



2018 Annual Report

March 1, 2019

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As required by section 304(a)(19) of the Pennsylvania Workforce Development Act, Act of Dec. 18, 2001, P.L. 949, No. 114 (WDA) (as amended 24 P.S. § 6250).



March 1, 2019

The Honorable Tom Wolf
Governor
225 Main Capitol Building
Harrisburg, Pennsylvania 17120

The Honorable Megan Martin
Secretary of the Senate, Pennsylvania State Senate
462 Main Capitol Building
Harrisburg, Pennsylvania 17120

The Honorable Dave Reddecliff
Chief Clerk, Pennsylvania House of Representatives
129 Main Capitol Building
Harrisburg, Pennsylvania 17120

Dear Governor Wolf and Members of the General Assembly:

On behalf the Pennsylvania Workforce Development Board (PA WDB), it is my pleasure to present the Board's 2018 Annual Report to the Governor and General Assembly. This report satisfies the Board's responsibility under the Pennsylvania Workforce Development Act to provide updates on the performance of the workforce development system and forward on annual reports submitted by Local Workforce Development Boards.

Last year, the PA WDB and the workforce development system had a significant positive impact on job seekers and business. This report highlights the Board's strategies to better align and coordinate workforce development initiatives across the Commonwealth, and support the continuous improvement of the workforce development system.

We appreciate your review of this report and look forward to working with you to strengthen Pennsylvania's workforce development system.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff Brown', written over a white background.

Jeff Brown
Chair, Pennsylvania Workforce Development Board
President and CEO, Brown's Super Stores

Cc:

The Honorable Senator Camera Bartolotta, Chair, Senate Labor and Industry Committee
The Honorable Senator Christine M. Tartaglione, Minority Chair, Senate Labor and Industry Committee
The Honorable Representative Jim Cox, Chair, House Labor and Industry Committee
The Honorable Representative Patrick J. Harkins, Democratic Chair, House Labor and Industry Committee

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Introduction

Overview

The Pennsylvania Workforce Development Board (PA WDB) is the Governor's business-led, industry-driven policy advisor on workforce development aligned with the commonwealth's education and economic development goals. The Board's mission is to ensure that Pennsylvania's entire workforce system, covering many agencies and programs, meets employers' needs for skilled workers and workers' needs for career and economic advancement.

In addition, the PA WDB coordinates workforce development initiatives and policies across commonwealth agencies and programs, and coordinates the development and implementation of the Workforce Innovation and Opportunity Act (WIOA) Combined State Plan, and advises the Governor and other policy makers on policies and strategies to support the continuous improvement of the workforce development system.

The Board accomplishes this work through an active committee structure aligned to the goals of the WIOA Combined State Plan, and by engaging Local Workforce Development Boards (LWDBs) and other workforce development partners.

Workforce Innovation and Opportunity Act (WIOA)

The federal Workforce Innovation and Opportunity Act (WIOA) authorizes the nation's public workforce development system. The law sets forth the framework for how state and local workforce development systems should work together to serve job seekers and employers, including requirements for funding, employment and training priorities, program eligibility, system oversight, and monitoring. It also establishes state workforce development boards in every state. It is designed to help job seekers access the employment, education, training, and support services they need to be successful in the workplace, and to match employers with the skilled workers they need to compete in the global economy.

The law also mandates that certain workforce development partners work in a coordinated way to serve jobseekers and employers, but is flexible to allow for local decision-making based on local workforce and economic conditions, and employer demand for services. Implementation of WIOA necessitates a new level of interagency collaboration, as well as ongoing and consistent outreach to workforce development system stakeholders.

WIOA is divided into five titles that make up the six core programs of workforce development services. These programs share common performance measures and are required to contribute to local PA CareerLinks® and the one-stop delivery system.

Title I: Adult, Dislocated Worker, Youth

Title II: Adult Literacy and Education

Title III: Wagner-Peyser

Title IV: Vocational Rehabilitation

Title V: General Provisions

Together with the six core programs, WIOA requires coordination with the additional mandated partners:

Perkins Career Technical Education

Unemployment Insurance

- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance (TAA)
- Senior Community Service Employment Program (SCSEP)
- Jobs for Veterans
- Second Chance Act
- Community Services Block Grant-Employment and Training Initiatives
- U.S. Housing and Urban Development Agency-Employment and Training Initiatives

WIOA Combined State Plan

WIOA mandates each state to develop and submit a four-year plan to the U.S. Department of Labor (U.S. DOL) that describes how the state will implement WIOA and align the goals and activities of the six Core Partners into a coordinated workforce development strategy. States have the option of including additional workforce development partners. In addition, WIOA requires regional and local coordination with state plans in the form of regional and local WIOA implementation plans.

In March 2018, Pennsylvania submitted a modification to its WIOA Combined State Plan, which was approved by U.S. DOL in June 2018. The Plan outlines Governor Wolf’s Strategic Vision for Workforce Development, including Jobs That Pay, Schools That Teach, and Government That Works. The Plan also includes Pennsylvania’s five broad WIOA goals and strategies to achieve them.

Program Year 2017 Performance

WIOA Core Program Performance

During the most recent Federal Program Year 2017 (July 1, 2017 to June 30, 2018), Pennsylvania’s workforce development system met its negotiated performance across the WIOA Core Programs. The U.S. DOL is gathering baseline data for each performance measure, as these measures are new under WIOA. States and Local Workforce Development Boards (LWDBS) are being held harmless from sanctions while baseline data is being collected.

Every year, the PA WDB and PA Department of Labor & Industry (L&I) negotiate state performance measures with the U.S. DOL-Employment and Training Administration (ETA) for the next program year. The negotiated performance measures are jointly established based on Pennsylvania’s performance in the previous program year and collective performance goals for the next program year. Once state performance measures are finalized, PA WDB and L&I negotiate local performance levels with each LWDB with the goal of meeting the state negotiated performance measures.

Table 1. Performance for Federal Program Year 2017 WIOA Title I Adult, Dislocated Worker, and Youth, and Title III Wagner-Peyser

WIOA Program	PY 17 Negotiated Performance Level	PY 17 Actual Performance Level
Title I Adult		
Employment Rate (2nd Quarter)	65%	77.2%
Employment Rate (4th Quarter)	65%	76.0%
Median Earnings (2nd Quarter)	\$5,000	\$5,770
Credential Attainment Rate	55%	66.5%

Measurable Skill Gains	Baseline	34.1%
Title I Dislocated Worker		
Employment Rate (2nd Quarter)	74%	84.2%
Employment Rate (4th Quarter)	75%	84.2%
Median Earnings (2nd Quarter)	\$7,000	\$8,141
Credential Attainment Rate	57%	72.8%
Measurable Skill Gains	Baseline	25.8%
Title I Youth		
Employment Rate (2nd Quarter)	65%	65.5%
Employment Rate (4th Quarter)	57%	69.2%
Median Earnings (2nd Quarter)	Baseline	\$2,684
Credential Attainment Rate	70%	66.4%
Measurable Skill Gains	Baseline	47.3%
Title III Wagner-Peyser		
Employment Rate (2nd Quarter)	62%	67.3%
Employment Rate (4th Quarter)	65%	69.2%
Median Earnings (2nd Quarter)	\$5,000	\$5,498

Source: Center for Workforce Information and Analysis (CWIA)

Table 2. Performance for Federal Program Year 2017 WIOA Title II Adult Basic Education

WIOA Program	PY 17 Negotiated Performance Level	PY 17 Actual Performance Level
Title II Adult Basic Education		
Employment Rate (2nd Quarter)	Baseline	46.9%
Employment Rate (4th Quarter)	Baseline	49.9%
Median Earnings (2nd Quarter)	Baseline	\$4,285
Credential Attainment Rate	Baseline	32.63%
Measurable Skill Gains	46%	44.0%

Table 3. Performance for Federal Program Year 2017 WIOA Title IV Vocational Rehabilitation*

WIOA Program	PY 17 Performance Level
Title IV State Vocational Rehabilitation-Career Services	
Participants Served	28,528
Participants Exited	13,619
Funds Expended	\$30.4 Million
Cost Per Participant Served	\$1,066
Title IV State Vocational Rehabilitation-Training Services	
Participants Served	7,500
Participants Exited	1,301
Funds Expended	\$21.8 Million
Cost Per Participant Served	\$2,907
Other Summary Information	
Percent Co-enrolled in more than one WIOA Core Program	41%

Total Statewide	
Participants Served	45,872
Participants Exited	14,461

*WIOA Title IV Vocational Rehabilitation is transitioning to the WIOA common performance measures and is establishing a baseline of data. Performance targets will not be set for Vocational Rehabilitation until program Year 2020, as states establish the baseline.

Explanation of Each Common Performance Measure

- **Employment Rate:** The percentage of participants employed after exiting a program in the respective quarter after having received value-added services from a WIOA core program.
- **Median Earnings:** The mid-point value between the lowest and highest wage reported in the respective quarter among participants employed after exiting a program.
- **Credential Attainment Rate:** The percentage of participants enrolled in an education or training program (excluding those in on-the-job training and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting a program.
- **Measurable Skills Gains:** The percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment, and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

Employer Effectiveness and Engagement Measures

For the first time, the WIOA requires states to measure their effectiveness in serving employers in the workforce development system. The U.S. DOL provided states with three options to measure employer effectiveness: Employer Penetration Rate, Repeat Business Customers, and Retention with the Same Employer.

In August 2017, the PA WDB recommended that Pennsylvania select the first two measures (Employer Penetration Rate and Repeat Business Customers using Bureau of Labor Statistics (BLS) definition of employer). States were also given the opportunity to select additional measures beyond the mandated federal measures to gauge effectiveness in serving employers in the workforce development system. In August 2017, the PA Workforce Development Board recommended three additional state-specific measures (Employer Penetration Rate, Repeat Business Customers, and Active Job Orders with Referrals using the Federal Employer Identification Number (FEIN) definition of employer).

The U.S. DOL is currently evaluating these employer effectiveness and engagement measures and collecting baseline data from states. U.S. DOL will use this information to refine the measures.

Program Year 2017 Workforce Development Expenditures

Table 4. Expenditures for Program Year 2017 Workforce Development Programs

Line Item	Program	Expenditure
Federal		
WIOA Title I	Adult	\$23.4 Million

WIOA Title I	Youth	\$25.1 Million
WIOA Title I	Dislocated Worker	\$37.4 Million
WIOA Title II	Adult Basic Education	\$28.0 Million
WIOA Title III	Wagner-Peyser	\$19.2 Million
WIOA IV	Vocational Rehabilitation	\$192.5 Million
WIOA Statewide Activities	Business Education Partnerships	\$2.0 Million
	Teacher in the Workplace	\$2.0 Million
	State/Local Internship Program	\$2.8 Million
WIOA Administration		\$4.2 Million
	Subtotal Federal	\$336.6 Million
State		
Industry Partnerships		\$1.4 Million
New Choices/New Options		\$806,000
Re-Employment Fund	Center for Workforce Information & Analysis	\$400,000
	DCNR Conservation Corps	\$3.0 Million
	Labor & Industry Administration	\$100,000
	Apprenticeship & Training Office Capacity Grants	\$1.5 Million
	Apprenticeship & Training Office Apprenticeship Grants	\$2.0 Million
	Strategic Initiatives	\$3.5 Million
	Dream	\$100,000
	Subtotal State	\$12.8 Million
	Total Federal and State	\$349.4 Million

2018 Accomplishments

WIOA Combined State Plan Modification

In March 2018, on behalf of Governor Tom Wolf and the Commonwealth of Pennsylvania, the PA WDB completed the WIOA Combined State Plan Modification (State Plan), a two-year plan outlining the Governor's Strategic Vision for workforce development, and the state's workforce development goals and strategies. In June 2018, the U.S. DOL approved the commonwealth's State Plan for Program Years 2019-20.

The State Plan includes five broad goals and supporting sub-goals, including:

1. **Create Career Pathways:** Establish Career Pathways as the primary model for skill, credential, and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, and opportunity to obtain a job that pays.
2. **Support Pipeline of Workers:** Expand public-private investments in the state's pipeline of workers and incumbent workers for targeted industry sectors from entry-level skills to middle skills through Next Generation Sector Partnerships (NGSP), the Workforce and Economic Development Network of Pennsylvania (WEDnet PA), and other innovative strategies.

3. **Create Work-Based Learning Opportunities for Youth:** Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, and other experiences in the workplace.
4. **Increase Employer Engagement:** Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.
5. **Strengthen Data Sharing and More Effective Use of Data:** Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes, and relay more effectively on data to improve and target our efforts.

Progress on Implementing the WIOA Combined State Plan

Pennsylvania has made significant progress implementing the goals and sub-goals outlined in the WIOA Combined State Plan. Some highlights of this progress include:

- **Goal 1.2** relates to developing a comprehensive career pathways system in Pennsylvania. To promote this goal, the PA WDB Career Pathways and Apprenticeship Committee is developing a common definition of career pathway for Pennsylvania, and accompanying visuals, to create a common understanding of the model and its partners across the commonwealth.
- **Goal 1.3** relates to mainstreaming job seekers with barriers to employment to the maximum extent possible. To promote this goal, in September 2016, Governor Wolf issued Executive Order 2016-03 establishing an Employment First policy and increasing opportunities for competitive, integrated employment for Pennsylvanians with a disability. In June 2018, Governor Wolf signed a law codifying this Employment First policy.
- **Goal 1.4** relates to promoting and supporting the creation of pre-apprenticeship and registered apprenticeship programs, particularly in non-traditional occupations and for non-traditional populations, as a career pathways strategy. To promote this goal, Pennsylvania created the L&I Apprenticeship and Training Office (ATO) to provide services to businesses, employers, training providers, and other community-based organizations to help establish and maintain all pre-apprenticeship and registered-apprenticeship programs within the commonwealth. The ATO provides technical assistance through each step of the process. Additionally, the state PAsmart initiative invested \$7 million in competitive grants to expand pre-apprenticeship and registered apprenticeship in Pennsylvania
- **Goal 1.10** relates to adopting a common definition for career readiness across WIOA partner programs, where appropriate and in accordance to federal requirements. In addition, the commonwealth will explore coordination opportunities with postsecondary education systems to adopt the career readiness definition. The approach will include a focus on demonstrating skills and competencies as well as knowledge and credential attainment. To promote this goal, the PA WDB Youth Committee is in the process of developing a definition of career readiness from the workforce perspective.

- **Goal 2.3** relates to promoting and developing Next Generation Industry Partnerships (Next Gen IPs). To promote this goal, the state PAsmart initiative invested \$3 million, in addition to an existing \$1.8 million, in competitive grants to expand the number of Next Gen IPs in Pennsylvania.
- **Goal 3.7** relates to encouraging the use of Individual Training Accounts (ITAs) for youth ages 18 to 24 years-old. To promote this goal, PA WDB and L&I successfully obtained a waiver from U.S. DOL to expand the allowable uses of ITAs for both in- and out-of-school youth.
- **Goal 4.6** relates to encouraging employers to participate in Business Education Partnerships that connect educators and students directly with business leaders to prepare students for the skills and training that employers require. To promote this goal, in May 2018, Governor Wolf announced \$2 million in Business Education Partnership grants to 18 projects across the commonwealth that will support work-based learning opportunities for youth, including internships, workplace shadowing, are career mentoring experiences.
- **Goal 5.7** relates to the commonwealth collaborating with the PA WDB to develop a dashboard to track progress on the implementation of the WIOA Combined State Plan and achieving its goals. To meet this goal, the PA WDB is developing a WIOA Combined State Plan implementation Workplan and Dashboard, an online data-visualization tool using the Tableau platform to track implementation.

PAsmart Initiative

In 2018, the PA WDB led Governor Wolf’s PAsmart initiative, a new strategic approach to workforce development and education. The PAsmart initiative is designed to address the feedback Pennsylvanians shared with the Middle-Class Task Force, to better align workforce, workforce, and economic development initiatives and funding.

By working in a smarter, more coordinated way, PAsmart makes public programs and initiatives more accessible and easier to navigate so Pennsylvanians can develop the skills and abilities they need to obtain quality jobs, and businesses can recruit and retain skilled workers.

PAsmart is based on four goals:

1. Strategically investing resources in initiatives to support economic growth, and education and training opportunities;
2. Achieving successful outcomes for Pennsylvania students, workers, businesses, and communities;
3. Improving coordination and alignment of education and workforce development programs, services, and funding; and
4. Transforming inter-agency, cross-sector collaboration around education, workforce, and economic development at state, regional, and local levels.

PAsmart Grants

As part of the PAsmart initiative, the FY2018-19 Enacted Budget included \$30 million for strategic, competitive, and cross-sector investments focused on meeting the workforce development and education needs of students, workers, employers, and communities across Pennsylvania, including those disconnected from workforce and education opportunities (e.g., opportunity youth and young adults, long-term unemployed, etc.).

PAsmart grants funded by this investment will support cross-sector partnerships to address unique local, regional, and statewide education, workforce, and economic needs. Funding will support a variety of

projects, but should be data-driven, align with and leverage existing initiatives and resources, and have a measurable impact. These grants also support the Governor’s goals to increase the number of workers with post-secondary training to 60 percent and double the number of registered apprenticeships in Pennsylvania by 2025.

PAsmart will address local, regional, and statewide workforce, education, and economic needs aligned with state-level priorities through three grant initiatives:

- Up to \$20 million for K-12 Computer Science and STEM Education and Professional Development (administered by the PA Department of Education);
- Up to \$7 million for Registered Apprenticeships and Pre-apprenticeships (administered by the L&I-ATO); and
- Up to \$4.6 million for Next Generation Industry Partnerships (administered by PA WDB and L&I).

PAsmart Framework Principles and Funding Priorities

The PA WDB developed the PAsmart Framework Principles and Funding Priorities to guide the PA Departments of Labor & Industry, Education, and additional agency partners in implementing the PAsmart grant initiatives. These grants were aligned to the PAsmart Framework.

PAsmart is designed to provide flexible resources to support innovation, and cross-sector alignment and collaboration, to increase equity, remove barriers to access, and build on existing initiatives and fill gaps, to better serve Pennsylvania students, workers, businesses, and communities. PAsmart grants will support the following principles and funding priorities:

- **Data-driven Innovation:** Proposals identify a clear problem, challenge, or opportunity supported by relevant data and information, and include an innovative strategy to increase opportunity for Pennsylvania students, workers, employers, and communities.
- **Cross-sector Partnership:** Proposals demonstrate an effort to develop strong, high-quality cross-sector partnerships committed to working collaboratively to implement the proposal. Applicants are encouraged to have multiple partners across sectors (e.g., education partner, workforce development, business, economic development, and community partners) that demonstrate their commitment through letters of support.
- **Cross-sector Alignment:** Proposals align with existing local, regional, and state education, workforce, and economic development initiatives.
- **Stakeholder Engagement:** Proposals engage partners, customers, and stakeholders, including the target population, in the development of the proposal and its implementation.
- **Equity, Diversity, and Inclusion:** Proposals demonstrate a commitment to serve and increase access for historically under-represented and under-served students, workers, businesses, and communities. Applicants are encouraged to identify and address barriers to education and employment.

- **Capacity Building:** Proposals build the applicant’s or partners’ organizational capacity to better implement the proposal and support students, workers, businesses, and communities.
- **Leveraging Existing Resources:** Proposals demonstrate PAsmart resources will leverage and supplement, not supplant, existing public and private resources (e.g., other federal or state grants and philanthropic contributions, cash, in-kind, etc.). Proposals demonstrate efficient and effective use of resources.
- **Performance Outcomes:** Proposals include measurable performance outcomes and a strategy to collect, analyze, and report performance data.

WIOA Waivers

After the WIOA Combined State Plan was approved, the commonwealth participated in a process allowed under WIOA for states to request “waivers” from WIOA requirements to create flexibility in state and local service delivery, remove barriers to implementation, allow for creativity and innovation, and support continuous improvement in the workforce development system. These waiver requests are based in research, and require evidence-based justifications and stakeholder engagement. Once implemented, waivers must be monitored and evaluated to understand their impact in practice. U.S. DOL approved two waiver requests from the commonwealth.

WIOA Waiver to allow Individual Training Accounts (ITAs) for In-School Youth (ISY)

In September 2018, U.S. DOL approved the commonwealth’s WIOA waiver request to allow Individual Training Accounts (ITAs) for In-School Youth (ISY). WIOA Title I-funded ITAs are the main mechanism to fund occupational training for eligible WIOA Adult, Dislocated Worker, and Out-of-School Youth customers. This waiver allows for ITAs to be used for ISY customers to increase the pipeline of talent into the workforce, particularly in occupations requiring less than a four-year college degree, and to address increased demand for workplace training that incorporates occupational training. This waiver will accelerate In-School Youth transitions into the workforce and will have a positive impact on the state’s pre-apprenticeship and registered apprenticeship programs.

WIOA Waiver to allow WIOA Statewide Funds to Support Disaster Recovery

In December 2018, the U.S. DOL approved the commonwealth’s WIOA waiver request to allow WIOA statewide funds already allocated to local areas, instead of federal disaster grants, to respond to natural disasters. The waiver also expands the allowable participants beyond WIOA requirements. When a disaster or emergency occurs, L&I can provide disaster safety and clean-up assistance using federal disaster grants. There are often significant time delays before the grant funds are allocated and grant limitations slow down disaster recovery efforts (e.g., requirement to use certain WIOA eligible participants for disaster recovery efforts). The waiver will accelerate L&I’s ability to respond to disasters using workforce resources.

U.S. DOL Co-Enrollment Cohort

In March 2018, Pennsylvania was selected with six other states to participate in a peer-learning cohort on optimizing concurrent enrollment, or co-enrollment, within the WIOA Core Programs (Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation). Co-enrollment, meaning enrolling customers in more than one program at the same time, is encouraged under WIOA because it allows the workforce system to pair complementary services to support customers in a comprehensive way. For example, a customer could strengthen their basic skills and obtain a high school

equivalency through WIOA Title II Adult Basic Education, while at the same time enroll in a training program through WIOA Title I Adult.

Pennsylvania's Co-enrollment Cohort Team, led by the PA WDB, included representatives from the PA Departments of Labor and Industry, Human Services, Education, the Office of Vocational Rehabilitation, and CareerLink® staff from three Local Areas (Allegheny County, South Central, and Lehigh Valley).

The PA Co-enrollment Cohort Team developed a vision for co-enrollment that includes a seamless customer experience, efficient and coordinated co-case management, one data system to track and refer co-enrollment activities, and coordinated state policies on co-enrollment. As part of this cohort, PA developed an ambitious Co-enrollment Action Plan with initiatives that will advance co-enrollment in the state.

Policy Processes and Development

- Develop a coordinated policy development process with other relevant state agencies
- Develop guidance to Local Workforce Development Boards on strategies and best practices to support co-enrollment
- Develop guidance to Local Workforce Development Boards on cross-training and Memoranda of Understanding (MOUs) that support co-enrollment
- Develop guidance on the role of the operator in co-enrollment

Cross-Training and Professional Development

- Create a cross-training module so CareerLink® staff can identify opportunities for co-enrollment
- Hold a co-enrollment session at a professional development event

Data Sharing and Management

- Explore whether Workforce Connect, a virtual intake form and assessment, is a good fit for PA
- Pilot SARA, virtual a case management assistant

In October 2018, members of the PA Co-enrollment Cohort Team presented the Co-enrollment Action Plan to workforce development stakeholders at the Pennsylvania Workforce Development Association's Fall Symposium in State College, PA. These stakeholders provided invaluable input during a 90-minute session. The team will continue this stakeholder outreach in 2019.

Next Generation Industry Partnership Grants and Academies

In 2018, the commonwealth transitioned the Industry Partnership program to the Next Generation Industry Partnership (Next Gen IP) model. Under this model, businesses in a shared labor market region work with public partners from economic development, education, and workforce development, and other community partners to address the overall competitiveness needs of the targeted industry. Business members collectively identify their business-driven priorities, develop an action plan, and implement strategies to support their overall competitiveness.

Next Gen IP Convening and Implementation Grants

In January 2018, Governor Wolf announced \$1.5 million in Next Gen IP convening grants to 15 partnerships across the commonwealth in a variety of industries, including advanced manufacturing, health care, hospitality and tourism, information technology, and logistics and transportation. Each

partnership received a \$25,000 convening grant to launch a new Next Gen IP or transition an existing Industry Partnership to the Next Gen IP model.

To date, awarded partnerships have engaged over 600 businesses, and 400 public and community partner organizations across the commonwealth. These partnerships have identified several common themes in their business-driven priorities, including connecting with educators, students, and parents around career awareness; investing in talent (e.g., recruitment, retention, career pathways, training, etc.); fostering business-to-business connections; and coordinating regional outreach efforts to other businesses and workers.

In addition to receiving convening grants, awarded partnerships are eligible for up to \$75,000 in implementation grants used to support the implementation of their business-driven priorities. To receive these funds, partnerships must demonstrate they are meeting the commonwealth's established criteria for Next Gen IPs. To date, six awarded partnerships have demonstrated they are ready to receive implementation funds.

Next Generation Industry Partnership Academies

In September 2017 and June 2018, the PA WDB, PA Departments of Labor and Industry, and Community and Economic Development, and Team Pennsylvania Foundation partnered to host two Next Gen IP Academies. The academies were designed to take existing and emerging Next Gen IPs to the next level by broadening and deepening the partnership between the business community, and public and community partners.

The academies provided Next Gen IPs in Pennsylvania with practical resources and strategies to maximize their impact, and deepen their partnerships between business, public, and community partners. The academies also provided an opportunity to share promising practices, challenges, solve problems, and develop sustainability plans, while building a Next Gen IP community of practice in Pennsylvania.

The academies were attended by over 220 businesses, public, and community partners. Highlights of the academies included:

- Facilitated opportunities for partnerships to develop a plan of action for creating or supporting Next Gen IPs in their region;
- Panels of Next Gen IP business champions and strong conveners discussing what makes them get and stay involved in Next Gen IPs;
- Strategies on how to convert an existing Industry Partnership to the Next Gen IP model;
- A hands-on, simulated launch and post-launch meetings;
- Training to effectively staff and sustain Next Gen IPs;
- Tools for tracking success and telling the story of a Next Gen IP;
- Facilitated Next Gen IP "team time" to advance their Action Plans; and
- Opportunities to network with Next Gen IPs from across the commonwealth.

Both academies received positive participant feedback overall, which will be used to plan and improve future academies.

Next Generation Industry Partnership Metrics

In December 2017, the PA WDB, in partnership with a cross-agency state team, convened to develop statewide performance metrics for the Next Gen IP program. The metrics were designed to measure the impact of Next Gen IPs on participating businesses, workers, and public programs.

In 2018, the PA WDB engaged a wide variety of stakeholders to inform the statewide metrics, including the PA WDB Industry Partnership and Employer Engagement Committee, Next Gen IP conveners and businesses, the PA Workforce Development Association. These stakeholders provided feedback each metric, including the value, practicality, and best mechanism for measurement.

Based on this feedback, the metrics were re-organized into four categories: workforce development, education, economic development, and partnership engagement. These new categories are better aligned with the program's emphasis on cross-sector and cross-agency collaboration.

In October 2018, the PA WDB unanimously approved the final Next Gen IP statewide metrics. The PA WDB will survey Next Gen IPs annually to collect information on the statewide metric. Next Gen IPs still have an opportunity to report on partnership-specific metrics not captured in the statewide metrics.

Engaging Local Workforces Development Boards (LWDBs)

Between April and September 2018, the PA WDB traveled across the commonwealth to visit all 22 LWDBs in their communities. During these visits, the PA WDB met with local workforce leaders to learn more about local and regional workforce trends, workforce challenges and opportunities, and how the PA WDB can best support local boards in delivering workforce development services and the continuous improvement of the workforce development system.

In addition, the PA WDB identified additional opportunities to directly engage and collaborate with LWDBs, including:

- Inviting LWDB representatives to serve on PA WDB committees;
- Adding a standing invitation for certain LWDBs to present at PA WDB Quarterly Meetings, along with other workforce development partners;
- Holding a monthly virtual meeting/call with L&I-Workforce, L&I-Unemployment Compensation, LWDBs, and representatives from the Pennsylvania Workforce Development Association (PWDA) to share updates and ideas;
- Attending PWDA Board Meetings and Policy Committee meetings, as invited, and participating and presenting at PWDA conferences; and
- Directly engaging LWDBs on a regular basis regarding specific workforce development policy issues, either by reaching out to specific LWDBs or coordinating with PWDA.

PA WDB Organizational Effectiveness and Stakeholder Engagement

In 2018, under new leadership, the PA WDB identified several ways to improve its organizational effectiveness and engagement with workforce development partners, including:

- Updating the look and brand of the PA WDB;
- Re-vamping Quarterly Meeting agendas to be more discussion-based and re-engaging PA WDB members around their workforce development interests;
- Re-launching and aligning PA WDB standing and ad hoc committees to the WIOA Combined State Plan goals and sub-goals;
- Re-establishing positive, effective working relationships with workforce development stakeholders at the federal, state, and local levels;
- Improving the transparency of the PA WDB's work by inviting workforce development stakeholders to participate in PA WDB committees, summarizing committee meetings, and sharing information about the PA WDB online; and

- Improving the accountability of the PA WDB and member agencies through the Governor’s Executive Order 2018-04, as amended, and more effectively monitoring implementation of the WIOA Combined State Plan.

The PA WDB looks forward to building on this progress in 2019.

2019 Priorities

2020 WIOA Combined State Plan Update Planning

In 2019, the PA WDB will begin a year-long process to update the WIOA Combined State Plan for the next four years. This process will include convening PA WDB member agencies and engaging workforce development stakeholders to review the current goals and sub-goals and use updated Labor Market Information to determine the best goals and sub-goals to advance Pennsylvania’s workforce development system in the next four years.

In addition, the PA WDB will utilize the expertise of its members and committees, present at conferences and events, and hold a formal public comment period to ensure all interested workforce development stakeholders have an opportunity to contribute to the next WIOA Combined State Plan.

PAsmart Website Launch

In February 2019, to connect Pennsylvanians with the information they need to succeed in our evolving economy, Governor Wolf announced the launch of a new PAsmart website. This site, developed by the PA WDB in partnership with partner agencies, includes resources on education and training opportunities, pre-apprenticeships and registered apprenticeships, and Computer Science/STEM careers. PAsmart highlights a variety of career options with family-sustaining wages, including careers that don’t require a four-year college degree.

The PAsmart site also includes information on the \$30 million in PAsmart grants to strengthen Computer Science and STEM education and professional development and, pre-apprenticeships and registered apprenticeships, and Next Generation Industry Partnerships. These grants support the Governor’s goals to increase the number of workers with post-secondary training to 60 percent and double the number of registered apprenticeships in Pennsylvania by 2025.

WIOA Combined State Plan Implementation Workplan and Dashboard

In 2019, the PA WDB will complete a WIOA Combined State Plan Implementation Workplan and Dashboard to track and monitor progress implementing the goals and sub-goals of the State Plan. PA WDB member agencies and other partners will use the Implementation Workplan to assign implementation responsibilities to leadership and program leads, and include strategies and timelines to reach each goal. The Implementation Dashboard will identify metrics to measure implementation progress, and will include an online interactive tool to allow the public to search and sort State Plan goals and metrics.

Next Generation Industry Partnership Dashboard

In 2019, the PA WDB, in partnership with the Center for Workforce Information and Analysis, will finalize an online dashboard highlighting funded and unfunded Next Gen Industry Partnerships (Next Gen IP) across the commonwealth. This interactive online tool will allow the public to search and sort Next Gen IPs based on:

Industry/Sector
Fiscal Agent/Convener
Counties/Local Workforce Development Areas Served
PA House and Senate District Serves
Grant Funding Status
Partnership Status
Business-driven Priorities

PA WDB will continue to engage the Industry Partnership and Employer Engagement, and Continuous Improvement Committees to finalize the dashboard, prior to presenting it to the PA WDB for final approval. The final Next Gen IP dashboard will include the statewide metrics, creating a one-stop-shop for all Next Gen IP information.

