational skills training;
- Programs serving youth at risk of dropping out of high school, or those at risk of becoming disconnected from employment and post-secondary education after graduation; and
- Programs serving current community college students in need of assistance maintaining their enrollment in education, transitioning to a 4-year degree program, or finding employment.

### **OSY programs**

OSY programs are based on the idea that youth learn to work by working. These models are designed to equip youth with work readiness preparation, academic remediation, and occupational skills training. OSY program models focus work on earning industry-recognized credentials and competencies required for in-demand occupations. OSY programs will have co-location of staff at the PA CareerLink® sites in Allegheny County and the City of Pittsburgh after the pandemic allows for services to safely resume in person.

For each of the models to be successful, program providers have demonstrated partnerships with commitments from post-secondary institutions and, as necessary, additional community stakeholders. All year-round programs provide an objective assessment; career planning; case management and supportive services; foundational, academic, and/or occupational training services; placement into a next step; and follow up. Placement focuses on employment or post-secondary education.

Year-long programs are supplemented and enhanced by a coordinated summer jobs effort across Allegheny County. In support of WIOA and the Governor's goal to increase access to youth work experience opportunities, TRWDB has developed the Learn & Earn summer youth employment program

for disadvantaged youth in our workforce area. This program, in partnership with Allegheny County, the City of Pittsburgh, and a network of community-based organizations, provides a blend of paid work experience, project-based learning, and career readiness training to young adults in Allegheny County. Between 2016-2020, Learn & Earn program partners have served nearly 9,000 young people who have earned more than \$8,000,000 in wages. In 2020 alone, youth participated in virtual and in person summer jobs and earned more than \$1,590,000 in total.

## **Strengths and Challenges**

TRWDB exhibits strengths as a regional leader in connecting with employers to identify and address skill gaps, collaborating with local agencies to maximize collective impact, customizing services and programs for specific populations and neighborhoods, and working with neighboring workforce development boards on industry partnerships and other industry-specific initiatives. In addition, TRWDB is very engaged in broader local, regional, and national workforce policy efforts, and actively partners with public and private organizations across the country to advance understanding of workforce issues, innovate workforce programs and exchange best practices and lessons learned.

Challenges remain in effectively serving job seekers and employers. While TRWDB extensively collaborates with both employers and post-secondary institutions in the Pittsburgh region, the size and composition of the employer base (which has a large number of mostly small businesses) and education institutions (with more than 50 post-secondary institutions and 43 primary and secondary school districts) make it difficult to effectively collaborate and forge relationships with many. TRWDB will continue to examine ways to build new relationships with employers and educational institutions through such initiatives as the development of partnerships with key industries in the region. Further, as the system works to serve individuals with barriers to employment there is greater need to strengthen coordination and collaboration among one-stop partners to ensure these individuals can access the services necessary for successful employment and education outcomes. The competitive procurement of a one-stop operator and the development of a Memorandum of Understanding among one-stop partners support TRWDB's efforts to improve processes, coordination, and collaboration among partners in the system.

### ***1.5 Describe strategic planning elements including a regional analysis of economic conditions.***

TRWDB is part of the WIOA Southwest Planning Region, along with Southwest Corner WDB, Tri-County WDB, and Westmoreland-Fayette WDB. The Region is composed of Allegheny County Workforce Development Area (WDA), City of Pittsburgh WDA, Southwest Corner WDA, Tri-County WDA, and Westmoreland-Fayette WDA. The Region includes nine counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, and Westmoreland. The WIOA Regional Plan for the Southwest Region provides a regional analysis of economic conditions. Highlights from this analysis are available below.

## **Regional Employment Overview**

Prior to the pandemic, the Southwest Planning Region enjoyed a growing economy and employer base. However, an examination of the data indicates that there was a 17.7% decrease in the employment volume of the Region between 2Q 2019 and 2Q 2020<sup>59</sup> and there is little projected

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<sup>59</sup> U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages.

growth in 2021 or by 2025.<sup>60</sup> See Table 7 for changes in employment by industry.

**Table 7. Employment Changes and Projections by Industry**

NAICS Title	Employment Change	Projected Change	
	Q2 2019 - Q2 2020 <sup>26</sup>	2020-2021 <sup>27</sup>	2020-2025 <sup>27</sup>
Agriculture, Forestry, Fishing and Hunting	N/A	0%	0
Mining, Quarrying, and Oil and Gas Extraction	(21.6%)	3%	10%
Utilities	(12.8%)	(1%)	(6%)
Construction	(32.4%)	2%	8%
Manufacturing	(11.0%)	0%	(2%)
Wholesale Trade	(9.3%)	(1%)	(4%)
Retail Trade	(14.9%)	(1%)	(5%)
Transportation and Warehousing	(14.5%)	0%	0%
Information	(1.3%)	(1%)	(4%)
Finance and Insurance	(4.7%)	1%	2%
Real Estate and Rental and Leasing	(7.7%)	1%	3%
Professional, Scientific, and Technical Services	(10.5%)	1%	4%
Management of Companies and Enterprises	(9.6%)	0%	0%
Administrative and Support and Waste Management and Remediation Services	(4.1%)	0%	0%
Educational Services	N/A	1%	2%
Health Care and Social Assistance	(12.2%)	2%	7%
Arts, Entertainment, and Recreation	(56.9%)	1%	3%
Accommodation and Food Services	(38.1%)	1%	3%
Other Services (except Public Administration)	(29.3%)	-1%	(2%)
Public Administration	(7.2%)	-1%	(3%)

Comparing the density of the employment concentration (through Location Quotients), concentrated employment opportunities in the region and historical and emerging sector trends help better understand the gaps for employers and business across Southwest Pennsylvania.

Location Quotients (LQ) are a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. Per EMSI, LQ can reveal what makes a particular region “unique” in comparison to the national average. The Location Quotients for the 2020 key industry clusters as delineated by the Center for Workforce Information and Analysis are provided in Table 8 for the U.S., Pennsylvania and for the Southwest Planning Region.<sup>61</sup>

<sup>60</sup> Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis

<sup>61</sup> EMSI, QCEW Employees, Non-QCEW Employees and Self-Employed, 2020.

**Table 8. Location Quotient Comparisons, US, Pennsylvania and Southwest Region**

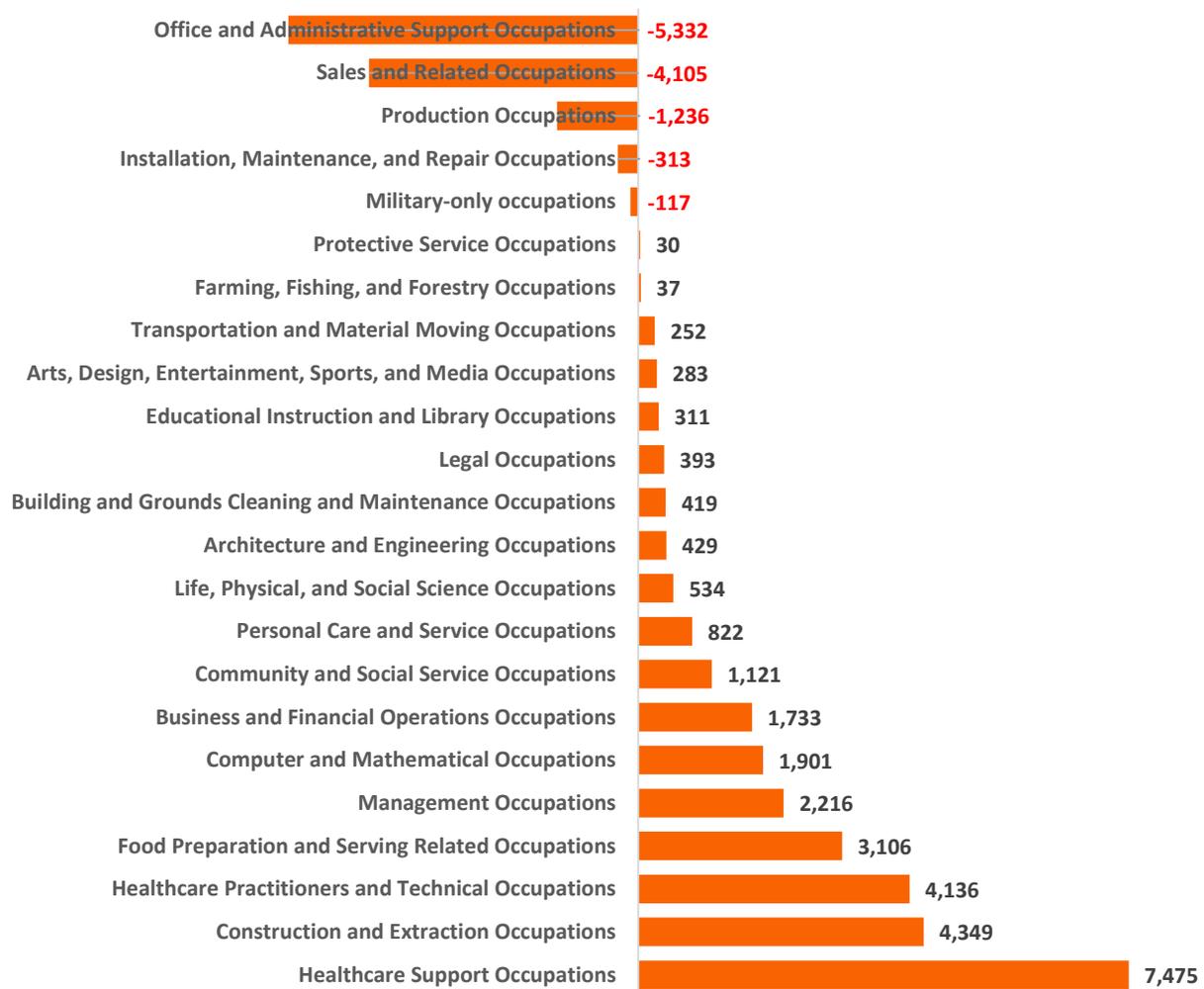
NAICS Title	US	Pennsylvania	Southwest Planning Region
Agriculture, Forestry, Fishing and Hunting	1	0.63	0.18
Mining, Quarrying, and Oil and Gas Extraction	1	1.04	2.77
Utilities	1	1.06	1.46
Construction	1	0.90	1.04
Manufacturing	1	1.14	0.90
Wholesale Trade	1	0.93	0.83
Retail Trade	1	0.99	1.02
Transportation and Warehousing	1	1.18	0.90
Information	1	0.77	0.78
Finance and Insurance	1	1.09	1.22
Real Estate and Rental and Leasing	1	0.71	0.81
Professional, Scientific, and Technical Services	1	0.95	1.04
Management of Companies and Enterprises	1	1.42	1.97
Administrative and Support and Waste Management and Remediation Services	1	0.86	0.73
Educational Services	1	1.71	1.91
Health Care and Social Assistance	1	1.30	1.32
Arts, Entertainment, and Recreation	1	1.00	1.11
Accommodation and Food Services	1	0.86	0.94
Other Services (except Public Administration)	1	1.02	1.01
Public Administration	1	0.75	0.68

Comparatively, the data indicate the Southwest Planning Region is more concentrated than the nation or the state in the following areas: Mining, Quarrying, and Oil and Gas Extraction; Utilities; Construction; Retail Trade; Finance and Insurance; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Educational Services; Health Care and Social Assistance; and Arts, Entertainment, and Recreation. In addition, the data presented in Table 7, indicate continued projected growth through 2025 in the areas of Mining, Quarrying, and Oil and Gas Extraction (10%), Construction (8%), Finance & Insurance (2%), Real Estate (3%), Professional, Scientific and Technical Services (2%), Educational Services (7%), Health and Social Services (7%), Arts, Entertainment, and Recreation (3%), and Accommodation and Food (3%).

An examination of the change in jobs between 2020 and 2025 projects an increase of 18,449 (1.4%) in the number of jobs available across the Southwest Planning Region. Figure 7 shows projected changes in job numbers by occupation. The largest projected job growth will occur in Healthcare Support; Construction and Extraction; Healthcare Practitioner and Technical; Food Preparation and Serving Related; and Management occupations. Office and Administrative Support; Sales and Related; Production; Installation, Maintenance, and Repair; and Military-Only occupations are expected to experience a decline in jobs in the Region.<sup>62</sup>

<sup>62</sup> EMSI, QCEW Employees, Non-QCEW Employees and Self-Employed, 2020

**Figure 7: Projected Change in Occupations (2020 – 2025)**



Regionally, the needs of employers and industries are assessed regularly through business engagement across local boards in the Southwest Planning Region and across workforce system partners. The regional plan discusses in greater detail how the local boards will work to enhance regional coordination in engaging employers to determine hiring needs and develop programming in alignment with these needs. Sector strategies and industry partnerships will be key tools for regional coordination. Further, collaboration with PA CareerLink® business services teams on a regional scale will help to more effectively and efficiently serve employers whose reach extends across county and workforce area boundaries. Local boards in the Southwest Region are also exploring opportunities to strengthen coordination with regional economic development efforts, including PA Department of Community and Economic Development (DCED) programming and other region-wide initiatives.

## 2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

Three Rivers Workforce Development Board (TRWDB) has a mission to lead the development, integration, and implementation of a world-class workforce development system in Allegheny County and the City of Pittsburgh. Additionally, the following objectives, among those approved by the Board in 2018, guide its work: meet employer needs; improve job quality; and strengthen employment equity, inclusion, diversity. In doing so, TRWDB embraces the Governor's focus on promoting high-quality jobs and supporting the training necessary to build the skills needed for sustainable, long-term and family sustaining jobs. TRWDB believes strategic alignment at a local level will lead to a stronger, more nimble workforce development system that concurrently and effectively serves job seekers and employers.

TRWDB is also part of the Southwest WIOA Planning Region, which includes TRWDB, Southwest Corner WDB, Tri-County WDB, and Westmoreland-Fayette WDB. The local boards in the Southwest Planning Region have established the following broad workforce development goals for the region:

- Enhance Coordination between Local Boards
- Streamline Talent Delivery and Business Services
- Increase Work-Related Opportunities for Youth and Improve the Youth Talent Pipeline

Locally, as stewards of more than \$21 million in public and private workforce development funds, TRWDB oversees and funds workforce programs for adults, dislocated workers, and youth; educates the community through robust labor market analytics; and implements innovative solutions to the region's systemic workforce challenges. Nationally recognized for innovation, TRWDB balances the needs of employers with job seekers by building a viable talent pipeline. It does so by learning, listening, partnering, and innovating.

The local mission is achieved through a focus on three interrelated areas that align and support state and regional workforce development goals:

#### **Addressing Employer and Industry Needs**

##### **Goals:**

- Implement an employer-driven industry engagement model that expands, broadens, and deepens employer engagement, and drives programmatic decision making, the allocation of resources, and a business services model that meets employers' need in finding and retaining talent.
- Prioritize engagement with employers who want to play a role in working to solve their workforce problems.
- Build stronger leader-to-leader relationships with employers, employer organizations, industry affiliations, the Allegheny Conference on Community Development, unions and labor management agencies, public officials, and others; utilize Workforce Development Board expertise. Redistribute existing resources including funding from WIOA and other public sources and infuse the system with additional (private) resources to support employer-driven strategies for workforce development.

- Demonstrate and communicate improved results, increased efficacy, and greater impact of the workforce system under the new employer-driven industry engagement and business services model.

Industry partnership development is a core component for achieving the employer and industry engagement goals in this focus area. TRWDB currently works with partnerships in nine in-demand industries, including Construction, Early Childhood Education, Financial Services, Healthcare, Information Technology, Manufacturing, Public Sector, Retail and Hospitality, and Transportation and Logistics. Industry partnerships convene employers within an industry to identify industry-wide workforce needs and priorities, develop solutions that respond to industry priorities, and advance an industry's workforce.

Multiple industry partnerships' priorities address skill development; diversity, equity, and inclusion; employee retention/advancement; and youth engagement. Industry partnerships facilitate connections between employers and the resources available through the public workforce development system, including PA CareerLink® and a network of community-based organizations that deliver workforce development programming. Both job seekers and employers can benefit from sourcing/screening services that appropriately match job candidates with employers. Employers are also connected to the region's largest talent pool through PA CareerLink® and community partners. Both can also benefit from funded training opportunities, including classroom-based training that provides industry-recognized credentials and work-based training (on-the-job training, customized training, etc.) that allows job seekers to learn while earning a wage and subsidizes training costs for employers. TRWDB will continue strengthening our partnerships with key industries, while ensuring close coordination and collaboration with business services partners in the PA CareerLink® system.

### **Service Delivery that Meets the Needs of Job Seekers, Workers, and Youth**

#### **Goals:**

- Conduct market segmentation research to identify the individuals served, understand the strengths and the challenges they face, and identify the partnerships necessary to affect change; develop data systems to support the evaluation of programmatic outcomes, reporting outcomes, and continuous improvement.
- Use a career pathways model linked to industry sector strategy and high-demand occupations to provide youth, job seekers, and workers with opportunities for upward mobility and to provide a pipeline that meets employers' needs; engage industry councils to define clear career pathways.
- Identify and coordinate needed wrap-around services at all levels of career pathways by being responsive to a person's needs in real time.
- Provide coordination, by developing a coordination council or other model, that supports having organizations do what they are best at and partner with other organizations for other services.
- Establish higher performance standards for program outcomes important to TRWDB goals and strategies; provide subcontractors with clear expectations; hold them accountable if outcomes are not met.

The employer engagement and industry partnership models discussed above directly support and inform the development of programming that meets the needs of job seekers, workers, and youth. Information and feedback obtained from employers helps to ensure workforce and training services successfully prepare individuals and connect them to the credentials needed for jobs in high demand industries. TRWDB will also continue utilizing up-to-date labor market information and other data for our area, including information from CWIA, to inform program development. As discussed in section 1.4, TRWDB

will also build on promising practices in enhancing access to workforce system services, including strengthening infrastructure for virtual and remote services and leveraging community partnerships to meet the strategic goals in this focus area. Section 2.2 provides additional examples from TRWDB's portfolio of workforce programs serving job seekers, workers, and youth.

Further, TRWDB is focused on improving the engagement between WIOA Youth programs and the One Stop Delivery System by facilitating co-location opportunities, building stronger client referral processes between provider organizations. This will include increasing the availability of youth and adult services to young adults ages 18-24 who are co-enrolled in programs and those who are best suited by a referral from a youth program to PA CareerLink® or vice versa.

### **Strengthen System Coordination to Support Business Services and Service Delivery**

#### **Goals:**

- Describe the results that will come from industry council coordination, business services, and service delivery coordination.
- Reorganize and reallocate funding to support the staffing needs and related costs of service delivery coordination and business services.
- Meet employer needs; improve job quality; and strengthen employment equity, inclusion, and diversity.
- Develop strategic partnerships with secondary and post-secondary education, and with human services, based on shared goals and desired outcomes.
- Connect with the K-12 system to develop connections with career pathways and the Pittsburgh Council on Higher Education (PCHE) schools to increase success in earning career pathway related industry-recognized credentials, associate degrees or higher education, thereby benefiting job seekers, workers, and industry.
- Develop robust linkages with higher education providers including interactions between them and Industry Councils convened by TRWDB, based on shared goals and desired outcomes, and significant capacity to meet desired outcomes.
- Put systems in place to ensure that all governmental funding is deployed in support of TRWDB's goals, objectives, and strategies.

As the local workforce development board for Allegheny County and the City of Pittsburgh, TRWDB serves as a convener of workforce development stakeholders, including employers, community-based organizations, educational institutions, labor organizations, government agencies, funders, economic development organizations, and other relevant entities. Each of these stakeholders is represented on the TRWDB Board of Directors, to ensure they have a voice in guiding decision-making related to public investment in workforce development. Through our industry partnership efforts, TRWDB also convenes many of these stakeholders to identify and respond to the needs of high-demand industries in the Pittsburgh region, which promotes a coordinated approach to workforce development and helps to eliminate silos and duplication of work among key stakeholders. For example, TRWDB has established the Construction Workforce Partnership in order to more effectively source diverse employees for the construction industry and provide an ecosystem that advances minorities and women into good, union, industry jobs. The Construction Workforce Partnership was established via a Memorandum of Understanding among TRWDB, A. Philip Randolph Institute, Builders Guild of Western Pennsylvania, Community College of Allegheny County, Community Empowerment Associations, Garfield Jubilee, Pittsburgh Community Services, Inc., and Trade Institute of Pittsburgh.

TRWDB will continue to explore opportunities to bridge connections between workforce and education, both secondary and post-secondary. As an example, Business Education Partnership and Teacher in the Workplace grants from the PA Department of Labor & Industry have supported our efforts to strengthen connections between education (high schools, career and technical education, etc.) and business, while enhancing work-based learning and work-readiness skills development in schools. An additional notable example is the PA Smart-funded Early Childhood Education (ECE) Registered Apprenticeship program, described briefly above, that was developed in partnership among TRWDB, Trying Together, Literacy Pittsburgh, Community College of Allegheny County, Carlow University, and multiple ECE providers in the Pittsburgh area.

In addition, Section 1.2 describes the Ready to Work Recovery Response Coalition, which was established as a focused, strategic response to the COVID-19 crisis that improves workforce and economic development immediately, intermediately, and in the long-term with a specific lens on job quality and diversity, equity, and inclusion. The Coalition exemplifies system coordination, as it has engaged leaders across business, labor, economic development, government, education, philanthropy, and human services.

The broad goals of the Coalition include:

- Immediate: Mobilize efforts to support regional employers and displaced workers/job seekers on the path to recovery.
- Intermediate: Develop a regional workforce strategy that stabilizes communities, lowers barriers for newly hired or incumbent workers, and helps employers survive, thrive, and equitably adapt to new work-place norms.
- Long-Term: Establish the groundwork that advances the Pittsburgh region toward a long-term stable economy for all and strengthens neighborhoods and minority and/or woman-owned businesses.

## ***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?***

PA CareerLink® Pittsburgh/Allegheny County, part of the American Job Center Network, is the primary access point to the public workforce development system for job seekers and employers. PA CareerLink® locations in Downtown Pittsburgh and Forest Hills provide access on-site to WIOA core partner programs, including Title I Adult/Dislocated Worker, Title II – Adult Education, Title III – Wagner-Peyser, and Title IV – Vocational Rehabilitation. Access to all WIOA required partner programs is provided at PA CareerLink® locations directly by PA CareerLink® staff or indirectly through referrals. TRWDB and our WIOA partners have each signed on to the PA CareerLink® Partner Memorandum of Understanding, which outlines how services will be coordinated within the one-stop system and the role of the one-stop operator in providing functional supervision over the PA CareerLink® sites. TRWDB has also worked with our WIOA partners to prepare joint proposals for funding to address specific economic development, target population, and skills development goals of the Board. Key priorities for program implementation under WIOA are career pathways informed by sector-based employer engagement.

The following are examples of programs and initiatives that exemplify local/regional partnership and coordination:

## Dislocated Worker Grant

In September 2018, the local boards in the Southwest Region, along with several partner cities of Midwest Urban Strategies (MUS), were awarded a \$7.85 million USDOL Trade and Economic Transition Dislocated Worker grant. These funds have been used to implement a regional strategy to help dislocated workers reconnect with employment in high growth occupations and industries. As fiscal agent, TRWDB retained nearly \$2.5 million in programmatic and administrative funds to deploy in the Pittsburgh region in partnership and coordination with Southwest Corner, Westmoreland-Fayette, and Tri-County workforce development boards. The Title I Adult/Dislocated Worker providers at PA CareerLink® are a key partner to this initiative, as they are responsible for outreach/recruitment into the program, eligibility determination, career services, and facilitating access to occupational training for dislocated worker participants. Title I Adult/Dislocated Worker staff also coordinate with Wagner-Peyser and Rapid Response teams to conduct outreach and recruit participants for the program. PA CareerLink® services coordinate through TRWDB with industry partnerships to provide candidates for employment and skill development that meets employers' needs.

## Re-Entry Programs

TRWDB has developed and/or implemented the following initiatives focused on serving both youth and adults who have past or current involvement with the criminal justice system, a substantial barrier to education and employment for many individuals in the Pittsburgh area. Each of these programs has required close coordination with program partners and employers in key industry sectors.