Appendices

Appendix A: Local Performance for Program Year 2017

Table 5. Local Performance for Program Year 2017 WIOA Title I Adult (4th Quarter PY Year-to-Date)

Adult Program Location Code/Name	Employment Rate (2nd Quarter)			Employment Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	77.2%	65.0%	118.8%	76.0%	65.0%	116.9%	\$5,770	\$5,000	115.4%	66.5%	55.0%	120.9%	34.1%	Baseline	-
Central Region															
42175 Central	81.8%	65.0%	125.8%	79.8%	65.0%	122.8%	\$5,288	\$5,000	105.8%	67.4%	55.0%	122.6%	28.7%	Baseline	-
42180 South Central	78.0%	65.0%	120.1%	81.4%	65.0%	125.2%	\$6,233	\$5,000	124.7%	40.9%	55.0%	74.4%	48.8%	Baseline	-
Lehigh Valley Region															
42070 Lehigh Valley	79.0%	65.0%	121.6%	75.9%	65.0%	116.8%	\$6,262	\$5,000	125.2%	82.1%	55.0%	149.2%	42.0%	Baseline	-
North Central Region															
42125 North Central	77.7%	65.0%	119.5%	81.4%	65.0%	125.3%	\$4,550	\$5,000	91.0%	94.1%	55.0%	171.1%	48.6%	Baseline	-
Northeast Region															
42055 Lackawanna	84.9%	65.0%	130.7%	91.9%	65.0%	141.4%	\$6,512	\$5,000	130.2%	77.1%	55.0%	140.3%	45.2%	Baseline	-
42075 Luzerne-Schuylkill	86.9%	65.0%	133.7%	84.0%	65.0%	129.2%	\$7,565	\$5,000	151.3%	79.3%	55.0%	144.2%	29.7%	Baseline	-
42135 Pocono Counties	75.4%	65.0%	115.9%	85.0%	65.0%	130.8%	\$4,820	\$5,000	96.4%	82.1%	55.0%	149.2%	20.7%	Baseline	-
Northern Tier Region															
42130 Northern Tier	83.0%	65.0%	127.7%	76.5%	65.0%	117.6%	\$5,132	\$5,000	102.6%	83.3%	55.0%	151.5%	48.3%	Baseline	-
Northwest Region															
42170 Northwest	78.1%	63.0%	124.0%	80.8%	63.0%	128.2%	\$6,174	\$5,000	123.5%	67.9%	55.0%	123.4%	1.4%	Baseline	-
42145 West Central	87.3%	65.0%	134.3%	83.1%	65.0%	127.8%	\$6,490	\$5,000	129.8%	75.0%	55.0%	136.4%	72.2%	Baseline	-
South Central Region															
42060 Lancaster	75.6%	65.0%	116.2%	71.5%	65.0%	110.1%	\$4,984	\$5,000	99.7%	76.5%	55.0%	139.0%	42.4%	Baseline	-
Southeast Region															
42015 Berks	83.3%	62.0%	134.4%	77.8%	62.0%	125.4%	\$7,837	\$5,000	156.7%	83.3%	55.0%	151.5%	34.3%	Baseline	-
42020 Bucks	77.9%	65.0%	119.8%	80.6%	65.0%	124.0%	\$6,836	\$5,000	136.7%	0.0%	55.0%	0.0%	1.0%	Baseline	-
42030 Chester	73.5%	65.0%	113.0%	68.8%	65.0%	105.8%	\$5,729	\$5,000	114.6%	14.3%	55.0%	26.0%	2.8%	Baseline	-
42035 Delaware	69.0%	65.0%	106.2%	72.5%	65.0%	111.6%	\$4,428	\$5,000	88.6%	85.7%	55.0%	155.8%	17.3%	Baseline	-
42080 Montgomery	73.4%	65.0%	112.9%	73.0%	65.0%	112.3%	\$5,244	\$5,000	104.9%	73.1%	55.0%	132.9%	10.6%	Baseline	-
42090 Philadelphia	72.8%	63.0%	115.6%	71.4%	62.0%	115.1%	\$5,591	\$5,000	111.8%	18.2%	55.0%	33.1%	15.7%	Baseline	-
Southern Alleghenies Region															
42100 Southern Alleghenies	72.7%	65.0%	111.9%	71.1%	65.0%	109.4%	\$5,697	\$5,000	113.9%	82.1%	55.0%	149.4%	37.6%	Baseline	-
Southwest Region															
42165 Southwest Corner	79.6%	65.0%	122.5%	75.0%	65.0%	115.4%	\$6,561	\$5,000	131.2%	75.0%	55.0%	136.4%	67.0%	Baseline	-
42212 Three Rivers Combined	81.5%	65.0%	125.3%	76.9%	65.0%	118.3%	\$5,606	\$5,000	112.1%	60.7%	55.0%	110.3%	19.6%	Baseline	-
42005 Allegheny	79.1%	65.0%	121.7%	74.4%	65.0%	114.4%	\$5,657	\$5,000	113.1%	58.7%	55.0%	106.7%	14.1%	Baseline	-
42095 City of Pittsburgh	83.5%	65.0%	128.4%	79.5%	65.0%	122.3%	\$5,590	\$5,000	111.8%	62.5%	55.0%	113.6%	25.3%	Baseline	-
42110 Tri-County	73.7%	65.0%	113.4%	66.7%	65.0%	102.6%	\$5,691	\$5,000	113.8%	75.0%	55.0%	136.4%	78.3%	Baseline	-
42045 Westmoreland-Fayette	75.0%	65.0%	115.4%	72.1%	65.0%	110.9%	\$6,806	\$5,000	136.1%	67.9%	55.0%	123.4%	44.9%	Baseline	-

Table 6. Local Performance for Program Year 2017 WIOA Title I Youth (4th Quarter PY Year-to-Date)

Youth Program	Employment & Education Rate (2nd Quarter)			Employment & Education Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	65.5%	65.0%	100.8%	69.2%	57.0%	121.5%	\$2,684	Baseline	-	66.4%	70.0%	94.9%	47.3%	Baseline	-
Central Region															
42175 Central	66.7%	65.0%	102.6%	69.2%	57.0%	121.4%	\$2,836	Baseline	-	69.1%	70.0%	98.7%	44.7%	Baseline	-
42180 South Central	72.3%	65.0%	111.2%	78.2%	57.0%	137.2%	\$2,818	Baseline	-	34.1%	70.0%	48.7%	34.6%	Baseline	-
Lehigh Valley Region															
42070 Lehigh Valley	75.6%	65.0%	116.4%	71.4%	57.0%	125.3%	\$3,093	Baseline	-	69.2%	70.0%	98.9%	71.6%	Baseline	-
North Central Region															
42125 North Central	60.4%	65.0%	92.8%	70.4%	57.0%	123.5%	\$2,527	Baseline	-	70.3%	70.0%	100.4%	50.0%	Baseline	-
Northeast Region															
42055 Lackawanna	65.6%	65.0%	100.9%	68.6%	57.0%	120.3%	\$4,863	Baseline	-	65.7%	70.0%	93.9%	54.2%	Baseline	-
42075 Luzerne-Schuylkill	60.2%	61.0%	98.7%	68.2%	57.0%	119.6%	\$2,786	Baseline	-	92.9%	65.4%	142.0%	61.5%	Baseline	-
42135 Pocono Counties	61.3%	63.0%	97.4%	60.4%	57.0%	105.9%	\$3,571	Baseline	-	61.7%	66.0%	93.5%	18.4%	Baseline	-
Northern Tier Region															
42130 Northern Tier	63.0%	65.0%	96.9%	80.0%	57.0%	140.4%	\$2,950	Baseline	-	71.4%	70.0%	102.0%	45.2%	Baseline	-
Northwest Region															
42170 Northwest	59.3%	62.0%	95.6%	62.3%	57.0%	109.3%	\$3,456	Baseline	-	56.4%	66.0%	85.5%	2.2%	Baseline	-
42145 West Central	66.1%	65.0%	101.7%	58.5%	57.0%	102.6%	\$2,794	Baseline	-	44.4%	70.0%	63.5%	69.0%	Baseline	-
South Central Region															
42060 Lancaster	75.7%	65.0%	116.4%	73.0%	57.0%	128.0%	\$3,166	Baseline	-	64.0%	70.0%	91.4%	61.5%	Baseline	-
Southeast Region															
42015 Berks	78.7%	59.0%	133.3%	80.6%	55.0%	146.6%	\$2,637	Baseline	-	69.2%	60.0%	115.4%	44.0%	Baseline	-
42020 Bucks	61.0%	65.0%	93.8%	76.9%	57.0%	135.0%	\$2,066	Baseline	-	87.5%	70.0%	125.0%	58.5%	Baseline	-
42030 Chester	62.6%	65.0%	96.4%	67.9%	57.0%	119.0%	\$1,799	Baseline	-	70.8%	70.0%	101.2%	50.0%	Baseline	-
42035 Delaware	81.5%	65.0%	125.4%	0.0%	57.0%	0.0%	\$3,536	Baseline	-	50.0%	70.0%	71.4%	32.7%	Baseline	-
42080 Montgomery	61.3%	65.0%	94.4%	66.7%	57.0%	117.0%	\$2,245	Baseline	-	87.5%	70.0%	125.0%	2.2%	Baseline	-
42090 Philadelphia	60.5%	61.0%	99.1%	66.8%	57.0%	117.3%	\$2,421	Baseline	-	67.8%	60.0%	113.0%	65.6%	Baseline	-
Southern Alleghenies Region															
42100 Southern Alleghenies	70.4%	65.0%	108.3%	75.2%	57.0%	131.9%	\$3,190	Baseline	-	58.8%	70.0%	84.0%	26.6%	Baseline	-
Southwest Region															
42165 Southwest Corner	68.8%	65.0%	105.8%	83.0%	57.0%	145.6%	\$3,033	Baseline	-	75.0%	70.0%	107.1%	61.7%	Baseline	-
42212 Three Rivers Combined	64.3%	57.0%	112.8%	57.8%	55.0%	105.1%	\$2,034	Baseline	-	78.6%	70.0%	112.2%	41.7%	Baseline	-
42005 Allegheny	65.2%	57.0%	114.3%	60.7%	55.0%	110.4%	\$2,115	Baseline	-	64.7%	70.0%	92.4%	26.4%	Baseline	-
42095 City of Pittsburgh	63.4%	57.0%	111.3%	55.6%	55.0%	101.0%	\$2,000	Baseline	-	100.0%	70.0%	142.9%	54.4%	Baseline	-
42110 Tri-County	61.5%	65.0%	94.7%	66.7%	57.0%	117.0%	\$2,691	Baseline	-	65.0%	70.0%	92.9%	60.0%	Baseline	-
42045 Westmoreland-Fayette	62.6%	65.0%	96.2%	61.1%	57.0%	107.1%	\$3,188	Baseline	-	54.8%	70.0%	78.3%	28.7%	Baseline	-

Table 7. Local Performance for Program Year 2017 WIOA Title I Dislocated Worker (4th Quarter PY Year-to-Date)

Dislocated Worker Program Location Code/Name	Employment Rate (2nd Quarter)			Employment Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	84.2%	74.0%	113.8%	84.2%	75.0%	112.3%	\$8,141	\$7,000	116.3%	72.8%	57.0%	127.7%	25.8%	Baseline	-
Central Region															
42175 Central	84.0%	74.0%	113.5%	82.2%	75.0%	109.6%	\$7,574	\$7,000	108.2%	88.0%	57.0%	154.4%	15.7%	Baseline	-
42180 South Central	86.8%	74.0%	117.3%	85.4%	75.0%	113.8%	\$8,129	\$7,000	116.1%	64.7%	57.0%	113.5%	33.7%	Baseline	-
Lehigh Valley Region															
42070 Lehigh Valley	84.2%	74.0%	113.8%	85.6%	75.0%	114.1%	\$8,820	\$7,000	126.0%	72.9%	57.0%	127.9%	29.5%	Baseline	-
North Central Region															
42125 North Central	86.2%	74.0%	116.5%	89.7%	75.0%	119.6%	\$7,794	\$7,000	111.3%	83.3%	57.0%	146.2%	27.6%	Baseline	-
Northeast Region															
42055 Lackawanna	92.4%	74.0%	124.8%	87.8%	75.0%	117.1%	\$8,568	\$7,000	122.4%	79.0%	57.0%	138.7%	31.6%	Baseline	-
42075 Luzerne-Schuylkill	85.4%	74.0%	115.4%	81.1%	75.0%	108.2%	\$7,872	\$6,300	125.0%	81.4%	57.0%	142.7%	23.2%	Baseline	-
42135 Pocono Counties	81.2%	74.0%	109.7%	79.8%	75.0%	106.3%	\$7,014	\$7,000	100.2%	77.0%	57.0%	135.2%	12.6%	Baseline	-
Northern Tier Region															
42130 Northern Tier	84.6%	74.0%	114.3%	83.7%	75.0%	111.6%	\$7,220	\$6,300	114.6%	82.4%	57.0%	144.5%	47.4%	Baseline	-
Northwest Region															
42170 Northwest	83.5%	72.0%	116.0%	87.0%	72.0%	120.8%	\$9,650	\$6,500	148.5%	78.8%	57.0%	138.2%	1.7%	Baseline	-
42145 West Central	85.2%	74.0%	115.1%	86.8%	75.0%	115.7%	\$7,988	\$7,000	114.1%	84.0%	57.0%	147.4%	65.0%	Baseline	-
South Central Region															
42060 Lancaster	81.9%	74.0%	110.6%	82.2%	75.0%	109.6%	\$8,022	\$7,000	114.6%	69.6%	57.0%	122.0%	37.4%	Baseline	-
Southeast Region															
42015 Berks	89.2%	72.0%	123.9%	87.7%	73.0%	120.1%	\$8,015	\$7,000	114.5%	57.1%	57.0%	100.3%	46.1%	Baseline	-
42020 Bucks	83.5%	74.0%	112.8%	81.3%	75.0%	108.4%	\$9,521	\$7,000	136.0%	18.8%	57.0%	32.9%	0.0%	Baseline	-
42030 Chester	75.8%	74.0%	102.4%	78.3%	75.0%	104.3%	\$8,039	\$7,000	114.8%	3.2%	57.0%	5.7%	0.0%	Baseline	-
42035 Delaware	78.9%	74.0%	106.7%	81.6%	75.0%	108.8%	\$9,890	\$7,000	141.3%	81.1%	57.0%	142.2%	11.9%	Baseline	-
42080 Montgomery	84.6%	74.0%	114.3%	84.9%	75.0%	113.2%	\$8,738	\$7,000	124.8%	68.4%	57.0%	120.0%	9.2%	Baseline	-
42090 Philadelphia	78.5%	72.0%	109.0%	79.8%	73.0%	109.4%	\$6,897	\$6,700	102.9%	54.2%	57.0%	95.0%	6.9%	Baseline	-
Southern Alleghenies Region															
42100 Southern Alleghenies	87.6%	74.0%	118.4%	85.9%	75.0%	114.5%	\$7,137	\$7,000	102.0%	72.9%	57.0%	127.8%	31.1%	Baseline	-
Southwest Region															
42165 Southwest Corner	91.3%	74.0%	123.4%	92.7%	75.0%	123.6%	\$11,029	\$7,000	157.6%	87.3%	57.0%	153.1%	59.6%	Baseline	-
42212 Three Rivers Combined	84.6%	74.0%	114.3%	81.6%	75.0%	108.8%	\$8,165	\$7,000	116.6%	70.4%	57.0%	123.5%	18.5%	Baseline	-
42005 Allegheny	83.3%	74.0%	112.6%	83.5%	75.0%	111.3%	\$8,063	\$7,000	115.2%	76.9%	57.0%	135.0%	15.4%	Baseline	-
42095 City of Pittsburgh	85.8%	74.0%	116.0%	79.4%	75.0%	105.9%	\$8,287	\$7,000	118.4%	57.9%	57.0%	101.6%	27.1%	Baseline	-
42110 Tri-County	85.2%	74.0%	115.2%	89.6%	75.0%	119.5%	\$9,246	\$7,000	132.1%	90.2%	57.0%	158.2%	69.7%	Baseline	-
42045 Westmoreland-Fayette	87.2%	74.0%	117.8%	86.4%	75.0%	115.2%	\$9,418	\$7,000	134.5%	74.5%	57.0%	130.6%	27.5%	Baseline	-

Table 8. WIOA Title IV Vocational Rehabilitation Performance Highlights



2017-18 VOCATIONAL REHABILITATION HIGHLIGHTS

- 72,334** individuals engaged with OVR¹
- 21,129** new applicants
- 25,601** students received Pre-Employment Transition Services²
- 7,885** individuals placed into employment
- \$13.28** average hourly wage of individuals employed
- \$53M** estimated annual government savings³
- \$6,980** average per-person cost of services for an employment placement
- 12.3 months** projected time to recover investment



3,483 Early Reach Outreach Events⁴

34,815 Total Attendees

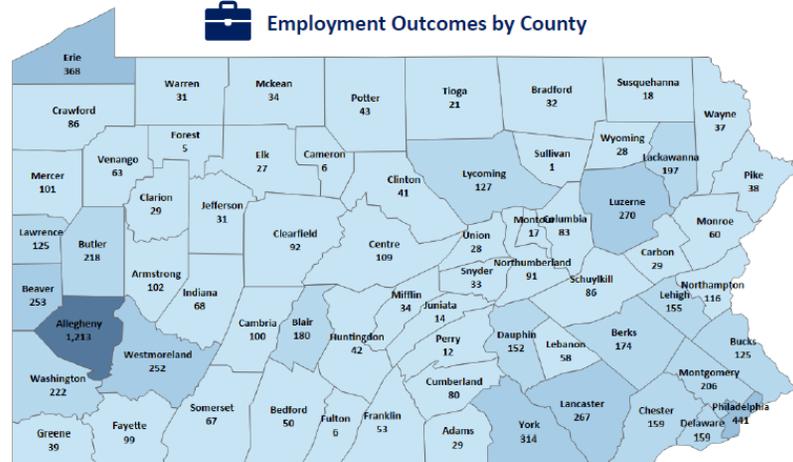
- 2,287 Parent or Guardian Attendees**
- 8,162 Professional Attendees**
- 23,956 Student & Youth Attendees**
- 410 Other Attendees**

¹ Number of OVR customers who had an open VR case as of June 30, 2018 or had their case closed during the Program Year.
² Includes potentially eligible students and students with OVR cases, and both purchased and staff-provided services.
³ Based on estimated income taxes, average annual SSA reimbursements, and SSA benefits that may decrease or end due to employed individuals achieving SGA levels established by the SSA.
⁴ Early Reach programming promotes successful outcomes for youth with disabilities by increasing awareness of OVR services and the benefits of early career planning.
Note: All figures represent program activities during the 2017-18 Program Year (July 1, 2017 – June 30, 2018).

Students Who Received Pre-Employment Transition Services

Work-Based Learning Experiences: 1,371	Job Exploration Counseling: 7,954	Counseling on Postsecondary Education: 7,695	IEP Meeting Attendance by OVR Staff: 3,350
Workplace Readiness Training: 11,224	Instruction in Self-Advocacy: 5,320	Independent Living Skills Training: 3,201	Job Shadowing: 1,049

Employment Outcomes by County



The Workforce Innovation and Opportunity Act (WIOA) regulations require that the employment outcome satisfy the following criteria to be permitted under the Vocational Rehabilitation program: (1) competitive earnings, (2) integrated location, and (3) opportunities for

Appendix B: PA WDB Membership and Contact Information

Name	Title	Organization and Address	Email	Phone	Membership Category
Jeff Brown Chair	President and CEO	Brown's Super Stores 700 Delsea Drive Westville, NJ 08093	jeffrey.brown@wakefern.com	856-471-2032	Business
Tom Wolf	Governor	Commonwealth of Pennsylvania 225 Capitol Building Harrisburg, PA 17120		717-787-2500	Governor
Idayat Adewunmi	President	Timi Pharmaceuticals 6555 Green Street, Suite 3 Philadelphia, PA 19119	timipharma@gmail.com	347-574-4754	Business
Joseph J. Alex	President	Alex Color Company 17th and Market Streets Ashland, PA 17921	joealex@alexcolor.com	570-875-3300	Business
Denise Andahazy	VP and Chief HR Officer	CSS Industries 2015 West Front Street Berwick, PA 18707	denise.andahazy@cssindustries.com	570-759-7272	Business
Tim Bean	CFO	Control Chief Corporation 200 Williams Street Bradford, PA 16701	tbean@controlchief.com	814-362-6811 814-598-6777	Business
Georgia Berner	President and CEO	Berner International Shenango Commerce Park 111 Progress Avenue New Castle, PA 16101	georgiaberner@gmail.com	724-658-3551	Business
John Blake	Senator	Pennsylvania Senate Main Capitol Building Room 17 East Wing, Senate Box 203022 Harrisburg, PA 17120	jblake@pasenate.com	717-787-6481	General Assembly
Julene Campion	VP HR Talent Management	Geisinger Health System 105 Justin Drive Danville, PA 17821	jcampion@geisinger.edu		Business
Morgan Cephas	Representative	Pennsylvania House of Representatives 103 East Wing, PO Box 202192 Harrisburg, PA 17120	mcephas@pahouse.net	717-783-2192	General Assembly
Dennis Davin	Secretary	PA Department of Community & Economic Development 400 North Street, 4th Floor Harrisburg, PA 17120	ddavin@pa.gov	717-720-1355	Cabinet

Name	Title	Organization and Address	Email	Phone	Membership Category
Wendie DiMatteo-Holsinger	CEO	ASK Foods Inc. 77 North Hetrick Avenue, PO Box 388 Palmyra, PA 17078	wdimatteo@askfoods.com	717-838-3530 Ext. 111	Business
Patrick Eiding	President	AFL-CIO Philadelphia Council 22 South 22nd Street, Suite 2 Philadelphia, PA 19103	peiding@philafclcio.org	215-665-9800	Labor/CBO/ Youth/Ed
Diane Ellis-Marseglia	Commissioner	Bucks County 55 East Court Street Doylestown, PA 18901	commellismarseglia@buckscounty.org	215-348-6425	Chief Elected Official
Brian Funkhouser	President and CEO	Buchart Horn Inc./BASCO Associates The Russell E. Horn Building 445 West Philadelphia Street, PO Box 15040 York, PA 17405	bfunkhouser@BH-BA.com	717-852-1446	Business
Nick Gilson	Founder and CEO	Gilson Brands 6985 New Berlin Highway Winfield, PA 17889	nick@gilsonsnow.com	570-798-9102	Business
Christopher Hackett	President and CEO	i2M 755 Oak Hill Road Mountain Top, PA 18707	chris.hackett@i2M.us.com	570-474-4427	Business
James Harper, Jr.	Business Manager	Laborers Local 413 222 Penn Street Chester, PA 19013	jharperjr@laborers413.com	610-872-5328	Labor/CBO/ Youth/Ed
Sarah Hollister	Vice President-Youth Development and Gateway Programs	JEVS Human Services 1845 Walnut Street, 7th Floor Philadelphia, PA 19103	sarah.hollister@JEVS.org	215-854-1831	Labor/CBO/ Youth/Ed
Peter Klein	Director	Steamfitters Local 420 14420 Townsend Road, Suite A Philadelphia, PA 19154	pklein@lu420.com	267-350-2610	Labor/CBO/ Youth/Ed
Marguerite Kline	HR Director	RemCon Plastics Manufacturing 208 Chestnut Street Reading, PA 19602	margueritekline@aol.com	610-376-2666	Business
Ron Kratofil	Consultant	23 Mark Drive Delmont, PA 15626	ronkratofil@yahoo.com	717-940-3353	Business
James Kunz	Business Manager	Operating Engineers Local 66 111 Zeta Drive Pittsburgh, PA 15238	jkunz@iuoe66.org	412-968-9120 Ext.127	Labor/CBO/ Youth/Ed
Carrie Lenze	Global Continuous Improvement Director	Morgan Advanced Materials 441 Hall Avenue	carrie.lenze@gmail.com	814-335-4986	Business

Name	Title	Organization and Address	Email	Phone	Membership Category
		Saint Marys, PA 15857			
Ryan Mackenzie	Representative	Pennsylvania House of Representatives 160A East Wing, PO Box 202134 Harrisburg, PA 17120	rmackenzie@pahousegop.com	717-787-1000	General Assembly
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Teresa Miller	Secretary	PA Department of Human Services 625 Forster Street, Room 333 Harrisburg, PA 17120	teresamill@pa.gov	717-787-2600	Cabinet
Henry Nicholas	President	AFSCME Hospital and Health Care Employees 1319 Locust Street Philadelphia, PA 19107	president1199C@aol.com henrynicholas@email.com	215-735-1300	Labor/CBO/ Youth/Ed
Jerry Oleksiak	Secretary	PA Department of Labor & Industry 651 Boas Street, Room 1700 Harrisburg, PA 17121	wgoleskiak@pa.gov	717-705-2630	Cabinet
Teresa Osborne	Secretary	PA Department of Aging 555 Walnut Street, 5th Floor Harrisburg, PA 17101	teosborne@pa.gov	717-783-1550	Cabinet
Jodi Pace	HR Business Partner	AFP Advanced Food Products LLC 158 West Jackson Street New Holland, PA 17557	jodi.pace@afpllc.com	717-355-8500 Ext.422	Business
Michael Pipe	Commissioner	Centre County Willowbank Office Building 420 Holmes Street Bellefonte, PA 16823	mpipe@centrecountypa.gov	814-355-6700	Local Elected Official
Russell Redding	Secretary	PA Department of Agriculture 2301 North Cameron Street Harrisburg, PA 17110	rredding@pa.gov	717-772-2853	Cabinet
Gregg Riefenstahl	Talent Acquisitions Manager	Penske 2675 Morgantown Road Reading, PA 19607	gregg.riefenstahl@penske.com	610-796-4305	Business
Pedro Rivera	Secretary	PA Department of Education 333 Market Street, 10th Floor Harrisburg, PA 17126	parivera@pa.gov	717-783-9780	Cabinet
JoAnne Ryan	President and CEO	Alpha Sintered Metals 95 Mason Run Road Ridgway, PA 15853	jryan@alphasintered.com	814-773-3191	Business

Name	Title	Organization and Address	Email	Phone	Membership Category
Robert Scaer	Chairman and CEO	Gannett Fleming 207 Senate Avenue Camp Hill, PA 17011	rscaer@gfnet.com	717-763-7211	Business
Frank Sirianni	President	PA State Building Trades Council 904 North 2nd Street Harrisburg, PA 17102	pa.bldg@verizon.net	717-233-5726	Labor/CBO/ Youth/Ed
Meg Snead	Secretary of Policy and Planning	Office of Governor Tom Wolf 238 Main Capitol Building Harrisburg, PA 17120	msnead@pa.gov	717-772-3820	Cabinet
John "Ski" Sygielski	President	Harrisburg Area Community College One HACC Drive Harrisburg, PA 17110	ski@hacc.edu	717-736-4100	Higher Education
Jessica Trybus	Founder and Chief Games Officer	Simcoach Games 40 24th Street, 2nd Floor Pittsburgh, PA 15222	jtrybus@simcoachgames.com	412-246-4033	Business
Kim Ward	Senator	Pennsylvania Senate 168 Main Capitol, Senate Box 203039 Harrisburg, PA 17120	kward@pasen.gov	717-787-6063	General Assembly
Dionne Wallace-Oakley	SVP-Human Resources	Erie Insurance 100 Erie Insurance Place Erie, PA 16530	dionne.wallaceoakley@erieinsurance.com	814-870-6965	Business
Yvette Watts	CEO	Watts Facility Solutions The Enterprise Center 4548 Market Street, Suite LL09 Philadelphia, PA 19139	ybw@wattswindowcleaning.com	215-243-4106	Business
John Wetzel	Secretary	PA Department of Corrections 1920 Technology Parkway Mechanicsburg, PA 17050	jowetzel@pa.gov	717-728-4109	Cabinet
Matt Yarnell	President	SEIU Healthcare PA 1500 North Second Street Harrisburg, PA 17102	matt.yarnell@seiuhcpa.org	714-238-3030	Labor/CBO/ Youth/Ed

Appendix C: Statewide Eligible Training Provider List (ETPL)

WIOA requires each Local Workforce Development Board (LWDB) to certify Eligible Training Providers, which are placed on a statewide Eligible Training Provider List (ETPL). The ETPL identifies qualified training providers eligible to serve WIOA customers and receive WIOA funding.

Provider Service Title	Provider Name	Service Location	Provider Location Address
Nurse Aide Training	Penn State University - Hazleton	HAZLETON-PA-18202-8025	76 University Dr Hazleton, PA 18202
Medical Equipment Technician	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
Mechatronics (722)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Criminal Justice	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Nurse Aide Training Program	Columbia Montour Area Voc Tech Sch	BLOOMSBURG-PA-17815-8919	5050 SWEPPEHEISER DR BLOOMSBURG, PA 17815-8919
Medical Billing & Coding	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Criminal Justice	Northern Pennsylvania Regional College	WARREN-PA-16365-2547	300 2Nd Ave Ste 5 Warren, PA 16365-2407
Criminal Justice	Northern Pennsylvania Regional College	WARREN-PA-16365-2547	300 2Nd Ave Ste 5 Warren, PA 16365-2407
Diesel Mechanic & Heavy Equipment Technology	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
Pre-LPN/Medical Assistant	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
Medical Assistant	Bidwell Training Center	PITTSBURGH-PA-15233-2233	1815 METROPOLITAN ST PITTSBURGH, PA 15233-2233
Medical Claims Processor	Bidwell Training Center	PITTSBURGH-PA-15233-2233	1815 METROPOLITAN ST PITTSBURGH, PA 15233-2233
Administrative Office Professional	Great Lakes Institute of Technology	Erie-PA-16509-2482	5100 Peach ST Erie, PA 16509-2482
Nurse Aide	NSB Trainers	WEST HAZLETON-PA-18202-1193	103 ROTARY DR WEST HAZLETON, PA 18202-1193
Carpentry	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Electrical Systems Technology	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Computer and Networking Technology	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Culinary Arts	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618
(BA-407) Computerized Accounting with Microsoft Office 2013	Network Learning Institute	MOUNT LAUREL-NJ-08054-2212	15000 COMMERCE PKWY MOUNT LAUREL, NJ 08054-2212
CDL A Training Refresher	Barber Trucking Inc. and Jeff Tech CDL Training Program	BROOKVILLE-PA-15825-7417	3661 Route 28 N Brookville, PA 15825-7417
HVAC Technology Program	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Evening Welding	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
Automotive Technology	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
Nurse Aide Training	Chester County OIC	Coatesville-PA-19320-3248	22 N 5Th Ave Coatesville, PA 19320-3248

Welding Certificate D1.5 SMAW 1" Plate 3G	BC3 at VoTech	BUTLER-PA-16001-2664	210 Campus Ln Butler, PA 16001-2697
CDL Class A Truck Driving	DCS School of Driving, LLC	YORK-PA-17404-3531	1060 Zinns Quarry RD York, PA 17404-3531
Machine Operator	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Accounting Clerk	Great Lakes Institute of Technology	Erie-PA-16509-2482	5100 Peach ST Erie, PA 16509-2482
Medical Coding Certificate Program	Harcum College	BRYN MAWR-PA-19010-3405	750 MONTGOMERY AVE BRYN MAWR, PA 19010-3405
Industrial Maintenance and Mechatronics	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
CLASS A REFRESHER COURSE	Keystone Diesel Institute	BUTLER-PA-16001-8704	647 EVANS CITY RD BUTLER, PA 16001-8704
Electronics Technology	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Certified Nurses Aide	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Carpentry/Carpenter	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618
Electrical Technology	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618
Practical Nursing	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
Class B Straight Truck Driver Training Program	All State Career School	WEST MIFFLIN-PA-15122-1057	1200 Lebanon RD Ste 101, South Hills Industrial Park West Mifflin, PA 15122-1057
CNC/Machinist Technician	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
Electrician	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
Diesel & Truck Technology	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Dental Health Technology	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Welding	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618
Business Administration	Northern Pennsylvania Regional College	WARREN-PA-16365-2547	300 2Nd Ave Ste 5 Warren, PA 16365-2407
Business Administration	Northern Pennsylvania Regional College	WARREN-PA-16365-2547	300 2Nd Ave Ste 5 Warren, PA 16365-2407
Practical Nursing	Crawford County Area Vocational Technical School	MEADVILLE-PA-16335-2152	860 THURSTON RD MEADVILLE, PA 16335-2152
Licensed Practical Nurse	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
Pharmacy Technician	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
Project Management for Professionals	Springhouse Education & Consulting Services	EXTON-PA-19341-1159	707 Eagleview BLVD Ste 207 Exton, PA 19341-1159
Commercial Driver's License Training Program	Action In Motion Truck Driving Academy	Ashtabula-OH-44004-4370	4900 North Ridge Road, West Ashtabula, OH 44004
Commercial Truck Driving	New Castle School of Trades	EAST LIVERPOOL-OH-43920-3025	129 E 5Th ST East Liverpool, OH 43920-3025
Auto Technology	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Automotive Technology	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618

(IT-206) Technical Support w/A+, Network+ and Windows 7 w/Te	Network Learning Institute	MOUNT LAUREL-NJ-08054-2212	15000 COMMERCE PKWY MOUNT LAUREL, NJ 08054-2212
(IT-102) MS Office 2013 with Quickbooks	Network Learning Institute	MOUNT LAUREL-NJ-08054-2212	15000 COMMERCE PKWY MOUNT LAUREL, NJ 08054-2212
Medical Assistant Program	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Practical Nursing Program	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Commercial Driver's License	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
Clinical Medical Assistant - CCMA	LACKAWANNA COLLEGE	TOWANDA-PA-18848-8385	1 ELIZABETH ST STE 2 TOWANDA, PA 18848-1629
(IT-910) Network and System Administration	Network Learning Institute	MOUNT LAUREL-NJ-08054-2212	15000 COMMERCE PKWY MOUNT LAUREL, NJ 08054-2212
HVAC Technician	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
CDL A Tractor	BOCES (Olean, Belmont, Salamanca, Ellicottville)	OLEAN-NY-14760-9333	1825 Windfall Rd Olean, NY 14760
MACHINING	BOCES (Olean, Belmont, Salamanca, Ellicottville)	OLEAN-NY-14760-9333	1825 Windfall Rd Olean, NY 14760
IT Training: Technical Support Specialist	Harrisburg Univ of Science & Tech	Harrisburg-PA-17101-2208	326 Market St Harrisburg, PA 17101-2208
Business and Information Management	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
Practical Nursing	Great Lakes Institute of Technology	Erie-PA-16509-2482	5100 Peach ST Erie, PA 16509-2482
Nursing Assistant Training	Revolutionary Education Center	Allentown-PA-18103-6372	1251 S CEDAR CREST BLVD STE 201A ALLENTOWN, PA 18103-6214
Culinary Arts	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Health Assisting	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618
Automotive Technology Program	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Welding Technology/Welding	Erie's Public Schools Adult Education	ERIE-PA-16508-2606	Erie's Public Schools Career & Tech, 3325 Cherry Street Erie, PA 16509-2606
MICROSOFT OFFICE APPLICATIONS (Word/Excel/Power Point)	American Advanced Institute of Technology	FEASTERVILLE TREVOSSE-PA-19053-7843	106 E PENNSYLVANIA BLVD FEASTERVILLE TREVOSSE, PA 19053-7843
Automotive Collision Repair Technology	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
Dental Assistant	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Massage Therapy	The Wellness Institute of Chester County, LLC	EXTON-PA-19341-1249	403D Gordon DR Exton, PA 19341-1249
Automotive Body Repair	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618
Mechatronics & Industrial Controls Technology Program	York County School of Technology	YORK-PA-17402-4628	2179 S QUEEN ST YORK, PA 17402-4628
Commercial Driver Training	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927
Professional Nursing	GEISINGER - LEWISTOWN HOSPITAL	LEWISTOWN-PA-17044-1167	400 HIGHLAND AVE LEWISTOWN, PA 17044-1167
Health Care Assistant	Erie's Public Schools Adult Education	ERIE-PA-16508-2606	Erie's Public Schools Career & Tech, 3325 Cherry Street Erie, PA 16509-2606

Barbering with a valid PA Cosmetologist License	Barber School of NEPA	SCRANTON-PA-18509-3013	535 Wyoming Ave Scranton, PA 18509-3013
Medical Office Administrator-ONLINE	Institute of Medical and Business Careers	ERIE-PA-16506-1013	5739 W Ridge RD Erie, PA 16506-1013
Comptia A+ Certification	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027
Computer Users & Support with Web Technology	The Full Circle Group	EXTON-PA-19341-2831	740 SPRINGDALE DR EXTON, PA 19341-2880
Office Technology for Supervisors with Industry Cus	The Full Circle Group	EXTON-PA-19341-2831	740 SPRINGDALE DR EXTON, PA 19341-2880
Automotive Body Technician	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
Network & Database Professional	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
Welding Technology	Erie Institute of Technology	ERIE-PA-16565-5002	940 MILLCREEK MALL ERIE, PA 16565-5002
Advanced Precision Machining	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Welding	SUN Area Technical Institute	NEW BERLIN-PA-17855-0527	815 MARKET ST NEW BERLIN, PA 17855-8054
Heating/Ventilation/Air Conditioning	Admiral Peary Area Vocational Technical School	EBENSBURG-PA-15931-7618	948 Ben Franklin Hwy Ebensburg, PA 15931-7618
Practical Nursing Program	Warren County Technical School	WASHINGTON-NJ-07882-3574	1500 State Route 57 W Washington, NJ 07882-3574
CDL A Training	Barber Trucking Inc. and Jeff Tech CDL Training Program	BROOKVILLE-PA-15825-7417	3661 Route 28 N Brookville, PA 15825-7417
Massage Therapy	European Medical School of Massage LLC	SINKING SPRING-PA-19608-1680	2913 Windmill Road, Suite 12 Sinking Spring, PA 19608-1680
Nursing Assistant Training	Revolutionary Education Center	OLYPHANT-PA-18447-1335	1619 MAIN ST OLYPHANT, PA 18447-1335
Welding/ Metal Fabrication Technology	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
HVAC Tech in training	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
160 CDL Class A	CLARION COUNTY CAREER CENTER	SHIPPENVILLE-PA-16254-4638	490 CAREER LN SHIPPENVILLE, PA 16254-4638
Medical Insurance Billing and Coding - ONLINE	Institute of Medical and Business Careers	ERIE-PA-16506-1013	5739 W Ridge RD Erie, PA 16506-1013
Automotive Technology	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Medical Assisting	Institute of Medical and Business Careers	ERIE-PA-16506-1013	5739 W Ridge RD Erie, PA 16506-1013
Emergency Medical Technician Certification Course	CETRONIA AMBULANCE CORP	ALLENTOWN-PA-18104-9564	4300 Broadway Allentown, PA 18104-5296
Advanced Data Analyst - Business Data Analysis and Reporting	FULL CIRCLE COMPUTING INC	PHILADELPHIA-PA-19102-4603	1420 Pine ST, Full Circle at Peirce College Philadelphia, PA 19102-4699
Medical Office Administrative Assistant (CMAA)	FULL CIRCLE COMPUTING INC	PHILADELPHIA-PA-19102-4603	1420 Pine ST, Full Circle at Peirce College Philadelphia, PA 19102-4699
Computer Users & Support with Web Technology	FULL CIRCLE COMPUTING INC	PHILADELPHIA-PA-19102-4603	1420 Pine ST, Full Circle at Peirce College Philadelphia, PA 19102-4699
LCCC-Prod Tech/Ind Automation 1 & Mfg Simulation	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
LCCC-Advanced Production Tech/Industrial Automation 1 & 2	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078

Commercial Driver License Class B (CDL B)	Smith & Solomon Driver Training	PHILADELPHIA-PA-19124-4716	4201 Tacony ST Philadelphia, PA 19124-4716
Health Occupations	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Advanced Microsoft Office Specialist Certification	The Full Circle Group	EXTON-PA-19341-2831	740 SPRINGDALE DR EXTON, PA 19341-2880
Advanced Microsoft Office Specialist Certification	FULL CIRCLE COMPUTING INC	PHILADELPHIA-PA-19102-4603	1420 Pine ST, Full Circle at Peirce College Philadelphia, PA 19102-4699
Auto Mechanics Tech	Erie's Public Schools Adult Education	ERIE-PA-16508-2606	Erie's Public Schools Career & Tech, 3325 Cherry Street Erie, PA 16509-2606
Personal Trainer Certification	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
LCCC-Prod Tech/Industrial Electrical Tech 1&2	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
Business Technology for Professionals	Springhouse Education & Consulting Services	EXTON-PA-19341-1159	707 Eagleview BLVD Ste 207 Exton, PA 19341-1159
Accounting-BA	Pennsylvania College of Technology Williamsport	WILLIAMSPORT-PA-17701-5778	1 COLLEGE AVE WILLIAMSPORT, PA 17701-5778
Plumbing Certificate (365)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Business Administration-Accounting	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Heating / Air Conditioning Assoc. Degree Program	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Advanced Welder Qualification-Pipe	Welder Training & Testing Institute	ALLENTOWN-PA-18109-3253	729 E Highland St Allentown, PA 18109
Barbering	Barber School of NEPA	SCRANTON-PA-18509-3013	535 Wyoming Ave Scranton, PA 18509-3013
Laboratory Technician	Bidwell Training Center	PITTSBURGH-PA-15233-2233	1815 METROPOLITAN ST PITTSBURGH, PA 15233-2233
Practical Nursing	Fortis Institute Scranton	SCRANTON-PA-18509-2902	517 ASH ST SCRANTON, PA 18509-2902
Cisco Certified Network Associate (CCNA) and Cisco Security	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027
Master's Degree in Business Administration - 100% online	California University of Pennsylvania	CALIFORNIA-PA-15419-1341	250 UNIVERSITY AVE CALIFORNIA, PA 15419-1341
LCCC-Prod Technician/Industrial Mechanical Technician 1&2	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
200 - CDL Class A Tanker and Hazmat	VENANGO TECHNOLOGY CTR	OIL CITY-PA-16301-3501	1 VO TECH DR OIL CITY, PA 16301-3501
Automotive Technology Certificate Program (350.2)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Electrical Distribution Technology Certificate-702	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Welding Technology	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927
Facilities Maintenance Technology (383.2)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Dental Assistant	Monongalia County Technical Education Center	MORGANTOWN-WV-26501-6841	1000 Mississippi St, Morgantown, WV 26501
160 - CDL Class A	VENANGO TECHNOLOGY CTR	OIL CITY-PA-16301-3501	1 VO TECH DR OIL CITY, PA 16301-3501
Pharmacy Technician	Bidwell Training Center	PITTSBURGH-PA-15233-2233	1815 METROPOLITAN ST PITTSBURGH, PA 15233-2233

Bachelor of Arts in Mathematics	California University of Pennsylvania	CALIFORNIA-PA-15419-1341	250 UNIVERSITY AVE CALIFORNIA, PA 15419-1341
Medical Billing and Coding	Institute of Medical and Business Careers	Erie-PA-16506-1013	5739 W Ridge RD Erie, PA 16506-1013
240-CDL Class A Oil and Gas Safety Program	CLARION COUNTY CAREER CENTER	SHIPPENVILLE-PA-16254-4638	490 CAREER LN SHIPPENVILLE, PA 16254-4638
Pre-Apprenticeship Construction and Building Maintenance	YWCA Tri-County Area	POTTSTOWN-PA-19464-5516	315 King St Pottstown, PA 19464
LCCC-Prod Tech/Ind Electrical Level 1	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
LCCC-Production Tech/Ind Mechanical Tech Level 1	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
Microsoft Office Specialist	Springhouse Education & Consulting Services	EXTON-PA-19341-1159	707 Eagleview BLVD Ste 207 Exton, PA 19341-1159
Electrical Distribution Technology-708.2	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Mobile Equipment Operations Technology	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927
Machine Technology	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
Building Trades	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
Culinary Arts	Bidwell Training Center	PITTSBURGH-PA-15233-2233	1815 METROPOLITAN ST PITTSBURGH, PA 15233-2233
Air Conditioning, Refrigeration & Heating	Orleans Technical College	PHILADELPHIA-PA-19154-1036	2770 RED LION RD PHILADELPHIA, PA 19114-1014
Sociology - Social Deviance - 100% online	California University of Pennsylvania	CALIFORNIA-PA-15419-1341	250 UNIVERSITY AVE CALIFORNIA, PA 15419-1341
Advanced Data Analyst - Business Data Analysis and Reporting	The Full Circle Group	EXTON-PA-19341-2831	740 SPRINGDALE DR EXTON, PA 19341-2880
EMT Basic	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
LCCC-Production/Industrial Automation Technician	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
Commercial Drivers License A (CDL A)	Smith & Solomon Driver Training	PHILADELPHIA-PA-19124-4716	4201 Tacony ST Philadelphia, PA 19124-4716
Practical nursing	Central Susquehanna LPN Career Cntr	LEWISBURG-PA-17837-8818	1339 Saint Mary ST Ste 2 Lewisburg, PA 17837-8818
ASEP/ASSET/CAP Automotive Services Program Assoc. Degree (50	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Commercial Truck Driving	New Castle School of Trades	NEW CASTLE-PA-16101-8739	4117 Pulaski RD New Castle, PA 16101-8739
Paramedic	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
240-CDL Class A Oil and Gas Safety Program	VENANGO TECHNOLOGY CTR	OIL CITY-PA-16301-3501	1 VO TECH DR OIL CITY, PA 16301-3501
Collision Repair Technology	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Electrical Occupations	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Business Administration-- Management & Marketing	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Practical Nursing - Johnstown	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927

Machine Tool Technology	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Drinking Water Certification Program	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027
Medical Assistant	South Hills School of Business & Technology - Lewistown	LEWISTOWN-PA-17044-2125	124 E MARKET ST LEWISTOWN, PA 17044-2125
Dental Assisting - Expanded Functions Dental Auxiliary	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999
Gerontology Certificate Program	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999
Human Services AAS Degree	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999
Medical Coder	Bidwell Training Center	PITTSBURGH-PA-15233-2233	1815 METROPOLITAN ST PITTSBURGH, PA 15233-2233
Medical Records Technician - ONLINE	Institute of Medical and Business Careers	ERIE-PA-16506-1013	5739 W Ridge RD Erie, PA 16506-1013
Welder Fitter	Welder Training & Testing Institute	ALLENTOWN-PA-18109-3253	729 E Highland St Allentown, PA 18109
Medical Office Administrative Assistant (CMAA)	The Full Circle Group	EXTON-PA-19341-2831	740 SPRINGDALE DR EXTON, PA 19341-2880
200 – CDL Class A Tanker and Hazmat	CLARION COUNTY CAREER CENTER	SHIPPENVILLE-PA-16254-4638	490 CAREER LN SHIPPENVILLE, PA 16254-4638
LCCC - Production Technician Manufacturing	Lehigh Carbon Community College - Schnecksville	SCHNECKSVILLE-PA-18078-2502	4525 Education Park Dr Schnecksville, PA 18078
Administrative Professional	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Java Web Application Development Bootcamp	Tech Elevator	PITTSBURGH-PA-15233-1408	901 Pennsylvania Ave Ste 3A Pittsburgh, PA 15233-1408
Advanced Microsoft Office Specialist	Springhouse Education & Consulting Services	EXTON-PA-19341-1159	707 Eagleview BLVD Ste 207 Exton, PA 19341-1159
Stationary Operating Engineer-731.1	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Facilities Maintenance Technology (384.2)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Mechatronics (722)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Heating, Ventilation, Air Conditioning & Refrigeration	Jeff Tech	REYNOLDSVILLE-PA-15851-6368	576 VO TECH RD REYNOLDSVILLE, PA 15851-6368
Expanded Functions Dental Assisting	Fortis Institute Scranton	SCRANTON-PA-18509-2902	517 ASH ST SCRANTON, PA 18509-2902
Administrative Professional (MOS Certificate)	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027
Multi-Skilled Medical Technician, Level 3	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027
Customer Service & Sales Certification w Microsoft Office	The Full Circle Group	EXTON-PA-19341-2831	740 SPRINGDALE DR EXTON, PA 19341-2880
Automotive Technology Program Assoc. Degree (349.2)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Building Construction Supervision (514.2)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Building Construction Technology-441	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Engineering Technology	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Carpentry	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Microsoft Office Specialist Certification Program	LACKAWANNA COLLEGE	TOWANDA-PA-18848-8385	1 ELIZABETH ST STE 2 TOWANDA, PA 18848-1629

Welding Technology - Bedford	Greater Johnstown Career & Technology Center	Alum Bank-PA-15521-8306	271 Industrial Ln Alum Bank, PA 15521-8306
Mechatronics (723)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Nurse Assistant/Aide	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927
Welding, Oil & Gas	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Heating / Air Conditioning Certificate Program (312.1)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Certified Phlebotomy Technician, CPT	LACKAWANNA COLLEGE	TOWANDA-PA-18848-8385	1 ELIZABETH ST STE 2 TOWANDA, PA 18848-1629
Health Information Technology	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Medical Assistant	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Mechatronics Certificate	HACC [Harrisburg Area Community College]	GETTYSBURG-PA-17325-3403	731 OLD HARRISBURG RD GETTYSBURG, PA 17325-3403
Administrative Office Management AAS Degree	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999
Criminal Justice	South Hills School of Business & Technology - Lewistown	LEWISTOWN-PA-17044-2125	124 E MARKET ST LEWISTOWN, PA 17044-2125
Welding Technology	Institute of Medical and Business Careers	ERIE-PA-16506-1013	5739 W Ridge RD Erie, PA 16506-1013
Commercial Driver's License Class A + Bus (CDL A + Bus)	Smith & Solomon	DUPONT-PA-18641-2228	98 GROVE ST DUPONT, PA 18641-2228
Culinary Arts	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Mechatronics (723)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Information Technology Support Certificate Program-242.2	CCAC [Community College Allegheny County] - North	PITTSBURGH-PA-15237-5353	8701 PERRY HWY PITTSBURGH, PA 15237-5353
Practical Nursing - Monroeville	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	339 Old Haymaker Road Monroeville, PA 15146-1435
Administrative Computer Specialist Certificate Program-234	CCAC [Community College Allegheny County] - North	PITTSBURGH-PA-15237-5353	8701 PERRY HWY PITTSBURGH, PA 15237-5353
Cybersecurity 784	CCAC [Community College Allegheny County] - North	PITTSBURGH-PA-15237-5353	8701 PERRY HWY PITTSBURGH, PA 15237-5353
Commercial Driver's License Class B (CDL B)	Smith & Solomon Driver Training	NORRISTOWN-PA-19401-4916	103 E MAIN ST NORRISTOWN, PA 19401-4916
Commercial Driver's License Class A (CDL A)	Smith & Solomon Driver Training	NORRISTOWN-PA-19401-4916	103 E MAIN ST NORRISTOWN, PA 19401-4916
Health Care Management AAS Degree	HACC [Harrisburg Area Community College]	LANCASTER-PA-17602-2633	1641 OLD PHILADELPHIA PIKE LANCASTER, PA 17602-2633
Human Services AAS Degree	HACC [Harrisburg Area Community College]	Lancaster-PA-17602-2690	1641 OLD PHILADELPHIA PIKE LANCASTER, PA 17602-2633
Heating, Ventilation, & Air Conditioning/Refrigeration AAS	HACC [Harrisburg Area Community College]	York-PA-17404-1791	2010 PENNSYLVANIA AVE YORK, PA 17404-1791
Professional Bookkeeping Certificate Program	HACC [Harrisburg Area Community College]	York-PA-17404-1791	2010 PENNSYLVANIA AVE YORK, PA 17404-1791
Machine Tool Technology	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927
Criminal Justice	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Culinary Arts	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927

Administrative Professional	South Hills School of Business & Technology - Lewistown	LEWISTOWN-PA-17044-2125	124 E MARKET ST LEWISTOWN, PA 17044-2125
Multi-Skilled Medical Technician, Level 1	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027
Logistics & Materials Management	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Dental Assistant Certificate	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999
Administrative Medical Assistant	South Hills School of Business & Technology - Altoona	ALTOONA-PA-16602-1123	508 58TH ST ALTOONA, PA 16602-1123
Business Administration/Accounting	South Hills School of Business & Technology - Altoona	ALTOONA-PA-16602-1123	508 58TH ST ALTOONA, PA 16602-1123
Medical Billing and Coding Susquehanna	LACKAWANNA COLLEGE - New Milford Campus	SUSQUEHANNA-PA-18847-2609	2390 State Route 848 New Milford, PA 18834-7881
Medical Assistant	South Hills School of Business & Technology - Altoona	ALTOONA-PA-16602-1123	508 58TH ST ALTOONA, PA 16602-1123
Cyber Security Certification	Penn State University - Beaver	Monaca-PA-15061	100 University Dr, Monaca, PA 15061
Welding	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Building Construction Estimating	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Construction Technology	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927
Diesel Mechanics	Greater Johnstown Career & Technology Center	JOHNSTOWN-PA-15904-2927	445 SCHOOLHOUSE RD JOHNSTOWN, PA 15904-2927
MIG Welding - Somerset	Greater Johnstown Career & Technology Center	SOMERSET-PA-15501-7352	10558 Somerset Pike Somerset, PA 15501-7352
Full-Time Practical Nursing Program	Lebanon County Career & Technology Center	LEBANON-PA-17042-9159	833 METRO DR LEBANON, PA 17042-9159
Class A CDL Driver Training Program	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027
Information Technology Support Assoc. Degree Program (783)	CCAC [Community College Allegheny County] - North	PITTSBURGH-PA-15237-5353	8701 PERRY HWY PITTSBURGH, PA 15237-5353
Business Management Assoc. Degree Program (385)	CCAC [Community College Allegheny County] - North	PITTSBURGH-PA-15237-5353	8701 PERRY HWY PITTSBURGH, PA 15237-5353
Administrative Support Technician Susquehanna	LACKAWANNA COLLEGE - New Milford Campus	SUSQUEHANNA-PA-18847-2609	2390 State Route 848 New Milford, PA 18834-7881
Introduction To Construction/Trades	Energy Innovation Center Institute, Inc	PITTSBURGH-PA-15219-3675	1435 Bedford Avenue Pittsburgh, PA 15219
Commercial Driver License Class A (CDL A)	Smith & Solomon	DUPONT-PA-18641-2228	98 GROVE ST DUPONT, PA 18641-2228
Welding Technology Certificate Program (317.2)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Welding Technology Assoc. Degree (316.3)	CCAC West Hills Center	OAKDALE-PA-15071-1099	1000 McKee Rd, Oakdale, PA 15071
Certified Medical Administrative Assistant, CMAA	LACKAWANNA COLLEGE	TOWANDA-PA-18848-8385	1 ELIZABETH ST STE 2 TOWANDA, PA 18848-1629
Criminal Justice and Criminology Assoc. Degree (600)	CCAC [Community College Allegheny County] - North	PITTSBURGH-PA-15237-5353	8701 PERRY HWY PITTSBURGH, PA 15237-5353
Information Technology	South Hills School of Business & Technology - State College	STATE COLLEGE-PA-16801-4516	480 WAUPELANI DR STATE COLLEGE, PA 16801-4516
Multi-Skilled Medical Technician, Level 2	Delaware County Community College - Media	MEDIA-PA-19063-1027	901 MEDIA LINE RD MEDIA, PA 19063-1027

Nurse Aide Certification	Beaver County Career & Technology Center	MONACA-PA-15061-2585	145 Poplar Ave Monaca, PA 15061-2586
Automotive Service Advisor Certificate Program	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999
Business Administration-- Management & Marketing	South Hills School of Business & Technology - Lewistown	LEWISTOWN-PA-17044-2125	124 E MARKET ST LEWISTOWN, PA 17044-2125
Information Technology	South Hills School of Business & Technology - Lewistown	LEWISTOWN-PA-17044-2125	124 E MARKET ST LEWISTOWN, PA 17044-2125
Computer Information Systems AAS Degree	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999
Paramedic - EMT Certificate	HACC [Harrisburg Area Community College]	HARRISBURG-PA-17110-2903	1 HACC Drive Harrisburg, PA 17110-2999

Appendix D: Local Workforce Development Board (LWDB) Annual Reports

Berks County Workforce Development Board 2018 Annual Report

Top Three Accomplishments for 2018

I. Ongoing support for Career and Technical Education Pathways / Technical Academies

(Goal 1: Establish Career Pathways, Goal 2: Invest in Talent and Skills for Targeted Industries in Strategic Partnership with employers and Educational Institutions, Goal 4: Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay)

A majority (53.8%) of Berks County adults have successfully achieved a high school education but not an Associate's Degree or higher. (Only 30% of Berks County adults persevered with their formal education to complete an Associate's Degree or higher.) This profile may have been a good match for a 20th century economy, but it does not meet the needs of our region's current and future technology-driven workplace. Fortunately, we have in place well-constructed pathways from high school CTE to community college education and higher (e.g., Technical Academies); however, we need to encourage more Berks County students and families to pursue such pathways. In 2018 we responded by:

- Effectively managing our Business Education Partnership (BEP) grants to fund:
 - 1) the Berks Business Education Coalition (BBEC) for initiating and expanding high school internship programs to 13 of 18 local school districts,
 - 2) an expansion of the Manufacturing Resource Center's (MRC's) *What's So Cool about Manufacturing* contest to 29 teams from 24 local middle schools – growing our contest to the second largest in the state in only our second year, and
 - 3) expanded business engagement with the Reading School District facilitated by the Greater Reading Chamber Alliance (GRCA).
- Partnering with the Berks County Intermediate Unit (BCIU), the BBEC, the GRCA and others to launch Career Ready Berks! which was quickly recognized by the PA Department of Education (PDE) as a model for the rest of the state. The 2nd annual Career Ready Berks! convening breakfast meeting in October 2018 was attended by over 250 local educators and business leaders and announced the launch of the Career Ready Berks! online platform to bring career information and opportunities to Berks County students and match their interests with opportunities provided by local employers in key industry sectors.
- Providing Berks Career & Technology Center (BCTC) and Reading-Muhlenberg Career & Technology Center (RMCTC) Strategic Innovation grant funding to support student dual enrollment college tuition and books (72 students) along with 8th grade career camps (168 students participated) in June tied to CTC programs related to key local industry sectors.

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

(Goal 1: Establish Career Pathways, Goal 2: Invest in Talent and Skills for Targeted Industries in Strategic Partnership with employers and Educational Institutions)

The Youth Committee of the Berks WDB has identified a unique and crucial role for the Board as the key convener of local partners with the mission and capacity to meet the extensive needs of the County's Disconnected and Under-employed Young Adults and Out of School Youth (OSY). In order to proceed with the best information available, the WDB joined with the United Way of Berks County (UWBC) to fund a project to research and profile disconnected and under-employed young adults. The resulting report informs local priorities and programs going forward and can be found on the WDB webpage: <http://www.co.berks.pa.us/Dept/WDB/Pages/default.aspx>

In 2018, the WDB and UWBC secured the assistance of a talented team of volunteers participating in Alvernia University's Leadership Berks program to offer recommendations for moving forward to address the needs of our region's over 3,000 disconnected young adults. The team's final report was presented to the full WDB at our regular meeting on June 15, 2018. Following these recommendations, UWBC solicited Berks County Venture grant proposals from community-based organizations that provide programs serving unaccompanied homeless youths and/or disconnected young adults in Berks County. UWBC's President reported to the WDB that the UWBC/WDB Disconnected Youth study was an important factor in developing the request for proposals. Three successful Venture Grant recipient agencies will share a total of \$100K to provide much-needed support to these disadvantaged young adults in CY2019.

III. Underemployment: Increasing Employment Opportunities for Individuals with Barriers to Employment, including Individuals with Disabilities and Individuals with Histories of Convictions

(Goal 2: Invest in Talent and Skills for Targeted Industries in Strategic Partnership with employers and Educational Institutions, Goal 4: Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay)

The Berks County WDB seeks to expand and upskill the overall talent pool of existing adult workers to meet the needs of our key industry sectors. In 2018 the WDB:

- Established a standing Committee on Employment of Individuals with Disabilities comprised of employers, service providers and community representatives as a key part of our comprehensive WIOA implementation. We are one of the first local WDBs in the state to do so. The Committee's outreach and education for local employers was recognized at the state level when the Chairperson and Co-Chairperson were invited to present to the full State Board of Vocational Rehabilitation at their meeting here in Reading on June 7, 2018. The 2018 accomplishments of this committee are discussed under Promising Practices.
- Assisted Berks Connections/Pre-Trial Services (BCPS) with technical assistance and support for their successful multi-year USDOL Rebuilding Reentrants and Reading (R3) grant to support a comprehensive 8-week training program in construction skills for qualifying individuals, most of whom are leaving the state's correction system. The first class of 14 participants began in late 2017 and a total of six cohorts have graduated since then. As a result of this grant, BCPS became a PA CareerLink® partner this year and a BCPS job developer is an active member of the PA CareerLink® Berks County Employer Outreach Team (EOT) that assists in identifying appropriate employment opportunities for R3 program graduates. Recently, BCPS has applied for registered pre-apprenticeship status for R3 and has submitted a PAsmart pre-apprenticeship grant application with the WDB's full support.

Success Stories

Austin – a Young Adult in need of career guidance.

Austin attended the PA CareerLink® Berks County Young Adult program orientation in July 2018. He had a High School Diploma but did not have any work experience and wasn't sure what he wanted to choose or explore as a career path. He completed the Career Personality assessment that showed him to be a Visionary/Action-Taker, listing careers such as first responder and entry-level Manufacturing. After enrollment and meeting with a Case Manager, based on his career interest results, he chose Craft-Maid Handmade Cabinetry as his first WIOA paid work experience placement. Austin thought that working in production and with materials was a good way to earn money and a possible career path. While his attendance and effort was fine at the beginning of his placement, after a month, things started to change. Austin would miss days and not stay in contact with the program as he normally would. One day while he was picking up a paycheck, Austin began talking to his Case Manager and the program Business Representative. He said he was researching different careers online and wanted to study marketing and advertising. The People Academy, a training and consulting firm, provides experiences with computers, advertising, and marketing. Austin had no previous experience with marketing and advertising and was shy, but the worksite supervisor did like his enthusiasm during the interview. He started this placement with the People Academy September 25.

Throughout the last few months there have been many positive changes in Austin. His confidence has increased greatly, as have his public speaking skills and knowledge of computers. Austin and another young adult participant put together a video of their time there and what they have learned. Through program worksite visits, he has shown many different videos and online projects he has been working on. Because he enjoys what he is doing so much, he has decided to enroll at Reading Area Community College to continue studying marketing and business after his placement is completed.

Megan – a determined job seeker

Megan registered for WIOA Title I Adult Priority in July 2018 and was interested in funding to attend training. Megan is a busy mom of four children and receives food stamps and survivor's benefits for one of her children. Her income is limited with past work experience in the clerical and retail field. She had not been employed since 2015 but has decided that now is the time to obtain training and gain employment.

After completion of Success Starts Here, a one week program designed to refresh job search skills and bolster participant confidence, Megan was awarded an Individual Training Account to attend the Nurse Assistant program at Reading Area Community College. Prior to the start of training and with the help of staff at the PA CareerLink® Berks County, Megan received and accepted a job offer for a part time position with Genesis Healthcare as a receptionist. Megan then started her training and completed the course and while waiting to be scheduled for the certification for nursing assistant has gained employment with Manor Care and Tower Health.

PA CareerLink Berks County® lends a hand at staffing new business

Integrated Community Home Care Solutions (ICHCS) began in late 2017 as the passion project of Shatee and Stacey Cooks. The Berks County, PA-based business's mission is to provide professional care and to improve the quality of life for people with intellectual and developmental disabilities. As sole owners, Shatee and Stacey's business mantra is a powerful one: All people, regardless of their disability, deserve the opportunity for a full life in their community where they can live, learn, work, and play alongside each other.

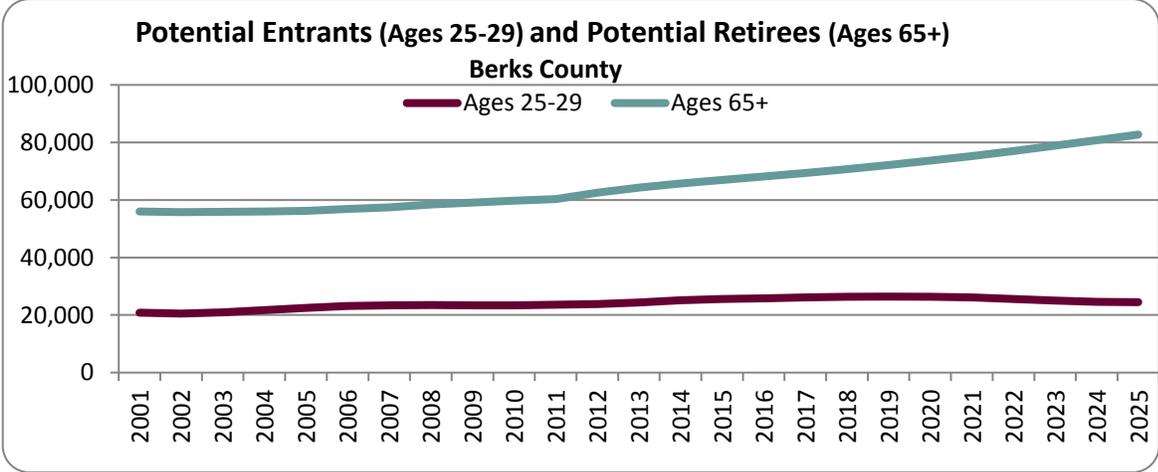
The primary goal of ICHCS is to find and secure rental housing in the private market for individuals with disabilities. That said, being part of the community and living as independently as possible are among the most important values and goals shared by people with disabilities, their families, and advocates – in essence, a home of one's own.

As the Cooks have their sights set on growing their new business, they want to ensure that they do not lose sight of the personal touch that being a small business provides them and have turned to the PA CareerLink® Berks County for their staffing needs. ICHSC recently held a successful hiring recruitment at PA CareerLink® Berks County as it looks to ramp up its work force. The agency held nine on-site events a month with many attendees achieving a second interview.

“We received tremendous assistance from PA CareerLink® Berks County,” said Stacey. “Through posting open positions on their interactive website, we received a vast number of resumes and feedback. We look forward to our continued partnership with the agency.”

Challenges

The main challenge of 2018 and going forward in the near future is the retirement of many experienced workers and the associated struggles of local employers. Growing local shortages of qualified candidates for critical “opportunity” occupations are especially acute and local employers need help. While some of the current skills shortage results from the long, steady cyclical recovery from the Great Recession of 2009-2010, an underlying wave of baby-boomer retirements will drive continuing shortages even if regional economic growth stalls.



Our employers have never seen anything like this “Silver Tsunami” in the past and the Berks County WDB will play a crucial role in continuing to develop and implement long-term solutions along with our Business Services Team (BST) and local partners. In 2018 we responded by:

- Being the first local WDB in the state to request and distribute \$50,000 in state Rapid Response / Layoff Aversion matching funds for incumbent worker training in advanced manufacturing skills. These funds were especially helpful to small and medium-size employers with similar needs and scarce training resources. The strategy helps proven, trained incumbents develop and grow with the companies and allows for the hiring of less-skilled new hires into these attractive career pathways. This impactful and responsive funding capability is also listed as a Promising Practice below.
- Based on the promising results achieved with the original \$50,000 Rapid Response funds, in June 2018 the WDB allocated an additional \$100,000 in PY2018 WIOA Adult and Dislocated Worker funds towards this strategy. By the end of 2018, 60% of these funds had already been obligated or

expended. Between Rapid Response and WIOA funds 62 incumbent workers representing 10 employers received this high-end training in 2018.

- Prioritizing Title I funding and expectations to support effective employer services provided by our PA CareerLink® Business Services Team (BST). The BST hosted a record number of 89 such on-site employer recruitment events at the PA CareerLink® in 2018. In addition, both semi-annual off-site Job Fairs were sold out in 2018 with over 90 employers in attendance for each Job Fair.
- Raising awareness of our long-term challenge through extensive public engagement with local media (Reading Eagle and Berks County TV), economic development partners, educators and public policy makers. This “Silver Tsunami” message is often being referenced and repeated by others in positions of influence, not just locally but regionally and statewide.

Promising Practices

- I. The core purpose of the *Committee on Increasing Opportunities for Individuals with Disabilities* is to identify and develop solutions to the issues surrounding the employment of individuals with disabilities. Committee members chose as their first action to address the concerns of employers around the hiring of individuals with disabilities by hosting an event for human resource professionals to learn from peers and experts “how-to” attract and hire individuals with disabilities.

The 1st Annual Employer Symposium was held Wednesday, September 12th at Cabela’s in Hamburg. The meeting space to hold this event was provided at no cost by Cabela’s. While the original plan was to attract fifty attendees the final attendance was sixty-five individuals, most of whom are Human Resource professionals.

The success of this first Symposium has led the committee to begin planning for a larger event tied closely to the Office of Vocational Rehabilitation (OVR) Job Fair held each October.

- II. Appropriate and Flexible Use of Layoff Aversion / Employment Retention Matching Funds

As described in the “Challenges” section above, the Berks County WDB has led the way in developing an employer-friendly process to provide multiple sources of matching funds for high-demand training of incumbent workers as part of a comprehensive layoff aversion / employment retention strategy in our critical manufacturing sector. We shared this process broadly with other local WDBs in 2018 and a number have adopted a similar approach. Most notably, the six local WDBs in our Southeast PA planning region came together and were awarded \$500,000 in rapid response funding for incumbent worker training in Information Technology (IT) occupations through ITAG, our regional IT Industry Partnership coordinated by the Chester County Economic Development Council (CCEDC) and the Chester County WDB.