- STRIVE is a \$1.5 million program funded through the U.S. Department of Labor (USDOL) which seeks to improve employment outcomes for justice-involved young adults through comprehensive case management and career services, including industry-recognized credentialing programs, hands-on job training, transitional jobs, and comprehensive supportive services. TRWDB contracted with our community-based partner, Auberle, to deliver program services. STRIVE is currently in its final year, with a focus on providing 12 months of follow-up services to participants who have completed the program.
- The Career Pipeline Program is a PA Department of Labor & Industry funded initiative that builds on the promising practices and lessons learned from STRIVE to continue delivering comprehensive employment and training services to justice-involved young adults. The Career Pipeline Program offers paid vocational training opportunities with direct connections to employers and immediate job openings in the following industries: Construction, Environmental Remediation, Healthcare, Automotive/Transportation, and Finance. TRWDB has continued our partnership with Auberle, also a year-round TRWDB-funded youth provider, to deliver program services under this grant.
- Pathway Home is a USDOL-funded initiative in partnership with Midwest Urban Strategies at the national-level and Allegheny County Jail Collaborative (ACJC) at the local level. Pathway Home is currently in the planning phase with the program set to begin on April 1, 2021. Pathway Home will assist returning citizens in the reintegration process and reduce recidivism through pre- and post-release services in occupational training, career-specific work readiness activities, and meaningful employment opportunities by leveraging the public workforce system's extensive employer networks to cultivate direct employer connections. The Pathway Home will explore opportunities for referrals and co-enrollment in WIOA Adult/Dislocated Worker programming when appropriate.

## **IP Signature Training Programs**

As discussed, TRWDB has partnered with several different organizations to develop signature training programs that are responsive to the priorities of industry partnerships in our local area. BankWork\$ is a national training model brought to the Pittsburgh area through the collaboration and support from the PA Bankers Association and several of the region's leading financial institutions. Intro to the Trades is a pre-apprenticeship offering that was developed in partnership with the Builders Guild of Western PA (a labor/management of the building and construction trade unions of Western PA and local construction and contractor associations) and other Construction industry partners. The Early Childhood Education (ECE) Registered Apprenticeship is a PA Smart-funded program developed in partnership among TRWDB, Trying Together, Literacy Pittsburgh (WIOA Title II partner), Community College of Allegheny County, Carlow University, and multiple ECE providers in the Pittsburgh area. WIOA Title I Adult/Dislocated Worker and Youth programs play a key role in outreach/recruitment for signature training programs and provide eligibility determination, career services, and other case management services for WIOA-funded participants in these programs. Literacy Pittsburgh, our local Title II partner, has also played a key role in providing literacy/numeracy training, computer literacy, GED attainment, and other Adult Education services to signature training participants in need.

## **Industry-Recognized Cohort Training**

In September 2020, TRWDB issued a request for proposals (RFP) for cohort-based occupational training programs providing industry-recognized credentials. This new initiative is supported through a blended funding model that includes Temporary Assistance for Needy Families (TANF) Youth, WIOA Youth, WIOA Adult/Dislocated Worker, and Community Service Block Grant (CSBG) program funds. The selected programs provide training in high-priority occupations, aligned with TRWDB's industry partnerships. The initiative aims to: 1.) Establish cohort-based training opportunities serving young people ages 18-24, adults, and/or dislocated workers; 2.) Build referral systems within current program providers, including the PA CareerLink® system and providers of young adult programs, for participants interested in earning industry-recognized credentials; 3.) Provide pipelines to specific full time employment opportunities in priority industries for young people ages 18-24 who are ready to progress beyond youth programming as well as adults and dislocated workers looking for training that leads to employment. TRWDB is partnering with our local Title I Adult/Dislocated Work programs to conduct outreach/recruitment and training eligibility/suitability determination for these programs. TRWDB's TANF Youth, WIOA Youth, and CSBG partners will also support outreach/recruitment efforts, providing training referrals as appropriate.

## **Learn & Earn**

The Learn & Earn Summer Youth Employment Program (Learn & Earn) is a partnership between Allegheny County, the City of Pittsburgh, and TRWDB. Partnership is key to the success of the Learn & Earn program. Since 2016, the Learn & Earn program and a dedicated network of providers, Application Support Centers, worksites, funders, and businesses in Allegheny County have served nearly 9,000 young people who have earned more than \$8,000,000 in wages. Each year, young people are placed with community-based organizations where they are hired, trained, and assigned to a worksite for the summer. For many young adults, Learn & Earn is their first job experience; for others it has become their consistent summer job. Young people can work up to 25 hours weekly during the six-week program at worksites across the City and County that provide exposure to a variety of career areas. Many of the community-based organizations that serve as application support centers and/or worksites are also part of TRWDB's network of year-round WIOA and TANF funded youth programs.

## **IBM SkillsBuild**

TRWDB, with several partner organizations, has joined forces with IBM to make Pittsburgh the first city in the U.S. to launch “IBM SkillsBuild,” a career readiness platform to support businesses, job seekers, and non-profit organizations as they emerge from the economic disruption of COVID-19. IBM's effort includes accredited learning content from IBM with personalized, 1:1 career development coaching and other experts at no cost to the user. The program combines these resources with free workshops, referrals, and resume-building experiences arranged by not-for-profits and businesses. The SkillsBuild platform provides job seekers—including individuals displaced from previous employment, transitioning from the armed forces to civilian jobs, returning to work after leave, or those changing professions—with accredited digital learning content from IBM and partners. Users receive personalized coaching and practical learning experience, as well as foundational knowledge about digital technologies and professional skills to help them re-enter or advance in the workforce. Platform offerings will be expanded locally to assist the region’s business community to prepare and recruit skilled talent in industries including health care, financial services, energy, and others. This will include helping WIOA core partners leverage SkillsBuild as a tool in their program models.

## **Career Services Expansion Project**

The Career Services Expansion (CSE) Project, described in Section 1.4, is one of several projects that overlap across WIOA youth and adult programs. Four out of the seven community host sites have a large young adult client base or are providers of WIOA youth programs, making both youth and adults able to receive services at the same location. The CSE Project is supported through Community Services Block Grant (CSBG) and coordination with Allegheny County Department of Human Services, a local CSBG one-stop system partner.

TRWDB, alongside our local one-stop operator, will continue to explore opportunities for coordination and collaboration with one-stop system partners to strengthen programs and services and achieve the strategic priorities of the local board. These may include but are not limited to increasing participant co-enrollment where appropriate, streamlining referral processes, jointly funded projects, cross-training of staff, and joint professional development activities.

### ***2.3 How will the local board’s vision and goals align with, support and contribute to the governor’s vision and goals for the state’s workforce development system, as well as any of the goals and strategies articulated in the regional plan?***

TRWDB continues to forge deep partnerships on a local, state, and national level, aligning workforce priorities with education and economic development. TRWDB’s mission is achieved through a focus on three interrelated areas that align and support the Governor’s goals: 1.) Addressing employer and industry needs by providing a pipeline of talent; 2.) Service delivery that meets the needs of job seekers, workers, and youth; 3.) Strengthening system coordination to support business services and service delivery. Key elements of TRWDB’s transition strategic plan are provided in Section 2.1. Section 2.1 also describes the goals within the WIOA Southwest Regional Plan and a commitment of TRWDB to support these goals. The following describes how TRWDB’s vision and goals align with the five broad workforce development goals included in Pennsylvania’s WIOA Combined State Plan.

### **Goal 1: Career Pathways and Apprenticeship**

*Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.*

TRWDB fully supports the Governor's vision to provide the skills and training needed for employment in high-priority occupations with multiple points of entry to career pathways and opportunities for advancement. TRWDB also recognizes the value and importance of Registered Apprenticeship programming in enabling job seekers to access high-quality training in in-demand industries, while earning a wage on-the-job. The following are among the goals included in TRWDB's transition strategic plan:

- Use a career pathways model linked to industry sector strategy and high-demand occupations to provide youth, job seekers, and workers with opportunities for upward mobility and to provide a pipeline that meets employers' needs; engage industry councils to define clear career pathways.
- Identify and coordinate needed wrap-around services at all levels of career pathways by being responsive to a person's needs in real time.

TRWDB's employer engagement and industry partnership activities are key to mapping career pathway opportunities within industries, identifying skills, competencies, and credentials required for in-demand occupations along a particular pathway. TRWDB works closely with our PA CareerLink® and other workforce partners to help individuals access high-quality jobs, focusing on career pathways with multiple on and off-ramps depending on a person's individual need. Local workforce partners understand not every job seeker is immediately prepared to enter a high-skill occupation. Title I Adult, Dislocated Worker, and Youth programs help identify numerous points of entry along a career pathway and establish steps to success, including career services and training, that are manageable for program participants to achieve. In addition, through coordinated and strategic partnerships with education and training institutions, including career and technical centers, community college, and other post-secondary training providers, TRWDB works to ensure skills training and credentialing programs designed to provide participants with the qualifications need for employment along a career pathway.

TRWDB has convened Industry Partnerships in key sectors to get the voice of industry, identify key priorities in the sector, share best practices, as well as guiding TRWDB's investments that can support the employers at the table, industry at large, and regional job seekers. TRWDB has collaborated with our industry partners on the development of multiple signature training programs connected to industry partnership programming. BankWork\$ is a national training model that has been implemented in the Pittsburgh area with the collaboration and support of the PA Bankers Association and several of the region's leading financial institutions. This eight-week training program provides career readiness and skills training for entry-level employment along a career pathway in the banking and financial services industry.

Signature training programs have also prioritized both pre-apprenticeship and registered apprenticeship offerings. Intro to the Trades is an eight-week pre-apprenticeship program that guarantees placement into a full-time Registered Apprenticeship or union job following program completion. Further, the Early Childhood Education (ECE) Registered Apprenticeship program, was developed in partnership with Trying Together, Literacy Pittsburgh, Community College of Allegheny County (CCAC) (a Perkins post-secondary partner), Carlow University, and multiple ECE providers in the Pittsburgh area. This registered apprenticeship model offers multiple on-ramps for individuals. Participants can earn Child Development

Associate (CDA) and/or associate degree in Early Childhood Education through CCAC, as well as a bachelor's degree through Carlow University.

In addition to skills training and credentialing programs, TRWDB recognizes the importance of support and wrap-around services to effectively respond to participants' needs at each level of a career pathway, while helping to reduce turnover and loss of productivity for employers. TRWDB coordinates with our local Title II partner to provide literacy/numeracy training, GED attainment, computer literacy, ESL, and other programming to support participants. OVR is a core PA CareerLink® partner that delivers a menu of services to assist individuals with disabilities in connecting to the workforce. Further, close partnerships with human service providers, including County Assistance Offices and the Allegheny County Department of Human Services, are key to helping participants access the full range of support needed to achieve their employment goals.

## **Goal 2: Sector Strategies and Employer Engagement**

*Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.*

TRWDB strongly believes that employers are not just end-users of the public workforce system. Rather, they must be critical partners at the table to lead and define strategies and programs that support the economic health of the region and the Commonwealth. A key goal within TRWDB's transition strategic plan is to "build an employer-driven industry engagement model that will drive programmatic decision making, the allocation of resources, and a business services model that meets employers' need in finding and retaining talent." Also, as noted above, multiple industry partnerships' priorities address skill development; diversity, equity, and inclusion; employee retention/advancement; and youth engagement.

The overall goal of TRWDB's strategic employer engagement is threefold: 1) to seek industry leadership in establishing industry partnership priorities, participation by employers' representatives as champions for industry partnerships and their priorities, and collaboration in developing strategies for action, 2) to foster industry-wide partnerships, as demonstrated in a willingness of employers to collaborate with other employers and partners and to play a role in working to solve their shared workforce problems, and 3) to obtain industry commitment in implementing action items, as well as providing in-kind and financial commitments as required to achieve industry partnership priorities. Through industry partnerships, TRWDB convenes employers across nine industries to create a sustainable infrastructure for planning and executing innovative solutions to key challenges shared within each industry. TRWDB's industry partnerships are designed to lead to crucial innovations across the local workforce system in areas, such as business services, human services, and policy.

Industry partnership champions, participating employers and TRWDB co-create strategies to address industry partnership priorities. The co-creation process, and resulting strategies are supported by resources provided by multiple funding sources, including public, philanthropic, and corporate investment. For example, multi-year resources from the National Fund for Workforce Solutions support development of strategies both to strengthen diversity, equity, and inclusion and to improve employee retention and advancement in ways that improve the quality of employment as well.

Together with the business services team at the PA CareerLink® centers and other partners, TRWDB engages with employers via sector strategies and seeks value-added options for employers in response to the priorities which are identified by industry partnerships.

TRWDB also invests in a diverse portfolio of training and education programs aligned with the needs of employers in key industries across the region. The previously described Intro to the Trades pre-apprenticeship and BankWork\$ programs are examples of training investments that have been informed by and developed in collaboration with TRWDB's Construction and Financial Services industry partners, respectively. Through PA CareerLink®, job seekers can access individual training accounts (ITAs) to prepare for openings and longer-term career opportunities for high priority occupations. For work-based training programs, the focus is on high-priority occupations, especially in industries aligned with TRWDB's industry partnership efforts. Work-based training for workers includes on-the-job training, customized job training and incumbent worker training. On-the-job training provides financial assistance to employers in high-growth industries to onboard and to train new hires. Customized training is a training opportunity for workers designed to meet the specific requirements of an employer or group of employers. Incumbent worker training is designed to benefit business and industry by assisting in the skill development of existing employees. TRWDB may also contract directly with a training provider to facilitate training of a cohort of individuals for jobs in in-demand sectors or occupations.

As a part of these efforts, TRWDB will continue to work collaboratively with business services teams of several local entities, including PA CareerLink® business services staff, to deliver customized solutions to area employers. TRWDB and the local one-stop operator will work to align business engagement across partners. For example, as a core partner, OVR can provide multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

TRWDB will also continue to partner with local and state economic development agencies to reach out to employers and to maximize assistance for their business growth. TRWDB regularly collaborates with the Allegheny Conference on Community Development (ACCD) to assess and respond to the needs of employers in our region. For example, in 2020, TRWDB and ACCD facilitated a series of roundtables with tech employers to assess industry need and inform program development with the Information Technology Industry Partnership. TRWDB has also coordinated with Department of Community and Economic Development programs. As an example, TRWDB has coordinated with WEDnetPA and the Community College of Allegheny County to support Manufacturing Registered Apprenticeship programming. TRWDB, in alignment with our regional plan strategies, will explore opportunities for strengthening connections to additional DCED initiatives, including Partnerships for Regional Economic Performance (PREP) and Engage!.

### **Goal 3: Youth**

*Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.*

Investing in the future talent pipeline is a strategic priority of TRWDB. This has been reinforced by employers across all the industry partnerships convened by TRWDB, which have identified youth engagement as a one of their key industry priorities. It is critical that local youth are exposed to the range of available careers so they can find their passion and connect to career pathways to turn the passion into sustainable employment. With nearly \$4 million in annual funding, each year TRWDB underwrites year-long programs that serve more than 800 youth. Through a mix of mentoring and training services, these programs help youth earn a GED or graduate from high school on time, pay them for work and occupational skills training, and help them develop other life skills such as leadership and effective communication. TRWDB youth providers are required to develop work experience opportunities for youth

participants. Twenty (20) percent of WIOA Youth funding, for example, must be spent on providing work experience opportunities for participants, ranging from job shadowing to paid work experience.

Year-long models work for many youth, but a one-size-fits-all strategy does not meet the needs of all young adults. To create additional work experience opportunities, as well as entry points into year-long programs, TRWDB uses a youth-centered process to develop additional program offerings, including the Learn & Earn program, in partnership with Allegheny County and the City of Pittsburgh, which continues to successfully connect young adults to meaningful work experience in some of the region's key industry sectors, such as healthcare, education, financial services, and the public sector.

Specific populations of youth are reached intentionally through a diverse range of subrecipients to ensure that all youth have access to the programs and services available through the TRWDB. Examples include:

- Youth with disabilities: Partnerships with specific providers make workforce development services such as job shadowing, mentorships, transition services and employment services available that are specific to the needs of youth with disabilities. TRWDB has worked to develop a stronger connection between WIOA Title I Youth programs and OVR to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS), such as paid work experience and job shadowing, to better prepare these students for life after school. The Board will continue to explore opportunities to collaborate with OVR to serve this population.
- Immigrant and refugee youth: Two providers with expertise in serving refugee youth are within the network of program providers to ensure that youth in families where English is not their first language or that would need support navigating the employment system in the U.S. receive services.
- Youth with experience in the justice system: In addition to the re-entry programs described in earlier sections, providers within the youth system have direct connections and recruitment strategies for engaging youth on juvenile probation within the Community Intensive Supervision Program (CISP).
- Youth experiencing homelessness: Allegheny County was granted \$3.49 Million from the US Department of Housing and Urban Development (HUD) in 2019 to facilitate the creating and implementation of a coordinated community plan to address homelessness in the region. A provider within the youth network specializes in offering workforce services for youth experiencing homelessness and TRWDB is currently at the table with Allegheny County Department of Human Services, the Allegheny Intermediate Unit and the National Center for Youth Homelessness Education as they build out the Allegheny County Youth Homelessness Demonstration Project to participate as a partner specializing in workforce development.

#### **Goal 4: Continuous Improvement of the Workforce Development System**

*Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.*

TRWDB is committed to supporting the Governor's goal of continuous improvement of the workforce development system. Locally, our continuous improvement goals are guided by TRWDB's mission and focused on strategic plan objectives set by our Board. They are achieved through development of system improvement strategies, partner coordination, and consistent program monitoring and data analysis. These inform organizational direction, industry partnership efforts, program decision-making, policy development, technical assistance needs, areas of strength vs. improvement, and to ensure funding is both invested in support of continuous improvement and programs that work.

TRWDB has a dedicated quality assurance team that assesses the compliance risk for each of our funded sub-recipients and develops a monitoring plan for each program. During program monitoring, our quality assurance team identifies program strengths, areas for improvement, and potential compliance issues for each program. Depending on the results, the quality assurance team may create a plan for technical assistance or require a sub-recipient to submit an improvement plan. This regular channel of communication between our quality assurance team and sub-recipients helps to identify and resolve issues or concerns early into a program and supports regular program improvements. TRWDB also employs a business analytics team that creates scheduled reports on program data, including enrollment numbers, services provided, outcomes achieved, and other relevant data to inform program decision-making. Our business analytics team leverages technology/tools, such as statistical software, Microsoft Power BI, and Geographic Information Systems (GIS) to effectively analyze and present complex data into forms easily understandable for TRWDB staff and our partners. TRWDB also consistently assesses labor market data from the Center for Workforce Information & Analysis (CWIA) and other platforms, such as Economic Modeling Specialist International (EMSI), to ensure our program decisions are informed by the workforce dynamics in our region.

Cross-partner coordination remains a key component to TRWDB's continuous improvement strategy. TRWDB works closely with our local one-stop operator to oversee operations of PA CareerLink® sites and coordinate service delivery among one-stop system partners. In addition, TRWDB coordinates with the one-stop operator to ensure PA CareerLink® certification criteria are consistently met. An evaluation of the local one-stop operator is performed annually, which includes obtaining survey feedback from our one-stop partners. TRWDB also participates in regular cross-partner staff meetings at each PA CareerLink® site to discuss common challenges, areas for improvement, best practices, review policies/procedures, provide staff training, and other topics as appropriate.

TRWDB's industry partnerships also support continuous improvement by establishing a steady channel of communication with employers and industry leaders, enabling us and program partners to stay informed regarding employer demand and other workforce dynamics. This ensures programs can quickly adapt and respond to the changing needs of business and industries in our region.

#### **Goal 5: Strengthening the One-Stop Delivery System**

*Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.*

Strengthening the one-stop delivery system to better serve job seekers and employers is foundational to the work of TRWDB, as the local workforce development board for our area.

Expanding access to the resources and services available through the one-stop delivery system remains a key strategy. TRWDB has previously partnered with our local public library system to deliver PA CareerLink® services on-site at various library locations, with a focus on lower income neighborhoods and areas with limited access to public transportation. As discussed, TRWDB also continues to strengthen capacity for delivering virtual and remote PA CareerLink®, including through the development of The Hub in 2020 in response to COVID-19 related restrictions. The Career Services Expansion Project is an additional example, where TRWDB is partnering with PA CareerLink®, Allegheny County DHS, and community-based organizations to deliver PA CareerLink® services on-site in neighborhoods across Allegheny County.

Another priority for strengthening the one-stop delivery system is increasing the availability of quality training, credentialing programs, and a direct path to sustainable employment with upward mobility for PA CareerLink® customers. TRWDB's employer and industry engagement model, for example, facilitates connections between business/industry and the PA CareerLink® system. While TRWDB engages in strategic discussions and planning with employers and industry leaders, our organization coordinates closely with PA CareerLink® staff and business services teams to develop and implement programs and services in response to industry needs. This has led to the development of employer-driven training programs, including Intro to the Trades (pre-apprenticeship), BankWork\$ (national training model), and the Early Childhood Education Registered Apprenticeship (partnership with community college and higher education), where PA CareerLink® staff play a key role in outreach/recruitment, eligibility determination, and providing career and case management services as needed. In addition, TRWDB was awarded funding from the RK Mellon Foundation in 2020 to support a partnership between TRWDB, PA CareerLink®, and the University of Pittsburgh Medical Center (UPMC), a leading healthcare employer in our region. This program will create a direct pipeline to open entry-level positions within UPMC, including nursing/clinical support, environmental services, food services, sales, customer service, and administrative services. The program will employ two additional PA CareerLink® workforce specialists to assist job seekers in navigating and taking advantage of these job opportunities.

TRWDB will continue to work with our local one-stop operator, PA CareerLink® partners, and other stakeholders to develop and implement strategies that continuously work to strengthen the quality and availability of one-stop system resources and services in our area.

#### ***2.4 What are the local levels of performance that have been negotiated with the governor and chief elected officials? How will the local board's goals relate to the achievement of these measures?***

TRWDB annually meets and exceeds the WIOA Adult, Dislocated Worker, and Youth negotiated performance measures established for our area (current negotiated levels are available in Attachment 1 of this document). Our organization works with all subrecipients and staff to ensure performance outcomes continuously improve. As discussed, the following are key strategies for achieving local area goals, while also supporting the achievement of WIOA negotiated performance levels:

- **Addressing Employer and Industry Needs by Providing a Pipeline of Talent:** TRWDB's employer engagement and industry partnership work, in collaboration with the PA CareerLink® business services team, helps to identify business priorities and needs, informing the development of career service, training, credentialing, and other programs. Obtaining employer buy-in and commitment at each phase of a workforce or training program ensures that these programs are providing the skills, competencies, credentials, support services, and other services that lead to jobs following program completion. This supports the achievement of WIOA employment, median earnings, credential attainment, and measurable skills gains measures. Once established, these efforts will also directly support the achievement of Effectiveness in Serving Employers negotiated levels by helping businesses obtain the talent they need.
- **Service Delivery that Meets the Needs of Job Seekers, Workers, and Youth:** A key component of this work is expanding access and availability of one-stop system resources and services to job seekers, workers, and youth. TRWDB has coordinated with our one-stop system partners to expand the availability of virtual and remote career and training services in our local area. Though the health restrictions imposed due to the COVID-19 pandemic (beginning March 2020) are temporary, TRWDB intends for the infrastructure to deliver virtual and remotes services to have a lasting impact on how individuals can access career and training services, expanding the reach

of the one-stop system beyond brick-and-mortar locations. Further, strategic partnerships like the previously discussed Career Services Expansion Project and partnership with our public library system, are additional ways of bringing one-stop system services to neighborhoods and communities in need of these services. Making one-stop services more readily accessible to job seekers, workers, and youth supports client retention and ultimately improved outcomes for WIOA participants.

- **Strengthen System Coordination to Support Business Services and Service Delivery:** Partner coordination is a key driver of success in TRWDB-funded programs and initiatives. Coordination with TRWDB's industry partners helps to ensure programs and services are aligned with labor market demand, lead to jobs following program completion, and support retention of employment and advancement to better jobs. One-stop system partner coordination helps to streamline service delivery across programs and ensure customers can access the full range of workforce development and supportive services needed to achieve their education and career goals. Further, partnership with additional stakeholders, such as education, economic development, government, philanthropy, and labor, helps to eliminate silos and ensure resources are being applied as efficiently and effectively as possible to meet workforce and economic goals for our area. These partnerships all work to bridge the gap between job seekers and employers, which supports the achievement of WIOA employment, education, and employer outcomes.