Request for Additional State Guidance

- I. The Berks WDB welcomes the PA WDB’s willingness to discuss the training expenditure benchmarks established in Workforce System Policy 06-PY2015. We look forward to the dialogue which hopefully will lead to a better method to meet the Governor’s desire to increase the number of Pennsylvania workers with a post-secondary credential or certificate.

- II. We at the Berks County WDB continue to exceed our annual EARN performance metrics and have now accumulated significant funding that we wish to put to good use for our many other individuals with barriers to employment, most of whom are low-income but not necessarily TANF eligible. We could make major strides in serving these individuals in accordance with the five goals outlined in the state plan. In order to do so, we require more flexibility from DHS in leveraging these performance funds through a series of innovative demonstration projects that are prohibited under current DHS policy.

Bucks County Workforce Development Board 2018 Annual Report

Top Accomplishments:

While progress towards all five of the goals of the WIOA Combined State Plan have been made, there are three accomplishments that are worthy of mention. First, the successful implementation of Incumbent Worker Training (IWT) programs has encouraged the transition of entry-level employment to a skilled employee. In PY17, \$48,242.35 was spent on IWT with a total of 9 engaged Businesses and 75 trained employees. In PY18 we have already served 17 Employers, 132 Employees and have doubled the number spent above and have budgeted a significant portion of our funds to support this successful activity.

An additional highlight that should be noted is the success of the State Local Internship Program (SLIP). During the summer of 2018, 27 students were provided internships that directly correlated with their chosen Career Pathway. The success of this programming was due to a number of factors including: broad eligibility requirements, interest in their selected field and strong program management to ensure student engagement and commitment. We look forward to having received this grant again this program year.

Lastly, through Workforce Innovation Funds, over the past four years, the BCWDB in partnership with Bucks County Community College, 136 individuals were provided Manufacturing and Industrial Maintenance training with a total of 319 industry recognized credentials earned. The completion success rate was 88% the employment placement rate was 90% and the average wage was \$17.00. This program was offered in three locations throughout the county to ensure that Businesses were supplied with a skilled, local talent pool. While the aforementioned programs were highlights of successful implementation of new programs, none of this would be possible if our baseline service offerings to Employers, Youth, Adults and Dislocated Workers were not sound.

Success Stories

Success Story 1: Shawn Ramey is a recent high school graduate from Alamogordo, New Mexico. Shawn was working as a Tire Technician earning slightly above minimum wage. As he looked at the career options available in rural New Mexico, 100 miles from the Mexico border, he concluded that his personal action plan would have to consider relocation. With family in Southeastern Pennsylvania, Shawn decided to explore options in Bucks County. A relative from the area sent him the flyer regarding the Metalwork Training Program recruitment event at Bucks County Community College.

Shawn decided that it was an opportunity he was looking for and flew out for the orientation. He completed the proficiency assessment regarding mechanical aptitude and scored in the 167% percentile for the physical assessment. Shawn was accepted and decided to relocate to improve his quality of life in the long term. Since he was a relocation from New Mexico he had to work diligently on enrollment into the program, this included the need for financial assistance through the WIOA program. Shawn worked closely with his career counselor and exceeded expectations when it came to preparatory work necessary for approval. The resolve and diligence were rewarded, Shawn entered the program in August 2018.

Since he was a recent high school graduate the required discipline of the classroom was second nature and Shawn completed the 12-week course with perfect attendance. He is currently working as a machine operator with Metals USA and has increased his salary 50%. Shawn believes that working with his hands in the manufacturing field is where he fits professionally, and that given the opportunity at his age will provide the opportunity to be successful in the long term.

It is quite admirable that a young man would relocate across the country at 19 years of age with the goal of obtaining a skill set that would provide for self-sustainability and long-term career satisfaction. Early in this

process Shawn identified that being able to work in the manufacturing field was his primary objective. As his career counselor, I can attest that due to his energy, drive and commitment to grow he is an outstanding example of the combined efforts of the PA Careerlink® and its participants.

Success Story 2: Medihill Inc. is a small family run business in Bucks County, PA with less than 10 employees that has been in business since 2010. The company sells medical alert systems to both corporations and individuals. The company has been recognized with an A+ by the Better Business Bureau. Medihill has utilized the OJT program for 4 of their last 5 five hires this year. Positions have included Sales Manager, Sales Representative, Marketing Manager and Installation Technician. Medihill offers family sustaining wages and a full benefit package. Salaries for those hired under the On-the-Job Training Program have been between \$31,000-\$45,000. All of these new hires have come directly from referrals from the PA CareerLink® Bucks County.

Medihill also works closely with the Assessment Department at the PA CareerLink® Bucks County by utilizing an online assessment tool called ProveIT®. This assessment tool helps screen candidates to ensure the most qualified applicants are being referred over to Medihill by the Business Services Team.

Success Story 3: Donald Garvey is the epitome of success at the PA Careerlink® Bucks County. In 2008, an accident led to a traumatic brain injury, which resulted in years of rehabilitation and unfortunately being unemployed. Throughout the years of physical therapy Donald's sole source of income was SSI. During this period, he maintained the goal of returning to work, to demonstrate his ability to be productive and earn a sustainable income.

Donald's experience prior to his injury was primarily in distribution and logistics. At this point he was looking to enhance his marketability by obtaining a credential with a defined skill set and in demand in today's job market. Working with the CareerLink he found a program that he felt was a perfect match. After the application process, which included the demonstration of proficiency in mechanical aptitude and exceeding the standards of a physical assessment, Donald was accepted into the Metalwork Training Program at Bucks County Community College. Donald was able to attend the training through WIOA funding, which provided the funding support he required.

He soon found himself immersed in the technical aspects of manufacturing, including OSHA certification, machine operation to CNC (Computerized Numeric Coding) and CAD (Computer Aided Design). During the training period Donald was challenged within the classroom setting, however his experience and maturity was an asset in the learning environment. In January 2018, Donald graduated from the training with perfect attendance and passed the NIMS (National Institute for Metalworking Skills) certification exam.

Throughout the training process Donald was introduced to area manufacturing businesses, and as a result had several employment opportunities. In February 2018, he accepted a position with M&S Centerless Grinding, Inc. His initial employment phase was through the OJT (On the Job Training) program, which he successfully completed in August 2018. Donald has maintained his follow up benchmark contacts and consistently expresses his gratitude for the opportunity and the feeling of accomplishment when earning a sustainable wage. Although Donald is thankful for the options that were provided, it would not be the success story that it is if Donald had not pursued the training option or been the avid participant that he was. Donald exemplifies what can be achieved with determination, a willingness to learn and the desire to improve the quality of life.

Local Area Challenges

The largest hurdle that is anticipated locally is an aging workforce and lack of millennial presence to fill these openings (data provided by EMSI):



Bucks County, PA has 106,043 millennials (ages 20-34). The national average for an area this size is 130,138.



Retirement risk is high in Bucks County, PA. The national average for an area this size is 179,123 people 55 or older, while there are 212,481 here.

Through our schools and committee structure, the Board aims to ensure that these needs are met and that our employer customers are supported.



Central Workforce Development Board 2018 Annual Report

Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan.

Central PA Workforce Development Corporation (CPWDC) has a multitude of accomplishments during the past calendar year, but is most proud of and excited for the current and potential future impact of the three that are highlighted here.

Successful Launch of Next Generation Sector Partnerships

In early 2018, CPWDC acted as the lead convener in the launch of two Next Generation Sector Partnerships, Central PA Manufacturing Partnership (January) and Central PA Healthcare Partnership (March). Through the launch of these partnerships, over 25 business leaders from each of their respective industries have identified common goals and established action plans to help their industries thrive in Central PA. Not only have these Next Generation Sector Partnerships identified common goals, but they have taken action which demonstrates real success and they continue to commit their time and resources to meet the partnerships' goals.

Many of the goals of the Next Generation Sector Partnerships align with the goals of the WIOA Combined State Plan and the funding priorities of the PA Department of Labor & Industry. These goals include increasing career awareness and building career pathways, building the talent pipeline of skilled workers, and aligning training programs with industry needs. Because of the alignment of goals, CPWDC has had great success placing educators in these companies for Teacher In the Workplace grant activities, providing company tours for students (533 students, 29 educators, and 20 companies participated in National Manufacturing Day/Month activities), and increasing the number of companies and individuals participating in registered apprenticeship activities (34 apprentices).

Looking ahead, the Central PA Manufacturing Partnership has already established their quarterly meeting dates for 2019 and the Central PA Healthcare Partnership will be reconvening in early 2019. CPWDC, along with a co-champion each partnership and three other community partners are also attending the National Next Generation Sector Partnership Academy in February 2019 to learn from our peers across the country on how to sustain the partnerships and take them to the next level.

Promoting Local Career Pathways, Industry, and Central PA

Combining the goals of CPWDC's 2017 Business Education Partnership Grant and the goals of the Next Generation Sector Partnerships resulted in the creation of four professionally produced, high-definition videos highlighting career opportunities with local companies in high priority industries. The videos will be featured on the soon-to-be launched Path to Careers website which will host information on local businesses and career pathways and help match students with career exploration activities. CPWDC and other local education and economic development partners will also post links to the videos on our respective webpages and social media accounts to increase awareness about the skills that companies are looking for, many of which don't require a four-year college degree.

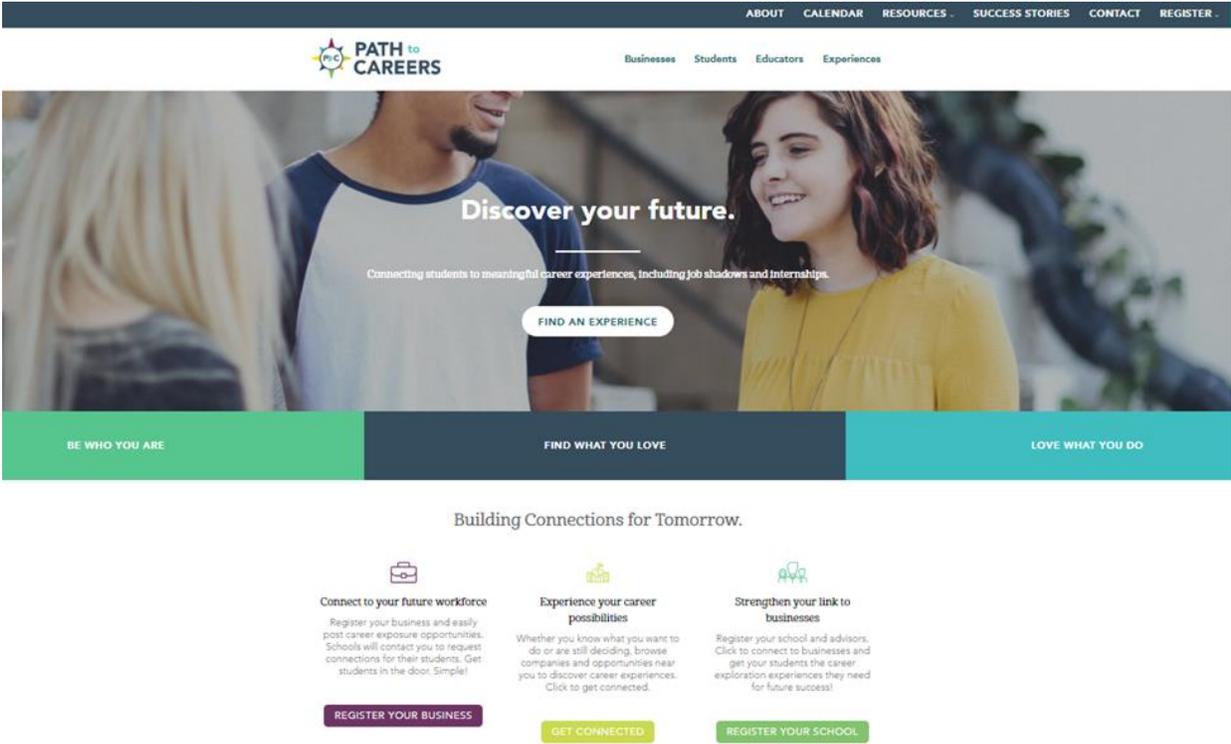
The videos that are linked below highlight members of the Central PA Manufacturing and Healthcare partnerships along with companies from the building and construction industries. CPWDC is in the process of finalizing the 4th video highlighting healthcare careers and has plans to create additional videos as part of this

series to promote the business, finance, information technology, and agriculture industries to encapsulate the five Pennsylvania Department of Education career clusters.

Along with being used as an educational tool for students, parents, and educators regarding local career options, the “Work, Live, Grow in Central PA!” video is also being used by Central PA economic development agencies as a recruitment tool for new companies interested in the area. Because the availability of a high-quality, skilled workforce can be a deciding factor for locating to an area, the testimonials from existing companies comparing the workforce of Central Pa to other parts of the world can have a profound impact on a site selector’s decision to grow their business in Central PA.

- [Work, Live, Grow in Central PA!](https://www.youtube.com/watch?v=kHqMTAsBUX4&feature=youtu.be)
(<https://www.youtube.com/watch?v=kHqMTAsBUX4&feature=youtu.be>)
- [Path To Careers: The Truth About Manufacturing Careers](https://www.youtube.com/watch?v=FLxNkGwBqWA&feature=youtu.be)
(<https://www.youtube.com/watch?v=FLxNkGwBqWA&feature=youtu.be>)
- [Path To Careers: Explore the Building & Construction Industry](https://www.youtube.com/watch?v=OGhmYAu1Czl&feature=youtu.be)
(<https://www.youtube.com/watch?v=OGhmYAu1Czl&feature=youtu.be>)

Path To Careers



CPWDC knows businesses want to connect with schools, schools want to learn what businesses need, and students want and need to see career opportunities first-hand. CPWDC convened business leaders, CTE Directors, and economic development partners to learn how we can be part of the solution and the idea for Path to Careers was born. Currently in its final phases of development, pathtocareers.org will help connections between students, educators, and businesses happen effectively and efficiently. Path to Careers allows businesses to easily register with information highlighting who they are, what they do and how they'd like to connect with schools and students by providing career awareness experiences (e.g., company tours, internships, job shadows, guest speaking, etc.). Schools register so educators and students alike can easily learn about local businesses and then connect with them in ways that allow them to see, feel, and understand first-hand the opportunities that exist and the skills and abilities it takes to secure them. Path to Careers helps

schools focus on what matters — students — while relieving the burden of trying to research where the businesses are, what they have to offer, and who to contact to setup career exploration activities. Similarly, it is designed with businesses in mind, allowing connections to happen within a streamlined process that works for them.

In addition to the career exploration matching component highlighted above, Path to Careers will also highlight local career pathway information including local wages, training requirements at different levels on the pathway, and other local labor market data to help students make the right decisions regarding their career.

At launch, our targeted audience will be high school students, however we've already been approached by local colleges and universities that are interested in using the site to match their students with local businesses. This may be an option as the number of available experiences on the website grows, but we first want to give younger students the opportunity to participate in these activities to align with the K-12 Future Ready Index requirements.

Top Three Stories/ Testimonials of the impact of the workforce development programs and services on customers, including those served by state discretionary grants.

Dislocated Worker Story

Frustrated, upset and not knowing what steps she should take after a dislocation, Jennifer N. decided to visit The Link and unknowingly at the time, walked through a doorway that would lead her on a journey of reclamation and renewal.

Walking onto The Link was Jennifer's first step in connecting with the CareerLink®. During that first visit she shared that she had been dislocated from her Childcare Supervisor position in September 2017 was struggling to gain full-time employment. The Link staff provided relevant welcome services which included an overview of PA CareerLink® services, an explanation of the PREP Program letter that had received, and perhaps most importantly, encouragement that help available, and she was not in this alone.



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Jennifer attended her scheduled PREP session and then enrolled in WIOA Title I Dislocated Worker programing to receive individualized career services. She worked diligently with staff who helped her update her resume and cover letter and perfect her interviewing skills by practicing with questions tailored to the specific opportunities she wanted to pursue.

Staff encouraged Jennifer to explore volunteer opportunities as a way to network and shared information about local agencies that needed volunteers with teaching experience. Jennifer was excited to learn that the Central Susquehanna Intermediate Unit (CSIU) needed tutors and with services and support from Title I staff, she applied and was accepted as a volunteer. She continued to apply for teaching positions, and in May of 2018 a part-time opportunity for an Adult Education Bridge Instructor with the CSIU opened. Jennifer applied, was selected for an interview and worked with the PA CareerLink® staff to prepare. She was hired and began in June. During Jennifer's onboarding and probation period with the CSIU, an additional part-time teaching position in the Adult Education Program became available. Impressed by the work that Jennifer was currently doing as a volunteer and part-time employee, Jennifer was offered that position as well. She reached out to her PA CareerLink® team for counseling and advice; she ultimately accepted the position and works full-time hours in the combined programs as partner staff within the PA CareerLink®.

Jennifer credits the continuous support she received while working with the PA CareerLink® as a determining factor to her success in reclaiming her teaching career pathway. In September she spoke at a public event with Dept. of Labor & Industry Secretary Oleksiak and the press about her experience and success. She continues to share her story and to refer family, friends and students to the PA CareerLink® for support and assistance.

YES to the Future Out-of-School Youth Success Story

Recent high school graduate, Jonah M. came into the Lycoming County CareerLink® looking for assistance finding employment and selecting a career path. He was directed towards services that could be offered through Central's YES to the Future out-of-school youth program.

Jonah knew he wanted to work for a company where there was room to advance. After working with his Career Counselor on his employability skills he interviewed with Under Pressure Connections, but lacked the needed skills for the position. Fortunately, Jonah could take advantage of on-the-job training (OJT) through the YES program. The OJT allowed Jonah to gain employment while at the same time work toward his career goals, and gain needed skills for his future. Jonah's mathematical abilities have allowed him to fabricate hoses for customers that very few of the other employees have been able to master. His willingness to ask questions and assist customers allowed Jonah to thrive within the company as he successfully completed his OJT.



Business Quotes

While not complete stories, the comments made by companies participating in the Central PA Manufacturing Partnership demonstrate the early success of the partnership and the validity of its formation. Their testimonials of the local workforce and willingness to also participate in the above linked videos highlight the work of the local workforce programs.

"We'd (SEKISUI SPI) like to get the Central PA Next Generation Partnership story out to our global audience. It is one of the initiatives we are most excited about."

—Ronn Cort, COO and President SEKISUI-SPI

"I really like the meetings and what we are accomplishing. We are making good contacts with the networking."

—Joe Gregory, General Manager, GAF Materials Corp.

"Thank you for keeping us going and the guiding support."

—Keith Atherholt, President, Lewis Lumber Products

Local workforce development board challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

Assessment Options

The Test of Adult Basic Education (TABE) 11/12 will replace the prior version effective July 1, 2019. Title II partners are gearing up for the change and CPWDC is working with them to understand the impact and adequately prepare. The testing time will double to a total of 4 hour, 15 minutes and the locator which must be used to determine which level of TABE should be administered in the first place increases from 35 minutes to 1 hour, 40 minutes. The change in the TABE may be positive in some respects if the rigor is indeed changing and the questions are grounded in work concepts, but the investment of time is of serious concern and it is reasonable to anticipate job-seeker customers, and potential out-of-school youth will not proceed with recommended referrals for services they need.

CPWDC is working with Title II to determine what alternative assessments, if any, should be used as an alternative to TABE to ensure that we don't lose customers because of the new rigor of the TABE assessment. Unfortunately, there are currently very few assessments endorsed by the National Reporting System or the Department of Education, and accepted alternates to the TABE seem best suited for the English as a Second Language (ESL) populations, not English-speaking young adults and adult job seekers.

Demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

The Link

The Link mobile workforce center hit the roads of Central PA in summer 2017 taking the services and unrivaled in-person expertise of the PA CareerLink® out into communities that may not have easy access to brick and mortar sites. In 2018, CPWDC strategized about lessons learned and sought to increase the impact of The Link. In addition to driving to rural areas and partnering with organizations with offerings to people with barriers who might also need workforce services, CPWDC continues to see strong demand for services from prisons, probation offices and pre-release centers due to the positive effects reemployment services can have on reducing the recidivism rate. The Link was also found to be critically useful during Rapid Response events so that individuals could immediately be enrolled and connected to PA CareerLink® services to help minimize the impact of an imminent dislocation. Following is a snapshot of some key statistics from 2018.

2018 Statistics- The Link	
Individuals Served (total may not be unique individuals, data is collected monthly)	1,472
New Enrollments on PA CareerLink® website	182
Individuals Served at a Rapid Response event	53
Workshop Participants (total may not be unique individuals, data is collected monthly)	924
Veterans Served (total may not be unique individuals, data is collected monthly)	26
Re-entry Participants (total may not be unique individuals, data is collected monthly)	618
Events Held for Employers	15
Referrals to OSY	63
Referrals to Adult	162

Path to Careers

As mentioned above, CPWDC believes Path to Careers is an innovative tool that can be used to increase awareness of local career opportunities. It will help students and educators meet the requirements of the Future Ready Index and help connect businesses with their future workforce using a platform that is accessible from any electronic device with a data connection.

Areas where the LWDB would benefit from additional state guidance.

Tackle the Welfare Cliff

EARN participants and WIOA program participants receive services of the highest quality and relevancy, but even with the most innovative, family-centric program models, the customers know the reality of the challenges ahead of them due to the welfare cliff. Customers with barriers who utilize the resources and services work hard to define their goals, increase their skills, stabilize their families, and contribute to society

by starting on their career path but then all too frequently find themselves back at square one as their public benefits are removed once they find employment and their paychecks don't cover the cost of basic needs (housing, childcare, food, medical benefits) when raising a family. Any changes in policy that could allow a more gradual reduction in benefits as individuals earnings increase would be beneficial.

Remove Barriers to Dual-Enrollments

Dual-enrollments are strongly encouraged at the state level and are indeed pursued in any and all cases where it is in the best interests of the customer. Initiatives such as those taken by the Department of Labor & Industry to track referrals electronically in CWDS are welcome and CPWDC looks forward to the impact of the anticipated tool. Of concern is that after referrals are made to some partners, such as OVR, customers often have a long wait time leading up to their potential enrollment. If they are enrolled by dual workforce partners, like Adult and OVR, information isn't made readily available to other PA CareerLink® partners inhibiting a one-stop team case management approach that might be most effective for the individual. Another example of existing barriers to dual-enrollment is that according to federal policy, an EARN participant's time working toward a general equivalency or increased basic skills cannot be counted toward required core hours in EARN if they're over age 22; a prohibitive policy to the customer and attainment of their goals. Any changes in policy at the state or advocacy for change at the federal level to address these challenges would be beneficial to the local areas.

PA CareerLink® Awareness- For All Job Seekers

The State Plan requires focus on enrolling Adults with barriers and CPWDC meets and exceeds requirements in this regard with 70% of Adults registered in program year 2017 meeting statutory priority of service (POS) and another 14% meeting discretionary priority of service. While exceeding expectations for Adult POS, finding young adults who are eligible for Out-of-School Youth (OSY) remains a challenge. WIOA requires at least 75% of the Title I Youth allocation to be used for OSY and this opportunity group continues to be hard to find even with significant steps we've taken to increase the digital presence, rebrand, implement family-centric models and strengthen strategic local outreach plans and collaboration with partners who may serve eligible youth including probation and parole and community action agencies. Further, while POS Adults seem to be aware of the PA CareerLink® and available services, others with fewer barriers are not. It is a detriment to such job seekers and certainly our business customers if everyone seeking entry, movement or change in a career pathway is not aware of the PA CareerLink® and other initiatives of the local WDB. More promotional campaigns similar to the one done in 2018 by the PA Department of Labor & Industry would be beneficial to the whole system.

Chester County Workforce Development Board 2018 Annual Report



The Chester County Workforce Development Board (WDB) is made up of twenty-seven members from the private industry, education, economic development, and organized-labor fields, as well as other key players in the Chester County economy. There is strong local and regional collaboration with other workforce partners and other WDBs in the region. The Board oversees the administration of approximately \$4 million in workforce development funds annually. The Chester County Department of Community Development (DCD) is the entity designated by the Chester County WDB and the Board of Chester County Commissioners to provide staff support to the WDB and act as the administrative entity and the fiscal agent for the operation of Workforce Innovation and Opportunity Act (WIOA) Programs in the Chester County Local Workforce Area.

The **Mission** of the Chester County WDB is to serve as the local entity, responsible for the strategic planning and promotion of an effective workforce development system in Chester County that responds to the regional labor market needs. The **Vision** is to produce workers better equipped to compete in the global economy and to continue to be perceived as a destination of choice and a desirable place to invest, live, work, and raise a family.

The following narrative provides the Chester County WDB's top three accomplishments during 2018. Please note that the involvement and work of the Board itself is an accomplishment worth mentioning.

Top Accomplishments in 2018

1. PA CareerLink® - Chester County and United Way Financial Stability Center Collaboration

The Chester County WDB prides itself on innovation. This has brought a number of new programs and partnerships into the workforce development system of Chester County. The most prominent and overarching innovation has been the integration of the PA CareerLink® - Chester County and the United Way Financial Stability Center. This unique partnership brings workforce development services and access to wrap-around supportive services under one roof in a holistic approach to helping Chester County residents on the road to self-sufficiency. This multi-directional integrated approach has successfully connected so many job seekers to supportive services that integration was furthered to include the EARN and Work Ready programs, which were further integrated at the PA CareerLink® - Chester County and United Way Financial Stability Center during 2018.

In addition to these services located at the PA CareerLink® - Chester County, the Chester County WDB has chosen to create a specialized center, adjacent to the main One-Stop, focused on youth. This youth specialized center is called Career Corps and also benefits from the integration of services at the PA CareerLink® - Chester County and United Way Financial Stability Center – next door.

Strong connections with supportive services and community-based organizations are invaluable to the success of job seekers with barriers. Some barriers are beyond the scope of workforce development to address single-handedly, but successful employment depends on a support system in place to assist with those barriers. The Chester County WDB has already taken a strong and innovative step towards addressing these needs with the co-location of the United Way Financial Stability Center. This allows for on-site referrals to a large selection of supportive services, from obtaining healthcare to financial and emotional counseling, to applying for public assistance and obtaining clothing for work.

Additionally, the Decade to Doorways (D2D) Ten Year Plan to End Homelessness is administered by the Department of Community Development, which also provides staff to the Chester County WDB. This proximity and close working relationship allows for expedited referrals and follow-up for those job seekers whose barriers include a need for housing, as well as referrals from D2D providers of those in the county experiencing homelessness or recently housed who are in need of permanent employment.

The PA CareerLink® - Chester County and the United Way Financial Stability Center's goal is to provide a full range of economic and workforce development services through its partnering agencies to meet the needs of job seekers and employer customers. The one-stop offers on-site recruitment services to all employers at no charge. Employers may have recruitment events, use desk/office space, telephone, fax and copier as well as take advantage of prescreening services from staff. A comprehensive calendar is kept with access for staff to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and job search workshops.

2. Employer Outreach Efforts

During 2018, due to the challenges faced by local employers in finding qualified job seekers, the Chester County WDB and our partners emphasized employer outreach efforts. There were numerous career and job fairs held at the PA CareerLink® - Chester County and across the county. The employer outreach efforts were highlighted by the Coatesville Career and Job Fair, which had over 35 employers and 150 community participants in December 2018.

A specific example of the PA CareerLink® - Chester County's partnership with a local employer is with Genesis HealthCare's PowerBack Rehabilitation Center. The PowerBack Rehabilitation Center is a state-of-the-art sub-acute rehabilitation services facility, which opened in August 2018 and is located at 501 Thomas Jones Way in the Oaklands Corporate Center in Exton. Beginning in April 2018, PA CareerLink® - Chester County began working with PowerBack Rehabilitation to assist with their hiring needs for the new center.

In addition to providing PowerBack with office space for their recruitment/interview needs, PowerBack took advantage of the PA CareerLink® labor exchange portal to manage their candidate search for their open positions, which included several entry-level positions, as well as many direct care worker and several managerial/administrative opportunities.

Georgia Marchionne, PowerBack Rehabilitation's HR Manager for the Exton center noted, "PowerBack Rehabilitation Exton's partnership with CareerLink has proven to be a value staffing resource as we hire our opening team. Over the past few months, we have had the opportunity to interview numerous candidates during our open interview days at CareerLink, including participation at PA CareerLink's Healthcare Career Fair." Marchionne went on to add, "As a result of the partnership with CareerLink we have several new staff that are integral members of our new team, mainly a full-time

day Receptionist and a Bookkeeper. Within the past week, we have hired several new Nursing Assistants and Housekeepers as well. We look forward to continuing to partner with CareerLink to fill our Center's open positions."

The Chester County Workforce Development Board also continues to support four next generation industry partnerships, which play a critical role in engaging with local and regional employers. These four next generation industry partnerships include – Health Care Connect, Innovation Technology Action Group- (ITAG), Manufacturing Alliance of Chester and Delaware County and the Smart Energy Initiative. The Industry Partnerships are driven by our region's employers – more than 1200 companies participate annually in partnership activities.

3. Youth Career Exploration

For many years, the Chester County WDB has focused on youth career exploration. However, 2018, presented some real opportunities to do even more. For example, in July 2018, the Chester County WDB partnered with the Chester County Intermediate Unit (education partner) and the Chester County Economic Development Council (economic development partner) by sending a letter to all School District Superintendents in the county to work together to effectively meet the requirements of their "Future Ready PA" index measures.

Nothing is more important to our region's economy than its workforce. Preparing students for their future careers takes a true partnership between education, economic and workforce development. Chester County is fortunate in that we have numerous youth career exploration opportunities already in existence and active in 2018. Here are just a few of those programs:

- ❖ Employer Showcases – half-day experiences at employers' sites for high school students to interface with employees from all the companies' key departments.
- ❖ Girls Exploring Tomorrow's Technology (GETT) – an annual, all-day event featuring more than 75 companies providing hands-on career exploration activities, led by women in key STEM positions across all industries. More than 900 students from grades 5-10 participated at GETT 2018, along with 300+ parents.
- ❖ What's So Cool About Manufacturing? A semester long project pairing middle school students with our County's top manufacturers to develop a video portraying the advantages of working in manufacturing. In 2018, 14 schools were paired with 14 manufacturing companies.
- ❖ Techies Day across all industries – in the fall and spring of each year, over 200 high school students have an opportunity to visit area companies that feature high-tech environments. Students get to see the company and its employees in action and have a chance to hear about career options and preparations needed to work in the companies. In some cases, the company has opted to do monthly events.
- ❖ Career Academies – summer and year-long academies for students to explore careers within Chester County's industries.
- ❖ ASCEND – an apprenticeship program in partnership with the Technical College High School and the Chester County WDB, which is scalable regionally.

Top Three Stories/Testimonials of Workforce Program and Services

1. The Chester County Mobile Workforce Navigator provided services to a young mother of two, bilingual and ready to work but needing assistance in applying for a position at her daughter's school. She declined the offer to create a PA CareerLink® account since she had no previous work history. The Mobile Workforce Navigator helped her apply for a food service position in the Kennett School District

via Compass Groups. Before the woman finished her food appointment at the food cupboard, the Mobile Workforce Navigator received a call from the Director of Dining Services. He fast-tracked her application and arranged an interview at the beginning of the next week. The jobseeker came back after the interview to say she had been hired and now has her first job! This position is the perfect fit for this single mom as her children are students at the school and they have the same schedule.

2. Patrick visited the PA CareerLink® - Chester County seeking financial assistance to pursue a career as a truck driver. Patrick was eligible as a Title I Adult and had been struggling to find full-time employment after he stopped working for his father's business. He wanted to pursue other opportunities on his own without having to rely on his family's business. With the assistance of an Individual Training Account (ITA), Patrick completed his CDL-A at Smith and Solomon training a few months later and found full-time employment as a truck driver for Western Express making \$22.00 hourly directly following his training. Patrick had a few job opportunities while he was still attending his classes at Smith and Solomon before he accepted the position with Western Express.
3. Following a layoff, Janet came to the PA CareerLink® - Chester County to access services. Janet was interested in learning about the services available to jobseekers through the PA CareerLink and attended an orientation where she learned that as an unemployment claimant, she met dislocated worker eligibility requirements for WIOA programs. Janet's orientation included a presentation from Adrienne Cooper of Springhouse Education. Springhouse had recently received a Rapid Response award to fund a 12-participant Project Management dislocated worker cohort, and Adrienne was marketing the program at orientation. Janet had served as the lead on several projects throughout her 15 years with her former employer – Global Project Management. She had always been interested in a PMP certification, but never had the opportunity to pursue it seriously. With the help of her Career Counselor, Janet applied for the program funding and was approved. She completed the training program in late July and landed her new job with Rockwell Automation in September. Janet is now a project manager for Rockwell making \$50/hr.

Chester County WDB Challenges during 2018 and Solutions to Address

The biggest on-going challenge facing the Chester County Workforce Development Board is the shortage of workers in certain key industries.

In agriculture, the highly successful mushroom industry in southern Chester County has for over a year been communicating a shortage of over 1,000 mushroom harvesters. For the last thirty years, the mushroom harvesters have primarily come from Mexico. With the immigration policies of the last few years, the mushroom farmers have struggled to find individuals to fill these positions. The Chester County WDB has partnered with the mushroom farmers by facilitating job fairs and exploring other recruiting efforts to fill these positions.

Chester County's vibrant technology sector also struggles to find computer systems analysts, computer programmers, software developers and computer engineers. As a solution, we've partnered with the Southeast PA Workforce Development Boards and the PA Department of Labor and Industry to put together a layoff aversion program to assist employers that are most impacted by this shortage of talent in technology. The implementation of this \$500,000 layoff aversion program will occur in 2019.