TRWDB's quality assurance team conduct risk assessments of our funded subrecipients to inform the scope of program monitoring and technical assistance delivery. The quality assurance team develops a tailored plan for monitoring of each program and produces regular reports on program and contract compliance for TRWDB program staff to review. Our business analytics team will produce scheduled reports on program data, including enrollments, services, and performance outcomes, so TRWDB program staff can regularly track progress toward achieving WIOA negotiated levels. TRWDB will also utilize WIOA quarterly performance reports distributed by the PA Department of Labor & Industry to assess our areas achievement of WIOA outcomes and inform decision-making. TRWDB will also explore opportunities to evaluate our funded programs to build evidence of what is and is not working, informing future investments in workforce programming.

### **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.***

TRWIB, Inc., also known as the Three Rivers Workforce Development Board (TRWDB), is the local workforce development board for the Allegheny County and City of Pittsburgh workforce development areas, providing policy, strategic direction, and oversight for the region's workforce development system. The Chief Elected Officials for Allegheny County and the City of Pittsburgh have designated TRWDB as the fiscal agent and administrative entity for WIOA Title I Adult, Dislocated Worker, and Youth funding. TRWDB also administers Temporary Assistance for Needy Families (TANF) employment and training services for Allegheny County and TANF Youth employment programming for both Allegheny County and the City of Pittsburgh. TRWDB convenes key stakeholders in workforce development, including employers, economic development entities, educational institutions, labor organizations, community-based organizations, government agencies, funders, advocacy groups, and other partners. In addition, TRWDB collaborates with the other local workforce development boards in the state-defined Southwest Planning Region to develop goals and strategies for the broader region.

TRWDB maintains four standing committees to oversee its activities: Executive, Finance and Personnel, Governance, and Youth Advisory committees. TRWDB currently maintains two ad-hoc committees: Adult Programs and Communications. The Board also authorizes and maintains contracts with numerous youth and adult service providers to achieve the Board's goals.

Duties of the standing and ad-hoc committees include:

#### **Executive Committee**

The Executive Committee is responsible for the general direction of the organization and is empowered to act on behalf of the full board. This committee annually reports on the organization's performance and confirms the organization's compliance with existing legal, regulatory and financial reporting requirements; prepares the organization's budget and assesses the organization's financial performance in relation to the budget at least four times per year; hires, fires, and annually assesses the performance of the organization's Chief Executive Officer.

#### **Finance and Personnel Committee**

The Finance and Personnel Committee reviews and recommends the annual budget, addresses and complaints of fraud or mismanagement of funds, ensures the financial stability of the organization, and accepts the audit of the organization. The committee also oversees the organization's implementation of sound compensation and personnel policies and practices.

#### **Governance Committee**

The Governance Committee conducts outreach for new members, identifies and engages in best practices of organizational governance, and recommends policies and processes for effective and efficient governance of the organization.

## **Youth Advisory Committee**

The Youth Advisory Committee leads organizational efforts to prepare youth with the skills needed to develop a world class workforce pipeline for Allegheny County and the City of Pittsburgh, recommends distribution of youth funds, oversees youth services contracts, and guides the vision for youth programs.

## **Adult Programs Committee**

The Adult Programs Committee guides the local board's implementation of its policy vision for adult/dislocated work programs, including PA CareerLink® Pittsburgh/Allegheny County, and works to exceed performance expectations, refining responsibilities as needed for partners and contractors of the system.

## **Communications Committee**

The Communications Committee leads branding and communications strategies of the organizations to promote a greater awareness of the organization's leadership role and expertise related to workforce supply and demand.

As fiscal agent and administrative entity for WIOA Adult, Dislocated Worker, and Youth funds in Pittsburgh and Allegheny County, TRWDB oversees procurement, contracting, fiscal reporting, compliance, and monitoring of these funds. Further, TRWDB is responsible for competitively procuring and contracting with an entity or entities to serve as the one-stop operator to oversee daily operations of the comprehensive PA CareerLink® sites in Pittsburgh and Allegheny County and support the coordination of services among the PA CareerLink® partners. The organization chart in Attachment 2 of this document shows the key workforce development system stakeholders in Allegheny County and the City of Pittsburgh.

To ensure equal opportunities and civil right protections are upheld, the following individual serves as Equal Opportunity Officer for the Allegheny County and City of Pittsburgh workforce areas:

TRWDB:

**Jonathan Ross**

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650 Smithfield St.

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412-785-7252

### ***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?***

As the local workforce development board, TRWDB serves as a coordinator and convener of workforce development partners and stakeholders to ensure an aligned workforce development system. These stakeholders include job seekers, workers, employers, community-based organizations, government agencies, labor organizations, educational institutions, economic development organizations, funders,

and other entities. Many of these stakeholders are represented on the TRWDB Board of Directors to ensure they have a voice in guiding decision-making on workforce investments. Stakeholders are also represented on board committees, such as the Youth Advisory Committee, to leverage expertise in key focus areas of TRWDB's work.

A description of each core, required, and additional WIOA partner programs and their roles within the public workforce development system is provided in Sections 4.1 and 4.2 of this document. **A list of partner programs with contact information is also available in Attachment 3 of this document.** The following is a discussion how TRWDB ensures coordination with WIOA partner programs:

### **One-Stop Operator**

Through a competitive procurement, TRWDB selects the One-Stop Operator for PA CareerLink® Pittsburgh/Allegheny County as required by WIOA and its federal and state regulations. The Operator is responsible for functional management and general operations of PA CareerLink® centers and facilitating collaboration and integration between all PA CareerLink® partners—required and non-required. Among other tasks, the Operator employs several staff members to assist in managing the day-to-day operations of the PA CareerLink® locations, including general customer service and oversight of the Career Resource Center (CRC); facilitates regular meetings and communication between core partners of the PA CareerLink® system to discuss critical issues related to operations, service delivery and performance; and ensures adherence to the standards of PA CareerLink® certification. In performing these duties, the Operator will maintain and employ a current knowledge of applicable federal, state, and local policies and work closely with TRWDB and PA CareerLink® partners to develop strategies for implementing the Board's vision and WIOA Local Plan to achieve maximum collective impact of partners in the local area.

### **PA CareerLink® Partner Memorandum of Understanding (MOU)**

TRWDB, in collaboration with our chief elected officials and one-stop partners, enters a Memorandum of Understanding (effective July 1, 2020) with PA CareerLink® partners outlining the roles and contributions of partners in the one-stop system, as well as how services will be coordinated among these programs. Access to each PA CareerLink® partner program is available at PA CareerLink® locations either directly or indirectly through referrals.

Through the MOU, PA CareerLink® partners are also committed to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous improvement. Partners will promote system integration to the maximum extent feasible through:

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

- Establishing a point-of-contact(s) to serve as a liaison between the Partner program and PA CareerLink®; and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

### **Core Program Alignment**

The core programs—Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and Vocational Rehabilitation—work in concert to effectively serve job seekers and employers. Strategies are informed by employer engagement and industry partnership efforts, as well as analysis of robust labor market information and additional data obtained from Center for Workforce Information & Analysis (CWIA), Economic Modeling Specialists International (EMSI), PA’s workforce development system of record, and other sources. While each program has clearly defined activities to carry out, as defined by law, it is through coordination and cooperation that optimum outcomes can be achieved. TRWDB’s alignment of core programs includes establishing effective sector strategies that combine guidance, education, training, and support services to prepare individuals for careers. Given individuals’ needs and career goals, the system helps to guide individuals to appropriate programs and services. TRWDB promotes co-enrollment when appropriate to align services and works closely with partners to prevent duplication of services among the core programs.

PA CareerLink® Pittsburgh/Allegheny County offices are the physical locations where, at a minimum, the services associated with each WIOA-mandated partner’s core programs are accessed and provided. In addition, within each PA CareerLink® Pittsburgh/Allegheny County site information is provided and referrals are made to many partner program services, such as post-secondary recipients required under Pennsylvania’s Perkins plan and TANF and SNAP programs. For effective and efficient service to customers, integration of PA CareerLink® service delivery is critical. Within the PA CareerLink®, program staff is aligned functionally, rather than by program. Aligned functions include the greeting and initial intake and assessment of customers; skill and career development that includes the provision of career and training services; and business services that include building relationships with employers through local and regional initiatives, such as career pathway design, sector partnerships, and talent pipeline development. This alignment offers direct access to a broader range of services that can be adapted and leveraged to address each customer’s unique needs. PA CareerLink® uses a triage approach to service delivery. Persons seeking assistance through the system can access job matching services online or in person. Staff is available to provide direct assistance to customers in both group and individual settings, and self-service resources are available in Career Resource Centers in the PA CareerLink® locations.

As described earlier in Section 2, TRWDB and our PA CareerLink® partners have made additional investments in new technology and tools for delivering virtual services. This includes the creation of The Hub, an online learning management resource that offers job seekers courses and workshops on resume preparation, interview preparation, and job search assistance; links to PA CareerLink® partners to assist individuals in addressing possible barriers to employment; and links to additional community resources to support customers’ workforce needs. While these technology investments were, in part, a response to challenges created by the COVID-19 pandemic (beginning in 2020), it is the intent of TRWDB and PA CareerLink® partners that these updates will have a lasting effect on how individuals can be served by the workforce system.

## Required and Additional Partner Program Alignment

TRWDB continues to strengthen connections with WIOA required and additional PA CareerLink® partners beyond coordination through the One-Stop Operator and MOU.

As an example, TRWDB provides direct connections for Temporary Assistance for Needy Families (TANF) recipients to access the full range of PA CareerLink® services. TANF is a partner in the local PA CareerLink® structure and is working with TRWDB to forge even stronger connections to career services provided under WIOA, including access to occupational skills training and work-based learning. TRWDB administers the TANF Employment, Advancement, and Retention Network (EARN) and Work Ready programs for Allegheny County and ensures coordination between these programs and the one-stop system.

As an additional example, the MOU provides detailed information from the Department of Community and Economic Development (DCED) related to the role of Community Service Block Grant (CSBG) agencies in the local workforce development area. Initiatives have included neighborhood linkages, coordination with other community resources, income tax preparation assistance, housing assistance, case management, and establishment of results-oriented accountability structures. DCED contributes financial assistance to support the PA CareerLink® infrastructure and operating costs and is committed to inclusion in the fabric of the local workforce development system in a much more formal way than in prior years. As described in Section 2 of this document, TRWDB also established the Career Services Expansion (CSE) project in collaboration with Allegheny County Department of Human Services (ACDHS), PA CareerLink®, and several community-based organizations. The CSE project will work to expand PA CareerLink® services to communities across Allegheny County through strategic partnerships with community organizations. ACDHS is a local CSBG partner within the PA CareerLink® and CSBG funding is used to support the CSE initiative.

See Section 4.2 for a full list of how partner programs are delivered within the PA CareerLink® system.

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

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

TRWDB places strong importance on serving individuals with barriers to employment and is committed to meeting the Governor's goal that at least 51% of those receiving Title I Adult services will be individuals entitled to priority of service. To do so, TRWDB develops strong partnerships with Title I service providers and organizations serving individuals entitled to priority of service. TRWDB will leverage these partnerships to expand access to workforce services, make referrals, and explore co-enrollment for eligible individuals to meet unique client needs. Further, TRWDB will work closely with the PA CareerLink® Operator, in overseeing the one-stop operator duties described in Section 3.2 and in ensuring that the one-stop partners adhere to commitments for sharing of responsibilities and resources identified in the Memorandum of Understanding (MOU) that each partner maintains with the local board.

The core partners will work together to identify individuals eligible for priority of service at the point of entry in each PA CareerLink® center and to ensure individuals with barriers to employment receive the services they need to be successful in their job searches. Partners will work collaboratively, starting with initial introduction of services and eligibility determination process, to provide access to all available

services of partners rather than referring the applicant to one partner for a limited menu of services. Each partner is responsible for eligibility determination of their respective program (e.g. Title II Adult Education determines eligibility for Title II programming). A role of the one-stop operator is to work with partners to expand outreach efforts for partner programs and services, including those of the WIOA core programs (Adult, Dislocated Worker, Youth, Adult Education, Wagner-Peyser, and Vocational Rehabilitation). Further, through the One-Stop Partner MOU, partners commit to working with the one-stop operator to establish a process for effective referrals to and from PA CareerLink® partner programs, including strengthening communication, developing a common intake process, staff training on eligibility requirements of partner programs, and additional efforts to ensure integrated and seamless delivery of services. The referral tool through PA's workforce development system of record is also utilized where appropriate to help facilitate referrals across core partner programs.

To further expand the access to employment, training, education, and supportive services for eligible individuals; TRWDB will remove barriers to enrollment where possible. TRWDB will utilize self-certification in accordance with federal guidance, state guidance and TRWDB's eligibility policy to facilitate eligibility validation for individuals with barriers to employment. TRWDB will utilize self-certification only after determining no other method for verification is possible or available. Where possible, TRWDB contracted providers will also utilize telephone verification prior to the use of self-attestation for adult, dislocated worker, and in-school youth populations.

TRWDB is also working with WIOA core programs to explore models for increasing co-enrollment where appropriate. Job seekers who enter PA CareerLink® without a high school diploma or GED are referred to Title II services before, or concurrently with, participating in occupational skills training. Basic skill deficient job seekers are also referred to Title II services to increase English, computational, or computer skills. As an example, Literacy Pittsburgh (a WIOA Title II partner) provides adult education services to participants of the Intro to the Construction Trades pre-apprenticeship program to support English, computational, or computer skills development needs, while participants attend training leading to employment in the Construction industry.

Additionally, TRWDB is working closely with OVR staff to identify models to increase awareness and expand access to programs through OVR. This includes determining opportunities for co-enrollment of both youth and adult participants to ensure that individuals with a disability have robust employment services. Recognizing that Title III Wagner-Peyser programs represent the entry point to the public workforce system for a large share of job seekers, all RESEA workshops include a discussion of the Title I services available to our clients.

TRWDB is considering both brick-and-mortar and virtual solutions to further expand access for job seekers unable to reach the two PA CareerLink® sites in Allegheny County and the City of Pittsburgh. As previously discussed, expanding access to virtual and remote career and training services has become increasingly important due to COVID-19 related restrictions in place (beginning in March 2020). In response to the pandemic, TRWDB and our PA CareerLink® partners have invested in new technology and tools for delivering virtual services. This includes the creation of The Hub, an online learning management resource that offers job seekers courses and workshops on resume preparation, interview preparation, and job search assistance; links to PA CareerLink® partners to assist individuals in addressing possible barriers to employment; and links to additional community resources to support customers' workforce needs. TRWDB has also worked with our training partners to create virtual occupational training opportunities. For example, due to the pandemic (beginning in 2020), BankWork\$ has been delivered through a hybrid model of virtual/in-person training depending on each student's need. Utilizing mobile PA CareerLink®

staff and cross training of library staff, TRWDB is also partnering with the Carnegie Library of Pittsburgh system to establish new access points for PA CareerLink® services while leveraging the infrastructure and resources of the local libraries. Additionally, the Career Services Expansion project, launched in 2020, is a partnership among TRWDB, Allegheny County DHS, PA CareerLink®, and several community-based organizations to make PA CareerLink® services available to individuals who are low income at service provider locations within Allegheny County. Through this project, Community Based Organizations provide supportive services and case management to job seekers; Title I providers are also working in partnership with the United Way of Allegheny County to expand referrals to supportive services outside of the PA CareerLink®.

To further help those at the nascent stages of their careers, TRWDB works to develop career pathways linked with the Eligible Training Provider List (ETPL) and other training/credentialing programs to help job seekers understand options available to them and how training can be leveraged for success. TRWDB's employer engagement and industry partnership activities are key to mapping career pathway opportunities within industries, identifying skills, competencies, and credentials required for in-demand occupations along a particular pathway. TRWDB works closely with our PA CareerLink® and other workforce partners to help individuals access high-quality jobs, focusing on career pathways with multiple on and off-ramps depending on a person's individual need. Local workforce partners understand not every job seeker is immediately prepared to enter a high-skill occupation. Title I Adult, Dislocated Worker, and Youth programs help identify numerous points of entry along a career pathway and establish steps to success, including career services and training, that are manageable for program participants to achieve. In addition, through coordinated and strategic partnerships with education and training institutions, including career and technical centers, community college, and other post-secondary training providers, TRWDB works to ensure skills training and credentialing programs designed to provide participants with the qualifications need for employment along a career pathway.

TRWDB will continue to promote career pathways, bringing employers and educators together as partners. As previously mentioned, employers must increasingly become full partners in career pathways, engaging in work-based learning in multiple ways to connect to classroom learning. TRWDB will also engage employers on a cross-sector basis to identify occupational skills that apply to multiple sectors, and to build entry skills (such as customer service and IT) in sectors such as Retail and Hospitality that can be applied to high-demand, high-quality jobs in multiple sectors.

TRWDB and its Title I subrecipients work closely with Title IV staff at PA CareerLink® to ensure that qualified individuals are aware of and able to enroll in Title IV services as appropriate. Please note: Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Further, training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator.

Section 4.6 provides additional details on specific efforts to expand access to training opportunities leading to industry-recognized post-secondary credentials.

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

- **Support a local area workforce development system that meets the needs of businesses in the local area;**

In order to address the needs of employers and job seekers in the local area, TRWDB implements a broad, collaborative business engagement strategy. This includes multiple activities led by internal team members as well as collaborative activities with PA CareerLink® partners and other employer-serving organizations.

#### **PA CareerLink®**

Through PA CareerLink®, TRWDB facilitates the connection of employers to qualified talent and increases awareness of the public workforce system resources available from partner organizations. Together, local partners help employers recruit talent through job matching services, hiring events, on-site interviewing, and other services. Through these services and events, employers reach new pools of job candidates at a cost-saving to them. PA CareerLink® partners also assist in creating work-based training options (on-the-job training, customized training, and incumbent worker training) to improve employers' talent acquisition strategies, access untapped talent pools, decrease on-boarding and talent development costs, and increase retention of talent. The Business Services Team at PA CareerLink®, comprised of representatives from the Core Partners, aligns and coordinates services provided to businesses through the system. PA CareerLink® business services staff provide direct business services, record and track services information and related data in PA's workforce development system of record. Industry partnerships and sector strategies, managed by TRWDB staff, help to inform the work of the business services team and facilitate additional connections between employers in in-demand industries and PA CareerLink® services.

#### **Rapid Response**

Rapid Response staff at PA CareerLink® sites provide early intervention business services that assist workers and employers during the entire business cycle. Rapid Response coordinates layoff aversion and outplacement services for employers and workers affected by layoffs, plant closures, or natural disasters. It is not always event-driven; it is a pro-active approach to planning for and managing economic transitions. Rapid Response introduces the workforce and economic development systems and helps workers and employers navigate the Commonwealth's system of user-friendly resources and information to help transition workers into reemployment and assist businesses.

#### **Industry Partnerships and Sector Strategies**

Industry partnership development is a core component for achieving TRWDB's employer and industry engagement goals and a tool for facilitating connections between employers and the PA CareerLink® system. TRWDB currently works with partnerships in nine in-demand industries, including Construction, Early Childhood Education, Financial Services, Healthcare, Information Technology, Manufacturing, Public Sector, Retail and Hospitality, and Transportation and Logistics. Industry partnerships convene employers within an industry to identify industry-wide workforce needs and priorities, develop solutions that respond to industry priorities, and advance an industry's workforce. Multiple industry partnerships'

priorities address skill development; diversity, equity, and inclusion; employee retention/advancement; and youth engagement.

### **Business Intermediaries**

TRWDB works with business intermediaries to inform the work of Industry Partnerships, vet industry training and credentialing opportunities, and connect businesses to the PA CareerLink®. Intermediary partners include chambers of commerce, the Pittsburgh Tech Council, the PA Bankers Association, the United Steel Workers (USW), the Builders Guild of Western PA, and more.

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

### **Career Pathways**

TRWDB's employer engagement and industry partnership activities are key to mapping career pathway opportunities within industries, and identifying skills, competencies, and credentials required for in-demand occupations along a particular pathway. TRWDB works closely with our PA CareerLink® and other workforce partners to help individuals access high-quality jobs, focusing on career pathways with multiple on and off-ramps depending on a person's individual need. Local workforce partners understand not every job seeker is immediately prepared to enter a high-skill occupation. WIOA partner programs help identify numerous points of entry along a career pathway and establish steps to success, including career services and training, that are manageable for program participants to achieve. Close coordination with Title II Adult Education programs helps participants obtain literacy/numeracy skills, digital skills, English language proficiency, and GED credentials necessary for entry into a career pathway. Title IV Vocational Rehabilitation partners help individuals with a disability access the programming and support needed for placement along a career pathway. Both Title II and Title IV programs are co-located at PA CareerLink® locations. In addition, through coordinated and strategic partnerships with education and training institutions, including career and technical centers, community college, and other post-secondary training providers, TRWDB works to ensure skills training and credentialing programs are designed to provide participants with the qualifications needed for employment along a career pathway.

### **Pre-Apprenticeships and Registered Apprenticeships**

Employer and industry engagement efforts also support the development of registered apprenticeship and pre-apprenticeship opportunities in our local area. For example, TRWDB partners with the Builders Guild of Western PA to implement the Intro to the Trades program, an eight-week pre-apprenticeship that guarantees students placement in a full-time apprenticeship or union job upon program completion. This has become a signature training program connected to the Construction Industry Partnership. Additionally, with the support of the Heinz Endowments and in partnership with AFSCME 1199c Training and Upgrading Fund, TRWDB has collaborated with the Community College of Allegheny County and Carlow University to implement three early childhood education apprenticeships and with Trying Together to successfully encourage childcare providers to adopt apprenticeships and recruit their staff members to be apprentices. The apprenticeships have become a signature training program for the Early Childhood Education Industry Partnership. TRWDB will continue to consider opportunities for expanding apprenticeship offerings in connection with our employer engagement and industry partnership work.

## **Data and Outcomes**

TRWDB will work with PA CareerLink® partner programs to regularly assess business engagement and services data available in PA's workforce development system of record to understand how employers are interacting with the workforce system and how well the system is meeting their needs. Participant and employer outcomes from work-based training programs are regularly reviewed. PA's workforce development system of record also provides the ability to assess how well the system is matching job seekers with hiring employers, such as through an analysis of job orders that are filled. TRWDB will work with our PA CareerLink® partners to set benchmarks and goals for serving employers to support continuous improvement efforts. In addition, TRWDB is committed to meeting negotiated levels for the WIOA Effectiveness in Serving Employers measure once fully implemented. Coordination with PA CareerLink® partner programs, industry partnership and sector strategies, as well as regional coordination efforts will be key components for increasing business engagement outcomes over current levels.

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

## **Economic Development**

TRWDB will also continue to partner with local and state economic development agencies to reach out to employers and to maximize assistance for their business growth. TRWDB regularly collaborates with the Allegheny Conference on Community Development (ACCD) to assess and respond to the needs of employers in our region. For example, in 2020, TRWDB and ACCD facilitated a series of roundtables with tech employers to assess industry need and inform program development with the Information Technology Industry Partnership. TRWDB has also coordinated with Department of Community and Economic Development programs. As an example, TRWDB has coordinated with WEDnetPA and the Community College of Allegheny County to support Manufacturing Registered Apprenticeship programming. TRWDB, in alignment with our regional plan strategies, will explore opportunities for strengthening connections to additional DCED initiatives, including Partnerships for Regional Economic Performance (PREP) and Engage!.

## **Regional Coordination and Collaboration**

Business engagement occurs on the regional level and is a key priority of the WIOA Southwest Planning Region. Each local board in the Southwest Planning Region pursues sector strategies in industries such as Manufacturing, Healthcare, Energy, and Construction. Observing the overlap in these sectors, the Southwest Planning Region will explore opportunities to align local efforts into a region-wide effort. As an example, SW Corner WDB led the development of the Freight and Logistics industry partnership, which extends across three workforce areas in our region. The partnership currently includes 16 companies, 3 Workforce Development Boards, the PA CareerLink®, and several other non-profit and educational providers. Another regional strategy will be to strengthen our connections and engagement with existing region-wide initiatives that align with our vision and goals. The Southwest Planning Region, for instance, plans to build stronger connections with the Tristate Energy and Advanced Manufacturing (TEAM) Consortium, which was formed to effectively respond to the increased demand for workers in the Energy and Advanced Manufacturing industries across parts of Pennsylvania, West Virginia, and Ohio. The TEAM partnership includes educators, workforce and economic development organizations, state and federal agencies, and private industry.

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

### **Unemployment Compensation**

The Office of Unemployment Compensation (UC) provides services to ensure employers understand their legal rights and responsibilities, which helps to reduce their cost of doing business. UC customer service staff conduct seminars on UC topics where these rights and responsibilities are explained. This also allows the opportunity to forge even stronger connections between employers and the PA CareerLink® system. Additionally, individuals who are likely to exhaust benefits are identified through the Reemployment Services Eligibility Assessment (RESEA) and are directed to come to PA CareerLink® for special staff assistance. RESEA services are provided in Allegheny County and the City of Pittsburgh by Wagner-Peyser staff and are not managed by TRWDB. Efforts are made to coordinate RESEA services with Dislocated Worker services provided through Title I. Through employer information sessions, employers are made aware of these programs as an additional source of referrals and as a means of reducing the time individuals need to receive benefit payments. UC claimants with questions about their claims are referred to UC staff members through the State website and phone system.

### ***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?***

TRWDB's partnerships with economic development are well-developed and include frequent and strategic interactions. TRWDB works closely with economic development authorities at both the city and the county level and is also a member of the Allegheny Conference on Community Development (ACCD), the region's lead economic development entity. TRWDB also works to coordinate with PA Department of Community and Economic Development (DCED), including the Partnership for Regional Economic Performance (PREP) and WEDnetPA and will explore opportunities to partner more closely with the Engage! program. Additional collaboration includes engagement with business intermediaries such as the region's manufacturing extension partnership, the Pittsburgh Technology Council, the Small Business Association, local chambers of commerce, among many others.

Collaboration with economic development partners and programs aims to:

- Increase awareness among employers about resources available through the public workforce development system. For example, through regular interactions, TRWDB's colleagues in economic development understand well the capabilities of the PA CareerLink® system and programs such as on-the-job training, customized training, work-based learning, and incumbent worker training, and can effectively market them to their members and stakeholders.
- Streamline workforce development efforts and holistically address employers' needs. For example, economic development partners are included in joint sector strategies (healthcare, manufacturing, construction and technology) in order to leverage the capacity of business intermediaries for outreach and convening purposes.

TRWDB partners with economic development organizations to identify and address key workforce challenges and needs. For example, in 2020, TRWDB and ACCD facilitated a series of roundtables with

tech employers to assess industry need and inform program development with the Information Technology Industry Partnership. TRWDB has also coordinated with WEDnetPA and the Community College of Allegheny County to support Manufacturing Registered Apprenticeship programming. TRWDB also actively collaborates with economic development entities (Urban Redevelopment Authority, Community Development Corporations, etc.), developers and unions in large-scale neighborhood-based development projects such as a “first source” entity to facilitate entry into the building and construction trades of local, low-income, and/or minority residents who are interested in careers in the industry. TRWDB serves as a resource to construction managers, contractors and unions for identifying and screening residents interested in the construction trades and facilitates the appropriate connections with training providers as needed to prepare individuals to access these opportunities.

TRWDB will explore ways of expanding entrepreneurial skills training and microenterprise services to individuals in our workforce areas. As a current effort, each of TRWDB’s funded WIOA youth programs ensure access to entrepreneurial skills training to interested participants either directly or through referrals. TRWDB’s year-round and summer youth employment programs also connect youth to work experience with businesses, exposing them to multiple skills translatable to entrepreneurial and microenterprise activities, including business management, administration, and customer service.

The Ready to Work Recovery Response Coalition, discussed in Section 1.3 and Section 2.1, has also included providing the support and advancement of small, minority-owned businesses as a focus area for its work. The Coalition is partnering with several key economic development agencies in Allegheny County to support this work.

## **4. OPERATIONAL PLANNING ELEMENTS: Local Workforce Delivery System**

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

As the local workforce development board for Allegheny County and the City of Pittsburgh, TRWDB serves as a convener of workforce development stakeholders, including elected officials, one-stop system partners, employers, community-based organizations, educational institutions, labor organizations, government agencies, funders, economic development organizations, and other relevant entities. Many of these stakeholders are represented on the TRWDB Board of Directors, to ensure they have a voice in guiding decision-making related to public investment in workforce development. Through our industry partnership efforts, TRWDB also convenes many of these stakeholders to identify and respond to the needs of high-demand industries in the Pittsburgh region, which promotes a coordinated approach to workforce development and helps to eliminate silos and duplication of work among key stakeholders.

TRWDB works closely with the local one-stop system operator to coordinate service delivery among one-stop system partners. TRWDB released a Request for Proposals (RFP) for One-Stop Operator for PA CareerLink® Pittsburgh/Allegheny County in April 2019. Equus Workforce Solutions (formerly ResCare Workforce Services) was selected for the role of one-stop operator. Major components of the work of the operator include:

- Engaging and expanding the network of partners participating in PA CareerLink®, including developing and implementing shared vision, goals, and performance indicators
- Managing the day-to-day operations of PA CareerLink® centers, including general customer service and oversight of the Career Resource Center (CRC)
- Facilitating efforts to improve client outcomes and customer satisfaction by enhancing, coordinating, and integrating service delivery within PA CareerLink®
- Developing innovative strategies and technologies to assist P4W in improving the public workforce development system in Allegheny County
- Ensuring adherence to the standards of PA CareerLink® certification, as defined required by PA Workforce System Policy No. 121-05

Identified through a competitive bid and effective for the start of PY2019, TRWDB selected Grant Associates and Dynamic Workforce Solutions to serve as Title I Adult and Dislocated Worker providers for the Allegheny County and City of Pittsburgh workforce development areas, respectively. Grant Associates provides direct WIOA services at PA CareerLink® - Allegheny East, while Dynamic Workforce Solutions is based in PA CareerLink® - Downtown Pittsburgh. Both organizations coordinate employer engagement strategies and have extensive experience serving in the role of Title I Adult and Dislocated Worker service providers in locations throughout the country. In addition, TRWDB partners and contracts with other local community-based organizations to deliver targeted advanced career services and transitional job experiences to both WIOA adult and dislocated workers, expanding the reach of the local PA CareerLink® system. The previously discussed partnership with the Carnegie Library of Pittsburgh and Career Services Expansion project are both key examples.

In addition, TRWDB partners with numerous organizations locally and nationally to effect change. For example, TRWDB is a member of the Allegheny Conference on Community Development, Vibrant Pittsburgh, the Federal Reserve Bank, U.S. Conference of Mayors, and National Association of Workforce Boards.

A full list of the PA CareerLink® partner programs is available below. Contact information for the organizations administering these programs is available in Attachment 3 of this document. A description of each PA CareerLink® program role is available in the following section (4.2).

<b>Partner Program</b>	<b>Authorization/ Category</b>
<b>US Department of Labor Programs</b>	
WIOA Adult, Dislocated Worker, and Youth Programs	WIOA Title I – Adult, Dislocated Worker, and Youth Programs
Re-Entry Employment Opportunities (REO) Program	Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169
WIOA Title I - YouthBuild	YouthBuild WIOA Sec. 171 (29 USC 3226)
WIOA Title I - Indian and Native American Programs	Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3221
National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	WIOA Title I - National Farmworker Programs / Migrant and Seasonal Farm Worker Programs
Job Corps	Job Corps, WIOA Title I, Subtitle C
Senior Community Service Employment Program	Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)
Trade Adjustment Assistance Activities	Trade Adjustment Assistance (TAA), authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)
Wagner-Peyser	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA Title III
Jobs for Veterans State Grants	Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C.
Unemployment Compensation Programs	Unemployment Compensation Programs
<b>US Department of Education Programs</b>	
Adult Education and Family Literacy	WIOA Title II – Adult Education and Family Literacy Activities
Vocational Rehabilitation	State VR program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV
Perkins CTE Post-Secondary Programs	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)
<b>US Department of Health and Human Services Programs</b>	
Temporary Assistance for Needy Families	Programs authorized under the Social Security Act title IV, part A (TANF)
Community Services Block Grant – Employment and Training Activities	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)
<b>US Department of Housing and Urban Development</b>	
HUD Employment and Training Programs	HUD Employment and Training Programs

Additional Partners (Non-Required)	
Foreign Labor Certification (FLC)	PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations
Rapid Response	

To ensure equal opportunities and civil right protections are upheld, the following individual serves as Equal Opportunity Officer for the Allegheny County and City of Pittsburgh workforce areas:

TRWDB:

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412-785-7252

**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).**

TRWDB, in collaboration with our chief elected officials and one-stop partners, has entered into a Memorandum of Understanding (effective July 1, 2020) with PA CareerLink® partners outlining the roles and contributions of partners in the one-stop system, as well as how services will be coordinated among these programs.

Access to each partner program’s services will be made available at comprehensive PA CareerLink® sites through at least one of the following methods:

1. Having a program staff member physically present at the PA CareerLink® site;
2. Having a staff member from a different partner program physically present at the PA CareerLink® site and appropriately trained to provide information to customers about the programs, services, and activities available through the partner program; or
3. Making available a direct linkage through technology (phone, video conferencing, etc.) to a program staff member who can provide meaningful information or services.

Section 3.2 describes how TRWDB will work with the One-Stop Operator and each PA CareerLink® partner to support system alignment. A brief description of partners’ roles and partner programs is available below. A full list of partner program and contact information is available in Attachment 3 of this document.

**WIOA Adult and Dislocated Worker**

The WIOA Adult program provides career and training services through the PA CareerLink® system to help job seekers who are at least 18 years old succeed in the labor market. In the provision of individualized career and training services, WIOA establishes a priority for serving, veterans, low-income individuals, recipients of public assistance, and individuals who are basic skills deficient. The WIOA Dislocated Worker program provides career and training services to help job seekers who meet the definition of a dislocated worker, with the goal of helping these individuals return to the workforce with the skills they need to obtain quality employment in in-demand industries.

TRWDB contracts with service providers to deliver Adult and Dislocated Worker Services in PA CareerLink® locations using a model of dual-customer focus on employers and jobseekers that aligns with TRWDB's vision of a world class workforce development system. The Title I service provider, a key TRWDB service delivery partner, utilizes employment specialists, business service consultants, recruiters, and other workforce development professionals to ensure WIOA Title I Adult and Dislocated Worker Services are readily available to customers and effectively delivered through the PA CareerLink® Pittsburgh/Allegheny County system.

### **WIOA Youth**

Youth programming is designed to serve eligible youth and young adults through a variety of services: high-quality case management support toward educational attainment that includes career guidance and exploration, summer and/or year-round work experience opportunities such as internships and pre-apprenticeships, skills training along a career pathway for in-demand industries and occupations, as well as any necessary supportive services. The goal for program participants is either advancement into post-secondary education or the attainment of employment with a family-sustaining or self-sustaining wage. Youth program services are prioritized for out-of-school youth (OSY) and youth with significant barriers to employment, such as a disability, being a pregnant or parenting youth, or being subject to the juvenile/adult justice system. TRWDB contracts with service providers to deliver WIOA Youth programming. WIOA Youth programming is delivered through Allegheny County and the City of Pittsburgh. Youth program staff will also be on site at both PA CareerLink® locations in Allegheny County and Pittsburgh when the sites are again open to the public after the COVID-19 pandemic lessens.

### **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. The Bureau for Workforce Partnership and Operations is the Wagner-Peyser Partner for the Pittsburgh and Allegheny County WDAs.

### **Adult Education and Family Literacy**

WIOA Title II Adult Education programs provide a full range of adult basic education services from beginning level literacy through adult secondary and transition activities to support college and career readiness, and where needed English language acquisition activities. Programs provide basic skills instruction in the context of work readiness and incorporate workplace preparation activities and career awareness and planning in instruction and services. Programs provide case management services to their students in two key areas: 1.) helping students address barriers to participation in adult basic education programming, and 2.) helping students use employment and/or postsecondary education/training to prepare and plan for entry onto a career pathway. Case managers connect students with social services to address needs such as childcare, transportation, housing, health care and others. They also provide information on employment and postsecondary education/training opportunities and assist students in completing the necessary steps to take advantage of those opportunities. Literacy Pittsburgh is the Title

II Adult Education partner for Pittsburgh and Allegheny County.

### **Vocational Rehabilitation**

As a core partner, the Office for Vocational Rehabilitation provides services for people with disabilities. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training), and 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. The OVR statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

### **YouthBuild**

YouthBuild is a discretionary grant program that serves 16–24-year-old youth who are high school dropouts or those who have dropped out and subsequently re-enrolled. YouthBuild participants also must be one of the following: member of a low-income family, in foster care, an offender, and 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 includes a strong emphasis on leadership development, community services, and soft skills competencies. The YouthBuild partner for the Pittsburgh and Allegheny County WDAs is Garfield Jubilee.

### **Indian and Native American Program**

The Indian and Native American (INA) Employment and Training Program helps qualifying American Indians, Alaska Natives and Native Hawaiians obtain employment in occupations that provide a wage that leads to self-sufficiency. These programs include more fully developing academic, occupational, and literacy skills, and entrepreneurial skills training to make individuals more competitive in the workforce. Furthermore, the program promotes economic and social development in accordance with the goals and values of the community. The INA program also provides financial assistance for education, career and training services, and other supportive services that will help individuals obtain occupational skills, industry recognized credentials, and postsecondary education that provide knowledge and skills necessary for better paying jobs. The Indian and Native American Program partner for the Pittsburgh and Allegheny County WDAs is the Council of Three Rivers American Indian Center, Inc. (COTRAIC).

### **Migrant and Seasonal Farmworker Program**

The National Farmworker Jobs Program (NFJP) is a nationally directed, locally administered program of services for migrant and seasonal farmworkers (MSFWs). The program partners with community organizations, state agencies, and State Monitor Advocates to provide appropriate career and training

services, youth services, housing assistance services, and related services to eligible MSFWs and their dependents. NFJP grantees partner with the one-stop system to integrated services for farmworkers and their families. The Migrant and Seasonal Farmworker Program partner for the Pittsburgh and Allegheny County WDAs is PathStone Corporation, Inc.

### **Job Corps**

Job Corps is a national program that operates in partnership with States and communities, LWDBs, one-stop centers and partners, and other youth programs to provide academic, career and technical education, service-learning, and social opportunities primarily in a residential setting, for low-income young people. The objective of Job Corps is to support responsible citizenship and provide young people, ages 16–24, with the skills that lead to successful careers that will result in economic self-sufficiency and opportunities for advancement in in-demand occupations or the Armed Forces, or enrollment in postsecondary education, including an apprenticeship program. Pittsburgh Job Corps is the Job Corps partner for Pittsburgh and Allegheny County WDAs.

### **Senior Community Service Employment Program**

The Senior Community Service Employment Program (SCSEP) is a community service and work-based job training program for older Americans, authorized by the Older Americans Act, the program provides training for low-income, unemployed older Americans and supportive services that allow them to participate in the training. Participants also have access to employment assistance through American Job Centers (PA CareerLink®). Participants must be at least 55 years old, unemployed, and have a family income of no more than 125% of the federal poverty level. SCSEP participants gain work experience in a variety of community service activities at local non-profit and public facilities, including schools, hospitals, day-care centers, and senior centers. Nationally, the program provides over 40 million community service hours to public and non-profit agencies, allowing them to enhance and provide needed services. These sites are referred to as “host agencies.” Participants work an average of 20 hours per week and are paid the highest of federal, state, or local minimum wage, or the comparable wage for similar employment. This training serves as a bridge to unsubsidized employment opportunities for participants. The SCSEP partners for the Pittsburgh and Allegheny County WDAs include Urban League of Greater Pittsburgh and the American Association of Retired Persons (AARP).

### **Trade Adjustment Assistance Activities**

Trade Act programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA program was first established at the USDOL by the Trade Act of 1974, and has been amended several times. Individual workers who are members of the certified worker group apply for benefits and services at a PA CareerLink® office. Individual workers who meet the qualifying criteria may receive: job training; income support in the form of Trade Readjustment Allowances (TRA); job-search and relocation allowances; Health Coverage Tax Credit (HCTC) as determined by the Internal Revenue Service (IRS); and for workers age 50 and older, a wage supplement in the form of Re-Employment Trade Adjustment Assistance (RTAA; (ATAA)). Additionally, all workers covered by a certification are eligible for employment and case-management services, including basic and individualized career services either through the TAA program or through and in coordination with the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act. The Bureau for Workforce Partnership and Operations is the TAA program partner for the Pittsburgh and Allegheny County WDAs.

## **Jobs for Veterans State Grants**

JVSG is a BWPO administered program which assures the commonwealth will be able provide special individualized services to disabled veterans. Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify veterans and establish an appropriate plan to meet the individuals' employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows for Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience. The Bureau for Workforce Partnership and Operations is the Jobs for Veterans program partner for the Pittsburgh and Allegheny County WDAs.

## **Unemployment Compensation Programs**

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible to provide meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. 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. Physical accessibility of PA CareerLink® sites and services will be assured in collaboration with the local board. 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. The PA Department of Labor & Industry is the UC program partner for the Pittsburgh and Allegheny County WDAs.

## **Perkins CTE Post-Secondary Programs**

The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states for the improvement of secondary and post-secondary career and technical education (CTE) programs across the nation. The purpose of the Act is to develop more fully the academic, career, and technical skills of secondary and post-secondary students who elect to enroll in CTE programs. The Perkins Post-Secondary program partners for the Pittsburgh and Allegheny County WDAs include the Community College of Allegheny County and Rosedale Technical College.

## **Temporary Assistance for Needy Families**

The Pennsylvania-Temporary Assistance for Needy Families (TANF) program is designed to help needy families achieve self-sufficiency. States receive grants to design and operate programs that accomplish one of the purposes of the TANF program. The four purposes of the TANF program are to: 1.) Provide assistance to needy families so that children can be cared for in their own homes; 2.) Reduce the dependency of needy parents by promoting job preparation, work and marriage; 3.) Prevent and reduce the incidence of out-of-wedlock pregnancies; 4.) Encourage the formation and maintenance of two-parent families. Work Ready and EARN are the TANF employment programs in Pennsylvania. The PA Department of Human Services is the TANF partner for the Pittsburgh and Allegheny County WDAs.

## **Community Services Block Grant – Employment and Training Activities**

The mission of the Community Services Block grant (CSBG) is to provide a full range of services and activities having a measurable impact on the causes of poverty in a community or those areas of a community where poverty is a particularly acute problem. Only federally designated Community Action Agencies (CAA) receive funding, therefore in PA, there are 44 CAAs that cover all 67 PA counties. Ameliorating the causes and conditions of poverty take on a variety of community engagement activities and collaborative activism to remove obstacles that block the achievement of self-sufficiency; i.e. employment and training resources; community stakeholder collaboration; literacy activities; obtaining adequate housing; grassroots activities that provide intervention to the causes of poverty; addressing the needs of youth through programming or coordination; and increased engagement in community planning and improvement activities. Allegheny County Department of Human Services is the CSBG partner for Allegheny County WDA. Pittsburgh Community Services Inc. is the CSBG partner for the City of Pittsburgh WDA.

### **HUD Employment and Training Programs**

The Department of Housing and Urban Development (HUD) Employment and Training programs are part of HUD's commitment to providing employment opportunities, training, and supportive services to assist low-income persons in becoming self-sufficient. The HUD Employment and Training partners for the Pittsburgh and Allegheny County WDAs include the Housing Authority of the City of Pittsburgh and the Allegheny County Housing Authority. TRWDB is working to forge stronger connections between public housing and the PA CareerLink® system.

### **Re-Entry Employment Opportunities (REO) Program**

TRWDB is the REO program partner for the Pittsburgh and Allegheny County WDAs. TRWDB is currently administering the US Department of Labor Pathway Home program in Allegheny County, in partnership with Midwest Urban Strategies and the Allegheny County Jail Collaborative. Pathway Home will assist returning citizens in the reintegration process and reduce recidivism through pre- and post-release services in occupational training, career-specific work readiness activities, and meaningful employment opportunities by leveraging the public workforce system's extensive employer networks to cultivate direct employer connections. The Pathway Home will explore opportunities for referrals and co-enrollment in WIOA Adult/Dislocated Worker programming when appropriate.

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

A key priority for TRWDB is ensuring universal access to the entire array of education, training, and support services offered through the PA CareerLink® system. TRWDB works to ensure that residents of Allegheny County have the opportunity to progress along a clearly defined and guided career pathway that leads to economic self-sufficiency. While accessible to all job seekers and incumbent workers, services are focused on those most in need. TRWDB strives to maintain the highest quality of service to job seekers, incumbent workers, and employers through strategically located centers, technology, and creative partnerships with community organizations and other service providers.

### **Strategically Located Centers:**

At PA CareerLink® Pittsburgh/Allegheny County locations, eligible adults and dislocated workers can receive career and training services. To do this, TRWDB operates two distinct one-stop locations, including one in downtown Pittsburgh that is in area widely accessible by public transportation. In addition, a county-based site is located in Forest Hills that is well positioned to serve job seekers in the Eastern and Southern parts of Allegheny County.

### **Creative Partnerships with Community Organizations:**

TRWDB and its Title I adult and dislocated worker providers continue our partnership with the Carnegie Library of Pittsburgh to expand access points to PA CareerLink® services in communities throughout the Pittsburgh area. In August 2020, TRWDB also began the Career Services Expansion Project, which is a partnership between TRWDB, Allegheny County Department of Human Services (ACDHS), PA CareerLink®, and several community-based organizations. This program connects community-based partners to a Career Navigator to provide PA CareerLink® services on-site in the partners' respective communities throughout Pittsburgh.

### **Technology:**

TRWDB is continuously exploring ways to leverage Pennsylvania's workforce development system of record technology with tools that increase the ability to better serve job seekers and customers. Through this system job seekers can access core services remotely by using the internet-based PA CareerLink® services. Additional online offerings include career guides, on-demand workshops, labor market information, and program specific information from each partner of PA CareerLink®. In addition and similar to the system utilized in PA CareerLink®, the Title I Adult and Dislocated Worker Programs coordinated with PA CareerLink® partners to implement an electronic kiosk system within the local PA CareerLink® offices that enables all visitors to sign in and register for services from any partner. The electronic sign-in system collects general customer information, including reason for visit, to enable PA CareerLink® staff to direct each customer to the appropriate program staff and services. Translation services for individuals for whom English is not their first language, are also available through the use of technology.

Beginning in March 2020, COVID-19-related health restrictions forced PA CareerLink® and other community-based organizations to close or limit the availability of services at physical locations. In response, TRWDB coordinated with our PA CareerLink® partners to expand the availability of virtual and remote workforce services. This led to the creation of The Hub, an online learning management resource that offers job seekers courses and workshops on resume preparation, interview preparation, and job search assistance; links to PA CareerLink® partners to assist individuals in addressing possible barriers to employment; and links to additional community resources to support customers' workforce needs. While health restrictions and other challenges imposed by the pandemic are temporary, this enhanced capacity to provide remote and virtual services will enable our workforce area to more permanently connect with job seekers, businesses, and partners outside of brick-and-mortar locations.

Recognizing technology access can be a barrier to receiving services for participants, TRWDB will make information available on resources and programs available to support technology needs, such as reliable internet access. In addition, programs like the Career Services Expansion project are intended to reduce both technology and transportation barriers for individuals by providing services in communities where

participants live through strategic partnerships with community-based organizations. Supportive services funding and other resources will also be explored for addressing technology needs.

The Unemployment Compensation (UC) Program, which is responsible for providing customer assistance in filing an unemployment claim in PA CareerLink® sites, offers claimants dedicated access to UC service center staff through courtesy telephones as well as access to important UC information. In addition, UC provides bilingual translation and sign language interpretation when needed.

### **Access to Career Pathways:**

Several sections within this document discuss how TRWDB will work with our partners to develop and support access to career pathway opportunities for individuals. As a key example, TRWDB partners closely with our Title II Adult Education partner, Literacy Pittsburgh, to help participants obtain the literacy, numeracy, digital skills, GED credentialing, and other services needed to successfully participate in training and obtain employment. For example, Literacy Pittsburgh, has supported students in the Intro to the Trades (pre-apprenticeship) and BankWork\$ (national training model) programs. Both training programs are aligned with TRWDB industry partnerships and provide skills/credentials necessary for entry-level employment along a career pathway in the Construction and Financial Services industries, respectively.

### **Data Management Systems:**

TRWDB is committed to ensuring that PA's workforce development system of record remains the data entry point for all our WIOA-funded programs. TRWDB program and quality assurance staff regularly monitor program data entry to confirm that all applicable WIOA-funded activities (to include participant and employer registrations, job postings, job matching, career planning, case progress notes, outcomes, and related data) are entered into PA's workforce development system of record in a timely manner to maintain compliance with federal and state statutes, regulations and policies. WIOA Title I Adult, Dislocated Worker, and Youth service provider staff are responsible for PA's workforce development system of record data entry.