The cost of living, specifically housing, is an on-going challenge that we face in Chester County. We hear regularly from employers that they are having a real challenge finding job-seekers in the area and the cost of living creates a barrier to filling open positions.

Another challenge is the use of data in developing meaningful workforce programs. Over the last three years, we have made great strides in using data and even had a wonderful data session, led by the PA Center for Workforce Information and Analysis in 2018. However, we must continue to monitor the data to stay ahead of the needs of the employers and job-seekers.

Demonstrated Innovative and Promising Practices

As mentioned earlier, the Chester County WDB takes a lot of pride in being innovative, which ultimately led to the creation of the PA CareerLink® - Chester County and the United Way Financial Stability Center. This unique partnership has challenges, but the partners are committed to the concept of integration. During 2018, we continued to build on the service integration model that we have at the PA CareerLink® - Chester County and the United Way Financial Stability Center.

As a next step in innovation at the PA CareerLink® - Chester County and the United Way Financial Stability Center, during 2018, we were excited to open the Welcome Center, a concept which allows us to offer orientation services to our customers through an “on-demand, customer-driven approach.” Our new Welcome Center, open on Monday through Friday from 9:30 am to 2:30 pm, provides customers the opportunity to access information immediately, thus eliminating delays and unnecessary sequencing of services. Once greeted at the Welcome Center, an overview of PA CareerLink® services is provided via an automated audio-visual presentation. The presentation describes in detail the programs, partnerships, service levels and resources available through the workforce system. Customers will complete an on-line assessment to determine interests and will work with staff in real time to recommend and refer customers to basic career and individualized career and support services.

The PA CareerLink® - Chester County and the United Way Financial Stability Center also began offering extended hours on the second and fourth Wednesdays in September 2018 and we plan to continue these extended Wednesday offerings into 2019.

Areas for Additional State Guidance

The Chester County WDB regularly requests assistance from the PA Department of Labor and Industry and PA Workforce Development Board. We really appreciate the monthly calls that Dan Kuba and Allison Jones facilitate. It is a great way for all the workforce partners around the state to stay informed.

Delaware County Workforce Development Board 2018 Annual Report

The Delaware County Workforce Development Board is pleased to submit the following information regarding the Annual Report for the Local Workforce Development Boards.

The Delaware County Workforce Development Board has a long history of providing outstanding service to both job seekers and employers. The Board has met and exceeded their WIOA Performance Measures every year. The Board has consistently worked closely with many partners across Delaware County to serve the needs of dislocated workers, youth, refugees, ex-offenders and many others in need of workforce development services.

The vision of the Delaware County Workforce Development Board is to be the area's linchpin business-led workforce development organization that ensures that Delaware county has a workforce with the skills necessary to meet the current and future needs of the local and global economy. This vision is accomplished by coordinating with public officials at the local/state/federal level, economic development agencies, area private sector businesses, educational institutions, non-profit community-based organizations and other interested parties.

The DCWDB's vision recognizes that it is the private sector that drives job creation. At the same time, the Local Elected Officials (LEOs) have made it clear that the public sector, as exemplified by the DCWDB, should make investments and provide services when there are serious market failures in the economy, including the labor market. Assisting citizens experiencing difficult circumstances like job loss or skill deficiencies is considered a proper intervention in the labor market by the public sector. The DCWDB addresses those labor market failures such as skill gaps caused by poor workforce preparation, both in soft and hard competencies, and the lack of information that affects the coordination of workers seeking employment and employers needing qualified workers.

It is the area's employers that provide the necessary investment guidance to the DCWDB in developing program services that meet economic needs and respond to overall workforce challenges. The DCWDB, through the PA CareerLink® Chester City and PA CareerLink® Delaware County Community College, focus on employer needs for skilled and qualified workers that permit the local industry to be more competitive in a global economy.

The DCWDB and LEOs have encouraged strategies that are described and embraced throughout this plan to get the workforce of Delaware County back to work. These efforts focus on the following four overlapping strategies driving the workforce development strategies:

- Goal A: Develop a viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community.
- Goal B: Improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel, address better communication of programmatic strategies and improving the use and adapting of existing technology.
- Goal C: Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family-sustaining wages.

- Goal D: Develop a system that is sustainable through economic cycles of available funds affecting both worker supply and employer demand.
- Goal E: Implement a broad goal of performance and accountability measures that address Section 116(b)(2)(A) of WIOA and utilize these measures to ensure an efficient and effective workforce development system.

The Delaware County Workforce Development Board and Local Elected Officials have encouraged the strategies that result in many parts of this report and result in efforts to get Delaware County citizens back to work with quality employers with good jobs. The Governor's vision perfectly matches the desires of the local job-creators because they also focus on the overall workforce.

The Delaware County Workforce Development Board works closely and collaboratively with its peers across the Southeast Pennsylvania Workforce Region to ensure complementary regional success. Part of both strategies include the appropriate performance measures and accountability to ensure program success.

Top Three Accomplishments from the Past Calendar Year

With many accomplishments to choose from, the Delaware County Workforce Development Board has identified three significant accomplishments over the past year. In today's challenging labor market with many employers having difficulty finding employees, the Delaware County Workforce Development Board has enhanced and focused services toward target groups that are not wholly participating in the labor force. These include increasing services to Delaware County Veterans, expanding services to those with addiction issues, and increasing funding for re-entry services.

- Veterans Employment and Training Services

According to the Veterans Administration of the US Department of Veterans Affairs, Delaware County was home to over 27,348 veterans ages 17-85+ (https://www.va.gov/vetdata/Veteran_Population.asp) in 2018. Of the primary working age population (age 17-64), the Veterans Administration indicates there are 11,464 veterans which represents a significant although declining veteran population over the next 20 years. According to the Center for Workforce Information and Analysis, in 2016 Delaware County is home to 11,357 veterans in the county with 2,273 not in the labor force. The data also demonstrated significant number of unemployed veterans over the next five years. (https://www.workstats.dli.pa.gov/Documents/Veterans_Packet.pdf). Because of this, the Delaware County Workforce Development Board desired to expand their services to veterans.

Veterans, because of the WIOA required Priority of Service, have always received priority at the PA CareerLink® Delaware County offices in Chester City and Media. During the past year, the opportunity arose to expand services to veterans in the county. Expanded services to veterans included enhanced assessment, testing and case management, increased targeted education and training opportunities and expanded employment opportunities with local employers.

The Veterans Services sought were for innovative proposals from organizations who have the ability to provide employment-related services to Veterans of the Armed Services who are Delaware County residents. The Board is looking for organizations that can provide the following:

- Job placement services
- Career counseling

- Assessment services and workshop facilitation
- Training
- On the Job Training (OJT) and Incumbent Worker Training (IWT) Opportunities
- Other strategies that may help Veterans find and retain employment

Based on this Request for Proposal, Delaware County Workforce Development Board awarded contracts to the following organizations with the proven expertise and talent of three service providers to address the services to veterans. The providers for this valuable service include:

- Delaware County Community College: working in collaboration with the PA CareerLink® Delaware County Media (this is also the Delaware County Community College Workforce Entry Center)
- Community Action Agency of Delaware County: in collaboration with the other partners, the Community Action Agency of Delaware County will provide counseling, assistance, training and support services to address the needs of veterans throughout the project.
- Impact Services: this organization has extensive expertise in successfully serving veterans throughout Southeast Pennsylvania. Based on this success and expertise, they will provide counseling, peer support and training services to address the needs of veterans.

Expanding Services to Those with Addiction Issues

Addiction to various drugs, particularly opioids, has caused significant community impact throughout Delaware County, Southeast Pennsylvania and the entire Commonwealth.

According to the Philadelphia Inquirer, “Delaware County has been a pioneer in the fight against opioids. It has notched important firsts in Pennsylvania in the use of Narcan by first responders to aid people overdosing, and also in the use of litigation to fight pharmaceutical companies that profited off the excessive prescribing that fueled the opioid crisis. It’s even had a drug treatment court for 20 years.” (<https://www.mcall.com/news/opioids/mc-nws-state-of-emergency-county-capsules-20180626-story.html>).

That does not mean that Delaware County in general and the Delaware County Workforce Development Board will rest on its laurels. The Board realizes that there is a significant addiction and overdose problem in Delaware County. Per the September 2018 study by the Drug Enforcement Administration and the University of Pittsburgh, Delaware County had the second-highest overdose rate in Southeast Pennsylvania with 38 per 100,000 (P. 77, <https://www.dea.gov/sites/default/files/2018-10/PA%20Opioid%20Report%20Final%20FINAL.pdf>). Per the Pennsylvania Opioid Data Dashboard (<https://data.pa.gov/stories/s/Pennsylvania-Opioids/9q45-nckt/>), similar concurrent data on addiction issues was also noted for Delaware County for 2017 (the latest date data is available):

- Number of newborns on Medicaid born with Neonatal Abstinence Syndrome: 113
- Number of successful Naloxone reversals: 304
- Number of Pennsylvanians (Delaware Co) covered with a Medicaid expansion with an OUD*: 2,972
- Number of Pennsylvanians (Delaware Co) covered by Medicated receiving MAT*: 2,435
- Pennsylvanians (Delaware Co) covered by Medicated with an OUD*: 4,654

*OUD = Opioid Use Disorder

*MAT = Medically Assisted Treatment

This being noted, the Delaware County Workforce Development Board expanded services to residents who have addiction issues. In Program Year 2017, the Board piloted a program to assist female residents in rehabilitation. Subsequently in Program Year 2018, this was expanded to also include male residents. Through

cooperation with the drug treatment court and various county, state and local agencies, the services provided have offered an alternative leading to a productive job, engaging career and a life less dependent on addiction.

- Increasing funding for re-entry services

Like many counties and regions throughout Pennsylvania, “Returning Citizens” (a more positive title for ex-offenders) are increasing in the local population. This includes both individuals completing their sentence as well as those that are otherwise engaged with the justice system. Delaware County, in concert with similar national and state-wide trends, many ex-offenders are returning to their communities requiring transition services that consistently require a workforce development solution.

However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Delaware County, in 2016 there were 979 individuals released from a state prison, and in 2015 there were 9,623 individuals released from the county jail (per the PA Department of Corrections). According to the Delaware County Sheriff’s office, the Delaware County jail “averages a daily population ranging from 260 to nearly 300.” (<https://www.delawarecountysheriff.org/jail/about-the-jail/>).

Related to Returning Citizens’ data is the frequency of Juvenile Delinquency. In 2015, there were 1,039 youth with a juvenile court disposition (per PA Juvenile Court Judge’s Commission Annual Report). This group of youths will most likely face challenges in entry to the labor market, but also may require additional education and training to possess the skills necessary to enter the world of work.

Given these circumstances, the Delaware County Workforce Development Board increased re-entry services. Working closely with current providers, the Board expanded and focused services to improve re-entry opportunities for those that had experienced the justice system in some form. Working closely with staff specifically educated to understand the needs of this target group, the Board partnered with various agencies throughout Delaware County and the Southeast Pennsylvania region.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants

Re-entry/addiction services success stories:

- Jackie S. began working with the vendor, EDSI, in September 2017. She was in recovery from drug addiction. She participated in classes on self-esteem, interviewing and resume preparation. She continually gained confidence in herself and her skills. EDSI hired Jackie as a Business Service Representative assisting others in finding employment. Jackie is doing extremely well and continues to grow and thrive.
- Upon her enrollment in the program Jess wanted to utilize her Associates Degree in math and Natural Science. Her addiction derailed her from ascertaining employment in her chosen field, but after working with EDSI’s Business Service Representatives, she was able to find work as a Lab Technician. She has retained the job and continues to be sober.

Out of School Youth success story:

- ***Jasmine C. enrolled in Eckerd Connects Delaware County Out-of-School Youth (OSY) program on September 2018. Although Jasmine did not complete high school she was determined to continue her education. She worked closely with Eckerd Connects OSY vocational instructors, and began preparing for the GED exam. She committed to the OSY program's 6-week GED course. In November she passed the GED exam to earn her high school equivalency diploma.***

After successfully completing the GED exam Jasmine was enrolled up in a 5-week paid work experience at Marshalls department store. Jasmine has completed all of the customer service preparation exams conducted by Eckerd Connects career coaches. Jasmine's excellent work habits have earned her a full-time position at Marshalls.

Any local workforce development challenges of the past calendar year or anticipated in the next calendar year and the LWDB's plan to address identified challenges

Generally, the workforce development activities of the Delaware County Workforce Development Board have gone well. The Board has developed a diverse network of providers and partners that result in a smooth and consistent delivery of services. Workforce challenges are in two main areas.

The challenge over the past two years is the Unemployment Compensation phone issue. While the Commonwealth Department of Labor and Industry has worked diligently to address this issue, the capabilities and capacity of the PA CareerLink® Delaware County offices have been overwhelmed by the demands of Unemployment Insurance recipients. The Board understands the individuals' need for their unemployment compensation and the confidence of receiving their check. The PA CareerLink® Delaware County offices have worked incredibly hard to assist those needing contact with Unemployment Compensation officials.

Recent changes by the Commonwealth have resulted in improvement of this situation. The Board is pleased that progress is being made. Also, the United State Department of Labor's prioritization in improving the collaborative relationship between the American Job Center (PA CareerLink® Offices) and the Unemployment Insurance system shows promise.

The other challenge facing the Delaware County Workforce Development Board is the challenge of finding workers for the high demand of employers. The Board realizes this could change dramatically with an economic downturn, however, at this time the Board will continue its efforts to expand services to target groups, partner with agencies and organizations as appropriate and undertake other additional actions to best serve the county and the region.

Any areas were the LWDB would benefit from additional state guidance

The Delaware County Workforce Development Board greatly appreciates the partner and collaborative relationship with the PA Departments of Labor & Industry, Human Services, Community and Economic Development and others. Delaware County's ongoing success and expansion of programs to better serve the county are directly proportional to this collaborative, collegial effort.

The Board desires to see this collaborative supportive relationship continue and expand since working together like this in a diverse state such as Pennsylvania merges the value of state leadership and resources with the critical solutions embraced in the local context of Delaware County.

One example of this support was the Veteran's grant opportunity afforded to Delaware County. As noted previously, veterans are a critical target group in the county and this collaborative effort resulted in an expansion of much needed services in the county.

The Board would like to see this ongoing collaboration and support continue with similar grant opportunities including those across state government.

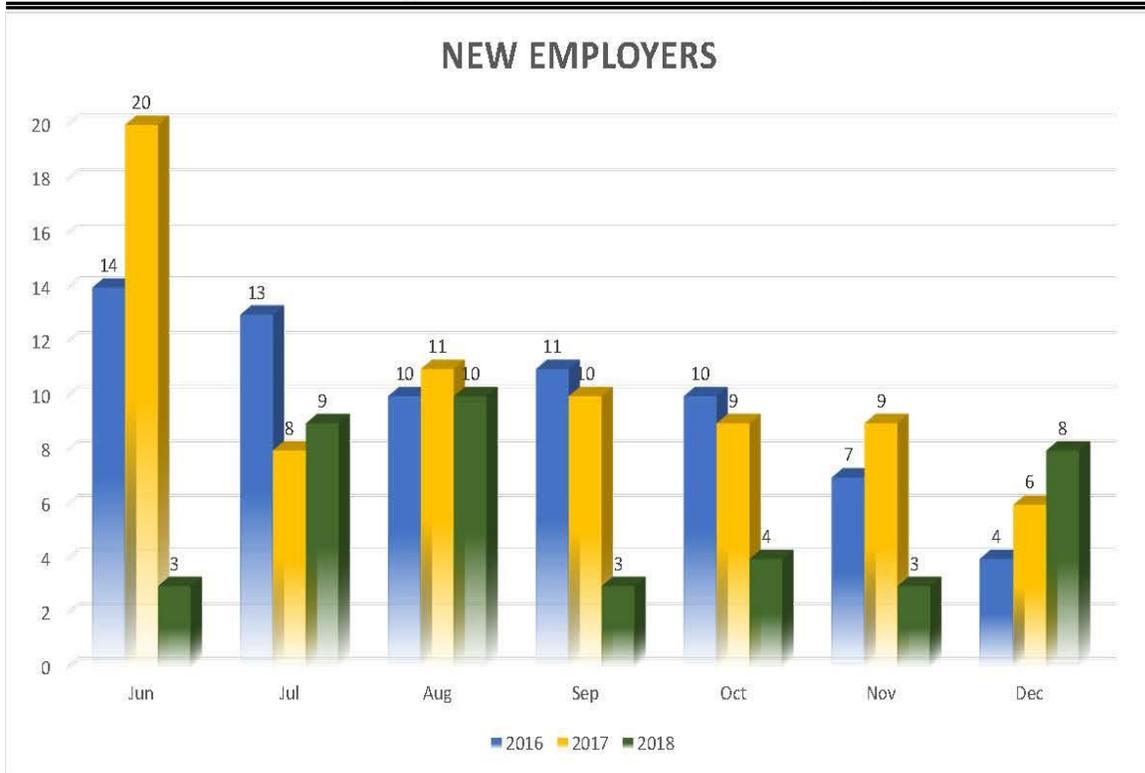
Lackawanna County Workforce Development Board 2018 Annual Report

The Lackawanna County Workforce Development Board (WDB) is pleased to submit its Local Area Annual Report to the Commonwealth of Pennsylvania, detailing activity within the single-County Workforce Development Area of Lackawanna County. Located in the northeast corner of the Commonwealth, Lackawanna County is rich in the tradition of a hard-working, career-oriented workforce with the ability to transform as the local economy shifts. As the Workforce Innovation and Opportunity Act (WIOA) of 2014 replaced the previous Workforce Investment Act (WIA) federal legislation, and as the local economy began to improve following years of slow growth, what emerged was an economy driven by, primarily, the health care occupational sector supported by logistics and transportation and, very slowly, reemergence of manufacturing and business/finance/IT operations. To this end, with the approval of the local Board, quarterly *Sector Initiatives* were planned to address the needs of business and industry within the prevalent four major sectors. This initiative proved to be a successful accomplishment in that it draws leaders from business and industry to serve as informational/motivational speakers, provides a venue (PA CareerLink® Lackawanna County) for industry-specific job fairs, and allows for panels of educational providers to discuss training options supporting the needs of current job openings. Traditionally, these events draw 150-200 individuals with the intent of enabling career pathway opportunities in high-demand occupational areas. Additionally, as these Sector Initiatives occur, representatives from the identified sector convene to discuss industry trends, needs, growth and/or decline patterns, educational voids, etc. Companies within the sector are surveyed to determine necessary developmental pathways. (Outcome information follows narrative).

A second major accomplishment is the in-roads that have been gained into local school districts, the Northeast Intermediate Unit #19, and the Career Technology Center of Lackawanna County through the provision of services allowable under the Business Education Partnership (BEP) Program. Historically, but not without attempts, it has been difficult to break the barrier of entry into intermediate and high schools given the rigorous schedule of school districts; however, the design of the local WDB's BEP project has been to assign a BEP Project Coordinator who has had much success in gaining entry. During the previous calendar year, the BEP Project Coordinator has provided services to over 5,000 intermediate and high school students in small classroom settings and group assemblies through industry-expert presentations, soft skills instructions, business site tours, dissemination of Career guides and related materials, and administration of interest inventories. With the recent award of a new 18-month BEP grant to the Lackawanna County Workforce Development Board, the number of students who will be afforded career readiness/awareness services will skyrocket. And this, in turn, begins the process of development of a pipeline of workers.

Since its initial chartering in 2001, the Lackawanna County WDB has taken great pride in its local *One-Stop Center*, the PA CareerLink® Lackawanna County, located at 135 Franklin Avenue in downtown Scranton, PA. Designed around an open/inviting environment, all partner staff work together as one team to ensure a customer-friendly experience for both job seekers as well as the business community. As a third accomplishment, the local area takes pride in both its Business Services Team (BST) as well as an on-site, private Business Services Center that is available for any business to conduct interviews, test, assess, and hire. The members of the BST take an active role in dealing with the business community as documented by the following charts showing an upward trend in business engagement:

PA CareerLink® Lackawanna County B.S.T (Business Services Team)



Accomplishments, as described above, serve to promote a result-oriented system of operation which, first and foremost, revolves around the success of the programs and services that individual customers receive that are measurable by the attainment of unsubsidized, family-sustaining jobs, increased wage levels, quality of life changes, and overall positive impacts. The following three individuals, matriculating through the PA CareerLink® Lackawanna County, did just that:

- As a Displaced Homemaker, *Lesley* came to the PA CareerLink® Lackawanna County with the hope of finding suitable employment to support her children following a separation from her spouse. She explored several different options and, ultimately, opted for a non-traditional CDL-A training course. She enrolled in WIOA and quickly received an acceptance letter from Smith and Solomon Tractor Trailer Driver Training to train for her license. Following a successful training period, she graduated from Smith and Solomon, obtained her State CDL-A License, and accepted a position with R & L Carriers earning \$24.00 per hour with benefits. She maintains contact with her PA CareerLink® Career Advisors and is now able to support her children.
- *Michelle* was a participant in a Strategic Innovation Grant (SIG) targeting the channeling of workers into a variety of health care occupations in Lackawanna County. She is a single mother who was working 3 part-time jobs to maintain a living for her and her young son. Although earning \$10-\$13 per hour, she was working 54-70 hours per week to keep herself and her young son in an apartment and with food on their table. Pushing through obstacles such as after-school child care needs and, although overworked and exhausted, she fulfilled the SIG Pre-Orientation requirements and enrolled in a Certified Nursing Assistant (CNA) class through Revolutionary Education Center. After successfully completing her training and receiving her State certification, she became employed with Staff Quest at an hourly rate of \$18.00 with health care benefits for her and her son while working a much more manageable 40-hour work week. When she works special contract jobs and weekend shifts, her wage rate raises to \$20.00 per hour. She states that “Life is much more comfortable now!”
- *Thomas* came to the PA CareerLink® Lackawanna County on a referral from the Veteran’s Treatment Court to the One-Stop’s Disabled Veterans Outreach Program (DVOP) and expressed an interest in an Earth Conservancy Environmental Workforce Training program that was being offered at Penn State Wilkes Barre. Although he had several identified barriers (offender, 10% disability, low income, general discharge from the Navy), he was determined to succeed in the program. He completed program prerequisites, WorkKeys testing/assessment, and a pre-training interview and was accepted into the program. He excelled in the training and, prior to final completion, was offered a position with Geo Science Engineering and Testing at the rate of \$13.00 per hour with benefits. One month after hire, his wage was increased to \$14.00 with subsequent raises to \$15.00 in October, 2018, and \$16.00 in December, 2018. It should be noted here that Thomas has since been offered a position with PA American Water Company at a much higher rate of pay; however, he is opting to remain with his current employer because he feels they were the only company to offer him a chance and his is grateful.

The only issue that may be facing the Lackawanna County WDA is, given the present economy and low unemployment rate, the numbers of individuals seeking assistance have dramatically decreased over the past 12-month period. At this time, the customers that are coming forward are in some cases, not suitable for the current job openings and/or training options. In an effort to address this concern, a number of initiatives including expanded outreach through different media outlets, a newly designed and customer-friendly PA CareerLink® Lackawanna County website, enhanced social media and a more aggressive approach to the walk-in population is underway.

As was previously discussed, it is recognized that the PA CareerLink® Lackawanna County's Business Services Center, located on-site in the One-Stop Center, which includes all the amenities of a private office space and conference room, has significantly improved linkages with and engagement of the business community and affords job seekers, on an almost daily basis, access to Human Resource professionals in a hiring mode. Sometimes the space is used for interviewing purposes as well as testing by an established employer but has also served as a preliminary base of operation for new companies in-migrating to the area.



Finally, as one other item of note, the Lackawanna County WDB is proud to be a member of the Northeast PA Consortium of WDBs, and has, for many years, worked collaboratively with our partners in the Luzerne Schuylkill, Northern Tier, and Pocono County areas to promote regional initiatives across a wide-ranging 12-County area supporting business and industry with, in some instances, migrating workforces with diverse but similar needs.

Technical assistance is always welcome and supports the work of the local workforce areas. The ability to provide comments before release of statewide policies and procedures has greatly facilitated implementation upon final release. Also, the dissemination of best practices from colleagues greatly augments the development of better service models statewide.

As described on page 1, the following describes recent Sector Initiative events:

Sector Initiative: Transportation/Logistics – 2018

On Wednesday, September 26, 2018, the PA CareerLink® Lackawanna County presented an industry event targeting the Logistics/Transportation/Warehousing sector. With a significant shift to on-line shopping, jobs in warehousing, transportation and utilities, which in-turn support retail and e-commerce, have increased considerably over the last year according to a recent article in *The Scranton Times*. Warehouse and transportation jobs are on the rise and the need for skilled workers is greater than ever. Two local companies, Fastenal Industrial & Construction Supplies and The Home Depot Supply Chain, were invited as event kick-off speakers to discuss their mission, product (s), and/or service as well as current and projected workforce needs. Ms. Carissa Boisey, Operations Manager at The Home Depot, spoke of her personal career pathway within the company, describing the various positions she held advancing through the corporate structure. She detailed the extensive benefits and advancement opportunities that Home Depot offers its employees and their philosophy to promote from within and invest in their workforce. She further detailed the wage and benefit package, along with the transfer option to other locations. Mr. Tom White, Operations Director from Fastenal Industrial & Construction Supplies, gave a briefing of the history of the facility, explaining how its owner envisioned it as a vending machine for parts (nuts and bolts) concept in 1967 and its growth as a result of the great customer service. This business also believes in promoting from within with 95% of its branch managers beginning in entry level positions. Mr. White explained the corporate philosophy: Ambition, Innovation, Integrity and Teamwork. After the formal presentations, an education/job fair was conducted on-site with 12 employers and 4 training facilities available, providing job seekers and the employers a relaxed, informal atmosphere in which to interact.

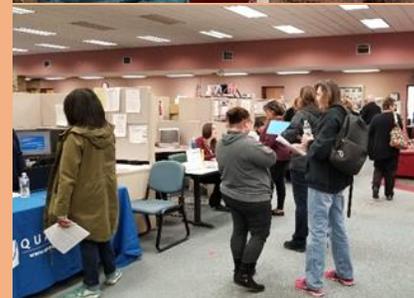


Sector Initiative: Advanced Manufacturing – 2018

On Wednesday, March 28, 2018, the PA CareerLink® Lackawanna County conducted an industry event targeting the Advanced Manufacturing sector. With unemployment rates at an all-time low, many of the manufacturing employers in the area have depleted their pool of qualified workers to keep up with their current demand and to support the growth of their business. With an emphasis on companies that have current job openings and an anticipated growth factor, over 18 manufacturing employers assembled who are recruiting skilled workers. With a local manufacturing base of only 2.9% in the area, the number of employers participating demonstrates the significant need for a pipeline of workers across the industry. The following three companies presented information regarding their company structure, products made, type of skilled workforce that are needed, and salary and benefit packages:

1. Socafe', a coffee manufacturing firm, that recently relocated to the area from Newark, New Jersey with an expectation to hire 130 people. Mr. Joseph Fernandes, Vice President, spoke of the startup of the new facility and the excitement of starting a second shift. He encouraged the audience to apply for the variety of positions available.
2. Heidi Roccograndi, Human Resources (HR) Manager at Quadrant EEP, gave a PowerPoint presentation outlining the company's roots in Norway and its expansion in the US. She discussed the local division's need for assemblers and CNC operators. She spoke of the diverse operations and the community involvement of the company.
3. Tina Bird, HR Director at Nammo Pocal, provided examples of the government work that they do and the need to attract skilled workers. In an effort to remain competitive in today's job market, Nammo Pocal has recently raised their starting wage rate to over \$ 14.00 per hour.

All these companies stressed the need for skill sets to carry on their current operations and support growth. Training providers also participated, providing job seekers the opportunity to learn of training options if they need to upgrade their skills. Throughout the day, over 150 job seekers participated in the on-site job fair. Also of note: prior to the "kick-off" speeches on the day of the event, the Lackawanna County Workforce Development Board, in cooperation with the Lackawanna County Department of Planning and Economic Development, conducted an industry round table with 8 local companies participating to allow for the development of action plans to support Next Gen initiatives and industry alignment and growth.



Lancaster County Workforce Development Board

2018 Annual Report

Accomplishments:

The Lancaster County Workforce Development Board (LCWDB) is thrilled to share the following information, as it relates to the Pennsylvania Workforce Development Board (PA WDB):

1. Our first accomplishment is the launch of SkillUp Lancaster. This initiative, driven by the LCWDB, provides on-line access to the Lancaster Community at no-cost. In partnership with New York Wired, we are providing students, community hubs, libraries, and schools with access to over 5,000 on-line courses that local companies use to train or upskill their employees. Working closely with a local school district, the Penn Manor Comet Credential was developed. Last year, all ninth-grade students participated in a set of on-line courses that address the "essential" skills employers often identify as missing in young people. Through the engagement of employers (Goal 4) in schools, our Board of Directors and local meetings, we hear many of the same challenges around essential skills. Having businesses bring those forth, allowed us to identify specific content for students to work through. SkillUp Lancaster also provides students with an opportunity to explore a select number of career pathways (Goal 1), at no cost to them. This is a perfect way for students to identify if their interests and skills support their future career.
2. Our second major accomplishment would be the establishment of a new LCWDB staff. Upon reviewing the needs of our community and aligning those with the highlights of the Workforce Innovation and Opportunity Act (WIOA) and the goals of the Combined State Plan (Goals 1-5), the LCWDB identified key positions to support our goals and vision as well as those of the State and our community. We now have a solid all-star team, with varied backgrounds, charged with delivering innovative and relevant practices for the Lancaster Community.
3. After the re-launch of our Manufacturing Industry Partnership, which had not been active for a number of years, a core team of business professionals from the Manufacturing Sector continue to meet and have shifted to a Next Generation Sector Partnership. Working closely with Labor and Industry, our new Strategic Innovation Officer has committed to ensuring the success of this group (Goal 2).

Testimonials:

Our customers, both jobseekers and businesses, are our top priority. Moving from a "one size fits all" approach to "how can we help you" approach, has opened up opportunities that would have been missed. We are proud of those we serve and have the pleasure of having many success stories and testimonials. Below you will find a few examples:

Ed Arnold, a veteran who completed CDL training states "Staff really stepped up to get me into the schooling, quite quickly so I could start when I needed to. Getting my CDL-A is one of my greatest and proudest accomplishments. Thank you for all that you do." Mr. Arnold obtained employment upon graduation with Charles Brothers Poultry.

Ooshma Garg, Founder and CEO of Gobble, Inc. states "Gobble seeks to make life better for families. In Lancaster County, we're not only helping families through the convenience of our healthy, delicious one-pan meals that are ready in only 15 minutes; we are also creating high-quality local jobs."

Judy Wechter, who was recently hired as our Site Administrator states "I attended a RESA orientation in Nov./Dec. 2017 and wanted to return to a networking program I utilized back in 2005 called Job Club. I Worked with a navigator and took the 4-day class with Angela in order to get to Job Search Center. After doing the work in class, I took that information, with the guidance of Mary and Angela, and wisely prepared for phone screens and interviews throughout the coming months. I attended networking 3 days a week where I received vital support from fellow job seekers and staff. The efforts by Mary and Manny to bring job leads for us was greatly appreciated. I didn't feel alone uncovering job leads which is overwhelming with LinkedIn, Indeed and other job search platforms. Although practicing my elevator speech each session seemed like an unnecessary exercise, it was a vital piece of my preparedness when interviews were granted. It is difficulty to keep up your spirits during periods of no activity and CareerLink provided a safe space to be with staff and friends who cared deeply about each other. I finally secured a part-time job, then a full-time job and finally landed back at CareerLink with an opportunity to give back from the other side. I am grateful for the funding and support from Harrisburg to maintain centers for job seekers and the many behind the scenes who make those centers more than brick and mortar. The people make it special and I will never forget how they made me feel during employment challenges."

Challenges:

Our staff and Board of Directors continue to find efficient and customer-centric ways to ensure our services are relevant and easily accessible. However, we recognize there is always room for improvement. This past year a few challenges arose, which can be found below:

1. Short turn arounds on grant applications are challenging with a small staff. Given the day-to-day operations that we engage in, pulling data together for multiple grants and getting information from other partners takes time for quality applications. When we submit grant proposals, we strive to have qualitative and quantitative data to support our request. We certainly appreciate the opportunity to apply for grants that support our community needs, and we hope that we have the necessary time to submit quality proposals. We will continue to use our talented team to generate proposals that are community driven, calling upon the Commonwealth for data that may be necessary.
2. There are only a few service providers for WIOA services. When we issue a Request for Proposal (RFP), we know which organizations will be applying. With the limited options, we recognize the processes that come with those providers often limit them as an organization. The laws within WIOA are prescriptive, and, as such, we are faced with this challenge year after year. As a WDB, we continue to use Corrective Action Plans.

Innovative/Promising Practices:

In the spirit of WIOA, Lancaster considers Innovation and Opportunity to be the primary drivers for our organization. As such, we are excited to see how the following practices impact our community:

1. SkillUp Lancaster, mentioned before, is one of ten SkillUp programs in the Country. Allowing people to develop skills before returning to brick and mortar educational institutions, providing access to single parents or those who work non-traditional hours is a positive addition to our services.
2. As we move into the New Year, we are working closely with community hubs to have a physical presence. Given the location of our CareerLink®, the lack of quality public transportation, and other challenges potential customers face, we believe we should be going to them. Our community hubs are excited to see a team from our CareerLink® present in their local community to address the workforce issues faced.

3. Our Employment Center is designed to provide our EARN and Work Ready customers the opportunity to engage in a work-type setting, develop new skills, and provide accountability to one another. The center was designed after we held a listening session with our EARN and Work Ready customers. We gathered their input to ensure the time they spend with us aligns with what they would expect to experience in the program. Through the planning, we solicited additional input and we are excited to launch!

Additional State Guidance:

We have enjoyed our partnership with State representatives. When we need assistance, they have been responsive and willing to work with us. As we continue to look at ways to enhance ourselves and programs we will continue to work with State representatives.