Core partners, WIOA Title II (Adult Education) and Title IV (Vocational Rehabilitation), as well as several additional required partners, utilize separate data management systems for entering program-related information. Through the PA CareerLink® Partner Memorandum of Understanding (MOU), partners have committed to establishing mechanisms for securely sharing data and information across programs in support of system coordination. The MOU also establishes points-of-contact across partner programs to facilitate communication and support the referral process. These efforts will help to identify and outreach to individuals not currently enrolled in WIOA Title I or Title III, who may benefit from these services.

### **Access to Partner Services:**

As a part of the PA CareerLink® Partner MOU, TRWDB has engaged our WIOA partners to define how access to services will be provided through the one-stop system. The below chart demonstrates how access to partner services will be provided at each PA CareerLink® comprehensive site in the Pittsburgh and Allegheny County workforce development areas.

Access Types:

1. Having a program staff member physically present at the PA CareerLink® site;

2. Having a staff member from a different partner program physically present at the PA CareerLink® site and appropriately trained to provide information to customers about the programs, services, and activities available through the partner program; or
3. Making available a direct linkage through technology (phone, Skype, etc.) to a program staff member who can provide meaningful information or services.

Program	Partner(s)	Direct Service Provider	PA CareerLink® - Allegheny East Access Type(s)	PA CareerLink® - Downtown Pittsburgh Access Type(s)
<b>Department of Labor &amp; Industry Programs</b>				
WIOA Adult	TRWDB	Indirect; Sub-Recipients	1	1
WIOA Dislocated Worker	TRWDB	Indirect; Sub-Recipients	1	1
WIOA Youth	TRWDB	Indirect; Sub-Recipients	1, 2,3	1, 2,3
Wagner-Peyser	Bureau of Workforce Partnership and Operations	Yes	1	1
YouthBuild	Garfield Jubilee	Yes	2,3	2,3
Indian and Native American Program	COTRAIC	Yes	3	3
Senior Community Service Employment Program	AARP Foundation	Yes	2,3	Not Applicable
	Urban League of Greater Pittsburgh	Yes	Not Applicable	2,3
Migrant and Seasonal Farmworker Program	PathStone	Yes	2,3	2,3
Job Corps	Pittsburgh Job Corps	Yes	2,3	2,3
Trade Adjustment Assistance	Bureau of Workforce Partnership and Operations (BWPO)	Yes	1	1
Jobs for Veterans	Bureau of Workforce Partnership and Operations (BWPO)	Yes	1	1
Unemployment Compensation	PA Department of Labor & Industry	Yes	3	3
REO Program	TRWDB	Indirect; Sub-recipients	1	1
<b>Department of Education Programs</b>				
Adult Education and Family Literacy	Literacy Pittsburgh	Yes	1,2,3	1,2,3
OVR	Office of Vocational Rehabilitation	Yes	1	1
Perkins Post-Secondary CTE	Community College of Allegheny County	Yes	2,3	2,3
	Rosedale Technical College	Yes	2,3	2,3
<b>Department of Health and Human Services Programs</b>				

TANF	PA Department of Human Services	Yes	2,3	2,3
Community Services Block Grant – Employment and Training Activities	Allegheny County Department of Human Services	Yes w/ Subrecipients	2,3	2,3
	Pittsburgh Community Services, Inc.	Yes	2,3	2,3
<b>Department of Housing and Urban Development</b>				
HUD Employment and Training Activities	Allegheny County Housing Authority	Yes	2,3	Not Applicable
	City of Pittsburgh Housing Authority	Yes	Not Applicable	2,3

*Effective Date: July 1, 2020*

Through the MOU, each partner has agreed that “accessibility to the services provided by the PA CareerLink® centers and all partner agencies is essential to meeting the requirements and goals of the local service delivery system.” Partners agree that job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran’s status, or on the basis of any other classification protected under state or federal law. The MOU outlines priorities for physical accessibility, virtual accessibility, and communication accessibility. Partners to the MOU also agree to contribute to the design and use of common intake, assessment, referral, and case management processes; and the use of common and/or linked data management systems and data sharing methods, as appropriate.

PA CareerLink® partners often use different systems for managing program information and data, which can create challenges for delivering consistent case management. Regular communication across partners is key to addressing these challenges, such as through regularly scheduled WIOA core partner meetings. As an example of ways partners have worked to build consistent processes, PA CareerLink® partners collaborated in designing a common digital intake form to be used when customers enter a PA CareerLink® location. This helps PA CareerLink® staff direct customers to the appropriate programs or resources.

In addition, to increase awareness of the one-stop delivery system among job seekers and businesses in our area, the MOU highlights a commitment among TRWDB, the one-stop operator, and one-stop partners to develop an outreach plan for businesses and outreach/recruitment plan for job seekers. The plan for reaching job seekers will include targeted efforts for populations most at-risk or most in need, including out-of-school youth. These outreach plans will also align with our area’s sector strategies and career pathway development efforts.

PA CareerLink® partners also develop a resource sharing agreement, which outlines how partners will jointly contribute funding and other resources to deliver services across the one-stop system. This process helps to ensure a coordinated and efficient use of workforce development funding and resources to implement one-stop system programming. Through the resource sharing agreement partners agree to a methodology for determining contribution amounts. TRWDB will continue to collaborate with PA CareerLink® partners to determine ways of leveraging additional funding and resources.

The following section (4.4) describes in greater detail how TRWDB ensures the physical and programmatic accessibility of the one-stop delivery system to individuals with disabilities or other barriers. As an example, TTY communication devices and American Sign language interpreters will be provided upon

request to individuals who are Deaf or Hard of Hearing and in need of these 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?**

To provide access to facilities and programming for individuals with disabilities, TRWDB and the other entities within the one stop delivery system will be in compliance with both WIOA section 188 and the Americans with Disabilities Act of 1990 (ADA). In the local one-stop facilities, the leasing agreement states that the landlord will be responsible for compliance with the laws and regulations relating to the building operations in the common areas associated with the grounds. The tenant will be responsible for compliance within the actual rented premises.

One-stop center staff have access to a variety of resources and information on Pennsylvania's workforce development system of record regarding services available to persons with disabilities including: information on training opportunities and links to online training; technology guides for using screen enlargement software, screen reading software, Windows Accessibility features, and the Text Telephone or Teletypewriter for the Deaf (TTY); information on the ADA and accessibility; alternate format handbooks; links to service providers and resources to assist persons with disabilities in removing barriers to employment; and links to information for employers interested in hiring a person with a disability including tax benefits, the ADA, and accommodations. As a result of efforts to engage agencies geared towards assisting persons with disabilities, PA CareerLink® also partners with Literacy Pittsburgh and the PA Office of Vocational Rehabilitation. WIOA Title II Adult Education and Title IV Vocational Rehabilitation are both core PA CareerLink® partners. To further support accessibility for all individuals, PA CareerLink® sites offer telephone translation services, as well as appropriate referrals to ESL services for customers who are English language learners.

OVR staff members meet regularly with other PA CareerLink® staff to identify opportunities for improvement of one-stop service delivery, including cross-training of core program staff and coordinating services to address the diverse needs of job seekers and reduce duplication. Furthermore, TRWDB will explore ways of expanding the local partnership with OVR, including through data sharing and other cooperative agreements.

TRWDB participates in regular reviews conducted by the Office of Equal Employment Opportunity (EEO) to ensure that the PA CareerLink® centers and all partners in service and training delivery meet the requirements of all EEO laws, policies, and regulations.

**Affirmative Outreach**

TRWDB works to ensure compliance with WIOA requirements for affirmative outreach (29 CFR § 38.40). This includes conducting regular training and technical assistance sessions with PA CareerLink® and other service provider staff on EEO policies, including requirements for affirmative outreach. Most recently, in October 2020, the PA Department of Labor & Industry Office of Equal Employment Opportunity hosted a training session for local PA CareerLink® staff. This technical assistance content included information related to the requirements for affirmative outreach.

TRWDB and our funded partners have implemented several initiatives to reach special populations, including individuals covered by the affirmative outreach requirements. TRWDB partners with a network of community-based organizations across Allegheny County and the City of Pittsburgh to recruit and serve diverse populations of youth and young adults with barriers to employment. This decentralized approach leverages close connections between these organizations and their communities to support outreach and recruitment into WIOA and other funded programs. More than 70% of WIOA Youth participants served between January 1, 2020 to December 31, 2020 identified as a person of color, more than half (51%) identified as female, and nearly 14% had a documented disability.<sup>63</sup>

TRWDB also works with our PA CareerLink® partners and one-stop operator to conduct outreach on the availability of employment and training services to diverse populations of adults and dislocated workers. Through the One-Stop Partner MOU, PA CareerLink® partner agencies have committed to developing and implementing an outreach and recruitment plan for the region’s job seekers, including targeted efforts for populations most at-risk or most in need. This includes leveraging social media and developing an outreach toolkit for PA CareerLink® partners. As discussed in other parts of the local plan, TRWDB and our PA CareerLink® partners have strengthened the capacity to deliver remote and virtual employment and training services to customers. Further, the Career Services Expansion project is an initiative to expand PA CareerLink® services to diverse populations through strategic partnerships with community-based organizations. Nearly half (48%) of the WIOA Adult/Dislocated Worker participants served between January 1, 2020 – December 31, 2020 identified as a person of color, 41% identified as female, 38% were age 45 or older, and 10% identified as a person with a disability.<sup>64</sup>

Section 1.1 of this plan provides information and research on structural barriers to employment in our area and additional initiatives of TRWDB to respond to these challenges.

***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.***

TRWDB diligently works to maintain the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system in our local area. Section 2.3 of this document describes in detail how TRWDB will work to meet the Governor’s goal of “continuous improvement of the workforce development system.” Key components include:

- A dedicated **quality assurance team** that assesses the compliance risk for each of our funded sub-recipients and develops a monitoring plan for each program. During program monitoring, our quality assurance team identifies program strengths, areas for improvement, and potential compliance issues for each program. Depending on the results, the quality assurance team may create a plan for technical assistance or require a sub-recipient to submit an improvement plan. This regular channel of communication between our quality assurance team and sub-recipients helps to identify and resolve issues or concerns early into a program and supports regular program improvements.

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<sup>63</sup> PA’s workforce development system of record, 2020

<sup>64</sup> Ibid.

- A **business analytics team** that creates scheduled reports on program data, including enrollment numbers, services provided, outcomes achieved, and other relevant data to inform program decision-making.
- **Cross-partner coordination**, including working closely with our local one-stop operator to oversee operations of PA CareerLink® sites, coordinate service delivery among one-stop system partners, and ensure PA CareerLink® certification criteria are consistently met.

TRWDB competitively procures year-round service providers for WIOA Title I Adult, Dislocated Worker, and Youth programs once every four years. These providers are selected based on their experience, past performance, and ability to implement research, data, and best practice driven program models. Contracts are renewed annually considering program performance and other factors. WIOA provider staff perform timely data entry into PA's workforce development system of record that enables TRWDB to produce regular program reports, including data on enrollment, services, and employment and education outcomes. These reports inform decision-making and help to promptly address any program concerns. In addition, TRWDB competitively procures a one-stop operator once every four years to coordinate service delivery among PA CareerLink® partners and oversee the functional management and operations of PA CareerLink® sites in Allegheny County and the City of Pittsburgh. The operator will employ staff to support continuous improvement of the local one-stop system and ensure criteria for PA CareerLink® certification are met.

To ensure quality of providers on the Eligible Training Provider List (ETPL), training providers must meet a list of requirements to be approved for initial eligibility. For example, training providers must be authorized by the Commonwealth to operate training programs in Pennsylvania, provide documentation that confirms financial capacity, and demonstrate compliance with the Americans with Disabilities Act of 1990, as well as with WIOA nondiscrimination and equal opportunity provisions. For inclusion on the ETPL, training programs must also meet performance benchmarks related to program completion, employment rates, median earnings, and credential attainment of their students. Program applications must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered to inform customer choice to help job seekers select among available training opportunities. To ensure alignment with the needs of employers and job seekers, all programs on the ETPL must be training in a High Priority Occupation (HPO), which takes into account the projected job availability and average earnings for an occupation. In addition, providers on the statewide ETPL must apply annually for programs to continue be approved for the ETPL to ensure this information is reviewed regularly.

TRWDB strives to ensure that training funds are invested in programs linked to in-demand industries and occupations. Funds for individual training accounts, on-the-job training, customized training, and incumbent worker training are focused on programs that provide training in occupations on the High Priority Occupation (HPO) List, as determined by the Commonwealth, for Allegheny County and the City of Pittsburgh. Updated annually, the HPO List includes occupations that have high projected annual openings and high average wages within the City of Pittsburgh and Allegheny County. As an additional mechanism to ensure that the HPO List is aligned with employer demand, TRWDB works with stakeholders (employers, training providers, economic development organizations, etc.) when necessary to petition for additional occupations to be added to the HPO List. Labor market data and information from employers is used to support the argument that an occupation is in-demand in the region.

TRWDB's staff also works with business services staff at PA CareerLink® and with industry partnerships to continuously engage employers in key industries, assessing their hiring needs and coordinating a variety

of training opportunities (on-the-job training, incumbent workers training, etc.) to meet those needs. Information and feedback obtained from employers helps to ensure workforce and training services successfully prepare individuals and connect them to the credentials needed for jobs in high demand industries.

To maintain the quality of training providers/programs exempt from the statewide ETPL, TRWDB currently has policies in place, including OJT, Incumbent Worker, and Customized Job Training policies. For example, participants in work-based training programs must receive self-sustaining wages, as well as working conditions and benefits equivalent to those of other employees in a business.

#### ***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.***

TRWDB invests WIOA and other funding to maintain a diverse range of quality employment and training services available to job seekers and employers our local workforce area. Through regular labor market analysis and employer/industry engagement, TRWDB assesses diverse hiring needs and works to maintain a robust menu of training options aligned employer demand. Training options include classroom training funded through individual training accounts, work-based training (on-the-job training, incumbent worker training, customized job training, and apprenticeships), training through industry partnerships, and trainings for special populations.

Training providers are selected through competitive procurement or through application to the Eligible Training Provider List. The previous Section 4.5 describes how TRWDB works to maintain quality and continuous improvement of the funded service providers and training providers within our local area, including criteria set for year-round WIOA providers, eligible training providers, and work-based training providers. Additional detail on the availability of employment and training programs is provided below.

#### **Access to Training**

TRWDB has established a local policy and monitoring procedures to ensure WIOA requirements for Priority of Service for WIOA Adult participants are met when making funds for training available to customers. TRWDB is committed to ensuring at least 51% of WIOA Adult participants qualify under priority of service, including veterans/spouses, low-income individuals/public assistance recipients, and individuals who are basic skills deficient. To support accessibility of training programs remotely or virtually, TRWDB also encourages training providers to making programs available online where feasible. This has become increasingly important during the COVID-19 pandemic (beginning in 2020). As an example, the previously discussed BankWork\$ program developed both in-person and online instruction opportunities in response to challenges created by the pandemic. Further, the SkillsBuild program described in Section 2 is another example of how TRWDB is developing partnerships to expand virtual training opportunities to more people in our area.

#### **Individual Training Accounts (ITAs)**

The local Eligible Training Provider List (ETPL) for Allegheny County and the City of Pittsburgh includes a robust list of training programs providing training in high priority occupations in industries such as Healthcare, Information Technology (IT), Manufacturing, and Transportation. Registered Apprenticeships and programs provided by the Community College of Allegheny County are among these programs.

Funding to attend training programs on the ETPL is available to qualified WIOA participants through ITAs. To ensure quality of the ETPL, programs must meet performance benchmarks related to program completion, employment rates, median earnings, and credential attainment of their students. To inform customer choice as job seekers select among available training opportunities, providers and programs must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered.

### **Work-Based Training**

TRWDB maintains a diverse mix of opportunities for work-based training (on-the-job, incumbent worker, customized job training, and apprenticeships) and work experience (youth work experience and transitional jobs). TRWDB works with PA CareerLink® staff and young adult service providers to engage with employers in key, high-demand industries and coordinate quality work-based training programs and work experiences connected to high priority occupations. These programs benefit both job seekers and employers. For example, businesses engaged in youth work experience programs get first-hand experience working with their workforce pipeline while young adults learn skills that can only be learned on the job. Likewise, work-based training programs enable job seekers to receive training in an in-demand occupation while earning a wage, while subsidizing hiring and training costs for employers. For example, the reimbursement rate for employers in OJT programs is set at 50% of the local self-sufficiency wage. Employers may qualify for an increase to 75% of the self-sufficiency wage based on locally established criteria. TRWDB continues to explore options to invest in incumbent worker training designed to benefit business and industry by assisting in the skill development of existing employees, including through coordination with programs such as WEDnetPA.

### **IP Signature Training Programs**

TRWDB has partners with several different organizations to develop signature training programs that are responsive to the priorities of industry partnerships in our local area. BankWork\$ is national training model brought to the Pittsburgh area through the collaboration and support from the PA Bankers Association and several of the region's leading financial institutions. Intro to the Trades is a pre-apprenticeship offering that was developed in partnership with the Builders Guild of Western PA (a labor/management of the building and construction trade unions of Western PA and local construction and contractor associations) and other Construction industry partners. The Early Childhood Education (ECE) Registered Apprenticeship is a PA Smart-funded program developed in partnership among TRWDB, Trying Together, Literacy Pittsburgh (WIOA Title II partner), Community College of Allegheny County, Carlow University, and multiple ECE providers in the Pittsburgh area.

### **Industry-Recognized Cohort Programs**

In September 2020, TRWDB issued a request for proposals (RFP) to competitively procure cohort-based occupational training programs providing industry-recognized credentials. This new initiative is supported through a blended funding model that includes Temporary Assistance for Needy Families (TANF) Youth, WIOA Youth, WIOA Adult/Dislocated Worker, and Community Service Block Grant (CSBG) program funds. The selected programs provide training in high-priority occupations, aligned with TRWDB's industry partnerships. The initiative aims to 1.) Establish cohort-based training opportunities serving young people ages 18-24, adults, and/or dislocated workers; 2.) Build referral systems within current program providers, including the PA CareerLink® system and providers of young adult programs, for participants interested in earning industry-recognized credentials; 3.) Provide pipelines to specific full time employment

opportunities in priority industries for young people ages 18–24 who are ready to progress beyond youth programming as well as adults and dislocated workers looking for training that leads to employment.

### Trainings for Special Populations

TRWDB also invests funding in initiatives to provide employment and training services to specific populations with barriers to employment. For example, TRWDB has developed and implemented both federal and state-funded programs to connect both young adults and adults with past or current involvement with the criminal justice system to education and training opportunities. The USDOL-funded STRIVE and Pathway Home and the state-funded Career Pipeline programs are examples. Additionally, TRWDB has established a Transitional Jobs (TJ) program that is time-limited work experiences that help individuals with chronic unemployment build work histories. In addition to valuable work experiences, most of the TJ participants receive skills training in construction or culinary training programs.

TRWDB assesses in the first quarter of each calendar year the remaining balance of training funds available, the year-to-date enrollments of Adults and Dislocated Workers, and employer job opening projections. These factors are used to determine if funding will be transferred between Adult and Dislocated Worker programming.

### Additional Programs and Services

Through the PA CareerLink® Partner MOU, one-stop system partners have agreed to make a diverse set of employment services available to job seekers in addition to training. The table below shows a full list of services available:

Job Seeker Services		
Outreach, intake and orientation to the information, services, and resources available through the workforce system	Coordinated job seeker services of PA CareerLink® partners to streamline the customer experience	Access to occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill levels, aptitudes, abilities and supportive service needs	Development of an Individual Employment Plan (IEP) to identify goals, objectives and appropriate combination of services	Adult education and literacy activities, including English language acquisition, provided in combination with training services
Comprehensive and specialized assessments of skills levels and service needs	Referral to training services; skill upgrading and retraining	On-the-Job Training (OJT) and Customized Job Training (CJT) opportunities
Access to employment and labor market information, including provision of information on in-demand industries and occupations	Job search and placement assistance	Incumbent Worker Training (IWT) opportunities
Performance information and program costs for eligible providers of training and education	Workforce preparation services (e.g., learning skills, punctuality, communication, interviewing, literacy, and professional conduct) to prepare individuals for employment or training	Access to Registered Apprenticeships and Pre-Apprenticeships

Information on the availability of supportive services and referral to such, as appropriate	Provision of supportive services to enable participation in workforce development programming	Individual and group-based career counseling and planning
Post-employment follow-up services and support	Access to work experience opportunities, such as transitional jobs and internships	Information on performance of training providers and programs
Determination of potential eligibility for workforce partner services, programs, and referral(s)	Basic information on Unemployment Insurance*	Information and assistance in applying for financial aid for training and education programs not provided under WIOA

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

TRWDB ensures training funds are invested in programs linked to in-demand industries and occupations. Funds for individual training accounts (ITAs), on-the-job training, customized training, and incumbent worker training are spent on programs that provide training in occupations on the High Priority Occupation (HPO) List, as determined by the Commonwealth, for Allegheny County and the City of Pittsburgh. Updated annually, the HPO List includes occupations that have high projected annual openings and high average wages. As an additional mechanism to ensure that the HPO List is aligned with employer demand, TRWDB works with stakeholders (training providers, economic development organizations, employers, etc.) when necessary to petition for additional occupations to be added to the HPO List. Labor market data and information from employers is used to support the argument that an occupation is in-demand in the region. Through dedicated industry partnership and community engagement staff, TRWDB conducts regular communication and outreach efforts to employers and workforce development partners to further ensure program and training investments are aligned with industry demand and the training needs of job seekers. This includes a review to ensure that courses in demand are on the Eligible Training Provider List (ETPL) or that other mechanisms are in place to meet the training need.

Eligible WIOA participants may apply for a maximum of \$5,000 in ITA funding to attend a training program on the ETPL, which is set considering funding availability and tuition costs in our area. ITA applicants must first complete an objective assessment and interview with a PA CareerLink® employment specialist to determine their eligibility and that the individual is in need of training. ITA funding is not guaranteed to any participant and is contingent upon funding availability. All ITA programs must be completed within two years. Under limited circumstances, such as client barriers to employment, a person may qualify for more than one ITA. An assessment must determine additional ITA-funded training is necessary, the training must be connected to an HPO along a career pathway, and individuals must show proof of successful completion of all prior ITA-funded training. Additional ITA-funded training requires prior approval from TRWDB. TRWDB regularly monitors ITAs to ensure alignment with federal, state, and local policies. To ensure informed customer choice, providers and programs must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered. This information is made available to customer when selecting a program of training on the ETPL.

TRWDB also provides access to funds for work-based training opportunities, including on-the-job training

(OJT), customized job training, and incumbent worker training (IWT). These programs benefit both job seekers and employers. For example, the reimbursement rate for employers in OJT programs is set at 50% of the local self-sufficiency wage. Employers may qualify for an increase to 75% of the self-sufficiency wage based on locally established criteria. Likewise, OJT programs enable job seekers to receive training in in-demand occupation, while also earning a self-sustaining wage. In addition, employers are able to access incumbent worker training funds to upskill current workers, which works to address employer skill demand while also providing additional job security and opportunity for growth for current employees. Customized job training programs are an additional training option to meet the needs of a specific employer or group of employers. TRWDB may also contract directly with a training provider to facilitate training of a cohort of individuals for jobs in in-demand sectors or occupations.

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

The Youth Advisory Committee (YAC) of TRWDB continues to develop and implement strategies for connecting Allegheny County youth with meaningful careers, building on the work of its predecessor, the Youth Policy Council. The local board and the YAC have identified the following strategic objectives to help achieve a stronger and more cohesive youth workforce development system in the region:

- Serve youth through a high-quality youth workforce system with strategic investments in programs that produce results.
- Pursue career pathway programs for youth.
- Establish strong linkages with CTCs and post-secondary institutions to align programming with career pathways and labor market demand.
- Continue and grow existing summer youth employment efforts.

To help achieve these objectives, TRWDB competitively procures year-round youth programs every four years or as necessary. The last process, grounded in national best practice research, was run in February 2019 for contracts beginning on July 1, 2019.

TRWDB contracted with successful bidders to run evidence-based programs serving in school and out of school youth throughout the City of Pittsburgh and Allegheny County. Efforts were made to ensure geographic coverage of programs and to invest in new models with the potential to be scaled.

With guidance developed through national best practice research and extensive program evaluation, TRWDB youth service providers provide objective assessment; career planning; case management and supportive services; foundational, academic, and/or occupational training services; placement into a next step; and follow up. Placement focuses on employment or post-secondary education for older young adults and placement into additional programming for younger participants.

Programs are grounded in the communities they serve, with staff focused on providing culturally competent services and youth-driven programming for young adults disconnected from employment and education or at risk of dropping out of high school. OSY programs focus on connecting young adults quickly with academic remediation, occupational skills training, and the supports they need to be successful in the workforce and post-secondary education. ISY programs work with high school students on career readiness, including through running mock corporations, participating in job shadows and paid work experience, and college preparation.

TRWDB year-round programs focus on several populations of young adults:

- Programs affording youth in high school the ability to concurrently earn college credits and/or meaningful industry recognized credentials;
- Programs assisting youth and young adults currently in school, who will likely not enter 4-year college after graduation, with career planning, work experience, job placement, and/or matriculation into occupational skills training;
- Programs serving youth at risk of dropping out of high school, or those at risk of becoming disconnected from employment and post-secondary education after graduation;
- Programs serving current community college students in need of assistance maintaining their enrollment in education or finding employment;
- Programs serving young adults between the ages of 16-24, including opportunity youth and youth who are underemployed, connecting them with GED, HiSET, or high school diploma retrieval; occupational skills training; and/or employment;
- Occupational skills training programs delivered in partnership with an employer, or group of employers, to underemployed young adults or those disconnected from employment and education; and
- Programs designed to quickly place out-of-school youth in employment and to support them through additional steps in their career pathway.

Throughout the RFP and contracting process, TRWDB strove to ensure that all 14 elements required under WIOA were provided in the system. To ensure this provision continues, TRWDB regularly monitors providers and, when necessary, provides technical assistance to providers. All TRWDB funded youth programs are open to youth with disabilities, while two programs funded in the City of Pittsburgh and Allegheny County focus their recruitment efforts predominantly on serving youth with a disability. A description of the 14 program elements is below.

**Tutoring, study skills training, instruction and evidenced based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or a recognized postsecondary credential:** All youth contractors in Allegheny County and the City of Pittsburgh provide this element through their own organizations or through a connection with another agency.

**Alternative secondary school services or dropout recovery services:** Youth who are good candidates for earning a diploma should pursue that option before embarking on the path to get a GED. Research from the US Census Bureau shows that while adults who earn a GED or high school diploma have higher monthly earnings than individuals without these credentials, those with a high school diploma out-earn those with a GED by an average of \$1,600 per month.<sup>65</sup> Two contractors provide alternative secondary school and dropout recovery services at four locations in the City of Pittsburgh and Allegheny County.

**Paid and unpaid work experiences that have both academic and occupational education components (which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities):** All service providers that are contracted to provide OSY services in Allegheny County and the City of Pittsburgh are required to make paid and unpaid work experience available to their

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<sup>65</sup> Ewert, Stephanie, *GED Recipients Have Lower Earnings, are Less Likely to Enter College*, U.S. Census Bureau, 2012

participants. Many ISY programs also prioritize paid and unpaid work experience. While all work experience is valuable, through the RFP process, providers were given additional points for the provision of paid work experience for participants. To facilitate the provision of work experience, TRWDB works with providers to connect them with businesses and to assist businesses in the development of work experience activities for participants.

To provide for additional work experience and leverage private funds to develop a work history and soft skills for City of Pittsburgh and Allegheny County youth, we are currently working to align year-round ISY and OSY programs with the Learn & Earn summer youth employment program.

**Occupational skills training (which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved):** Applicants to the RFP with a program model that clearly provides occupational skills training aligned with in-demand industry sectors and with stackable, industry recognized credentials were given priority in the scoring process. TRWDB is working with youth services providers, training providers, and employers to develop career pathways that begin with these foundational skills and lead to high priority, family sustaining careers. Currently, TRWDB has contracts with youth service providers to provide occupational skills training in advanced manufacturing, healthcare, technology, retail, and other fields.

**Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster:** Evidence demonstrates that contextualized learning assists in the retention of skills and the development of cross-functional or soft skills. Where possible, TRWDB contracts with youth services providers that link academic with occupational education.

**Leadership development opportunities (which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate):** Contracts are in place with providers who value leadership development for their youth participants. Opportunities for leadership development offered include volunteer experience, community service, and peer-to-peer mentoring. An additional opportunity for leadership development is to be a part of TRWDB's Youth Council, a group of leaders made up of youth ages 17-24 who are current program participants that help ensure that youth programs are guided by youth voice.

**Supportive services:** Programs provide supportive services in-house or refer participants to other partners for supportive service needs. Services are provided based on an assessment of need via the participant's Individual Service Strategy or through the case management process. TRWDB's supportive service policy is available on the website at [www.partner4work.org](http://www.partner4work.org).

**Adult mentoring:** TRWDB's data shows that adult mentoring has a significant positive correlation with successful outcomes. For this reason, the Executive Director of the Mentoring Partnership of Southwestern PA sits on the Youth Advisory Committee and TRWDB has helped providers implement workplace mentoring strategies specific to opportunity youth seeking professional mentorship.

**Follow up services for not less than 12 months after the completion of participation:** All contracted youth providers are required to provide all participants with follow-up services. Per 20 CFR 681.580, these services must consist of more than an attempted contact to determine whether an individual is working.

**Comprehensive guidance and counseling:** All providers within Pittsburgh and Allegheny County are

required to offer career counseling and case management services. If they do not have expertise in house, providers also refer participants to external drug and alcohol counseling as appropriate.

**Financial literacy education:** Contextualized with paid work experience and other professional development education, contracted providers provide financial literacy education.

**Entrepreneurial skills training:** In conjunction with professional development training, contracted providers provide entrepreneurial skills training. Additionally, TRWDB is exploring cohort-based occupational skills training that would be grounded in entrepreneurial skills for youth participants.

**Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services:** All providers within the City of Pittsburgh and Allegheny County are required to offer career awareness, career counseling, and career exploration services.

**Activities that help youth prepare for and transition to postsecondary education and training:** All providers within the City of Pittsburgh and Allegheny County work with youth to prepare them for the transition to postsecondary education and training.

TRWDB believes strongly in the value of data to drive program delivery. In PY2019, additional reporting requirements were instituted for all year-round youth providers, collecting data on the types and duration of services provided with WIOA and TANF funding. These data are used to draw connections between services and outcomes so we can be sure to develop programs that are evidence based and help youth achieve success. Through this research, TRWDB has determined that adult mentoring and work experience are strongly correlated with successful outcomes of program participants. TRWDB has therefore placed a strong emphasis on these two particular elements in our youth system.

TRWDB's year-round programs are complemented by the Learn & Earn summer youth employment program open to low-income youth ages 14-24 in Pittsburgh and Allegheny County. Youth participate in paid work activities in a range of career tracks aligned with in-demand occupations. TRWDB works to build connections between the summer program and year-round professional development opportunities to create a continuum of services for youth. Youth also complete a work readiness training that includes time management, communication skills, financial literacy, resume writing, and conflict resolution training. The program seeks to promote youth leadership and increase opportunities for personal growth and career exploration.

An innovative partnership, TRWDB has worked with Allegheny County's Department of Human Services (DHS) to provide year-round programming to homeless and foster youth at the 412 Youth Zone, a drop-in center run by DHS. A single procured provider runs both the social service programs funded by DHS and the employment programs funded by TRWDB. The program recognizes that integrating social service supports and a sense of place with employment services for youth help to provide stability to participants. In best practice research this stability has been shown to help foster and homeless youth achieve better employment outcomes as well as to have more success in non-employment areas of their lives.

To strengthen connections between the business community and local secondary Career and Tech Centers, TRWDB leverages funding for paid work experience, dual enrollments, and credentials attainment for currently enrolled secondary school students and career exploration for sending school

students. In the past, these programs have been funded by Business Education Partnership and TANF Youth funds. Work experience programs reinforce the lessons learned in the classroom and are linked to high priority occupations. Credentialing and dual enrollment opportunities focus on helping students earn credentials that are industry-recognized and graduate from high school with a head start on college credits.

TRWDB has created and maintains a dashboard of key performance indicators that align with the strategic plan for all program areas and enables TRWDB to track, measure, and share practices and outcomes. This transparency and attention to detail allow TRWDB to see quickly what is working and where adjustment decisions need to be made tied to sound time-sensitive, data.

TRWDB works diligently to serve youth with disabilities through several programs and efforts. Youth with disabilities are served across TRWDB's network of year-round programs. TRWDB partners with Pittsburgh Public School's Start on Success program, which offers youth with learning disabilities co-op work opportunities, career exploration, work readiness activities, and 21<sup>st</sup> Century skill development to prepare them for competitive employment following high school. Beyond year-round programs, TRWDB also partnered with the Office of Vocational Rehabilitation (OVR) to identify opportunities for co-enrollment into the Learn & Earn summer youth employment program, connecting youth with disabilities to quality work experience with employers in in-demand industries and occupations.

As a core partner, OVR collaborates with TRWDB to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the local board and other youth services providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers to employment.

Work based learning is an important component for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to OVR in-school youth with disabilities may include:

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
- Independent Living Skills training will allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence. Independent Living Skills can include household budgeting and financial management; utilizing public transportation; navigating through the social services system.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness, advocating during an IEP process, understanding transition processes, and advocating for themselves in post-secondary education, employment, and coordinating social services.
- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curriculums can include soft skills training, interview skills, job readiness, job-seeking skills, HR practices, and other skills needed to become "workplace ready".
- Job Shadowing that provides students with disabilities with a job shadowing experience in an occupation of interest within a community integrated setting. Students will be provided an opportunity to shadow employees and obtain an overview of the knowledge, tasks, and abilities

needed to work in a variety of occupational fields.

All youth-serving agency partners collaborate to provide services and share costs for youth with disabilities. Should a youth choose not to access OVR programs and services, the services of other agencies remain available in accord with the needs and individualized employment plan of the youth.

With the assistance of young adults, young adult serving programs, and the Youth Advisory Committee, TRWDB has defined the “requires additional assistance to complete an education program to secure or hold employment” for ISY and OSY. More information can be found in the TRWDB Youth Eligibility Policy, found here: <https://www.partner4work.org/documents/policies/>. These eligibility determinations are reasonable, quantifiable, and evidence-based. TRWDB has developed a process for regular monitoring and reporting to ensure that no more than 5% of ISY are determined eligible through this method.

TRWDB will also explore opportunities for strengthening connections to other young adult serving programs, such as YouthBuild, Job Corps, AmeriCorps, and others. TRWDB will continue to work with these providers and with Title I Adult and Dislocated Worker providers to facilitate opportunities for co-enrollment when appropriate.

#### **TANF Youth Development Fund (YDF) Program**

TRWDB procures TANF Youth Development Fund (YDF) year-round programming every four years. Contracts with our TANF YDF year-round subrecipients are annual with the option to renew each year during the four-year procurement cycle. The current four-year procurement cycle is for PY2019 – PY2022. Currently, thirteen (13) agencies are funded through TANF YDF year-round funding. In addition, TANF YDF accounts for a portion of the funding used to support the Learn & Earn summer youth employment program, which TRWDB administers in partnership with Allegheny County and the City of Pittsburgh. In PY2020, 10 of the 24 agencies which TRWDB contracted with to deliver Learn & Earn program services were also TANF YDF year-round providers.

#### **WIOA Youth 14 Program Elements**

Each TANF YDF funded agency determines which of the 14 WIOA Youth Program Elements they will provide to program participants; all 14 elements are made available to TANF YDF participants in the local workforce development area. Some elements are built into program design and therefore are provided to all participants enrolled in programs. Others, like dropout recovery services, are available on an as-needed basis to program participants with an identified need for that specific element of support. TANF YDF funding in our local area is predominantly used for In-School Youth, so dropout recovery services are a very small part WIOA elements funded through TANF YDF.

#### **Outreach and Recruitment**

Each funded program holds the primary responsibility for recruiting youth into their program. Methods for recruitment vary across providers, the majority work with in-school youth for year-round programming and utilize the following methods: flyers within partnering school(s), recruitment events, school engagement, community outreach, and parent engagement. In general, TRWDB assists with recruitment by developing a strong referral network within our community and connecting youth providers with PA CareerLink®. Additionally, digital recruitment methods are also employed, such as the use of social media, text messaging, and local media for outreach.

Additionally, TRWDB oversees the TANF Employment Advancement and Retention Network (EARN) and Work Ready programs for Allegheny County exclusive of the City of Pittsburgh. These programs, along

with the PA CareerLink® and other WIOA funded programs, are all part of recruitment networks. Information is also shared with the PA Department of Human Services County Assistance Office (CAO) about programming. For Learn & Earn, recruitment efforts begin in the early spring. Efforts include social media outreach, a network of Application Support Centers throughout the County, and utilizing the networks of Allegheny County, the City of Pittsburgh, Pittsburgh City Council, and more to spread word about the application process.

**Young Adult Work Experience**

The Youth Advisory Committee (YAC) of TRWDB’s board believes that young adults learn to work by working. We are committed to building a young adult workforce development system that provides significant opportunities to build work experience. These include summer employment and other paid and unpaid work experience opportunities throughout the year, job shadowing and on-the-job training opportunities where individuals can earn a wage while receiving training. Further, each TANF funded year-round provider is required to spend at least 20% of their contracted amount on work experiences for young adult participants and must forge partnerships with local businesses to ensure that programming is aligned with industry needs in the local area. TANF YDF providers also coordinate with TRWDB’s industry partnerships to advise on the needs of young people in the workforce, create signature programming that leads to employment, and connect programs with businesses. TANF providers pay youth more than minimum wage where appropriate and possible to ensure that youth can participate in paid work experience.

**Business, Community, Education, and Workforce Partners**

Several local universities and colleges, including Point Park University, Carlow University, Chatham University, the University of Pittsburgh, and the Community College of Allegheny County provide college courses at reduced rates for TANF participants while in high school. Leading local businesses supporting TANF participants through paid work experience, interviewing supports, and in-kind donations include University of Pittsburgh Medical Center (UPMC), Allegheny Health Network, Mascaro Construction, and other leading employers in the region.

**Youth Program Incentives**

The TRWDB Incentive Policy outlines the full requirements for the provision of program incentives to TANF YDF participants. The policy sets a cap on award amounts, requires consistency and fairness in the awarding of incentives, and requires fiscal controls in place for the storing and issuing of gift cards as incentives. TRWDB requires all TANF TDF providers utilizing incentives to have a program-level policy in place before incentives can be offered. Providers are required to outline how they will equitably distribute incentives to ensure that every participant receives the same incentives for the same outcomes. The TRWDB Incentive Policy is available at [www.partner4work.org/documents/policies](http://www.partner4work.org/documents/policies).

**LWDB staff member who is responsible for the implementation, tracking, and reporting of the TANF YDF activities and expenditures:**

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**TANF YDF Program Sites / Contact Information (as of PY2020)**

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

**Matt Aelmore**

Director of Compliance

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**Description of how the LWDB monitors local providers and who is responsible for the monitoring:**

*Monitoring Process Overview*

TRWDB ensures subrecipient compliance through fiscal and program monitoring reviews. The frequency and intensity of these reviews depend on the risk level determined for each subrecipient organization. Throughout the monitoring, TRWDB will identify subrecipients to bring attention to any compliance deficiencies and offer technical assistance. Upon the conclusion of monitoring reviews, monitoring results will be communicated to subrecipients and outline best practices, areas of concern, and findings requiring the submission of a Corrective Action Plan.

*Risk Determination*

To determine risk levels, subrecipients are required to respond to the Pre-Monitoring Assessment Tool. This tool determines the subrecipient's risk level by asking a series of questions regarding the subrecipient's administrative capacity, accounting system, and previous monitoring and audit results. TRWDB will also request that subrecipients submit organizational documents and policies demonstrating organizational compliance with Uniform Guidance requirements.

TRWDB will review Pre-Monitoring Assessment submissions, organizational documents and policies, and any other relevant materials and information to determine the subrecipient's risk level (high, medium, low).

*Monitoring Reviews*

Program monitoring reviews may include, but are not limited to, the following:

- On-site or desk reviews of participant case files or electronic reports to ensure compliance with required program activities including participant eligibility, service delivery, and outcomes documentation
- Reviews of program reporting for data integrity and performance tracking
- Evaluation of program compliance, performance, and best practices through a program monitoring tool
- Participant and staff interviews or surveys

Fiscal monitoring reviews may include, but are not limited to the following:

- On-site or desk reviews of:
  - Revenue and expenditure reports
  - General ledger transactions detail
  - Payroll registers and allocation reports
  - Contract budgets
  - Bank reconciliations
  - Indirect cost and cost allocation proposals
  - Invoices, cancelled checks, and other disbursement documentation
  - Participant and staff timesheets
  - External audit reports
  - Balance sheets
- Review of a fiscal compliance documents including financial documents, written policies and procedure manuals, and other items to ensure compliance with federal and state regulatory requirements
- Monitoring of expenditure of funds and notifications to subrecipient prior to end of the obligation and liquidation period to ensure funds are spent.
- Collection of data and reports from subrecipients as needed to meet specific federal and state requirements.
- Evaluation through a fiscal monitoring tool
- Staff interviews

#### *Technical Assistance*

If a monitoring review observes a compliance deficiency, TRWDB will communicate the observation to the subrecipient. The subrecipient will then have an opportunity to respond to the observation, request technical assistance, and resolve the initial observation through a secondary review. TRWDB will provide technical assistance to subrecipients as needed throughout the program year.

#### *Monitoring Results*

Upon the completion of all monitoring reviews, all subrecipients will receive an official monitoring results letter detailing observed best practices, areas of concern, findings, citations to relevant regulations and policies, as well as recommendations toward the resolution of compliance deficiencies.

Any compliance deficiency observed during a monitoring reviews that is subsequently addressed by the subrecipient and observed as resolved upon a secondary monitoring review year will be considered an **area of concern** in the monitoring results letter.

Any compliance deficiency observed during a monitoring review that is not addressed by a subrecipient and observed as unresolved upon a secondary monitoring review will be considered a **finding** in the monitoring results letter.

#### *Corrective Action*

Depending on the type and context of deficiency observed, a subrecipient may be required to submit a Corrective Action Plan in response to a finding. Corrective Action Plans must demonstrate the specific actions being taken by a subrecipient to resolve a finding. Such actions include staff training, the development of new organizational processes, the development of organizational policies required under the Uniform Guidance, and any other actions approved by TRWDB under the Corrective Action Plan.

When required, a Corrective Action Plan must be submitted to TRWDB within 30 days of the subrecipient's receipt of the monitoring results letter. Once approved, TRWDB will conduct a monitoring review of the

Corrective Action Plan within 90 days of the Corrective Action Plan approval. The results of this monitoring review will be shared with the subrecipient stating whether the corrective action was implemented by the subrecipient and if the corrective action resolved the monitoring finding. If the corrective action plan was observed to be not implemented by the subrecipient, or did not resolve the finding through the corrective action, the subrecipient will be subject to additional actions or compliance requirements by TRWDB, up to and including contract termination.

LWDB Staff Responsible for Monitoring:

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Director of Compliance

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

TRWDB recognizes the importance of rapid response as an early-intervention service that helps workers and employers affected by layoffs, plant closures, or natural disasters. The primary objective of rapid response is to provide workers with the resources and services necessary to allow them to find new jobs or get the training and education needed for new careers, so they can return to work quickly. Rapid Response Coordination Services (RRCS) also help communities develop proactive and coordinated strategies to access Pennsylvania's economic development systems that help businesses at risk of closing to keep their doors open.

TRWDB plays a fundamental role in ensuring that early intervention services that assist workers and employers affected by layoffs, plant closures, or natural disasters are available in both Pittsburgh WDA and Allegheny County WDA. Through regular reports provided by PA CareerLink® Rapid Response staff, TRWDB monitors layoffs and business closure plans and provides support in coordinating timely, strategic and systemic response in major cases.

After learning of an impending planned closure or layoff, TRWDB communicates with the local Rapid Response team, which consists of TRWDB staff and PA CareerLink® staff (State Rapid Response staff, Business Services team, Unemployment Compensation staff and Career Counselors). This team works with the affected employer and employees to develop a customized plan of response. Each customized plan includes at least strategies for disseminating information about unemployment insurance, health and pension benefits, job search activities, education services, training programs (e.g., WIOA, Trade Adjustment Assistance, and NAFTA), social services, community and economic development activities, emergency assistance, and crisis counseling. PA CareerLink® staff adhere to Rapid Response and Trade Act guidance issued by the Commonwealth, including the requirements for Rapid Response early-intervention, and conducting a Benefits Rights Interview (BRI) and Enrollment Assessment (EA) for potential Trade-eligible participants. PA CareerLink® staff may support through a range of activities, including outreach and follow-up to clients, needs assessments and service strategy development, and helping to facilitate co-enrollment with WIOA Dislocated Worker programming, as appropriate and/or required.

TRWDB's vision for future rapid response services is to connect with job seekers and workers immediately upon notification of layoff, thus facilitating a more rapid reemployment of affected workers. To respond to increased layoffs and unemployment during the COVID-19 pandemic (beginning in 2020), TRWDB

partnered with PA Department of Labor & Industry staff, including the Rapid Response team, to pilot a new approach for outreach to dislocated workers in our area. PA CareerLink® - Allegheny East was one of five PA CareerLink® offices in Pennsylvania to participate in the Dislocated Worker Outreach Initiative. The second phase of this initiative will begin in early 2021, expanding to several additional PA CareerLink® offices, including PA CareerLink® - Pittsburgh. Expected improvements resulting from the new outreach strategy, include:

- Increase dislocated workers' awareness of PA CareerLink® offices and services;
- Connect dislocated workers with reemployment resources; and
- Increase program participation (long-term).

***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).***

Allegheny County is home to six secondary Perkins Career and Technical Education centers and two postsecondary Perkins programs. TRWDB staff attend Perkins Participatory meetings and offer labor market data relevant to secondary and postsecondary populations to help guide and implement programs of study. TRWDB has partnered with local CTCs during the development and implementation of Business Education Partnership programs, bridging connections between CTC programs and in-demand industries, while providing career exploration opportunities for students. TRWDB also commits to coordinating with and providing support to our local CTCs during Perkins V local needs assessment processes by providing workforce development and labor market information on in-demand occupations, participating in efforts to obtain stakeholder input, including stakeholder committee(s) for the Perkins V local needs assessment, and other activities to support the local needs assessment's completion. Post-secondary Perkins providers, including Community of College of Allegheny County and Rosedale Technical College, are also WIOA required one-stop system partners, which ensures program information is made available to individuals at PA CareerLink® offices and referrals are made as appropriate. While building connections with each of the 43 school districts in Allegheny County is a challenge, TRWDB regularly coordinates with secondary institutions through our network of year-round in-school youth programs, Learn & Earn, educational intermediaries like the Allegheny Intermediate Unit and Consortium for Public Education, and other funded programs, such as Teacher in the Workplace. Such programs are designed to be complimentary and not duplicative of existing secondary and post-secondary education. Learn & Earn for example connects youth and young adults to meaningful work experience opportunities during the summer in between school years. Teacher in the Workplace creates opportunities for teachers to enhance their knowledge of industry trends and employer needs and bring this information back to the classroom, supporting college and career readiness curriculum.

TRWDB continues to encourage programs at postsecondary educational institutions that train job seekers for high priority occupations to apply for inclusion on the Eligible Training Provider List (ETPL). Additionally, TRWDB works with postsecondary training providers to create cohort-based training programs when appropriate. Beginning in PY 2019, TRWDB also established a pilot program, in partnership with the Community College of Allegheny County (CCAC) and Point Park University, which works with students in a 2-year degree program to prepare and bridge into a 4-year degree program. This work will build a pipeline for non-traditional students to be supported in earning a bachelor's degree and will work to retain local talent in our labor market.

TRWDB coordinates with our Title II Adult Education partner to appropriately refer customers to the

important education, GED attainment, literacy, and other services offered through these programs. Title II Adult Education programs provide direct access to services with staff physically present at the PA CareerLink® sites in Pittsburgh and Allegheny County. TRWDB and our Title II Adult Education partner are also committed to working with the one-stop operator to develop more effective referral processes, engage in cross-training efforts among PA CareerLink® staff, and explore opportunities for improved service coordination and co-enrollment of participants.