**Workforce Board Lehigh Valley
2018 Annual Report**

1. Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan.

A. Linking to Employment Activities Pre-release (LEAP). The Workforce Board Lehigh Valley received a U.S. Department of Labor Employment and Training Administration Reintegration of Ex-Offenders Grant to provide transitioning offenders from Northampton County Jail with job readiness and employability skills needed to obtain employment, resulting in lower recidivism rates.

Working in partnership with the County of Northampton, the WBLV developed a Linking to Employment Activities Pre-release (LEAP) program for soon-to-be-released inmates consisting of job readiness, career pathways, assessments, business and industry involvement, case management, mentoring, wraparound supports, basic computer skills, and job placement through PA CareerLink® Lehigh Valley, an American Job Center. The Society for Human Resource Management/Lehigh Valley Chapter partnered in providing human resources in the form of interviewing, workshops, and mentoring.

Our outcomes include 365 inmates served to-date by the LEAP program. Results included decreased recidivism and increased rates at which inmates obtained and/or enrolled in education. Specifically, 321 inmates completed the program and have been released from the Northampton County Jail, 242 got jobs within the first quarter of their release, 19 continued their training and education, and there has been a 74% percent decrease in the recidivism rate of LEAP participants.

Our joint efforts led to the County of Northampton funding and continuing this model inside the walls of the County Corrections system. The accomplishment adds to the success of Governor Wolf's goal of a Government That Works.

The LEAP program is aligned to the WIOA Combined State Plan's broad goals of *Establish career pathways as the primary model for skill, credential, and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays, and Expand public-private investment in the state's pipeline of workers.*

B. Public-Private Workforce Intermediary Partnership. Workforce Board Lehigh Valley serves as the public-private workforce intermediary by partnering with hundreds of companies with thousands of current and planned job openings, providing workforce and talent development strategies and services through PA CareerLink® Lehigh Valley, including companies such as Air Liquide, Alpla, Amazon, B. Braun Medical Inc., Central Admixture Pharmacy Services, Coca-Cola Lehigh Valley Syrup, Fanatics, FedEx Ground, Freshpet, Ideal Concepts, iHerb, Innovative Control Systems, Lehigh Valley Forge, Mack Trucks, NFI, PAC Worldwide, Sharp Packaging, UPS, Victaulic, Zulily and many more.

During 2018, PA CareerLink® Lehigh Valley held over 200 job fairs and infiltrated the business community through our public-private partnerships with the Greater Lehigh Valley Chamber of Commerce, Partnerships for Regional Economic Performance (PREP), Society for Human Resource Management and

other employer groups to meet expanding business needs in a growing Lehigh Valley economy and a tight labor market with increased wage pressures.

The Workforce Board Lehigh Valley's relationship with the PA Center for Workforce Information and Analysis provided the data expertise to work companies regarding their labor market data, workforce intelligence and strategic planning needs. Due to the wage data provided, companies were able to negotiate with corporate management to increase wages for their workers. Our message to Lehigh Valley employers is "Wage Up, Buttercup!" They did and they are!

Thank you Governor Wolf for providing the Lehigh Valley with resources and economic development efforts that have resulted in a strong economy that has created Jobs That Pay, we showcased a Government That Works through our workforce intermediary efforts, and we impacted Schools That Teach by providing career awareness, employability skills, and summer jobs, to name a few.

C. The FedEx Ground Story. FedEx Ground is a major package shipping company which is a subsidiary of the FedEx Corporation. In the Lehigh Valley, the company now operates a total of four sites, with the most recent opening of a \$335 million, 800,000 square foot distribution Hub located near the Lehigh Valley International Airport in Allen Township. To meet their significant workforce demands to operate this new Hub, FedEx Ground partnered with the Workforce Board Lehigh Valley who served as their workforce intermediary with PA CareerLink® Lehigh Valley to develop a customized workforce development strategy to recruit, screen and hire more than 1,000 workers.



The workforce strategy included the posting of available positions on the PA CareerLink® online job matching system during spring of 2018. During the summer, FedEx Ground participated in 16 job fairs at PA CareerLink® Lehigh Valley with more than 520 job seekers. The company used the PA CareerLink® Lehigh Valley computer lab to enable job seekers to directly apply via the FedEx website.

The Workforce Board Lehigh Valley provided FedEx Ground wage information and labor market data which resulted in the company negotiating with their corporate management to increase the base wages of their Lehigh Valley workforce. Many available positions were for package handlers with competitive starting wages as high as \$15.25 for overnight shifts and \$14.25 for day and evening shifts. All package handlers received an additional \$1.00 per hour for the peak season. FedEx Ground offers package handlers multiple increases in their first year and, by their first work anniversary, they receive a wage increase to \$16.25 or \$15.25 depending on the shift.

The FedEx Ground Human Resources team also partnered with the Workforce Board Lehigh Valley to facilitate discussions with LANTA leadership, resulting in increased bus services, expanded hours of bus service and the placement of a bus stop at the front door of their new Lehigh Valley Hub.

FedEx Ground provided staff to PA CareerLink® Lehigh Valley to participate in Employer Spotlights presenting information about the company including available jobs, shifts, and wage information, conducted a question and answer session for our job seekers. They have also assisted with mock interview sessions that PA CareerLink® Lehigh Valley offers its participants, providing valuable private sector feedback to job seekers on how to ace the interview at FedEx Ground.

FedEx Ground is a fantastic example of how the Lehigh Valley is working to accomplish Jobs That Pay, Government That Works, and Schools That Teach by aligning to your goal of expanding public-private investments.

“The Workforce Board Lehigh Valley and PA CareerLink® Lehigh Valley have been extremely supportive to FedEx Ground. We opened our new location, hiring over 1,500 employees. They assisted tremendously with our recruitment efforts, facilitated a partnership with LANTA to bring bus services to our front door and provided impressive data that was instrumental in helping us to secure geographical raises for our managers and wage increases for our package handlers. We would not be as successful as we are without the support of this team. THANK YOU!”
Michelle Merhottein, PHR, Senior Human Resources Business Partner, FedEx Ground

2. Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants.

A. Career Pathways



Governor Wolf’s first goal is to *Establish Career Pathways as the primary model for skill, credential and degree attainment* and he has stated that career readiness is an essential part of the education process for students in preparation for careers. The Workforce Board Lehigh Valley received discretionary funding from the PA Department of Labor and Industry’s Strategic Innovation Grant to develop the Lehigh Valley *Innovative PREParations* program. A major component of *Innovation PREParations* is to develop a common Career Pathways Model for business and industry, education and training, and community-based organizations that graphically maps the hierarchy of jobs from entry level to mastery positions along a career path.

The Workforce Board Lehigh Valley connected with employers from our Board, the PA CareerLink® Lehigh Valley Business Services Team, Greater Lehigh Valley Chamber of Commerce and Society for Human Resource Management/Lehigh Valley Chapter to produce nearly **80** Lehigh Valley Career Pathways. Employers such as B. Braun Medical Inc., Lutron, Bosch Rexroth, Sussex Wire, Morningstar Living, Cetronia Ambulance, Country Meadows, FedEx Ground, NFI, XPO, local banks, insurance agencies, construction companies and many more worked with the Board to develop customized Career Pathways representing occupations in Manufacturing, Healthcare, Warehousing and Transportation, Finance and Insurance, Professional, Technical and Scientific Services, Hospitality, Construction, Automotive, and other Lehigh Valley industries. All Career Pathways are published in a Career Pathways Manual provided to educators, students, parents, guidance counselors, job seekers, workforce system partners and a universal population to enable our community to plan their path to the career of their choice.

The employer development of Career Pathways continues to grow and is now a requirement of businesses receiving support through the State/Local Internship Program, as well as other employer engagement efforts.

"We are very pleased to be part of the Career Pathways project. It is a great way to demonstrate to Lehigh Valley's students the tremendous career opportunities in the field of long-term care. We are thankful to be part of the Workforce Board's Career Pathways publication and look forward to additional opportunities to connect and support students in the Lehigh Valley."

Brynn Lee, SHRM-CP, PHR, Chief Human Resources Officer, Morningstar Living

B. Employability Skills Curriculum. Another major component of the discretionary funding from the Strategic Innovation Grant *Innovative PREParations* program is the development of an Employability Skills Curriculum to assist educators in the teaching of Career and College Readiness Courses.

The Workforce Board Lehigh Valley worked with education subject matter experts to develop the Employability Skills Curriculum to ensure that every student has a Career Plan at the completion of ninth grade and has a better understanding of jobs in the 21st century and the skills required to obtain jobs. By aligning the curriculum to the Common Framework for Employability Skills from the United States Department of Education, this curriculum and its 21 modules provides teachers with lesson plans that are flexible and designed in a way that it can be taught as a semester long class, with different teachers sharing modules and with private sector subject matter experts facilitating the learning process.

Students learn to develop skills such as critical thinking, communication, and leadership while providing opportunities for team collaboration and cooperation. These lessons provide students evidence for the readiness indicators supporting the Future Ready PA Index and helps to reach the goal of *Increased Work-Based Learning Opportunities for Youth*.

The Employability Skills Curriculum is divided into six units including: personal qualities, critical thinking and academic skills, communication skills, interpersonal skills, data and technology, and systems thinking and resource management. The six units are broken down into 21 modules which include lesson objectives, outcome goals, checklists, warm-up and multiple lesson activities, and learning assessments. The individual modules include worksheets and resources designed to encourage an understanding of skills needed to be successful in the workplace. The Curriculum has been shared with all 17 Lehigh Valley public school superintendents, three career and technical schools, and two community colleges and will be widely distributed to workforce system partners.

"The Lehigh Valley Employability Skills Curriculum is an excellent enhancement to our present curriculum and can be easily implemented in the class. We look forward to using it in our spring semester, especially the problem-solving section that allows students to brainstorm to solve problems in groups, the videos that assist with classroom discussion, and the entrepreneurship and creating a business plan section aligns well with our virtual business software."

Tania Stoker, Director of Curriculum and Instruction, Northern Lehigh School District

C. PA CareerLink® Lehigh Valley Workforce System Enhancements. The Workforce Board Lehigh Valley's workforce strategy is close-to-customer. Therefore, our workforce services are customer service-centric including one comprehensive center, three downtown satellite centers, and one innovative private sector-based PA CareerLink® satellite currently under development within St. Luke's Sacred Heart Campus located in a high-need community in Allentown.

Talk about partnership! Through a TANF Innovation Grant, PA Department of Human Services is a funding partner in this St. Luke's Sacred Heart PA CareerLink® to provide a full range of services to address barriers to employment and provide essential workforce services directly in the community. The Allentown Employment and Training Center is made possible through a partnership with Lehigh Carbon Community College and the City of Allentown's Community Development Block Grant. The Easton Employment and Training Center is supported by Mayor Panto of the City of Easton and is only steps away from the newest Northampton Community College satellite campus.

Our customer service strategy is embedded in our PA CareerLink® Lehigh Valley comprehensive center where we have implemented *Customer Service Training*, a 40-hour intensive curriculum that enhances job seeker Customer Service skills and is an approved accreditation from the PA Department of Human Services. Customers learn effective communication skills, resolving conflict in the workplace, and decision-making in stressful scenarios, resulting in participants obtaining employment throughout the Lehigh Valley. We have also implemented *You're Hired*, an integrated workforce curriculum with 15 interactive career development workshops including one-on-one individualized job readiness assistance, resume development, cover letters, thank you letters, job applications, online job search, networking, mock interviewing skills and job retention strategies.

"The PA CareerLink® Lehigh Valley Customer Service Training gave me a new way of looking at my career, especially the class about developing a positive mind set and learning time management skills. The course has given me more confidence and direction regarding my career pathway." Mary H., PA CareerLink® Lehigh Valley Workforce Innovation and Opportunity Act Customer

3. Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

Challenge: Employer needs are shifting from traditional classroom training to on-the-job training provided at the company for workers. Industry sectors are mobilizing to retool workers based on actual job skills requirements needed within the company and within the sector. Companies are disrupting the traditional flow of skills attainment. The employer is serving as the curriculum developer and trainer for skills development to grow their own workforce.

Solution: To remain relevant, Lehigh Valley's workforce system is following the employers' lead by shifting from traditional training options to customized company-specific or industry-specific skills development and training on the job, using educational, training and workforce providers on-demand, resulting in a 24/7 workforce talent development system for the Lehigh Valley.

Challenge: Integrate Pennsylvania's workforce system in K-12 education to impact the readiness of Pennsylvania's workforce pipeline to meet the demand.

Solution: Embed PA CareerLink® Youth Centers within the K-12 education system to provide career awareness, exploration, career pathways, job shadows, employability skills, work-based training models, pre-apprenticeships, apprenticeships, internships, mentoring, work experience opportunities, information on part-time and summer employment and direct links to employers, all resulting in school districts meeting Pennsylvania's Future Ready PA Index. The Workforce Board Lehigh Valley is following our Local Plan to not only continue, but to strengthen the relationships between the K-12 system's curriculum and employers' current and future skills requirements. Thank you Governor Wolf for providing flexibility and funding to impact this challenge! It needs to go further!

Challenge: Marketing pathways to employment.

Solution: Design and execute a Governor Wolf/Employer marketing campaign on career pathways, skills-based educational pathways that includes employability skills, occupational skills, and industry credentials required for employment in Pennsylvania.

To market pathways to employment, the Greater Lehigh Valley Chamber of Commerce serves as the Workforce Board Lehigh Valley's Intermediary representing business and industry workforce requirements to schools, parents, community-based organizations and the general public.

4. Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

Our continuous improvement practice is to be relevant. PA CareerLink® Lehigh Valley is relevant because our strategies and services are designed by employers who have the jobs that feed the workforce system. We are embedded in the fabric of our region. The employer is viewed as our first customer because without them, we have no jobs to offer the public.

We serve on boards, we are subject matter experts on workforce development issues, we continuously build relationships with Lehigh Valley's employer base through excellent business services, we respond immediately to customer requests, we are the home for all One-Stop Partners and beyond who broaden services to our customers and the workforce system, we have developed an inclusive and professional regional workforce system environment featuring rooms sponsored by the private sector for a universal population, we continuously increase our service offerings through the development of a Welcome Center and Education and Employer Engagement Center, we turn the unemployed to the employed, we are flexible with our work schedules, we will partner with every organization to provide workforce development assistance, we demand strategic direction from our Workforce Board, we have the Greater Lehigh Valley Chamber of Commerce serving as our workforce intermediary representing 5,500 employer members, we serve as a clearinghouse for business and industry, education, community-based organizations, we target and receive private funding, and we are not fraidy cats of change!

5. Any areas where the LWDB would benefit from additional state guidance.

Continuous review and interpretation of the Workforce Innovation and Opportunity Act as it relates to Workforce Board and the PA CareerLink® workforce system.

Due to the excellent information we receive from the PA Center for Workforce Information and Analysis, we would like increased local data with economic analyses and trends.

Guidance is not one-sided.



Luzerne/Schuylkill Workforce Development Board

2018 Annual Report

Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

The L/S Board's vision and goals align with the Governor's five rigorous strategic goals. L/S Strategic priorities focus on the development of career pathways, an emphasis on increasing the skills of pipeline workers and incumbent workers, an increase in employment opportunities for youth, the engagement of local and regional employer bases, and the use of data to effectively identify, analyze, and improve training opportunities for in-demand occupations.

The Board continues to support and augment the Commonwealth's goals through its local planning initiatives. The Board's Planning and Development Committee, who convene quarterly, oversees strategic activities and results. Board staff, Site Administrators, One Stop Operator and PA CareerLink® staffs meet monthly to discuss strategies to ensure planned outcomes are achieved.

Each PA CareerLink® office has formed teams to support attainment of local goals as well as meeting the Commonwealth's goals. Progress towards meeting the strategic goals are also reported monthly to L/S Executive Committee.

We have numerous accomplishments; however, the top three follow:

- o Career Fair - L/S WDB staff and the PA CareerLink® Luzerne County partnered with the Pittston Chamber of Commerce and the Wilkes-Barre Career and Technical Center to host the 2018 Pathways To Your Future – Skilled Trades and Technology Showcase. The event was held on December 7, 2018. Forty (40) employers met with over 1200 students between grades 8th through 12th from the Wilkes-Barre Area Career & Technical Center, Pittston Area, and Crestwood School Districts. The event exposed students to businesses who have occupations on the High Priority Occupation list that pay self-sustaining wages and do not require a four-year college degree. This event was held with "in-kind" contributions.
- o Business for Breakfast – The PA CareerLink® Schuylkill County conducts several employer specific seminars on-site to attract new businesses and to cultivate existing business relationships. Business for Breakfast topics have included: Unemployment Compensation; Disability Rights Network; Writing Job Descriptions; and Industry/Next Gen Partnerships. The seminar always begins with a light fare, during which time PA CareerLink® out-of-school youth participants join business representatives to learn about current job openings, what qualifications are required of those jobs, and what employers expect of employees once hired. This has been an excellent way for youth to practice their communications and social skills.
- o SLIP – State Local Internship Program 2018 - The Luzerne/Schuylkill WDB and PA CareerLink® Partners conducted an ambitious appeal in 2018 through established relationships with local businesses to assess interest for SLIP funding to support summer internships in the workforce area. The Luzerne/Schuylkill WDB formed a project team and launched biweekly meetings. The SLIP Project Team consisted of WDB Executive Director, WIB staff, One Stop Operator, Site Administrators and PA CareerLink® staff. Having a dedicated SLIP Project Manager (L/SWDB

staff) and dedicated PA CareerLink® staff boosted the success of the program. The L/S WDB was awarded \$413,000 and successfully expended the 100 % of the funding in a three-month period.

During the intern recruitment period in April/May 2018, the PA CareerLink® staff set up tables at local college campuses during lunch hours for exposure with heavy student foot traffic. We worked with the college's Internship Coordinators and Career Planning Offices to advertise the program. While participating in one of the Community Colleges' campus events, WBRE News interviewed PA CareerLink® staff about the program and featured the interview in their evening telecast. Staff visited local high schools and Career and Tech Centers and spoke directly with students about SLIP and the different types of positions available over the summer. These efforts helped us exceed our goal of serving 60 interns by 72%! We served 104 interns.

Similarly, through the help of L/S Board outreach, Site Administrators' business contacts, the PA CareerLink® website, Constant Contact flyers to partnering employers in the area and via word of mouth, we exceeded the original goal of 17 employers by 118%! By programs end, we collaborated with 37 employers!

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants:

- A. SLIP Testimonial - The Schuylkill County Commissioners praised the SLIP program during their September public work session, which provided seven youth with internship opportunities at the Schuylkill County Courthouse. "It's a win-win situation", said Commissioner Frank Staudenmaier. Commissioner Gary Hess remarked that, "we're building opportunities for young people right here in their community." While the program has ended, the Commissioners remain enthusiastic about the results and hope young adults and businesses are offered a similar opportunity in 2019.
- B. Pride Mobility Testimonial - Local business in Luzerne County, Pride Mobility Corp. employing between 500 to 1,000 employees is the world's leading designer and manufacturer of mobility products including Jazzy® Power Chairs, Go-Go® Travel Mobility, Pride Mobility™ Scooters, Pride® Power Lift Recliners, and Pride® Lifts and Ramps. The Pride® family of companies also includes Quantum Rehab®, a leader in complex rehab power chairs with the iLevel® power seat elevation technology, Q6® Series of power bases, TRU-Balance® 3 Power Positioning Systems, and Q-Logic 3 Advanced Drive Control System, as well as Stealth Products®, the foremost manufacturer of positioning components. Pride Mobility posts their open employment positions on the PA CareerLink® website; however, they never participated in any on-site recruitment events until 2018. In October 2018, Pride Mobility held their first on-site recruitment event at the PA CareerLink® Luzerne County at Wilkes-Barre and made this comment following the event: "For several years, we have partnered with PA CareerLink® on many of their services. To date, our most successful and productive experience has been hosting a mini Career Fair exclusive to our company at the PA CareerLink® facility. We're thrilled to welcome two new hires that we interviewed at the Career Fair, to Pride Mobility Products and Quantum Rehab. This personalized approach is a great asset to our recruitment efforts." Denise Truesdale, Vice President, Human Resources, Pride Mobility Products Corp.
- C. Bytes & Bites Code Club – Most students believe learning only happens within the school day; however, students spend 80% of their waking hours outside of school. In order to shift the perception that learning only happens in school, the PA CareerLink® Schuylkill County offers an after-school coding camp called "Bytes & Bites." PA CareerLink® staff work with two free online programs, www.code.org and www.codecademy.com, which introduce youth to the basic concepts of computer coding. Student Kierra Harris said, "Code.org is interesting because it showed you coding from the perspective of creating video game apps. Codecademy.com is also great because it gives insight to how code is built. They're both great!" Bytes & Bites staff creates the opportunity for students to learn in a relaxed approachable environment, while also

using time efficiently to check-in with students. While partaking in snacks, staff speak with students about how they are doing in school, how they're feeling, and what their current interests are; all of which helps to build trust and open lines of communication.

Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

- A. Public transportation** - Public transportation is a common challenge in NEPA due to the expansive geographic and rural areas. Many job seekers do not have reliable access to a car, and in some cases especially with younger job seekers, do not have a driver's license. We have identified many reasons for this, such as, many newer residents have moved from larger metropolitan areas where public transportation is easily accessible. Newcomers are surprised with the lack of public transportation during evening hours. Younger job seekers often do not pursue a driver's license due to their family's inability to afford automobile insurance for a young driver. Whatever the reason, transportation remains a challenge, especially for those workers needing to work second and third shifts, those working on weekends, and individuals attending college or training.

Several initiatives are in place in Luzerne and Schuylkill counties to address transportation challenges. In Schuylkill County, the EARN Program transports workers to and from job sites. In PY18, 800 round-trip rides were provided to EARN clients. Schuylkill County residents have come to rely on ride-sharing, UBER, and Commuter Services for assistance with transportation. In addition, Enterprise Car Rental is currently assisting several employees of Hollander Home Fashions through a program that provides vehicles, at a reduced rate, to one employee who is then responsible for picking up other riders. Through payroll deductions, the employees help share in the cost of the rental, gas, and insurance.

In Luzerne County, the Luzerne County Transportation Authority (LCTA) recently began night bus service to the local industrial parks and Luzerne County Community College. LCTA is also working with Mericle Commercial Real Estate to build a transfer station along Route 315 in northern Luzerne County. The transfer station will not only provide more frequent bus service to the CenterPoint Industrial Park located nearby, but also to Luzerne and Lackawanna residents looking to transfer between LCTA and the County of Lackawanna Transit System (COLTS) bus service.

- B. Soft Skills** - Through direct feedback from employers, the Board understands that many youth/young adults do not possess the necessary soft skills that are required to secure and retain jobs, as well as to help them further advance in their careers.

The Board meets these challenges by formally adopting WorkKeys® National Career Readiness Certificate as a strategic initiative, an evidence-based credential that measures essential workplace skills which addresses immediate business need. It provides qualified certificate-bearing labor to local employers who have committed to hiring through the PA CareerLink® system. WorkKeys® is a reliable workplace success for both jobseekers and employers. This service is offered in the PA CareerLink® centers free of charge by professionally-trained staff responding to workforce needs. Approximately 50 businesses endorse the WorkKeys® National Career Readiness Certificate in the local area.

The Board also formally adopted the YES Northeast Initiative, which addresses workforce soft skill gaps. The YES program provides the youth population with basic skills training for the foundation of employability skills that are mandatory in today's business environment.

The YES Northeast Initiative addresses the talent pipeline of youth; the future workforce of the region and nation. The 120-hour curriculum coursework focuses on employability skills, which include the following: communication; customer service; writing skills; interview training; resume writing; career exploration; health and safety; personal development; goal setting; quality and technology; teamwork and leadership; entrepreneurship; financial literacy; plus many more beneficial and relevant workforce topics. It also conducts on-site business tours providing participants with a first-hand look at how industry functions and the employment opportunities available. The Yes Program modules meet and exceed PA Chapter 4 Academic Standards for career education and work.

The Board's strategic goal is to have this program implemented in every school district in the local workforce area. As of 2018, every school district in Schuylkill County with the exception of one, utilizes the YES Northeast program. 10 districts use the curriculum, as well as the Schuylkill Technology Center for a total of 11 schools. In Luzerne County, nine of the 12 districts utilize the YES Northeast program.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system; and

- A. Regional Practice** - The L/S Board is committed to a regional strategy of cooperative partnerships with neighboring workforce areas. The L/S Board has excellent relationships with the Lackawanna and Pocono Workforce Development Boards as well as the Northern Tier Workforce Board, to support both local and regional economies through training, retraining, and addressing the demands of the future workforce. We conduct face-to-face meetings on a quarterly basis and often collaborate in grant initiatives such as Next Gen Industry Partnerships, Teacher in the Workplace grants and most recently in a State Apprenticeship Expansion Grant project.
- B. Veterans Tuesday** - Schuylkill County has one of the highest numbers of veterans, per capita, in the Commonwealth of Pennsylvania. At the PA CareerLink® Schuylkill County, every Tuesday is "Vet Tuesday". Three (3) times per month the Disabled American Veterans (DAV) are on-site providing assistance to veterans and their spouses and/or widows/widowers. And once per month the American Legion/VFW is onsite providing assistance to veterans. Through electronic marketing of Vet Tuesday, the DAV has recovered over 1 million dollars in back benefits for county veterans and/or their spouses. Every other month the PA CareerLink® Schuylkill County holds "Cross Talks", which is a meeting of twelve (12) veteran's organization representatives and our elected officials. This meeting offers a great exchange of ideas, concerns, and solutions regarding the many difficulties veterans are facing.
- C. Pilot Program** - The PA CareerLink® partnered with the Greater Wilkes-Barre Chamber of Commerce (GWBCC) and Head Start on a pilot program entitled Workforce Opportunities through Resources and Knowledge (WORK). The program provided parents of Head Start students with workforce development workshops to assist them in obtaining a career which produces a family-sustaining wage. The workshops were held on November 6, 8, 13, 15, and 20, 2018 at the GWBCC Think Center and included: Professional Skills Assessment, Email Creation, Registering in PA CareerLink® online, Resume Creation and Critique, Job Search Planning, Interviewing Skills, and Workplace Expectations. Twelve parents completed the three-week program.

Any areas where the LWDB would benefit from additional state guidance.

Requesting additional guidance for Measurable Skills Gain for Youth.

A student who enters during one program year, earns a Measurable Skills Gain (MSG), and remains enrolled throughout the following program year, completing GED classes, attending employability skills workshops, participating in a work experience assignment and applying for employment or post-secondary education or training will show as a positive for one quarter and a negative for the

subsequent program years. The issuance of Quarterly Outcomes for MSG is not a true reflection of the law since WIOA stipulates that this is a Program Year goal not a snap-shot reflection of each individual quarter. It is supposed to be an evaluation of ALL students who entered during the entire program year and how many of those attained a Measurable Skills Gain by the end of the Program Year.

In the example below, the same student who entered in March, 2018 (PY2017) who earned a TABE gain successfully is recognized in the fourth quarter. The participant remained active throughout the following Program Year (PY2018), however, will receive a negative performance for any/and all subsequent years in the program.

John Doe	Entry Date	TABE Test	Quarter	Credit
PY2017	March 2018	April earns a MSG	4 th Quarter	Yes
PY2018	July-Sept 2018		1 st Quarter	No
PY2018	October – December 2018		2 nd Quarter	No
PY2018	January – March 2019		3 rd Quarter	No
PY2018	April-June 2019		4 th Quarter	No

Please consider changing Measurable Skills Gain calculation currently determined on a quarterly basis to be calculated on a program-year basis. (TEGL 10-16).

L/S WDB has an excellent relationship with PA DOL and contacts state leaders for guidance as needed. Monthly calls with Dan Kuba and staff are very informative and appreciated in keeping the lines of communication open.

Montgomery County Workforce Development Board 2018 Annual Report

Accomplishments

In alignment with Pennsylvania WIOA Combined State Plan's first broad goal, the Montgomery County Workforce Development Board hosted its 5th annual ManuFest event with representation from 43 employers and partners and 175 attendees from 35 different schools. The goal of this event is to highlight the manufacturing industry and its diverse range of occupations and career pathways ranging from assembly to robotics to get students, parents and educators on the same page with one of Montgomery County's most in-demand sectors. Attendees had the opportunity to meet with educational institutions and companies to learn about educational and skills needed to pursue careers in Manufacturing.



In 2019, ManuFest has evolved into ManuFest & More – exhibiting careers in both manufacturing and the building trades. The event, funded through corporate sponsorship and the Business Education Partnership grant, will be held at the Philadelphia Expo Center in Oaks, PA to accommodate a much larger number of students from across the region.

In alignment with Pennsylvania WIOA Combined State Plan's fourth broad goal, the Montgomery County Workforce Development Board held its launch meeting for the Bio-Medical/Healthcare Next Generation Sector Partnership to hear directly from local employers about their concerns and needs. Three key areas were chosen as focal points for future development: Incumbent Worker Training, Talent Pipeline Development (focusing on school district engagement), and transportation alternatives for both employees and customers. We look to build upon this partnership to ensure that workforce programming aligns with the needs of Montgomery County businesses.

In alignment with the goal of having a unified workforce development system in Montgomery County, the Montgomery County Workforce development board hosted its second annual Building Bridges: Workforce Partnerships in Action event which gathers workforce stakeholders from across the county to network, exhibit services and participate in a panel of questions and answers from the public. This year's event honored one partner with the Bridge Builder Award for her dedication to serving those in Montgomery County.



Testimonials

Workforce Innovation and Opportunity Act (WIOA) - Larenda was working part-time as a Home Health Aide when she first attended the PA CareerLink® Montgomery County for services. She explained that she was having trouble advancing in the medical field because she lacked the credentials needed to take her career to the next level. Larenda's goal was to continue her career in healthcare as a Certified Nursing Assistant (CNA) to be able to support her two young children. Upon meeting with a career coach, she found out more about local training opportunities that could lead to becoming a Pennsylvania Certified Nursing Assistant. After going through the workshops, assessments and other eligibility requirements necessary to secure WIOA funding, Larenda successfully completed her training at Dotlen Academy. She was ready to start her career but needed to gain additional experience in the field first. The Valley Forge Medical Center hired her as a part-time receptionist earning \$13.72 per hour. This opportunity provided her the chance to gain more knowledge while also getting her foot in the door.

After just three months, Larenda transitioned into working as a fulltime CNA with the Valley Forge Medical Center and she could not be happier with her career.

Employment Advancement and Retention Network (EARN) - Heather moved to Montgomery County from West Virginia last summer with her 5-year-old son, anxious and excited at the prospect of starting over. Being the single parent of a young child, she needed some extra assistance and enrolled in the EARN program. During her first week, Heather completed a series of workshops about time management, resume writing and interviewing skills to make sure she was prepared for her job search. Upon her initial session with her Career Coach, she talked about her strong desire to continue her career as a teacher. Heather worked with her Career Coach to ensure all her certifications and background checks were in order and shortly after, Heather started as a Substitute Teacher with Kelly Educational Services. After a month of substitute teaching, Heather was offered a full-time position teaching 6th grade English in the Philadelphia School District earning \$66,000 per year with a full benefits package. Heather expressed gratitude to EARN staff for supporting and encouraging her through her journey to make a better life for her family.

Promising/Innovative Practices

Family Advocate – With funding through the EARN Innovation Grant, the Montgomery County EARN program was able to hire a Licensed Family Advocate to be on site two days per week. This role provides support and counseling services to those experiencing any type of personal or family crisis to help remedy situations that would have previously prevented a successful enrollment.

Priority of Service Career Coach – This role was established to focus on PA CareerLink® customers that had the most significant barriers to employment, providing resources to help with issues such as homelessness, behavioral health, physical disabilities, substance abuse, and criminal backgrounds. One of the highlights of this role is our partnership with the Montgomery County Correctional Facility in supporting our returning citizens. Due to the positive partnership, the Priority of Service Career Coach offers biweekly Welcome Aboard sessions that provide an overview of PA CareerLink® services and other Montgomery County resources, including GED, Drug and Alcohol Rehabilitation programs, and shelter information.

Challenges

Ensuring Montgomery County employers have access to a reliable, skilled workforce, both now and in the future, is an ongoing challenge for the workforce system. In 2019, MontcoWorks will continue to prioritize funding for training that includes individualized training accounts, on-the-job training, customized job training and incumbent worker training. In addition, services made available in PA CareerLink® Montgomery County assist with barrier removal. Helping Montgomery County job seekers get the skills and resources needed for success ensures employers a thriving workforce.

MontcoWorks is growing ManuFest as an annual career awareness event to help change the mindset of students, teachers and parents around careers in the skilled trades. In addition, we are considering options to develop a second event that focuses on healthcare careers. These efforts, along with ongoing partnerships with our public schools, private schools and career technical centers, focus on development of a talent pipeline for Montgomery County businesses.

North Central Workforce Development Board 2018 Annual Report

Top Three Accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan

Workforce Solutions for North Central Pennsylvania Inc., serving the counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter, had a very busy 2018. Of the many great initiatives, the three we will highlight include: the Pennsylvania State/Local Internship Program, our customized Electronics and Instrumentation (E & I) Training Program, and our Regional Action Plan. We will also identify how these accomplishments are helping us reach the five goals of the WIOA Combined State Plan.

Pennsylvania State Local Internship Program

Workforce Solutions for North Central PA, Inc. received \$573,373 from the Pennsylvania Department of Labor and Industry to support the 2018 State/Local Internship Program (PA SLIP) in our six-county region. The region has experienced a significant population loss over the past 18 years of 6% with projections of a loss of another 30,000 people in the next ten years due to individuals aging out of the workforce. With a regional unemployment rate of 5.73% (December 2017) and this looming population crisis creating a threat of a labor force shortage, we are committed to the development of a strategic plan to change this outcome.



The PA SLIP internship program was one strategy that lined up with our goal of retaining the young people in our region. Many times, our youth are not aware of the career opportunities in their own backyard. Our Business and Education Connect Initiative continues to accomplish great things and has touched many students with a myriad of career awareness opportunities. This grant has helped to provide them with the next critical step, an internship.



Employers from throughout the region in a variety of industries completed an application process through which they demonstrated how they would provide interns with a quality internship while showing them the great jobs available in our region. Other requirements of the program included providing a wage of at least \$10.15 per hour during the time period from May 7, 2018 through August 31, 2018. However, all employers were encouraged to offer higher wages, extend their internship beyond the specified time period, or hire the interns permanently.

With over 150 internships in a variety of major industries, including manufacturing, healthcare, agriculture, and education, our program was a great opportunity to engage our youth and strengthen our future workforce by introducing students to the exciting and rewarding careers that are available in our region!

Interns were required to participate in workforce preparation training activities including workshop topics such as: The Art of the Interview, Conflict Resolution, Effective Communication, Empowerment, Resume Writing, Skills and Strengths, and Succeeding in a New Job.

The overall goal of the program was to expose our youth to the many opportunities in the region that will encourage them to stay or return after post-secondary education providing our employers with a strong workforce for the future. With several interns being offered permanent employment opportunities, our internship program has proven to be highly successful in helping us reach our goal! This initiative specifically addresses the goal to “Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences,” as well as “Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.”

“You have developed an outstanding program and I am hopeful it continues. This program offers individuals endless opportunities to grow and learn in a “workforce” setting and gives the intern an opportunity to network

Electronics and Instrumentation (E & I) Training Program

Workforce Solutions in collaboration with Control Chief Corporation, Zippo Manufacturing and several other McKean County employers and McKean County Economic Development met in late 2017 to discuss a skill shortage need for employees who are able to skillfully build control panels. Much planning went into the development of this training with Workforce Solutions completing a Request for Quote bid process that post-secondary providers could respond to for development of the training program. Penn College of Technology received the bid and put together a training program with employers input throughout the process.

On December 20, 2018, nine participants from the region were recognized for completing the 144-hour E & I Training Program. E & I is a specialized skill set involving electrical control and electronics that deals with measurement, control and automation of processes. Many manufacturing companies need employees trained in this discipline.

Workforce Solutions applied for and received two grants that covered the cost of the training program. The grants included the Department of Community and Economic Development’s (DCED) Manufacturing Training to Careers Program and the PA Department of Labor and Industry’s Strategic Innovation Grant Program. The training was provided via videoconferencing as well as hands-on training via mentor, Jack Gee.



Figure 1 Seated L to R: Wes Brennen, Wesley Stahl, Charles Burgett, Mentor Jack Gee and Standing L to R Christian Maynard, Jacob DeStephano, Brandon Aharrah, Ricky Brown, Mike Karolak and Steve Kubiak

Following lunch and the presentation of Certificates of Completion, participants (not currently employed in an E and I related position) were interviewed by area employers to fill current and future job openings.

This initiative is a great example of a public-private partnership developed to meet a critical workforce need while providing meaningful skills to job seekers that will build a strong career pathway for them. In particular, this program meets three of the five goals of the WIOA Combined State Plan:

1. Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.
2. Expand public-private investment in the state's pipeline of workers and in incumbent workers for targeted industry sectors from entry-level skills to middle skills through Industry Partnerships, WEDnetPA, and other innovative strategies.
3. Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.

Regional Action Plan

Workforce Solutions in collaboration with the Manufacturing Education, and Employee Advancement, Inc., (MEEA) and 4th Economy have crafted a plan for regional talent attraction and retention. The goals that have been identified through this Regional Action Plan include:

4. Attract people to commute to the North Central Region for employment
5. Attract people to live in the North Central Region
6. Attract young people to return and live in the North Central Region after post-secondary education

Knowing our region's population is declining and with a strong voice of employers, we started this process for engaging our communities and stakeholders and developed an action plan to address this issue a year ago. We were fortunate with funding from ARC to contract with the consulting firm, Fourth Economy, to help us devise this action plan.

Utilizing several different methods to craft our approach we started with presentations to the public and our stakeholders. We presented data from an initial scan, which showed the severity of our population decline, while also showing the strength of the manufacturing sector and assets in all of our communities. We conducted 18 interviews; held two initial forums; utilized our networks and those of our partners, along with advertising on social media, to collect 898 survey responses; and concluded with a Build Session to finalize the Action Plan.

The final Regional Action Plan developed includes the following strategies in order to have the biggest impact on a population attraction and retention strategy:

7. Quality of Life
 - A. Build Out Tourism Cluster
 - B. Regional Marketing Entity/Plan
 - C. Internet
 - D. Entrepreneurial Ecosystem
8. Affordable Housing
 - A. Regional Housing Program

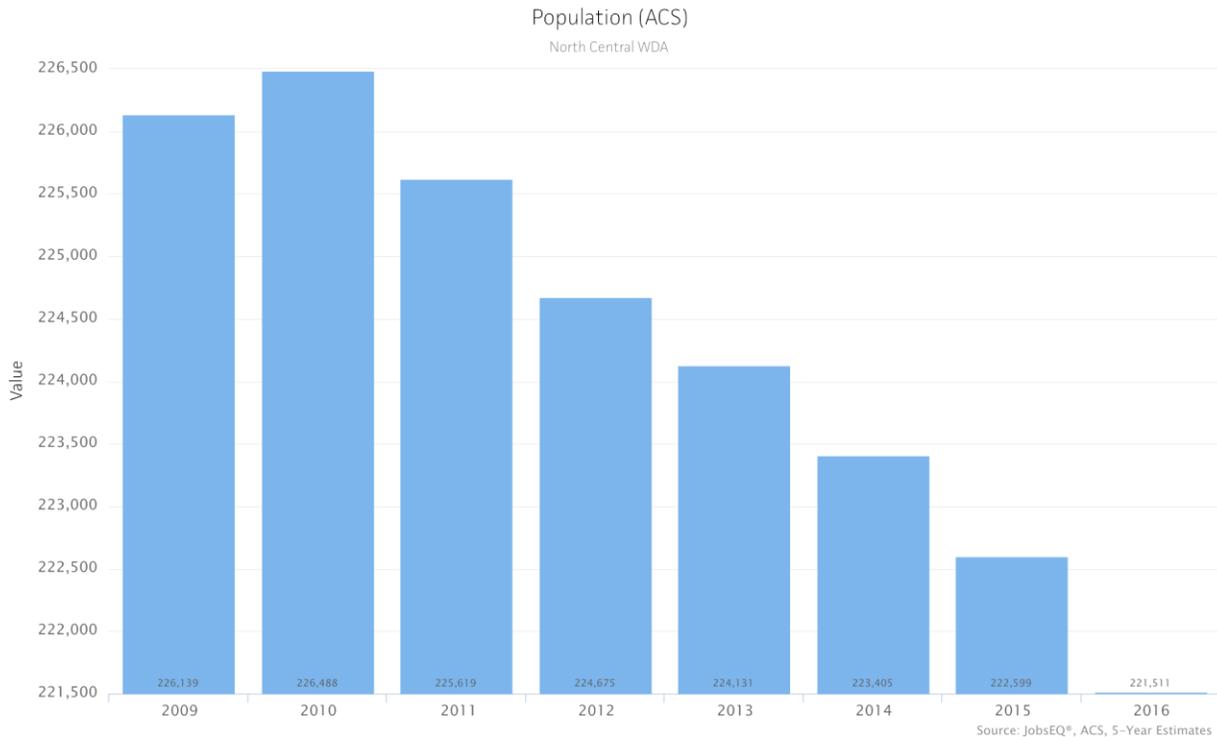
- B. Vacant Property Remediation
- C. Apartment Complex

9. Education

- A. Establish Career and Technical Training Center (Expand upon Northern Pennsylvania Regional College)
- B. Targeted Recruitment Program
 - Workplaces of the Future
 - Establish Career Pathways

10. Incentives for Young People

- A. Incentives for Student Loan Repayment and/or Down Payment on a House



This effort began at the same time we launched our Manufacturing Next Generation Partnership. What we discovered was that the issues were the same as well as key recommendations. We decided at that time to let the Regional Action Plan develop and to take up the Next Gen Partnership once the plan was finalized. Next Gen is one approach to begin to implement the Action Plan.

This Regional Action Plan is a comprehensive approach to addressing our critical workforce shortages and addresses all five of the goals of the WIOA Combined State Plan. As we implement this plan we will continue progress toward the completion of each goal.

Top three stories/testimonials of the impact of the workforce development programs and services on customers, including those served by state discretionary grants

Joshua was referred to our Title I provider’s WIOA Out of School youth program by Family Literacy in January 2018. He had been working with Family Literacy for several months to prepare for the GED test. He also was attending parenting skills classes to help him with his 8-month old son. Josh was enrolled in the program and received help preparing for the GED tests. By May 2018 he passed all sections and was prepared to enter the workforce. Josh didn’t drive so he needed to find work within walking distance.

The Business Service Representative helped him in his search and he found employment with a local manufacturer. Josh received a wage increase in November and was named employee of the week and was featured on the employer's Facebook page.

Maria came into the CareerLink in February 2017 looking for assistance in finding a job in caring for children. Maria worked on her own on Khan Academy to increase her basic skills. She had immigrated into the US and was in need of some skill upgrades. She was enrolled in the WIOA Adult program. She was also referred to Community Action's Adult Education program for additional assistance; and Goodwill for help with her driver's license. She was placed in work experience at Head Start working 20 hours a week. She was very positive and had a great work ethic. Once she received her license she was able to apply for a permanent position with Head Start. She was hired as a teacher's aide/bus monitor working up to 30 hours per week. Maria is a great example of what can happen with dedication and perseverance.

Paris Companies of DuBois specializes in uniform and healthcare linen services, while offering their employees sustainable wages as well as benefits. Paris has proven to be a community example in their willingness to integrate current inmates back into the workforce. They partnered with the DuBois PA CareerLink® to provide On-the-Job Training opportunities for a number of work release inmates. Paris has been fully supportive of giving local inmates a second chance by making sure they already have employment in place upon their release. For those who don't have their GED, both Paris and the PA CareerLink® are assisting them. Paris has used the PA CareerLink® to help recruit for many years.

Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

The biggest challenge for our board over this past year and into the future is the workforce shortages we are experiencing. This was well documented in our Regional Action Plan that was mentioned earlier. All indicators show that the population is declining, the labor force is aging and those trends will not be reversed by natural forces in the near future. The writing is on the wall; population in North Central Pennsylvania is expected to decrease by 5 percent between 2017 – 2030 – that translates to 11,274 fewer people in the region. Especially troubling is that young people are leaving the region. Migration information from 2011 – 2015 shows that 4,360 people aged 18 to 30 years old moved out of the region. This trend is expected to continue.

Additionally, the population is aging rapidly. In 2016, 55-64 yearolds made up 24% of the working age adult population. In ten years, this group of 32,483 will reach retirement age. These workers retiring from the labor market and moving away from the region will create serious economic or community consequences.

The opportunity to address this challenge is outlined in our Regional Action Plan. Our board is dedicated to being sure this plan is implemented throughout our Region. While we can't do it all, we will partner with our stakeholders and employers to implement the action items identified.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system

One innovative tool that we worked on this past year was the development of on-line workshops for our customers. We know that the trend continues to move to more on-line services and we want to be sure our workforce system remains relevant and adds value to our customers. Many of our customers also

face barriers to employment including transportation and child care issues. These barriers often make it more difficult to personally visit a PA CareerLink® center. On-line services are a great option for many of these individuals.

We issued an RFQ seeking a qualified vendor to develop our vision. PCG received the award. The result is an on-line tool offering eight custom designed workshops, an orientation video, a link to pacareerlink.pa.gov, and links to other great resources. Our school districts have shown an interest in utilizing this tool for their students. Outreach is being done by our Career Counselors with our local schools.

Another great resource we offer to our region is our Business and Education Connect Initiative. With funding from PA Department of Labor and Industry we are able to employ two Career Counselors and partner with our two Community Education Councils to offer career awareness activities to our schools. Some of the activities that they offer include Career Exploration, Teacher-in-the-Workplace, Career Cruises, Industry Day Presentations, and



soft skills workshops.

The most recent initiative is Carl the Career Bear. He was developed by staff in order to provide career exploration activities to the elementary students. Since it is more difficult to send these young students out to industry, Carl brings industry to the classroom. He travels to local companies and meets with the HR managers, CEOs, and employees to find out what type of careers their business employs. This information is then posted on his website along with other activities and worksheets to share with students. All of the activities are developed with Future Ready PA Index in mind in order that they can be used for documentation of activities.

Any areas where the LWDB would benefit from additional state guidance

Workforce Solutions/the North Central Workforce Development Board appreciates the support of the state board. We are happy to see that local board staff have been added to committees of the board to provide a local board perspective. With a diverse board from across the state, you

understand best local/regional dynamics and we appreciate the flexibility of the board in policy and guidance.





Northern Tier Workforce Development Board 2018 Annual Report

Accomplishments

The Northern Tier Workforce Development Board has been involved in several innovative and successful projects in the last year. Accomplishments include the continuation and expansion of the BEP project, the Fit4Work Reengagement Project and most recently the Registered Apprenticeship program. These initiatives help to improve upon and create new relationships with the education system, local business and our community providing opportunities within our workforce system that did not previously exist.

Since its inception in 2015, Northern Tier Regional Planning and Development Commission's (NTRPDC) Business Education Partnership (BEP)/Career Coach Program has been a huge success. Goals of the project include connecting students to local business, providing career exploration activities, connecting to career pathways and review training opportunities including apprenticeship models. Over the past three years, the BEP program has connected more than 500 businesses to almost 8,500 students.

Through the first L&I Business Education Partnership Grant in 2015, NTRPDC and the Northern Tier Workforce Development Board hired three career coaches who worked in eleven high schools and two career and technology centers (CTCs). The program was and still is coordinated by the staff to the workforce board and the board's Youth Committee, who work with school counselors and administration within the school districts.

Career Coaches are placed within participating schools and plan career events to ensure student exposure to businesses and employers. They also meet with students individually or in small group settings to discuss career education and soft skills. Students complete assessments and then explore careers that correlate to their interests and aptitudes. Smaller educational classes include discussing student goals, aspirations, realities, assessing aptitudes and interests, which lead to developing a skill/educational path. The larger group settings range from computer work as students go through career assessment programs, to registering on PA CareerLink®, to working on resumes.

This project started its fourth year in September 2018. Currently, there are four career coaches in fifteen schools throughout the region. Coaches are in each school one day a week. Events in 2018 included mock interviews, field trips to post-secondary institutions and local business, career fairs, career cafes and career panels to name a few.

This project has been a great success proven not only by the many connections made with students and employers, but also by the value placed on the program by our local education system. Career coaches help school districts develop Career Portfolios for their students which are mandated by the Pennsylvania Department of Education. Coaches will continue to assist our schools to meet the requirements of the work-based competencies required of the Future Ready PA Index.

A second accomplishment would be the continuation and expansion of the Fit4Work Reengagement Project. Fit4Work is designed to improve life and work readiness skills that are needed to be successful

in life, community and employment. Fit4Work teaches basic foundational and career readiness skills while simultaneously assisting to address and overcome barriers with the help of the support system provided by a locally driven taskforce made up of criminal justice and community agencies.

Curriculum was developed at the grassroots level, based on feedback from employers, who have identified problems with new and existing workers such as ethics and behavior in the workplace, communication skills, attitude, problem solving, professionalism, attendance, tardiness and teamwork. Classes have been offered both pre- and post-release. Pre-release activities also include orientation to PA CareerLink® services and individualized sessions to discuss barriers to employment and develop a plan of action to gain employment once released. While the Fit4Work Reengagement Project was developed for those involved in the criminal justice system, any individual with multiple barriers to employment may participate. The program is operational in two of our five counties at our comprehensive PA CareerLink® centers. Expansion to our remaining counties is in development.

Once individuals complete the Fit4Work coursework they continue to work with a career advisor and job developer to find employment. Due to a variety of obstacles it is not always possible to find work right away. Some individuals need additional training or referrals to other services such as GED or counseling. Some may lack work experience or a recent work history. In an effort to bridge the gap between completion of Fit4Work and unsubsidized employment, a supervised roving work crew was established so that graduates can participate in work experience for up to 20 hours per week. Crews work on a variety of community projects throughout the area. This allows Fit4 completers to earn a wage and gain work skills while continuing to address barriers and find permanent employment. The work experience also allows for observation on a work-site to determine which areas are problematic and need to be addressed, i.e., tardiness, attitude and ability to follow direction. Graduates transition from the classroom to a work crew only if it is determined they are not work ready or have been unsuccessful in securing unsubsidized employment.

Since inception, 225 individuals have participated in pre-release activities and 74 have completed the Fit4Work class. The Fit4Work program has a class completion rate of 90%. The success of the program has improved relationships with our criminal justice community and is now recognized by the local court system. This program is made possible through the Strategic Innovation Grant.

A third accomplishment would be the partnership between the Northern Tier Workforce Development Board, NTRPDC and Ward Manufacturing in the development of a registered apprenticeship. In August 2018, the PA Department of Labor and Industry Apprenticeship and Training council approved NTRPDC to be a sponsor for a Machinist Registered Apprenticeship (RA) program. NTRPDC has worked closely with Ward Manufacturing to replicate an existing Machinist RA program. The goal is to expand this RA program to other employers throughout the region and enroll apprentices. Ward Manufacturing has a successful Machinist RA and are willing to work with other manufactures.

The Northern Tier region is somewhat unique in that apprenticeship programs are rare in our area. NTRPDC, in collaboration with the Northern Tier Workforce Development Board, will continue to assess other high-demand occupations for the region in order to facilitate the process of creating additional registered apprenticeship programs for our area. The Northern Tier Workforce Development Board will continue to educate our community about apprenticeship opportunities. Additionally, career coaches are providing education to our students about apprenticeship models. This program not only provides extraordinary opportunities to our local businesses, but also fostered a strong relationship with Ward

Manufacturing. As a result, our team continues to work with Ward on other workforce challenges and solutions.

Impact of Workforce Development Programs/Success Stories

In December 2017, Sam became a graduate of the Fit4Work program. Sam met all the requirements of the Fit4Work class which provides foundational workplace skills for individuals facing barriers to employment often due to their criminal background. Sam was able to gain a range of tools and guidance to successfully complete her job search and find stable employment. Upon graduation Sam had this to say, "The instructors of the course helped me build my confidence so I wasn't scared to walk into the interview and market my skills." In January of 2018, Sam applied for and got a job as a Learning Center Instructor/Program Assistant with Trehab, a Title I provider agency that also provides Fit4Work services. Sam made a great impression on the Trehab staff and has proven a great asset to the team.

Sam now helps to instruct parts of the Fit4Work class and has been a great example for others coming into the program. Her experience helps others that may be experiencing similar struggles. Sam also sits on the local Fit4Work Taskforce helping to steer and improve the program. Sam was recently promoted to a Dislocated Worker Career Advisor position and continues to be an inspiration to others.

Vehicular Career Day - Students grades pre-k through 6 enjoyed "Vehicular Career Day" at Blossburg Elementary school October 23. Blossburg Elementary students along with 4th graders from all Tioga County Schools had the opportunity to meet with employers from the area at this unique outdoor event. Students were excited to see the vehicles that are associated with different occupations and had lots of questions for presenters. The event was organized in a collaborative effort by Blossburg Elementary School Guidance Counselor Noreen Wheeler and Pat Chappell NTRPDC Career Coach.

Nineteen local businesses and organizations participated in the event. This Business Education Partnership Program is provided by funding from the Pennsylvania Department of Labor & Industry.

Below is a video link to news coverage of the event.

<http://www.thehomepagenetwork.com/vehicular-career-fair/>

Molly participated in the SLIP program and completed her internship with LOOMIS I KOERING Law Firm in Mansfield, PA. "Molly spent eight weeks as a summer intern at our law office. During that time, she attended a wide variety of court proceedings, real estate closings, municipal meetings and client consultations. She worked with both attorneys and the office support staff preparing cases and assisting with the telephones and scheduling. In addition, she performed research and prepared legal documents including memorandums of law, pleadings, interrogatories and client correspondence. Molly excelled at legal research and writing, her interactions with clients were exemplary. It was truly a pleasure having Molly work in our office as a summer intern and it is our sincere hope that she will pursue a career in law." LOOMIS I KOERNIG

Challenges

Challenges for the past year include meeting the local education system's needs for career readiness activities for their students. The Northern Tier currently employs four Career Coaches that work in 15 of the 22 school districts one day a week throughout the region. Career coaches have been instrumental in educating students about career opportunities and skills needed for these jobs, connecting students and employers while assisting education with the development of PDE's Required 339 planning and career portfolios.

The program expansion has included activity in the elementary and middle schools to provide career exploration activities. The school superintendents have expressed a need for additional career coach time. However, with current funding we are not able to provide the additional hours. There also are schools that did not originally request a career coach, but would now like to have one. Due to limited funding we are not able to add any additional schools. As a solution, the Northern Tier Workforce Development Board has developed a sustainability plan for schools requesting additional hours. This plan includes a financial contribution by the school districts to support the additional career coach time in their schools. Initial talks with local superintendents have taken place and the overall reception has been positive. It is our hope and plan that the career coaches' services will be self-sustaining in the future.

Innovative/Promising Practices

The Northern Tier Workforce Development Board strives to increase alignment of education, workforce and economic development service strategies to assist business, students and workers in Pennsylvania. The partnership between education and economic and workforce development in our region continues to strengthen. A real effort has been made to not only engage our economic development and education partners, but truly work as a team to streamline service to our business community. Our five-county workforce development area is also recognized as a PREP region. PREP and ENGAGE teams provide service to employers within the five counties of the Northern Tier. This team of core PREP partners includes local economic development agencies, post-secondary education, SBDC, NEPIRC, County Planning and Workforce Development Board representation.

Our goal is to enhance service delivery as a cross sector collaboration rather than an agency driven initiative. These combined partners make up a strong regional support team that is experienced in collaborating together as well as with other community partners. These partners have a proven track record of actively responding to industry priorities and work in teams to provide workforce, economic and educational assistance. Engaging employers within our area to identify industry priorities is vital to educating our current and emerging workforce in order to meet local demands. Priorities and solutions gathered from our partnership are shared with our secondary and post-secondary educators to provide input for curriculum development. Collectively we seek out opportunities to expand our services through innovative projects instead of solely by agency or department.

This has a trickle-down effect on front-line staff and assists them in providing services to both jobseekers and the business community. Efforts are made to educate the PA CareerLink® staff, including the regional Business Service Team, on the variety of services available to the business community and gives them access to those contacts to ensure appropriate referrals and follow-up contacts are made.

Areas of Guidance

The Northern Tier Workforce Development Board and staff were encouraged by recent visits from both representatives of the PA Workforce Development Board and BWDA. These visits allowed for an honest exchange of the challenges faced at the local level as well as a forum to share best practices that are taking place throughout our region. Communication is vital to the success of the local workforce system. The opportunity to have a conversation face to face was appreciated and something that has not necessarily been common practice throughout the years. The Northern Tier Workforce Development Board looks forward to continuing the conversation.

**Northwest Workforce Development Board
2018 Annual Report**



Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan.

Accomplishment 1: Partner Collaboration

A key accomplishment has been collaboration among partners that has resulted in more effective ways of mainstreaming job seekers with barriers to employment "by ensuring necessary supportive services are in place and coordinated across agencies." (*Goal 1.5 – Establish Career Pathways*) Systemizing the coordination between Title I and EARN has resulted in more effective provision of supportive services for participants. In September 2018, Title I staff scheduled training sessions on the web-based instructional tool *ResCare Academy* for St. Benedict Education Center, the Employment and Retention Network (EARN) grantee.

Over 2,600 courses are available on *ResCare Academy* at no-cost to the EARN grantee or the participant. Course modules offer technical skills (e.g., increasing Microsoft Excel capability, Six Sigma training) as well as soft skills training (e.g. handling conflict in the workplace, ability to complete a task on time, following instructions, showing initiative). Participants receive a certificate upon successful completion of each module, offering a practical way of demonstrating intangible skills that may not be evident from a resume, or for someone who has little to no work history. Thirty-two EARN participants have collectively completed two hundred and thirty courses, and sixty-one courses are in progress.

Another example of partner collaboration resulted in better case management and performance accountability for twenty-three participants that were receiving services simultaneously from two agencies. (*Goal 5: Strengthen Data Sharing.*) The two partner agencies - Title I and the Workforce Innovation Fund grantee, Greater Erie Community Action Committee (GECAC) - were in constant communication regarding the progress of participants. Updates to the Commonwealth Workforce Development System (CWDS) in 2018 gave the agencies access to the participants' Individual Employment Plan (IEP), enabling better delivery of services and communication flow regarding participant objectives and timelines. Ninety-one percent (or twenty-one) of these participants obtained employment.

Accomplishment 2: Work-Based Learning Opportunities for Youth

In calendar year 2018, the Northwest area provided work-based learning experiences to thirty-three local youth ages 16-24 through the Title I program. (*Goal 3.10 – Increase Work-Based Learning Opportunities for Youth*). Seven of the youth obtained employment in 2018, with an average wage of \$13.27 per hour. Youth worked in manufacturing, general property maintenance, technology and food service. The majority (twenty-nine) of the youth were from the five rural counties of the Northwest Region. In addition to work experiences, ten youth received an Individual Training Account (ITA). The ITAs were in High Priority Occupations: Nursing Assistants; Medical Secretaries; and, Construction Laborers. Most of the youth (eight) receiving ITAs were from Erie.

Temporary Assistance for Needy Families (TANF) funds provided work-based learning opportunities for one hundred and eighty-five youth in the Northwest area. Youth received a wage of \$10.35 per hour and

an average of one hundred and fifty hours of work experience or on-the-job training in occupations such as maintenance, cleaning, and food service, and others that require post-secondary training, such as teaching and management.

Accomplishment 3: Career Pathways for Adults and Youth

Title I and partner agencies in the Northwest Workforce Development Area formed a “comprehensive career pathway system that combines education, training, counseling, and support services” (*Goal 1.3 – Establish Career Pathways*). Since 2016, the Erie County Career Pathways Alliance (ECCPA) has provided realistic career pathways for youth by leveraging the resources of workforce development and education systems, and aligning them with the needs of employers and job seekers. NWPA Job Connect is a founding partner of this strategic alliance which includes stakeholders from secondary and postsecondary education, supportive services providers, and employers. NWPA Job Connect and Title I leadership serve on Industry Advisory Groups of the ECCPA, in addition to other committees, that are focused on High Priority Occupation career pathways in: Engineering & Industrial Technology; Science and Health; Business, Finance & Information Technology; Arts & Communications; and, Human Services.

In the 2018 calendar year, the number of individuals served by Title I who obtained employment doubled from the prior year. Four hundred and seventy adult (in addition to seven youth) participants obtained employment in 2018, compared to two hundred in calendar year 2017. In 2018, Title I enrolled ninety-three participants in an Individual Training Account (ITA) program, with sixty-one percent (or fifty-seven of these individuals) finding employment in their field of study and earning an average wage of \$18.52 per hour.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants.

Impact Story 1: Business Solutions

In July 2018, Calypso Enterprises, a veteran-owned enterprise, was awarded a grower/processor permit as part of the Phase II implementation of the Pennsylvania Medical Marijuana Act. As a new employer beginning to build its workforce, Calypso reached out to the Business Services Team in August to learn more about PA CareerLink® services and programs for employers.

Medicinal cannabis manufacturing was uncharted terrain for the Business Services Team. Through various meetings and communications with Calypso, the Business Services Team was able to present a suitable process and menu of services that would be available to the employer. The Business Services Team completed the Employer Registration which allowed Calypso to post 18 positions on the PA CareerLink® website. The Business Services Team then assisted the employer with promoting and executing a Hiring Event in October, which was attended by over two hundred applicants. The Business Services Team will continue to work with Calypso as they prepare to begin manufacturing production in their new 52,000-square-foot facility in May 2019.

Impact Story 2: Priority of Service

In August 2018, a Disabled Veteran Outreach Program (D-VOP) representative and Title I staff worked together to assist an armed forces veteran. The veteran had completed his electrician technician certification prior to coming to the PA CareerLink® and was eligible for employment through Tradesman International as a Journeyman Electrician. However, the veteran did not have the necessary tools for work. The veteran scheduled an appointment with PA CareerLink® where he was WIOA enrolled.

Once enrolled, Title I Supportive Services and D-VOP equipped the veteran with the tools to help him attain employment.

Title I verified that the veteran is earning self-sustaining wages, supplementing his Journeyman Electrician income with earnings from electrical work for a property management company. The veteran expressed his gratitude to Title I and D-VOP, as without the tools he would not have been able to obtain employment.

Impact Story 3: Serving Ex-Offenders

Through the collaborative efforts of a dedicated Talent Development Specialist (TDS), a Talent Engagement Specialist and the Business Services Team, a participant was successfully re-integrated into the workforce less than thirty days after being released from the Crawford County Correctional Facility. The TDS first met the participant in July 2018 when he had sixty days remaining on his sentence. The participant's barriers to employment included a criminal background, lack of verifiable work experience, lack of a professional resume, lack of a driver's license, lack of transportation, in addition to problems with drug and alcohol use. These factors impacted his ability to find and maintain employment, which in turn, affected his ability to pay child support. The TDS began tackling these barriers in order to prepare the participant for reintegration.

To overcome the barriers of a criminal background, no resume and no verifiable work experience, the TDS discussed alternative interviewing techniques with the participant that focused on the hard and soft skills that he possessed, taking responsibility for past mistakes, and emphasizing progress made since his last arrest. The TDS encouraged the participant to attend a Resume Workshop at the jail, and then connected him to the workshop facilitator who helped him create a professional resume. The participant was very pleased with his resume, which focused more on skills than work history, making him a great candidate for an on-the-job training (OJT) opportunity.

Without a license or a means of transportation, finding a job within walking distance of his home was the next barrier to overcome. Upon release the participant would be living in the City of Titusville where extremely limited access to public transportation provides few options for those without a personal vehicle. Regarding drug and alcohol use, the participant assured the TDS that he had this under control now, thereby addressing another of his barriers.

Two weeks prior to the participant's release, the TDS contacted the Business Services Team to discuss the participant's resume, skills, and prior work experience. The Business Services Team presented the participant's resume to Universal Steel in Titusville, which had an OJT opportunity and was only two blocks from where the participant lives.

Upon release, the participant met the TDS at the Titusville Library to register him through WIOA. The participant had requested the library as a meeting point since he had no transportation and it was within easy walking distance from his home. The participant landed an interview at Universal Steel, passed a physical and drug screening, and was hired for a union position with benefits in November 2018, less than a month after his release from the Crawford County Jail.

The participant expressed his gratitude to the TDS and stated that no one had helped him this way before. The TDS was consistent in her support of the participant to help him through the process, and to demonstrate the TDS's sincerity and investment in his progress.

Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

Mobile Service Delivery

Mobile Services has experienced much success in 2018, as noted in a previous section of this report. Nevertheless, there is ongoing opportunity for improvement as staff and processes adjust to this customer-focused model that capitalizes on technology. We anticipate that implementation of the recommendations of the Value Stream Analysis Process will enable ongoing improvement of work streams between mobile and comprehensive sites, and partner agencies.

Mass Layoffs

Mass layoffs have been and will continue to be a challenge due to the unsuitability of PA CareerLink® facilities to serve large groups of people. Though modification of facilities may not be feasible, partnering with labor unions and other business organizations for use of their facilities to accommodate those impacted would be a more feasible, cost-effective solution. Other strategies to address the influx of large groups include: providing additional laptops and equipment for client use; and, leveraging communication technology such as Zoom® or Skype® to give clients the ability to speak with partners in other locations in order to expedite provision of services.

Out-of-School Youth

WIOA requirements for serving out-of-school youth have presented a challenge for many Workforce Boards across the state and the nation. In 2019 continued emphasis will be placed on developing programs that serve this population, with support of Title I and partner agencies, and the guidance of the NWPA Job Connect Youth Committee.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

Mobile, virtual and asynchronous delivery of services

Since launching in July 2017, the mobile service delivery model continues to increase the effectiveness of serving participants with barriers to employment. Title I mobile staff met with 2,117 participants in calendar year 2018 at more than forty-six locations throughout the six-county Northwest area. As the mobile service delivery model evolves, so has the seamless integration of Title I and partner agency services, such as Title II and EARN. The use of virtual service platforms has enabled the Mobile Services Team to bring the services of a comprehensive site, plus the resources of partner agencies, to clients at once and in one location.

A promising practice is the use of Zoom® to coordinate meetings between participants and partner agencies. The video conferencing tool is a cost and time saving tool that improves delivery of service. An example from 2018 was an instance when a Title I mobile staff met with a participant that wanted to enroll in a GED class. Because the Title I Individual Employment Plan/Individual Service Strategy (IEP/ISS) and the Title II "Transition Plan" are almost identical in their scope and purpose, it was in the participant's best interest to meet with both partners simultaneously to work on a plan and goals as one wraparound service. The ability to meet via Zoom® made the interaction more convenient for the participant, who did not have to schedule or travel for another in-person meeting.

The use of video-conferencing serves as a model for working with other partners (e.g. County Assistance Offices, jails, probation and parole) whose processes include workforce-related elements. Eliminating

redundancies for participants that are co-enrolled with partner agencies enhances the role of PA CareerLink® as a relevant and vital partner.

Another promising practice is the use of chat features on the Title II web and mobile sites that deliver asynchronous services to a client. The feature allows a participant or partner agency to contact Title II at any time – whether at 5:00 in the morning or 5:00 in the afternoon. Though the tool is new to Title II and they are working through minor challenges, this service is a best practice utilized in other sectors and industries as a way to provide better customer service.