Digital literacy and access to technology have become increasingly important to successful participation in education and training, and the employer demand for these skills has increased across a wide range of sectors. TRWDB will continue to develop strategies and partnerships for reducing technology barriers to education and employment for participants. This includes partnering with our local WIOA Title II program to provide digital literacy training to job seekers and training participants. TRWDB will also work to connect participants with programs and resources that increase technology and broadband access to individuals. Support services may also be explored as a way of improving technology access to program participants.

Sections 4.3 and 4.4 provide greater detail on how TRWDB and its partners will work to increase accessibility of workforce development programs and services in our area.

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

TRWDB has established the WIOA One-Stop Partner Memorandum of Understanding (MOU) with PA CareerLink® Pittsburgh/Allegheny County system partners and the chief elected officials (CEOs), Allegheny County Executive and Mayor of Pittsburgh. Through the MOU, TRWDB and our one-stop partners seek to establish a system that stands in contrast to a “traditional”/historical transaction-based model, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The One-Stop Partner MOU defines the parameters within which Wagner-Peyser and other WIOA partner programs and entities operating in the Allegheny County and Pittsburgh WDAs can create a seamless, customer-focused service delivery system that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners can build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes. The MOU outlines the following ways in which coordination will occur among Wagner-Peyser and the remaining WIOA partner programs. Partners will promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the One-Stop Operator;
- Active involvement in joint planning, policy development, and system design processes;
- Commitment to and active involvement in the development of a joint mission, vision, goals, strategies, and performance measures;
- The design and use of common intake, assessment, referral, and case management processes;

- The use of common and/or linked data management systems and data sharing methods, as appropriate;
- Leveraging of resources, including other public agency and non-profit organization services;
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction;
- Establishing a point-of-contact(s) to serve as a liaison between the Partner program and PA CareerLink®; and
- Participation in regularly scheduled partner meetings to exchange information in support of the above and encourage program and staff integration.

All staff in the PA CareerLink® offices work together to ensure that job seekers have access to career training, labor exchange, and education services as necessary. At PA CareerLink® Pittsburgh/Allegheny County locations, adults and dislocated workers receive basic, individualized services, and training services if eligible. Title I Adult and Dislocated Worker providers work in partnership with Adult Basic Education, Wagner-Peyser, and OVR staff to coordinate across programs. Regularly scheduled leadership meetings are attended by representatives of Title I Adult and Dislocated Worker, Adult Basic Education, Wagner-Peyser, OVR, and shared center management staff. These meetings are used to set and implement strategy in alignment with federal, state, and local guidance. In addition, direct service supervisors from core program partners attend regular supervisory meetings where daily operations are determined and managed. Integral to our system, job seekers are identified by shared staff at the point of entry and then referred to the appropriate program(s) to meet their needs.

TRWDB also works with its contracted youth and young adult service providers to ensure an appropriate referral network for program participants to access workforce and supportive services. To avoid service duplication and to provide for the best match between program and participant, youth programs are encouraged to work together. Further, to assist in best practices sharing and inform services provided to youth participants, TRWDB staff provide regular technical assistance to youth and young adult service providers.

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

TRWDB fully supports the vision of WIOA and the Commonwealth for improved coordination and collaboration across WIOA programs and partners, including Adult Education and Literacy. TRWDB will continue to engage with our Title II Adult Education partner(s) during the development and implementation of programs and services. TRWDB engaged with our Title II partner and received feedback during the development of this plan.

Literacy Pittsburgh is the current Title II Adult Education and Family Literacy provider for Allegheny County. Literacy Pittsburgh makes classroom services available on-site at both PA CareerLink® – Allegheny East and PA CareerLink® - Downtown Pittsburgh. Additionally, job seekers can enroll in any of the learning programs offered by the agency. Program offerings from Literacy Pittsburgh are provided below:

- **Career Readiness:** Classroom instruction and tutoring for GED® preparation, reading, writing, math, workplace, and digital literacy skills to meet personal and professional goals. Career planning services help students in all programs explore family-sustaining wage careers, assess fit, and develop and execute plans to enter training, post-secondary education, and or attain jobs.

- **English Language Learning:** Classroom instruction for immigrants to learn to speak, read and write English and to become familiar with American workplace skills and increase digital literacy. Citizenship classes prepare immigrants and refugees for the naturalization process, including the citizenship test. Our Immigrant Services and Connection program provides service coordination and case management for immigrants facing housing, food, and other barriers.
- **Family and Child Literacy Programs:** Family Literacy is a classroom-based program which helps develop parents' literacy and language skills while fostering a love of learning within their children.

Literacy Pittsburgh is represented at monthly core partner meetings, where PA CareerLink® operations and services are discussed and monitored, with a focus on collaboration between Titles I, II, III, and IV. Additionally, Literacy Pittsburgh is represented at the bi-weekly Business Service Team meetings, focusing on employer engagement and employer services across the core partners. Literacy Pittsburgh is invited and participates in monthly PA CareerLink® Staff meetings. A direct referral system has been established and is monitored for co-enrollment in Title I and Title II services.

Literacy Pittsburgh works with TRWDB to identify and develop opportunities to collaborate to support job seekers and employers. As the Title II provider, Literacy Pittsburgh is represented on the Workforce Development Board, which serves to facilitate collaborative work on regional priorities. Literacy Pittsburgh works within signature projects of TRWDB to align adult basic education services to priority industries. Examples include the Early Childhood Education Apprenticeship program, where Literacy Pittsburgh provides tutoring and bridge to college classes and the Introduction to the Construction Trades pre-apprenticeship program where the organization provides math instruction. Participants are co-enrolled with Title I where applicable. The Builders Guild of Western PA and Literacy Pittsburgh have worked together to raise additional funds to expand the pre-apprenticeship program to include a GED © preparation component. Further, Literacy Pittsburgh provides education services directly to employers to help with retention and advancement of incumbent workers.

TRWDB staff and local board members will review local adult education provider applications under WIOA Title II, taking into consideration their alignment with the strategies, vision, and goals outlined in the local workforce development plan for the City of Pittsburgh and Allegheny County. TRWDB will utilize the process and scoring criteria established by the PA Department of Education and follow any additional guidance provided to the Board on the process. Procedures announced by the PA Department of Education call for the local Adult Education proposers for services in the local area to submit applications directly to PDE. PDE will perform an initial review to ensure compliance by the proposers with requirements established by the PDE. PDE will then share applications related to each workforce area with the appropriate workforce development board, along with the scoring framework that is being employed by the PDE. Local boards will then send recommendations regarding local Adult Education provider proposals to the PDE for consideration during PDE's final review, scoring, and selection process. PDE will make final decisions and inform the local board so that representatives of Adult Education providers can be included in service coordination meetings led by the one-stop operator.

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

TRWDB funded programs outreach to and provide services to individuals with barriers to employment.

TRWDB has established a Priority of Service Policy, aligned with the requirements of WIOA and related policies that prioritizes WIOA Adult services to participants who are low-income individuals, recipients of public assistance, and individuals who are basic skills deficient. Veterans and their spouses, though not included as a population with barriers to employment, are also a priority group under WIOA. Individuals are assessed at the time of enrollment to determine their qualification for priority of service. Our organization is committed to ensuring at least 51% of Adult participants served are among priority groups, a benchmark established by the Commonwealth. In addition, both WIOA and TANF year-round youth and young adult programs have set eligibility requirements to ensure participants being served are low income and/or have an additional barrier(s) to employment. The table below shows the percentage of WIOA participants served during PY2019 that are among specific populations with barriers to employment.

**Table 9. WIOA Participants Served Allegheny County / Pittsburgh**

Population	WIOA Adult	WIOA Dislocated Worker	WIOA Youth
Low-Income Individuals	58.4%	21.6%	99.2%
Ex-Offenders	31.7%	9.1%	6.9%
Individuals with Disabilities (incl. youth)	12.2%	7.4%	15.3%
Single Parents	11.4%	16.2%	7.9%
Long-term Unemployed (27 or more consecutive weeks)	11.2%	5.1%	0.0%
English Language Learners, Low Levels of Literacy, Cultural Barriers	4.6%	1.7%	78.8%
Homeless Individuals / runaway youth	2.5%	1.7%	3.2%
Displaced Homemakers	0.2%	2.3%	0.5%
Youth in foster care or aged out of system	0.2%	0.0%	2.6%
<b>Total Served (07/01/2019 - 06/30/2020)</b>	<b>517</b>	<b>352</b>	<b>378</b>

*Source: PA Department of Labor & Industry (2020)*

Beyond year-round programs, TRWDB has funded several additional projects focused on serving individuals with barriers to employment and other special populations. TRWDB has developed and implemented both federal and state-funded programs to connect both young adults and adults with past or current involvement with the criminal justice system to education and training opportunities. The USDOL-funded STRIVE and Pathway Home programs and the state-funded Career Pipeline program are examples. Additionally, TRWDB has established Transitional Jobs (TJ) programs that are time-limited work experiences that help individuals with chronic unemployment build work histories. In addition to valuable work experiences, most of the TJ participants receive skills training in occupations such as construction or culinary. Additionally, in partnership with the City of Pittsburgh and Allegheny County, TRWDB's Learn & Earn program focuses on providing low-income youth and youth with barriers to employment with quality summer employment and work readiness training.

TRWDB also administers the Temporary Assistance for Needy Families (TANF) Employment Advancement and Retention Network (EARN) and Work Ready programs for Allegheny County. TRWDB continues work in strengthening partnerships between Title I WIOA services and TANF providers. Local boards in Pennsylvania also recently collaborated with the PA Department of Human

Services (DHS) on developing and implementing re-designed TANF EARN and Work Ready program models, shifting toward a more holistic service model that works to meet both the workforce and human service needs of individuals. Updates to these programs include:

- Expanded services beyond the Work First approach to promote more access to education and barrier remediation, recognizing education is often required for family-sustaining jobs.
- Incorporation of counseling services and a stronger case management/coaching component to provide consistent, comprehensive support.
- An extended timeframe to provide retention services to help navigate the transition into the workforce and address elements of the “benefits cliff.”
- A new focus on people who have needed TANF the longest and often face significant barriers. The Work Ready programs will now be serving the extended TANF population, and DHS is revising policies to increase flexibility for serving this population.
- Revised program evaluation measures and pay-for-performance items to reflect and incentivize long-term outcomes.

Through PA CareerLink®, WIOA Title IV eligible OVR customers also are able to access multiple services from qualified Vocational Rehabilitation Counselors that may include but not be limited to: diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities.

Section 4.6 provides a full list of job seeker services made available through the PA CareerLink® system, as agreed upon by partner within the PA CareerLink® Partner MOU.

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

The Memorandum of Understanding (MOU) among PA CareerLink® partners describes the menu of services that will be available to local employers as a shared responsibility of all partners. At a minimum, the below business services will be made available at each comprehensive PA CareerLink® location, as applicable to the program, consistent with and coordinated via the PA CareerLink® Pittsburgh/Allegheny County. Access to partner programs and services may be delivered through any of the following methods:

1. Having a program staff member physically present at the PA CareerLink® site;
2. Having a staff member from a different partner program physically present at the PA CareerLink® site and appropriately trained to provide information to customers about the programs, services, and activities available through the partner program; or
3. Making available a direct linkage through technology (phone, Skype, etc.) to a program staff member who can provide meaningful information or services.

Business Services		
Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches

Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on human resources issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

Additionally, business services staff can identify resources to assist any employer to diversify their workforce to include individuals with barriers to employment. Specifically for individuals with disabilities, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include: reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards, and helping a business to retain current employees following an accident, injury or disability.

The Office of Unemployment Compensation (UC) also provides services to ensure employers understand their legal rights and responsibilities, which helps to reduce their cost of doing business. UC customer service staff conduct seminars on UC topics where these rights and responsibilities are explained. This also allows for the opportunity to forge connections between employers and the PA CareerLink® system.

Further, as previously discussed, industry partnerships help to facilitate coordination between employers and education/training providers in high priority industries to ensure training and credentialing continue to align with the changing needs of businesses. The Intro to the Trades, BankWork\$, and ECE Registered Apprenticeship programs are examples of education and training programs developed through ongoing dialogue between employers and training providers. In addition, TRWDB's state-funded Business Education Partnership and Teacher in the Workplace programs have helped facilitate direct connections between employers and secondary education and CTC programs.

#### **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?**

Recognizing the value of supportive services in helping people overcome barriers and successfully complete training and/or enter employment, TRWDB, through coordinated and strategic partnerships with PA CareerLink® and a network of providers, ensures that appropriate and necessary services are available to assist adults, dislocated workers, and youth in the City of Pittsburgh and Allegheny County. TRWDB has Supportive Service Policy in place that allows for the following:

1. **Transportation** – Supportive services funds may be used to cover certain transportation costs, including a.) Bus passes, not exceeding Allegheny Port Authority’s monthly fare; b.) Gas cards, not exceeding \$25 per week.
2. **Driver’s license or state identification card:** A WIOA participant may receive supportive services funds for one (1) instance of the cost of obtaining a state driver’s license or identification card. Supportive service funds may not be used to pay for the costs of fines, penalties, or legal fees associated with obtaining or reinstating a driver’s license.
3. **Non-employer paid licensing/certification or educational testing fees-** A WIOA participant may receive funding for a maximum of two (2) instances of the same license/certification or test utilizing WIOA supportive services dollars. WIOA Title I program staff will determine the need for licensing or testing through employer demand. The staff will make the necessary arrangements with the vendor for payment. The cost of GED testing and/or obtaining GED transcripts may be covered under this supportive services category.
4. **Drug Testing and/or TB Testing:** A WIOA participant may have one (1) instance of a drug test and/or TB test paid for through WIOA supportive services dollars.
5. **Criminal Background Checks and/or Clearances—** A WIOA participant may have one (1) instance of obtaining a criminal background check and/or clearances necessary to begin employment and/or education paid through WIOA supportive services dollars. This includes one (1) instance of each of the following: Pennsylvania Child Abuse History Clearance, Pennsylvania State Police Criminal Record Checks, and Federal Bureau of Investigations (FBI) Criminal History Background Check.
6. **Clothing and/or uniform:** A WIOA participant may receive one (1) voucher for up to \$100 to purchase clothing and/or a uniform(s) necessary for participation in training, a job interview, or the first week of employment if these items are not provided by the training provider or employer.
7. **Equipment/tools:** A WIOA participant may receive one (1) voucher for up to \$250 to cover the costs of tools and/or equipment necessary for participation in training or the first week of employment if these items are not provided by the training provider or employer.
8. **Unions and Registered Apprenticeships Fees:** A WIOA participant applying to a union and/or registered apprenticeship may receive assistance for non-employer paid, non-refundable costs required for initial admittance or participation in the program. These costs may include application fees, initial dues (one month only), and/or required clothing/shoes. Supportive services funds may only be used if the expenses are a requirement for participation in training and/or a reasonable condition of employment.
9. **Reasonable accommodations for individuals with disabilities** —WIOA supportive services dollars may only be used as the funding of last resort for these accommodations.

TRWDB works with our partners to ensure the comprehensive service needs, beyond the above supportive services, of adult and youth customers are met. For example, by tapping into the collective

expertise of a network of provider organizations, TRWDB ensures WIOA youth have access to all of the 14 WIOA program elements. Through shared referrals, TRWDB and its partners can ensure youth have every opportunity to achieve their goals on the path to a successful future. In addition, through the One-Stop Partner Memorandum of Understanding, WIOA partners commit to establishing a coordinated and streamlined system for referrals across partner programs to ensure the full service needs of customers are met.

## 5. COMPLIANCE

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

The PA CareerLink® Partner MOU for Allegheny County and the City of Pittsburgh is a key document outlining how access to a WIOA partner programs will be coordinated and made available in the local one-stop delivery system. Partners in the PA CareerLink®, system including Wagner-Peyser, Adult Basic Education, and OVR, have also collaborated with TRWDB and Title I Adult/Dislocated Worker programs to design and implement an innovative service delivery model aligned with WIOA regulations and TRWDB's strategic goals.

TRWDB partners with the Office of Vocational Rehabilitation (OVR) to further enhance the services provided to individuals with disabilities. This relationship has been formalized through partnership agreements that allow OVR to operate effectively in the local workforce development area.

OVR is represented on the Three Rivers Workforce Development Board (TRWDB) and OVR is a key partner in PA CareerLink® in Pittsburgh and Allegheny. Core WIOA partners meet regularly to address challenges to and improve one-stop service delivery (including to individuals with disabilities) through better service coordination, cross-training of staff, identifying opportunities for co-enrollment, and other efforts. TRWDB is also currently working with OVR to explore further opportunities for partnership through data sharing and additional cooperative agreements to better serve the needs of adults and youth with disabilities.

Through training and technical assistance, OVR serves as a resource for serving individuals with disabilities to one-stop center staff. One-stop center staff have received training on ADA compliance and law, TTY, benefits counseling, and disability awareness and sensitivity.

### **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 purpose of the TRWDB's debt collection policy is to provide policy and procedures for debt collection associated with the misexpenditure of Workforce Innovation and Opportunity Act (WIOA) funds.

#### References:

WIOA Section 184(c), 20 CFR 683.750, 20 CFR 683.420

PA Workforce System Policy 03-2015: Financial Management Guide

2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards

TRWIB, Inc. will utilize its debt collection process once there has been a finding of a misexpenditure from an audit resolution. A debt is established when the final determination disallows any costs questioned in the audit. Grantees/fiscal agents must utilize an aggressive debt-collection system that ensures the collection of debts established as a result of sub-recipient audits. The collection of that debt is a separate process as described below.

## **Procedures**

Each fiscal agent is required to coordinate the auditing of WIOA funds contracted to sub-grantees during each fiscal year. This includes ensuring that the fiscal agent issues a management decision within six (6) months to all sub-grantees after receiving the audit/monitoring report. The management decision must come in the form of a determination letter that the fiscal agent has reviewed and validated all pass-through funds and has taken corrective action to remedy audit findings affecting the pass-through funds. The fiscal agent must make a determination within 6 months of receiving the audit.

In regard to the resolution of audits of sub-grantees conducted in accordance with OMB Uniform Guidance, grantees are required to obtain copies of the single audits and the respective corrective action plans. Grantees must review the corrective action plan and determine if the information is sufficient to resolve all findings related to WIOA or state-funded programs. If there are questioned costs or if the corrective action plan does not resolve the administrative findings, the grantee/fiscal agent should follow the applicable resolution process. All audits performed under OMB Uniform Guidance must be resolved within six months after the receipt date of the audit report.

Following receipt of audit reports from the auditors for program-specific audits, the grantee/fiscal agent must submit a copy of the report to each agency audited for its review and comment.

The preferred corrective action for misexpenditure of WIOA funds is a lump sum repayment from non-federal sources. However, subject to BWDA approval, TRWIB may allow negotiation of short-term installment agreements instead of full lump sum repayments when the circumstances warrant. In the following situations, immediate repayment of the debt is mandatory and no installment payments can be utilized.

Funds must be returned immediately to the Department in cases of:

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

Following the issuance of a determination by the fiscal agent, the lower tier sub-recipient may appeal that determination by sending a written request with supporting details to TRWIB Chief Executive Officer. All appeals must be submitted by certified mail, return receipt requested. Federal regulations require that a hearing must be held within 60 days of the filing of the appeal. An appeal to the Department must be made through the UC Appeals System Administrator, UC Board of Review at:

Pennsylvania Department of Labor & Industry  
UC Appeals System Administrator  
UC Board of Review  
651 Boas Street, Room 1116  
Harrisburg, PA 17121

A copy must be provided simultaneously to USDOL and BWDA at the following addresses:

U.S. Department of Labor  
Philadelphia Regional Administrator  
The Curtis Center, Suite 825 East  
170 S. Independence

Mall West  
Philadelphia, PA 19106-3315

Pennsylvania Department of Labor & Industry  
Bureau of Workforce Development Administration  
ATTN: Grants & Fiscal Services Division  
651 Boas Street, Room 1200  
Harrisburg, PA 17121

The UC Appeals System Administrator will appoint a hearing officer who will conduct a hearing and issue a decision within 60 days from the receipt of the appeal. Any party receiving an adverse decision from the Department may file an appeal to the Secretary of USDOL within 60 days of the decision; or if a decision is not issued within 60 days of the filing of the appeal at the state level, any party may file an appeal with the Secretary of USDOL within 60 days from when the state decision was due (a total of 120 days from the date on which the request for appeal was filed with the state.) All appeals to the U.S. Secretary of Labor must be submitted by certified mail, return receipt requested, to:

U.S. Secretary of Labor  
Attention: ASET  
U.S. Department of Labor  
200 Constitution Ave. NW  
Washington, D.C. 20210

A copy of the appeal must be provided simultaneously to the USDOL and BWDA at the following addresses:

Pennsylvania Department of Labor & Industry  
Bureau of Workforce Development Administration  
ATTN: Grants & Fiscal Services Division  
651 Boas Street, Room 1200  
Harrisburg, PA 17121

U.S. Department of Labor, Philadelphia Regional Administrator  
The Curtis Center, Suite 825 East  
170 S. Independence Mall West  
Philadelphia, PA 19106-3315

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

TRWDB is dedicated to ensuring continuous improvement of the public workforce development system and remaining a high-performing local board, including through the following:

- **Commitment to achieving the Governor's workforce development goals:** Section 2.3 of this document describes in detail how TRWDB's strategies, vision, and goals align with and work to achieve the goals of the Governor described in Pennsylvania's WIOA Combined State Plan. TRWDB will continue to prioritize strategies that support 1.) Development of career pathways

and apprenticeship opportunities; 2.) Expansion of industry partnerships and sector strategies to improve responsiveness of workforce programs to industry demand; 3.) Increasing work experience and work-based learning opportunities for youth and young adults; 4.) Continuous improvement of the workforce development system; and 5.) Strengthening the one-stop delivery system.

- **WIOA Performance Levels:** Section 2.4 of this document describes how TRWDB's strategies, vision, and goals support the achievement of WIOA negotiated performance levels and how TRWDB regularly monitors and assesses progress in meeting WIOA performance requirements. TRWDB is committed to exceeding our WIOA negotiated performance levels and will continue to ensure program investments and decision-making are informed and driven by program data and performance information.
- **Fiscal Integrity:** TRWDB has a dedicated fiscal department that will strive to maintain fiscal integrity of our programs, as demonstrated through regular financial audits of our organization and fiscal monitoring of our programs (at both the federal and state level). TRWDB has established an agreement with our local elected officials that outlines our role as fiscal agent for WIOA Adult, Dislocated Worker, and Youth funding. Further, TRWDB will adhere to the requirements of Uniform Guidance, the Commonwealth's Financial Management Guide, and all other applicable policies and regulations governing our organization and programming.
- **Compliance:** Section 2.3 of this document describes how TRWDB has a dedicated quality assurance team focused on maintaining compliance with all federal, state, and local legislation, regulations, policies, and guidance applicable to our programming. TRWDB develops both internal policies for our staff and program policies for our funded providers to maintain compliance during program implementation. Our quality assurance team also conducts risk assessments, regular monitoring, and provides technical assistance to funded providers. TRWDB will fully cooperate with all federal and state monitoring procedures, as appropriate.
- **Best Practices:** TRWDB continuously works to develop promising or best practices in service delivery through research, data, employer, and client driven program models. Recent innovations such as The Hub, which connects customers to virtual PA CareerLink® career services and the Career Services Expansion project, which expands in-person PA CareerLink® services through strategic community partnerships are both examples.
- **Serving Individuals with Barriers to Employment:** Section 3.3 and Section 4.13 of this document both describe in detail how TRWDB and our partners will work to outreach to populations with barriers to employment and develop programming to effectively serve these individuals. TRWDB will ensure at least 51% of WIOA Adult participants served qualify for Priority of Service under WIOA. TRWDB's WIOA and TANF funded young adult programming both set eligibility requirements to ensure services are prioritized for individuals with barriers to employment. In addition, TRWDB has developed specialized programming, focused on reaching individuals with specific barriers, including transitional jobs for those experiencing chronic unemployment and programs for individuals with past or current involvement with the criminal justice system. Enhancing accessibility to PA CareerLink® services through virtual and remote services and strategic community partnerships is another means of reaching people with barriers to employment. Further, coordination with PA CareerLink® partners and other organizations will ensure a strong referral network to comprehensively meet clients' needs.
- **Career and Training Services:** As discussed throughout this document, TRWDB continues to work

to expand career services and training opportunities, ensuring alignment with employer and industry demand. This includes regular outreach to training providers to maintain a robust list of quality training offerings on the Eligible Training Provider List. Our industry partnerships and sector strategies are also a key tool for assessing industry priorities and building new training opportunities aligned with what employers need. The BankWork\$ (national model), ECE Registered Apprenticeship (partnership with community college and higher education), and Intro to the Trades (pre-apprenticeship) are each examples of training developed in close connection with industry partnerships. TRWDB has also recently leveraged multiple funding streams to competitively procure cohort-based training programs across several in-demand industries.

- **Training Expenditure Requirements:** By expanding the availability of quality training opportunities and increased customer outreach, TRWDB is committed to achieving the training expenditure benchmarks set by the Commonwealth and will regularly monitor progress in meeting these levels.
- **Regional Business Engagement:** Section 3.4 describes how TRWDB will collaborate on a regional scale to engage employers. This includes increased coordination with PA CareerLink® business services teams regionally, responding to the needs of businesses that cross county and workforce area boundary lines. Local boards in the Southwest Region are also exploring opportunities to strengthen coordination with regional economic development efforts, including PA Department of Community and Economic Development (DCED) programming and other region-wide initiatives.
- **Sector Initiatives:** TRWDB's sector initiatives and industry partnership efforts are discussed throughout this document. TRWDB will continue to strengthen partnerships with employers across our nine industry partnerships and develop programming closely aligned with industry needs.

#### ***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?***

TRWDB recognizes the value and importance of engaging with the public and key stakeholders in the development of this local plan. Such input is crucial to ensuring that the local plan is a comprehensive document that works for all stakeholders within the public workforce development system and better serves job seekers and employers.

A final draft of our local plan was made available on TRWDB's website ([www.partner4work.org](http://www.partner4work.org)) on **February 12, 2021** for a 30-day period for public comments. The release of the local plan for public comment was announced to TRWDB's various networks. All feedback received during the public commenting period is thoroughly reviewed, considered, and then, as appropriate, incorporated into the final local plan document. Comments that suggest adjustments to the plan will be shown as an attachment to this document, along with actions taken, when submitted to the Commonwealth.

Much of the development of the local plan is informed by our regular engagement with various workforce development stakeholders. For example, during the development of the PA CareerLink® Partner Memorandum of Understanding, TRWDB engaged each core, required, and additional one-stop

partner in a process to achieve consensus on how partners will coordinate, collaborate, and deliver services within the public workforce system. The results of this process are reflected throughout the local plan. In addition, TRWDB's transition strategic plan is a key component to the strategy, vision, and goals described in Section 2 of this document. The transition strategic plan was developed through a series of planning meetings with regional leaders across business, education, economic development, labor, government, and philanthropy. Furthermore, the Ready to Work Recovery Response Coalition, developed as a strategic response to the COVID-19 effects on workforce and economic development, consists of leaders across business, education, economic development, human services, labor, and philanthropy. The strategies and goals developed by this group of key stakeholders is reflected in this document and continues to inform future initiatives. The Youth Advisory Committee of TRWDB provided input regarding this local plan at their meeting in December 2020.

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

As discussed in Section 5.4, the draft local plan was posted for a 30-day public comment period on **February 12, 2021**. TRWDB also informed our network of various stakeholders of the posting. All feedback received during the public commenting period is thoroughly reviewed, considered, and then, as appropriate, incorporated into the final local plan document. Comments that suggest adjustments to the plan will be shown as an attachment to this document, along with actions taken, when submitted to the Commonwealth.

#### ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and documents listed are (or will be) in place and effective prior to June 30, 2021.

The following components and documents, including local workforce system policies, must be reviewed and revised as to be aligned with WIOA for the current planning cycle. Each item must be available to L&I at any time during the planning process and monitoring or auditing processes. L&I is not requiring copies of such documents to be attached to regional or local area plans at this time.

✓ The Allegheny County and City of Pittsburgh Local Workforce Development Areas attest that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.

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

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

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

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

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

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

✓ Local area MOU.

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

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

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

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

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

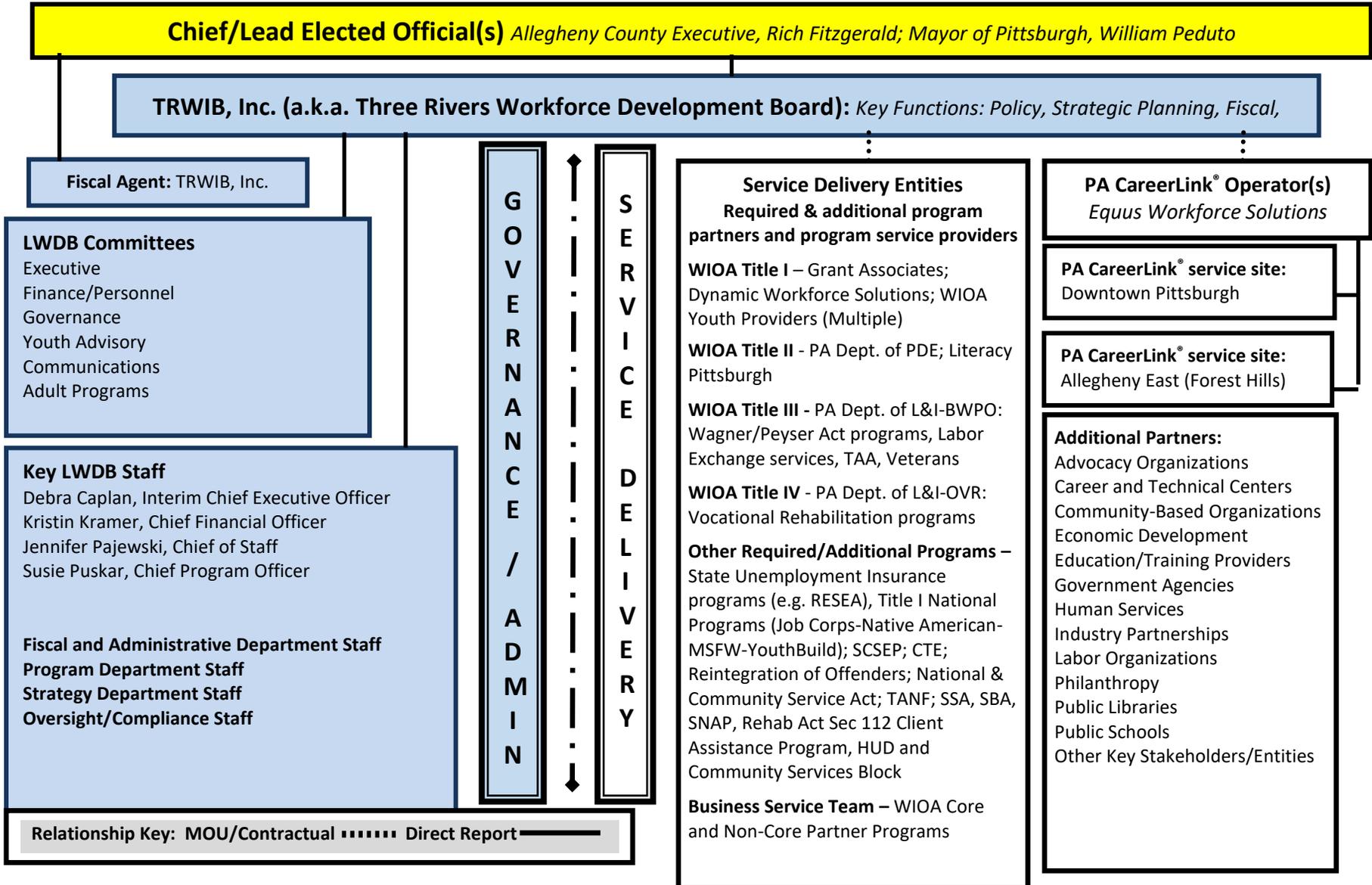
The Pennsylvania Department of Labor & Industry, or L&I, negotiates WIOA Title I programs performance goals with the U. S. Department of Labor on a two-year program cycle, which aligns with the WIOA planning requirement of reviewing WIOA Local Area Plans every two years. In an effort designed to meet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

LWDA Name: Allegheny County		
WIOA Title I Programs (Adult- Dislocated Worker- Youth) Performance Measures	LWDA's WIOA Title I Programs <u>Negotiated Performance Goals</u> - <i>*Program Year(s): 2020 – 2021 (Most recent negotiated levels)</i>	LWDA's WIOA Title I Programs <u>Attained Performance Results</u> - <i>*Program Year: 2019 (Most Recent Annual Performance)</i>
<b>Employment (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	77%	75.6%
Dislocated Worker	80%	86.8%
Youth	64%	69.1%
<b>Employment (Fourth Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	72%	73.8%
Dislocated Worker	80%	85.2%
Youth	58%	61.6%
<b>Median Earnings (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	\$5,700	\$6,096
Dislocated Worker	\$7,800	\$8,804
Youth	\$2,200	\$2,390
<b>Credential Attainment Rate</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	60%	71.2%
Dislocated Worker	65%	66.7%
Youth	75%	77.2%
<b>Measurable Skill Gains</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	50%	62.1%
Dislocated Worker	40%	42.6%
Youth	70%	89.7%

LWDA Name: City of Pittsburgh		
WIOA Title I Programs (Adult- Dislocated Worker- Youth) Performance Measures	LWDA's WIOA Title I Programs <u>Negotiated Performance Goals</u> - *Program Year(s): 2020 – 2021 (Most recent negotiated levels)	LWDA's WIOA Title I Programs <u>Attained Performance Results</u> - *Program Year: 2019 (Most Recent Annual Performance)
<b>Employment (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	77%	78.9%
Dislocated Worker	80%	89.5%
Youth	64%	62.9%
<b>Employment (Fourth Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	72%	75.1%
Dislocated Worker	80%	83.3%
Youth	58%	66.5%
<b>Median Earnings (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	\$5,700	\$5,603
Dislocated Worker	\$7,800	\$8,321
Youth	\$2,200	\$2,067
<b>Credential Attainment Rate</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	60%	88.9%
Dislocated Worker	65%	75.8%
Youth	75%	83.9%
<b>Measurable Skill Gains</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	50%	69.8%
Dislocated Worker	40%	42.9%
Youth	70%	74.1%

# Attachment 2: WIOA Local Workforce Development System Organizational Chart

The organizational chart is for the benefit of the public and must be used to describe the attributes of the local workforce development system. This chart should be reviewed annually for revisions. The local board may supplement this model with clarifying charts. If multiple pages are needed to represent the local system ensure that "Governance/Administrative" and "Service Delivery" information is displayed on separate pages respectfully. Use of model sub-titles is required. Publicly post the organizational chart with the local plan. A WIOA plan modification is not required when revision occurs with this document.



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

Local Workforce Development Area name: Allegheny County and City of Pittsburgh

Effective Date: 07/01/2021

Local Workforce Development Boards, or LWDBs, are requested to publicly post the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List to address the public’s need for access to service as mandated by the Workforce Innovation Opportunity Act, or WIOA. The LWDB should ensure that the Program Partner/Provider List reflects the current PA CareerLink® Memoranda of Understanding(s). Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the list is posted on the LWDB public website.

Partner Program	Authorization/ Category	Partner Organization	Signatory Official	Contact Information
<b>US Department of Labor Programs</b>				
WIOA Adult, Dislocated Worker, and Youth Programs	WIOA Title I – Adult, Dislocated Worker, and Youth Programs	TRWIB, Inc. <u>WIOA Title I</u>	Debra Caplan, Interim Chief Executive Officer	Centre City Tower, Suite 2600 650 Smithfield St. Pittsburgh, PA 15222  (412) 552-7090 <a href="mailto:dcaplan@partner4work.org">dcaplan@partner4work.org</a>  <a href="http://www.partner4work.org">www.partner4work.org</a>
Re-Entry Employment Opportunities (REO) Program	Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	<u>Adult/DW Providers:</u> Dynamic Workforce Solutions  Grant Associates		
WIOA Title I - YouthBuild	YouthBuild WIOA Sec. 171 (29 USC 3226)	Garfield Jubilee	Joann Monroe, Executive Director	5323 Penn Ave. Pittsburgh, PA 15206  (412) 665-5200 <a href="mailto:chico81637@gmail.com">chico81637@gmail.com</a>  <a href="http://www.garfieldjubilee.org">www.garfieldjubilee.org</a>
WIOA Title I - Indian and Native American Programs	Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3221	Council of Three Rivers American Indian Center, Inc. (COTRAIC)	Kerry Jevsevar, WIOA Director	120 Charles St. Pittsburgh, PA 15238  (412) 782-4457 <a href="mailto:kjevsevar@cotraic.org">kjevsevar@cotraic.org</a>  <a href="http://www.cotraic.org">www.cotraic.org</a>
National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	WIOA Title I - National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	PathStone Corporation, Inc.	Nita R. D’Agostino, Senior Vice President, Direct Services	412 McFarlan Rd., Suite E Kennett Square, PA 19348  (717) 234-6616 <a href="mailto:ndagostino@pathstone.org">ndagostino@pathstone.org</a>  <a href="http://www.pathstone.org">www.pathstone.org</a>
Job Corps	WIOA Title I, Job Corps, Subtitle C	Job Corps – Pittsburgh	Bob Gottschalk, Center Director	7175 Highland Dr. Pittsburgh, PA 15206  (412) 441-8700 <a href="mailto:gottschalk.bob@jobcorps.org">gottschalk.bob@jobcorps.org</a>  <a href="http://www.pittsburgh.jobcorps.gov">www.pittsburgh.jobcorps.gov</a>
Senior Community Service Employment Program	Senior Community Service Employment Program (SCSEP), authorized under title V of the Older	AARP Foundation	Demetrios Antzoulatos, Vice President, Finance, Grants, Operations	Kathy E. Tinney Project Director 2020 Ardmore Blvd. Pittsburgh, PA 15221

	Americans Act of 1965 (42 U.S.C. 3056 et seq.)			(412) 271-1580 <a href="mailto:ktinney@aarp.org">ktinney@aarp.org</a>  <a href="http://www.local.aarp.org/Pittsburgh-pa">www.local.aarp.org/Pittsburgh-pa</a>
		Urban League of Greater Pittsburgh	Esther Bush, President & CEO	Victoria Goins, Director of the Center for Economic Self Reliance 610 Wood Street Pittsburgh, PA 15222  (412) 227-4210 <a href="mailto:vgoins@ulpgh.org">vgoins@ulpgh.org</a>  <a href="http://ulpgh.org/">http://ulpgh.org/</a>
Trade Adjustment Assistance Activities	Trade Adjustment Assistance (TAA), authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations	Frank Staszko, Assistant Regional Director	c/o PA CareerLink® 112 Commonwealth Drive Lemont Furnace, PA 15456  (724) 434-5627 x3106 <a href="mailto:fstaszko@pa.gov">fstaszko@pa.gov</a>  <a href="https://www.dli.pa.gov/">https://www.dli.pa.gov/</a>
Wagner-Peyser	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA Title III			
Jobs for Veterans State Grants	Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C.			
Unemployment Compensation Programs	Unemployment Compensation Programs	PA Department of Labor & Industry	William Trusky Deputy Secretary for Unemployment Compensation Programs	Karen Campbell 651 Boas Street Harrisburg, PA 17121  (717) 783-7107 <a href="mailto:karencam@pa.gov">karencam@pa.gov</a>  <a href="https://www.dli.pa.gov/">https://www.dli.pa.gov/</a>
<b>US Department of Education Programs</b>				
Adult Education and Family Literacy	WIOA Title II – Adult Education and Family Literacy Activities	Literacy Pittsburgh	Lori Como, Chief Program Officer	411 Seventh Ave., Suite 550 Pittsburgh, PA 15219  (412) 393-7640 <a href="mailto:lcomo@literacypittsburgh.org">lcomo@literacypittsburgh.org</a>  <a href="http://www.literacypittsburgh.org/">www.literacypittsburgh.org/</a>
Vocational Rehabilitation	State VR program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV	Office of Vocational Rehabilitation	Marci Katona, District Administrator	531 Penn Avenue Pittsburgh, PA, 15222  (412) 392-4952 <a href="mailto:mkatona@pa.gov">mkatona@pa.gov</a>  <a href="https://www.dli.pa.gov/Individuals/Disability-Services/ovr/Pages/default.aspx">https://www.dli.pa.gov/Individuals/Disability-Services/ovr/Pages/default.aspx</a>
Perkins CTE Post-Secondary Programs	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Community College of Allegheny County	Stuart Blacklaw, Provost and Executive Vice President	808 Ridge Avenue Byers Hall Pittsburgh, PA 15212  412-237-8182 <a href="mailto:sblacklaw@ccac.edu">sblacklaw@ccac.edu</a>  <a href="http://www.ccac.edu/">www.ccac.edu/</a>

		Rosedale Technical College	Dennis Wilke, President	215 Beecham Drive, Suite 2 Pittsburgh, PA 15205  (412) 521-6200 <a href="mailto:dennis.wilke@rosedaletech.org">dennis.wilke@rosedaletech.org</a>  <a href="http://www.rosedaletech.org/">www.rosedaletech.org/</a>
<b>Department of Health and Human Services Programs</b>				
Temporary Assistance for Needy Families	Programs authorized under the Social Security Act title IV, part A (TANF)	PA Department of Human Services	Patricia Steinkopf, Area 5 Manager	Piatt Place, 301 5th Ave, Ste 360 Pittsburgh, PA 15222  (412) 565-2151 <a href="mailto:psteinkopf@pa.gov">psteinkopf@pa.gov</a>  <a href="https://www.dhs.pa.gov/Services/Assistance/Pages/CAO-Contact.aspx">https://www.dhs.pa.gov/Services/Assistance/Pages/CAO-Contact.aspx</a>
Community Services Block Grant – Employment and Training Activities	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Allegheny County Department of Human Services	John Litz	One Smithfield St Pittsburgh, PA 15222  412-350-6611 <a href="mailto:jlitz@dhs.county.allegheny.pa.us">jlitz@dhs.county.allegheny.pa.us</a>  <a href="https://www.alleghenycounty.us/human-services/index.aspx">https://www.alleghenycounty.us/human-services/index.aspx</a>
		Pittsburgh Community Services, Inc.	A. Odell Richardson	249 North Craig St. Pittsburgh, PA 15213  412-904-4700 <a href="mailto:odellr@pghcsi.org">odellr@pghcsi.org</a>  <a href="https://www.pghcsi.org/">https://www.pghcsi.org/</a>
<b>Department of Housing and Urban Development Programs</b>				
HUD Employment and Training Programs	HUD Employment and Training Programs	Allegheny County Housing Authority	Frank Aggazio, Executive Director	625 Stanwix St., 12 <sup>th</sup> Floor, Pittsburgh, PA 15222  (412) 402-2450 <a href="mailto:franka@achsng.com">franka@achsng.com</a>  <a href="https://www.achsng.com/">https://www.achsng.com/</a>
		Housing Authority of the City of Pittsburgh	Caster D. Binion, Executive Director	200 Ross St., 9 <sup>th</sup> Floor, Pittsburgh, PA 15219  (412) 456-5012 <a href="mailto:caster.binion@hacp.org">caster.binion@hacp.org</a>  <a href="https://hacp.org/">https://hacp.org/</a>
<b>Additional Partners</b>				
Foreign Labor Certification (FLC)	PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations		Frank Staszko, Assistant Regional Director	c/o PA CareerLink® 112 Commonwealth Drive Lemont Furnace, PA 15456  (724) 434-5627 x3106 <a href="mailto:fstaszko@pa.gov">fstaszko@pa.gov</a>
Rapid Response				<a href="https://www.dli.pa.gov/">https://www.dli.pa.gov/</a>

#### **Attachment 4: Local Workforce Development System Supporting Data**

Local area plans have multiple sections requiring various data methodologies needed to support narrative. When documenting data methodologies, plan drafters may reference the data location in the local area plan prompt narrative and move referenced data (e.g., charts, tables, etc.) to this attachment. The *Supporting Data* attachment must be submitted with the local area plan and publicly posted with all other supporting documentation as referenced in the WIOA Regional and Local Area Plan Guide.

Local boards must enter the prerequisite information (i.e. LWDA name, section number with prompt, input data referenced in the plan's prompt narrative and cite data source) if using this form.

If a local board does not use this form, the LWDB must make note on this attachment that "all data is cited in the local plan narrative."

LWDA Name: Allegheny County and City of Pittsburgh
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**Note: All data is cited in the local plan narrative.**

## Attachment 5: Public Comments and Additional Changes

### Public Comments

The WIOA Regional and Local Plans for the Southwest Pennsylvania Planning Region were posted for a 30-day public comment period from **February 12, 2021 – March 14, 2021**. No comments were received during this period.

### Additional Changes

The Southwest Planning Region posted its WIOA Regional and Local Plans for a 30-day public comment period on February 12, 2021. Following the posting of these plans, the Southwest Planning Region received notification of updated guidance from the PA Department of Labor & Industry, requiring local boards to specifically address how their local areas are meeting WIOA requirements for “affirmative outreach” in Section 4.4 of the local plans.

TRWDB has added language to the local plan in Section 4.4 to specifically address how our local area is working to meet WIOA affirmative outreach requirements. Language has also been added to Section 1.1 of this document which discusses structural barriers to employment as further emphasis on the importance of affirmative outreach efforts.

### Proof of Public Comment Posting

- **Website Posting (02/12/2021):** <https://www.partner4work.org/document/wioa-regionallocal-plan-2021-open-public-comment/>



The screenshot shows a website page for Partner4Work, The Workforce Development Board for the Pittsburgh Area. The page features a navigation menu in the top right corner. The main content area includes a breadcrumb trail: PUBLIC DOCUMENTS | WORKFORCE DEVELOPMENT PLANS. The title of the page is "WIOA Regional/Local Plan 2021 - Open for Public Comment". Below the title, the publish date is listed as "PUBLISH DATE: FEB 12, 2021". There is a social media sharing bar with icons for Facebook, Twitter, LinkedIn, Email, and a plus sign for more options. The text on the page states: "The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and chief elected officials to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within the given workforce planning region. These plans serve as a four-year action plans to develop, align, and integrate service delivery strategies to support the

- **Email Blast to Stakeholders (02/12/2021):**

## Your campaign has been sent

The campaign **Regional/Local Plan Comments + Per Scholas Launch** has been sent to **2,650** recipients, with the subject of 'Regional/Local Plan Comments + Per Scholas Launch'.



[See the reports](#), or [view this campaign](#)



[Watch the action live](#)

Login to view a detailed report on this campaign including who opened it and when, what links they clicked on, who unsubscribed, etc.

Regional/Local Plan Comments + Per Scholas  
Launch

No images? [Click here](#)

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The Workforce Development Board for the Pittsburgh Area

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### WIOA Regional and Local Plan

Share your thoughts and  
feedback during the **30-day**  
public comment period:  
**February 12 - March 14, 2021**



Partner4Work, in collaboration with our regional partners, is pleased to present WIOA Multi-Year Regional and Local Plans (PY2020 – PY2024), which have been posted for a **30-day public comment period from February 12 to March 14, 2021**.

These plans outline strategies for coordinated and collaborative service delivery among local boards and WIOA partners, both locally and regionally, within the public workforce development system. Additionally, the plans support the vision, strategic and operational goals of Governor Wolf as outlined in the PA WIOA Combined State Plan.

All comments on these planning documents should be submitted via email to [policy@partner4work.org](mailto:policy@partner4work.org).

[CLICK HERE TO VIEW THE PLANS](#)

- **Social Media Posts (02/21/2021)**

Facebook:

**Partner4Work**  
Published by Kelly McGuire · 3d · 🌐

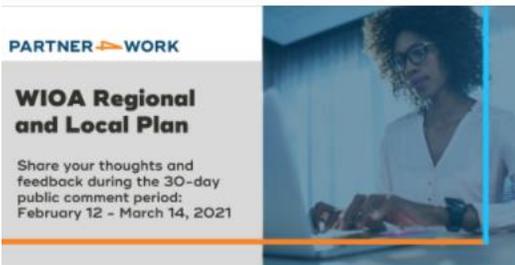
Partner4Work, in collaboration with our regional partners, is pleased to present the WIOA Multi-Year Regional and Local Plans (PY2021 – PY2024), which have been posted for a 30-day public comment period from February 12 to March 14, 2021.

These plans serve as a four-year action plans to develop, align, and integrate service delivery strategies to support the commonwealth's vision, strategic and operational goals.

Share your thoughts and feedback today.

View the plans: <https://bit.ly/3pd60VH>

Submit comments: [policy@partner4work.org](mailto:policy@partner4work.org).



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