Continuous Improvement

Communication was a key focus of continuous improvement in 2018. Center managers met bi-weekly to discuss center issues. Front line staff met daily before the opening of comprehensive sites for updates and important messages. Partner meetings were conducted monthly at the Erie and Oil City Comprehensive sites to discuss best practices, partner collaborations, performance concerns and program updates. In addition to Title I and Title II, staff from the Bureau of Workforce Partnership and Operations (BWPO) and the Office of Vocational Rehabilitation participate in the monthly partner meetings. Job Corps, EARN and Rapid Response participate periodically.

Promising practices implemented in 2018 have led to better functional and programmatic integration. Using a proactive approach to adapt to change, the Northwest PA CareerLink® Operator participates on a monthly Operator Call with counterparts from other areas of the state and country. Teams have been strategically created and a representative from each team is selected to participate on the monthly call. Ideas and information are brought back to the teams, who then decide what is appropriate and replicable for the Northwest area. The teams proceed with specific projects and evaluate ongoing needs of PA CareerLink® in order to successfully and professionally serve staff, employers and job seekers.

In 2018, promising practices focused on customer satisfaction and market focus were implemented. Customer feedback reports are reviewed monthly and areas for improvement are discussed in partner meetings. An example of a change in practice stemming from customer feedback is related to the use of public computers inside comprehensive site resource rooms. Customers expressed the inconvenience of having to find a resource room attendant in order to get computer log-in and wi-fi passwords. In response to this feedback, log-in and wi-fi passwords are available at each work station on a laminated guide. Another example of a customer feedback-related change deals with protection of participant privacy. At the end of each day, the resource room attendant will erase all files and resumes from work station computers.

Employer Dashboard

In 2018, the PA CareerLink® Operator constructed an Employer Dashboard, which enables PA CareerLink® partners to proactively match individuals with employers. The dashboard allows partners to filter individuals in training by credential, industry, or estimated completion date. This information is shared with employers so they may find appropriate candidates in a more timely manner.

The dashboard is utilized by the Business Solutions Team to identify and connect with Dislocated Workers who have not attained suitable employment and have not utilized PA CareerLink® services. Since October 2018, the Business Solutions Team has contacted more than 350 dislocated workers who are near the exhaustion of Unemployment Compensation benefits, resulting in an update of employment status for 28 individuals who otherwise may not have utilized PA CareerLink® services.

Coordination with Partner Agencies

As noted in the previous section on Mobile Services, improved coordination between Title I and partner agencies results in a more efficient streamlined experience for the participant. In 2018, the Title I Mobile Services Team met with Title II partners to identify redundancies in services with the goal of creating a more integrated workforce system. These meetings have resulted in implementation of new procedures or practices that more efficiently and effectively serve participants.

Below is a list of new practices that have been or will be implemented by Title I and Title II staff:

- Zoom© workshops jointly run by Title I and Title II
- CWDS training for Title II staff
- joint Title I and Title II outreach events
- increase PA CareerLink® presence in Title II classrooms beyond orientation (new students every 6 months); Title I to provide workshops, WIOA registration
- students on the Title II wait list are referred to PA CareerLink®
- joint orientation to administer TABE (as an early assessment tool, and for ITA/OJT placement) and complete Title II intake (EE01 form, create PA CareerLink® account for job search)
- share goal information for co-enrolled participants

Any areas where the LWDB would benefit from additional state guidance.

Implementing Value Stream Analysis Process (VSAP) Plan

The VSAP was helpful in pinpointing steps of the service delivery process that can be improved so that participants are better served. Implementing the recommendations of the VSAP implementation plan requires active involvement of Title I, BWPO and partner staff. Additional state guidance will be beneficial as the process improvements are implemented by Title I, BWPO, and partner staff and partners.

Out-of-school Youth (OSY)

As noted in the previous section, identifying, serving, and maintaining the engagement of Out-of-School Youth is a challenge. Guidance from the state will be beneficial as it relates to: sharing best practices from other areas of the state or the nation; and, requesting a waiver of the federal mandate of expending seventy-five percent of Youth Funds on OSY.

Industry Partnerships

The state has made great effort to expand the Next Generation Industry Partnership model. Subsequent to the Governor's PAsmart program that support expansion of the Next Generation model, continued guidance and support from the state will support growth of the Manufacturing Industry Partnership in the Northwest Region, as well as a Building and Construction Industry Partnership, and the nascent Financial Services/Insurance/Real Estate Industry Partnership.



Philadelphia Workforce Development Board 2018 Annual Report

Overview

Philadelphia Works is the local workforce development board for Philadelphia county. In calendar year 2018, we served more than 45,582 unique customers in the fully integrated PA CareerLink® Philadelphia system including 4,661 WIOA Registered Customers and 7,836 EARN customers. We also served 4,697 youth during calendar year 2018 – 3,167 during the summer.

Philadelphia Works received significant state funding in calendar year 2018:

State Grants Active from January 1, 2018 to December 31, 2018

Grant Code	Grant Title	Total
816	PA Reemployment Services/Strategic Initiative	\$181,904
819	AA Pre-Apprenticeship (Stated Funded)	\$103,712
820	AA Apprenticeship Expansion (Pass Through State-Fed funds)	\$16,226
821	PA Reemployment Services/Tech Grant	\$199,600
822	AAI Pre-Apprenticeship State Funds (71037)	\$511,794
823	AAI Pre-Apprenticeship State Funds (71036)	\$247,767
Grand Total		\$1,261,004

Top 3 Accomplishments in 2018 that advance goals of the Pennsylvania's WIOA Combined State Plan

Apprenticeships and pre-apprenticeships

Philadelphia Works through on-going funding through the American Apprenticeship Initiative grant to engage employers in healthcare, Pharmacy Tech, Biomedical, and Information Technology pre-apprenticeships and apprenticeship for Opportunity Youth. These funds along with the significant state grants (see above) for our partners resulted in 118 apprenticeships in both traditional and non-traditional occupations and 35 pre-apprentices in calendar year 2018. Philadelphia Works, Philadelphia and the regional actively participated in National Apprenticeship Week with 7 events prompting apprenticeships and pre-apprenticeships and the launch of ApprenticeshipPHL, a regional public/private collaboration with the overall goal of increasing and aligning Registered Apprenticeship and pre-apprenticeship programs for the benefit of the area's residents and employers. Apprenticeship PHL is launching a website that will offer: a central repository for apprenticeship opportunities in the region, including program/occupation description, entrance qualifications/requirements, recruitment periods and application process, program contacts and website, and other details.

Summer WorkReady



Philadelphia's 2018 Summer Youth Employment activities successfully completed. Throughout June, July, and August, youth and young adults ages 12 to 21 years old participated in opportunities including career exposure, service learning, work experience and/or internship across the city. Philadelphia Works, in collaboration with the Philadelphia Youth Network (PYN), and other system partners, are working to

finalize the total number of youth and young adults who participated and completed their summer work experience opportunity. 7,000 youth were connected to summer jobs through funds from the City, Philadelphia Works, and employers -- about 3,000 of these youth were connected to the Philadelphia Works investment.

As an investor in youth employment, Philadelphia Works and partners supported multiple summer opportunities. This year Philadelphia Works supported an internship pilot project in partnership with the Office of Senator Hughes, EDSI, and the School District of Philadelphia. Over 40 youth and young adults were placed in internships with the Read to Succeed literacy initiative. Read to Succeed is a summer literacy program designed to:

- strengthen the reading skills of first to third graders;
- prevent students from losing skills in between school years; and
- support the growth of reading levels by giving students 80 hours of literacy instruction

Next Gen Industry Partnership

Working on their strategic plan formed in 2017 through a Next Gen Partnership grant from the Pennsylvania Department of Labor & Industry, the advanced Manufacturing Partnership rebranded themselves the Southeastern Pennsylvania Manufacturing Alliance (SEPMA) and advanced their Next Gen strategy during the 2018 calendar year. Highlights are the employer -developed speaker series:

- Cybersecurity Protecting your Business – May 30, 2018
- Risk Management & Captiva Benefit Solutions – June 8, 2018
- Onboarding Millennials – September 14, 2018
- Industry 4.0 – October 19, 2018
- 2019 Manufacturing Economic Forecast – December 2018



The partnership supported 17 Summer WorkReady Interns. Through the 2018-2019 Business Education Partnership grant to Philadelphia, SEPMA helped place 19 in-school youth, school year interns.

Philadelphia Works made a strategic investment to fund a pilot manufacturing boot camp to build a pipeline of qualified entry-level workers for SEPMA employers. Candidates were pre-

screened using the TABE, Bennett Mechanical, and EDSI Skilldex assessments. The program oriented participants about the manufacturing industry including its history, cultures, and sectors. It dispelled the myth that jobs in manufacturing are low-skilled, dead-end, low-paying, and dirty. Of the 15 who began the four-week program, 12 earned their OSHA 10 certification and presented their capstone project at graduation June 4, 2018. All 12 are employed by SEPMA employers.

Top 3 Stories of the Impact on Workforce Development Programs and Services on Customers

Apprenticeship

Markus Mitchell, Help Desk Analyst and IT Apprentice, JEVS Human Services



Markus Mitchell, a 23-year-old South Philadelphia native, holds the title of the first Information Technology (IT) Generalist Apprentice with JEVS Human Services (JEVS). Markus currently serves as a Help Desk Analyst with Orleans Technical College, a program of JEVS in Northeast Philadelphia. In this role, Markus is responsible for upgrading

computer systems and providing technical support for the trade school, which serves approximately 360 students each year. Markus began his high school education at the former Bok High School in South Philadelphia. Although he had shown some early interest in IT and web design, Markus decided to enter into the workforce after graduation, trying several occupations from dishwasher to landscaper. He found himself unsatisfied with the long string of temporary occupations he had gone through after high school. He wanted a career. Through word-of-mouth, Markus heard of a paid web development and skills training program provided by Hopeworks N’Camden and housed within Orleans Technical College. He finished a course that was meant to take 4-6 months in just one month, catching the attention of JEVS. Upon completing the Hopeworks program, Markus was recruited by JEVS to participate in its new TechServ Scholars, a year-long IT pre-apprenticeship program that helped to further develop his talents. Through Markus’ hard work, positive attitude, and determination he graduated TechServ Scholars and received the distinction of Pennsylvania’s 2018 Pre-Apprentice of the Year. His proactive, determined attitude toward an apprenticeship opportunity shows why he is performing at such a high level. When asked what apprenticeship means to him, he answered:

“To me, it means you have to have a certain amount of willpower, and drive. You also have to be big on self-education, and wanting to be a self-educated person. I do a lot at work and then I go home and study on my own.”

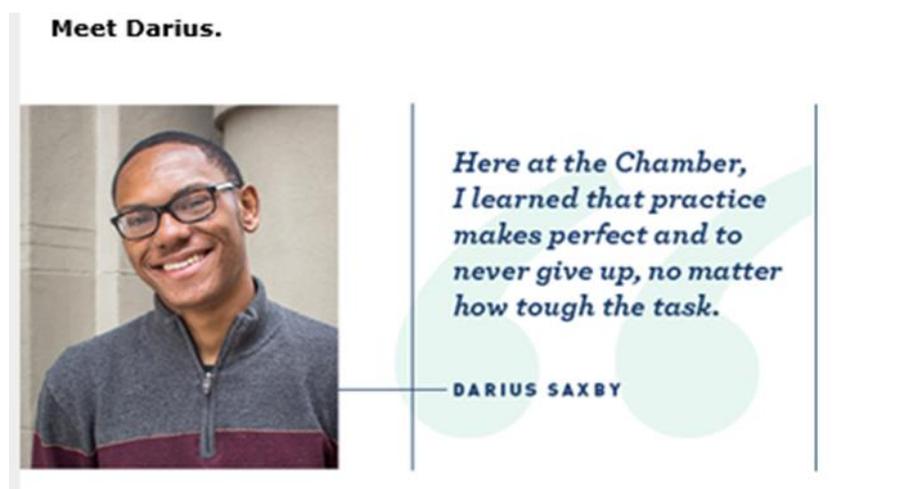
Microcredential Project: Workforce Innovation Fund

Lauren Milbourne – After being denied financial aid at the College, Ms. Milbourne was referred to the Microcredentials Program via the College’s KEYS (Keystone Education Yields Success) Program that offers special support to students who receive TANF or SNAP benefits. Ms. Milbourne successfully completed all nine 21st century skills workshops in Phase I, earning three work readiness “badges” in Teamwork, Communications and Technology. Her goal was to be trained and certified as a pharmacy technician. She had worked as a Pharmacy Technician in the past but was often released from employment because she was not certified and did not have formal training. However, Ms. Milbourne’s academic testing scores were not at the required level for the Pharmacy Technician Training course. After utilizing the Microcredential program’s newly created TABE Test Study guide and working in the classroom and lab

sessions, Ms. Milbourne was able to successfully raise her scores to the required level. She began the Pharmacy Technician Training Program with Externship during the Spring 2018 semester. While she was still studying, Ms. Milbourne found work as a Pharmacy Technician with Greater Philadelphia Health Action and credits the Microcredentials Program Phase I “soft skills” portion of the program with helping her land the job. She stated that the lessons/strategies that she learned during the Teamwork and Communication workshops helped her interview with confidence and communicate interactively with the interviewer. Also, the Business Writing course helped her strengthen her cover letter and resume. Ms. Milbourne successfully completed the Pharmacy Technician Training course and anticipates becoming certified so that she can maintain her job and always be employable because she is a certified Pharmacy Technician.

Youth

Darius Saxby, a senior in high school and Hub participant has grown tremendously through his participation and leadership at the Hub. Darius successfully completed College and Career Readiness Training, participated in Professional Development workshops, attended career exposure opportunities and leadership activities at the Hub. Darius was placed at the Chamber of Commerce for his year-round internship through the Hub and Summer WorkReady experience in 2017 – 2018. Darius was highlighted for his accomplishments both at the Chamber as well as his acceptance to a local university to continue his career pathway journey post-graduation. (See post below). Darius is a current college student at La Salle University.



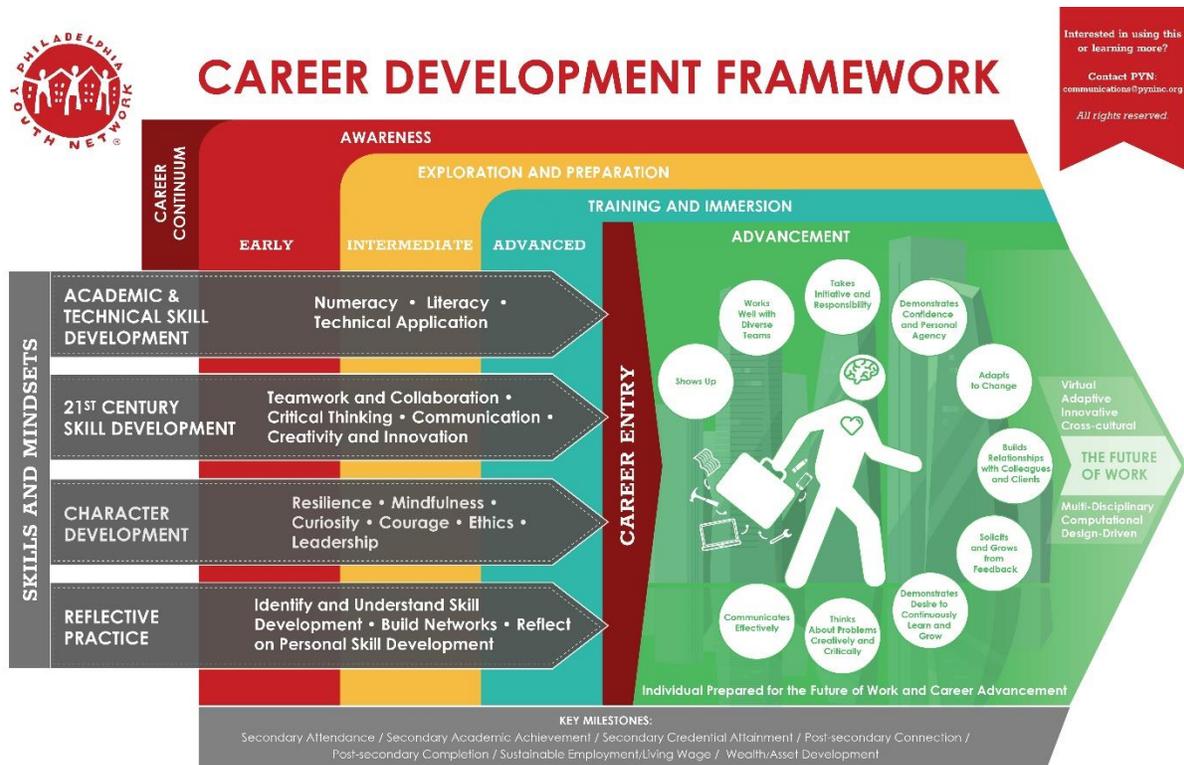
Challenges

- **Business Services:** WIOA permits local boards to provide business services to employers. However, L&I has indicated (during discussion with P4W) that LWDBs should not be involved in providing direct services to employers, as that is the responsibility of business services staff across partners at PA CareerLink. Instead, L&I views the role of LWDBs to be in higher level developing strategy around business services that business services staff at providers implement.
- **Extended TANF Customers:** Use of TANF Performance funds or other TANF funding to provide training for extended TANF customers who are eager to move on to self-sufficiency.
- **EARN literacy Funds:** During any one month, we have 200 – 400 young women 18 – 24 who do not have a high school diploma. Dedicated literacy funds for these young women are critical for success in employment and advance along a career pathway.

Innovations

Youth

1. **WIOA ISY programs** proactively shifted programming from serving participants in their junior and senior years of high school to serving participants in their senior year of high school and their first year of postsecondary education. This shift allowed for a more targeted and in-depth service provision-providing youth with ample time and support to navigate and succeed in postsecondary and to accomplish their long-term goals. Through this shift youth participants received the support necessary to thrive in their first year in postsecondary and matriculate into their second year more prepared.
2. During 2018, we worked with program providers to **extend career exposure opportunities** in afterschool opportunities during the school year - helping to build a bridge to/from summer employment opportunities and offer foundational work readiness skills for youth that help them to maximize and better leverage summer experiences as part of career preparation.
3. The City of Philadelphia, especially youth programs, utilized a **Career Development Framework** (created by the Philadelphia Youth Network) to support program evaluation, enhancement, and investment. The framework provides a unified approach to skill development, career readiness, career retention and advancement, bridging the career pathway needs of the emerging workforce with the expectations of employers.



PA CareerLink®

1. **Intensive Financial Literacy and Counseling Services Offered On-site:** Philadelphia Works has expanded a partnership with Clarifi to provide one-on-one financial counseling and group financial literacy sessions to jobseekers using services at all PA CareerLink® sites in Philadelphia. This builds on a pilot project that was successful in the Suburban Station Center last year. Financial literacy and

credit repair services are being offered to both EARN and WIOA clients to provide an integrated and coordinated workforce support program. These services are aimed at supporting individuals in learning about their financial situation, addressing issues with credit and debt, and building skills for managing their money. All of this will support our customers, as they gain or increase their income. Counselors have assisted customers with raising their credit scores, reducing debt, planning for home ownership, student loan forgiveness, and opening bank accounts.

2. **Implementation of Goal4It! Service Delivery Approach:** Philadelphia Works has placed a major emphasis on a shift to a customer-focused model. To deliver services that focus on the customers served, a strong understanding of their employment and personal goals is necessary. Thus, Philadelphia Works has begun working in partnership with Mathematica Policy Research to implement Goal4It!™, a science-informed approach to achieving economic independence, into the PA CareerLink® Philadelphia system.
3. Goal4It!™ is a process that helps individuals learn how to set meaningful goals, break them down into manageable steps, develop plans to deal with setbacks, and regularly review progress. The aim of this process is to improve outcomes for our customers by reducing external sources of stress, strengthening core life skills, and creating responsive relationships within the family and beyond.
4. A select group of staff from the PA CareerLink® Philadelphia system received training in the approach and began piloting these services with EARN customers. Due to the success of the pilot, the approach is being expanded and additional staff are being trained in the model. Staff are receiving support through weekly conference calls, observations and coaching, and follow-up training. Staff experience and feedback will help to develop the larger rollout of this model and customize how these tools fit into our workforce system. The staff has reported a positive response to this new model and is excited to continue assisting their customers to achieve their goals in a more effective way.
5. **Addition of supportive staff:** To meet the needs of customers that are outside the realm of workforce supports, Philadelphia Works has added Workforce Counselors in each of the PA CareerLink® Centers in Philadelphia. The main role of these individuals is to assess needs of customers that present with obstacles that are preventing them from successfully participating in job search activities and to connect them with the appropriate services. These staff members all have backgrounds in social work and/or counseling and are skilled at assessment and knowledgeable of referral sources in the communities. Additionally, they are holding short-term basic counseling sessions on site, both group and individual, to address challenges presented by customers.

Areas where Philadelphia Works would benefit from additional State guidance

- Co-enrollment tracking and documentation – especially for youth.
- Use of incumbent worker funds for city agencies such as the Philadelphia Gas Works. PGW is moving their servers to the cloud and wishes to train their current IT staff on cloud processes.
- Creating a contracting process that will engage community colleges to participate in the Eligible Training Provider List opening many more options to our customers.

Pocono Counties Workforce Development Board 2018 Annual Report

The Pocono Counties Workforce Development Area is comprised of the Counties of Carbon, Monroe, Pike and Wayne. Located in the Northeastern Section of the State, Pocono Counties shares contiguous borders with New Jersey and New York. The Workforce Development Area encompasses 2,322 square miles with a population of 339,335 residents. More than half of the region's workforce ranges in age from 30 – 54 years of age. Employers will be required to turn to younger workers, age 29 and under, to fill the skill positions vacated by aging workers.

The Pocono Counties Workforce Development Board, in tandem with the Local Elected Officials, addresses the need to make employer and job seeker services accessible to all residents of the region by supporting two comprehensive One Stop CareerLink Sites in Carbon and Monroe Counties. The Board supports two affiliate sites in Pike and Wayne Counties to ensure all employers and job-seeking individuals within the Pocono Counties Workforce Development Area have access to a full range of Workforce Development services and resources.

The Pocono Counties service delivery network has been in place since the One Stop service model was introduced and has a consistent record of meeting and exceeding performance goals established by the U. S. Department of Labor. The two comprehensive CareerLinks and the two affiliate sites have consistently met or exceeded all common measure goals for WIA, Labor Exchange, Veterans and Trade Programs and will continue to perform under the Workforce Innovation and Opportunity Act Programs.

Due to the rural nature of Pocono Counties, the Board employs local websites, Facebook pages, email and other web-based internet options to communicate and inform employers and job seekers regarding services available in our network. Constant Contact is available to list job postings, training opportunities and using community resources such as schools and libraries that provide internet access. The Board attempts to ensure individuals in need of employment and training services in the most remote areas are no more than 15 to 20 miles from a service location.

The economic future of Northeastern Pennsylvania is dependent on a workforce that is able to compete in a global economy. The Board is committed to building a workforce system that is universal, accountable, market-driven and aligned with economic development and education. The Board is also committed to a regional strategy of interaction and cooperation with the Lackawanna County, Luzerne/Schuylkill and Northern Tier Workforce Development Boards located in Northeastern Pennsylvania. The Board develops, coordinates, provides oversight and maintains a responsive and effective system of programs and services to address current and future demands of a 21st century workforce by integrating economic development, workforce development and education.

The Board's strategic vision is to support regional economic growth via alignment with secondary and post-secondary institutions that result in industry-recognized credentials and career pathways focused on high priority occupations that result in life sustaining jobs. Regional collaboration between the four Boards in our area includes the development of Pre-Apprenticeship Programs in the building trades; Regional Industry Partnership Programs focusing on Manufacturing, Health Care, Energy, Agriculture/Food Processing and Logistics and Transportation. Pocono Counties is committed to working with our regional partners to develop and maintain a comprehensive workforce development system that is sector focused, business responsive, and fosters the development and delivery of training and services

along career pathways. The process will bridge the gap between the skills currently required of the local workforce and the needs of growing and emerging sectors of both the local and regional economy.

As noted previously, analysis relating to age demographics indicates an aging workforce for Pocono Counties. Employers will need to recruit younger workers to fill skilled positions vacated by aging workers. Pocono Counties and our regional partners must cultivate and support a comprehensive workforce strategy to meet employer demand to fill newly created positions and positions vacated by retiring workers. The region's in-demand occupations are diverse resulting in skill certifications and advanced educational requirements. Implementation of Career Pathways for skill, credential and degree attainment targeted toward youth and individuals with barriers will be a priority to meet employer demands for a skilled workforce. Participation in work-based learning through summer employment, pre-apprenticeship and other related activities specifically for youth is being addressed.

The Pocono Counties Workforce Development Board's Vision and Goals align with the Governor's Vision of the Commonwealth's Workforce Development System. The Board has and will continue to develop and cultivate a demand driven workforce system to provide employers with the resources needed to compete and grow their respective businesses and provide employment and training opportunities and services to individuals requiring assistance. The Board utilizes accurate data driven information to identify, profile and analyze cluster information and identify demand occupations. The Pocono Counties Workforce Development Board continues to promote economic recovery within the Northeast, preserve and create jobs through innovative training opportunities that encourage individuals to retool and upgrade their skills. The Board interacts with local and regional Career & Technical Institutes, Lehigh/Carbon and Northampton Community Colleges, secondary school districts and related educational and training providers to meet the training requirements of a skilled workforce.

Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the State's WIOA Combined State Plan:

Establish Career Pathways

As noted, the Pocono Counties Workforce Development Board's Vision and Goals align with the Governor's Vision of the Commonwealth's Workforce Development System. The Board is invested in program activities that emphasize Career Pathway models addressing the need to assist individuals with barriers by providing training opportunities that lead to employment.

The Board is actively engaged in a Regional Partnership with three surrounding Workforce Development Areas in an Innovation in Management Apprenticeship Program designed to stimulate interest in the Management Apprenticeship. The project is in direct response to employer requests for the development of Career Pathways and a dependable pipeline of skilled workers.

Career Pathway models are incorporated in our Teacher in the Workplace Program, the START Hospitality Certificate Program, the Medical Secretary Certificate Program, Project Success and our Regional Industry Partnership Ventures.

Expand the State's Pipeline of Workers for Targeted Industry Sectors Pipeline of Workers

The Board has and continues to utilize data and works with employers to identify skills and competencies necessary to attain family sustaining employment. The Board has consistently committed

well over 50% of funds to training activities and has targeted training to individuals with barriers to employment.

The innovation in Management Apprenticeship Program is a regional endeavor designed to measure success based on three primary goals: increase the number of apprenticeships, inform the public about the merits of apprenticeships and expand apprenticeship opportunities into non-traditional industries and occupations. The Program emphasizes the development of a Leadership/Management Pre-Apprenticeship Program that aligns a multi-employer approach of addressing Apprenticeship Opportunities. The Program is designed to be relevant to most of the region's industries and can be customized to meet all participating employer needs. Pre-Apprentices who successfully complete the program will be awarded nationally recognized credentials. Program partners include employers, local workforce and Economic Development Boards and educators with an emphasis on addressing identified targeted industry sectors.

The Board supported the funding of two certificate training programs geared to address the need for workers in two targeted industry sectors: Hospitality and Health Care. Northampton Community College partnered with the Board on the START Hospitality Certificate Program and a Medical Secretary Certificate Program. Both programs were developed with curriculum vetted by regional employers. The 300-hour START Program teaches the foundation of hospitality operations while promoting the long-term career pathways available, preparing students to go from the classroom into the workforce. The program provides an opportunity to earn one of four industry-recognized professional certifications recognized by the industry. The program coordinated with Title II Adult Education Programs to provide academic support in addition to case management and support services. The Program provided opportunities to meet employer needs and assisted individuals with barriers to gain credentials and employment.

The Medical Secretary Program is a 100-hour course teaching the fundamentals of the skills necessary to obtain employment as a Medical Secretary. The course was all encompassing at addressing industry recognized requirements for placement in the private sector. Twenty-eight students have been enrolled with twenty-six students completing. Seventy-eight industry recognized credentials were awarded. Of the twenty-six completers, ten have obtained/retained employment or have entered post-secondary activities. The Pocono Counties Workforce Development Board and Northampton Community College continue to partner with Title II Adult Education Programs and employers to design short-term certificate programs to expand the pipeline of workers in the hospitality and health care sector, engage employers in the development of curriculum to ensure their employment needs are being met, close the skills gaps and continue efforts to ensure individuals with barriers are utilizing programs with the competencies necessary to attain family sustaining employment.

The Board directs efforts to expand public-private investments in the State's pipeline of workers and in incumbent workers for targeted industry sectors from entry-level skills to upgrading skills through Industry Partnerships and other innovative strategies. Pocono Counties has been involved with the Regional Industry Partnership Programs concentrating on an AM/DM Partnership. The Northeast Pennsylvania Regional Manufacturing Partnership has transitioned into a Next Generation employer led model. Membership includes employers from the Pocono Counties, Lackawanna, Luzerne/Schuylkill and the Northern Tier Workforce Development Boards. More than 30 public partners, including local workforce and Economic Development Boards, training providers and industry associates participate in partnership activities. Pocono Counties is the Grant Recipient/Administrative Entity for the Regional Partnership. The Partnership transitioned into a Next Generation Partnership in order to address industry needs based on a Sector Strategy to better address industry priorities. The Partnership identified three

action items that included establishing and growing a sustainable partnership, networking, and the development and marketing of career pathways.

Based on the strategies identified, the partnership is supporting incumbent workers to attend advanced skills training that supports the region's needs for industry defined, high-demand occupations. The training is aligned with local in-demand occupations and career pathways. The Pocono Counties Workforce Development Board conducted a regional analysis of the 12 contiguous county region to analyze the trends of the Advanced Manufacturing Industry Cluster. The Partnership's needs align with the five broad goals of the State's WIOA Combined State Plan.

Increase Opportunities for All Youth

Youth services are provided to youth ages 14 – 24 that meet specific eligibility guidelines. Individualized Service Strategies are developed both for In-School and Out-of-School participants to provide career guidance, work experience, or other work-based learning opportunities and other services as needed to pursue and secure employment providing a self-sustaining wage or career pathway. Approximately 50% of youth served are individuals with disabilities identified through an IEP or physician's statement. In-School Youth (14-21) participate in a paid Work Experience Program that includes basic soft skills and the incorporation of Career Pathways. As there is a cap on the amount of Formula Youth Funding that can be devoted to In-School Programs, the Board utilizes TANF Youth Funds to supplement our In-School Allocation and increase the number of In-School participants. The remainder of Formula Youth Funds are directed to Out-of-School Youth participants.

Project Success is an Innovative Youth Program that focuses on Career Pathways and Employability Training. Project Success is dedicated to prepare youth for the next phase of their lives after high school, with a step-by-step personal career development plan for them that includes career exploration activities to help youth gain real-world, hands-on experience in career paths of interest. Project Success's signature career exploration and job readiness training curriculum ensures that our region's youth are prepared for entry-level jobs.

Project Success is working with the local school districts, colleges, universities, and technical schools to offer a variety of career awareness, exposure, and job readiness programs for out-of-school youth. The program demonstrates to youth how to explore careers, gain workplace skills, find a job, and delve into what Pennsylvania employers are looking for in entry-level employees. Youth participants will receive both virtual and real job "shadow" experiences, mentorship, and internships to develop career-related knowledge and skills. Participants will engage in career exploration while thinking about potential career paths. They will gain valuable knowledge, etiquette, and soft skills to arrange shadowings on their own.

Project Success impacts youth on career awareness, on the job internships and mentorships by pairing them with successful business leaders giving them a better understanding of their career options and preparing them for a more realistic path to their future. Project Success's curriculum is aligned to National Academic Standards for Career Education and Work. This alignment ensures that our local youth are equipped with the core competencies associated with entry-level positions, as well as the tools to navigate their customized career plans. Participating youth are encouraged to take leadership roles as Project Success Youth Officers, who help plan future activities and share their perspective, needs and wants. Project Success's curriculum prepares youth living in disadvantaged communities, who are dealing with challenges like poverty, homelessness, or living in foster care. This great program has gained wide acceptance from youth-service organizations, educators and civic leaders. The Program was recently

awarded the Pennsylvania Statewide Youth Development Network Organization Award as a result of Project Success and projects stemming from it, like YES Spirit Girls and Healthy Young Men's Club. Project Success is the work readiness and career exploration curriculum of choice for youth throughout our community and surrounding counties. By participating in this program, local school districts, colleges, hospitals, and other prominent organizations will be helping prepare teenagers and young adults for a positive, productive, meaningful and successful life after high school or college.

Project Success, in partnership with the school districts, Northampton Community College, East Stroudsburg University, Lehigh Valley Health Network, Pocono United Way, and Pennsylvania CareerLink are committed to the local youth by donating their time and efforts to help develop work-readiness, career exploration. Project Success and its partners have a curriculum, activities and resources to help develop solid post-graduation plans for teenagers and youth.

Top three stories/testimonials

There were a number of testimonials the Board reviewed and it was difficult to name just three.

Participant #1 - A participant in the START Hospitality Program is a perfect example of community agencies working together to help individuals out of desperate situations. A former retail employee and horse sitter in her native Hunterdon County, N.J., Participant #1, 51, moved to Stroudsburg in Fall 2015. "She had an office job lined up, but that fell through when they decided to hire someone else instead," she said. "I couldn't find another job and ended up homeless, living in a tent in the woods." She became aware of the Street2Feet day center for the homeless in Stroudsburg. Since the homeless have no mailing addresses or phones, Street2Feet provides both. That way, potential employers have a way to reach homeless people who use the day center's computers and phones to look for jobs and affordable housing and set up interviews. Street2Feet has been partnering with START. She saw a flyer about the START program at Street2Feet one day and expressed interest to the day center's staff. "The problem was that not having her own transportation, she had no way of getting back and forth to take the training," said a representative at Crossroads Community Services in East Stroudsburg, which oversees Street2Feet. "And, at the time, she couldn't afford the bus and had no money for bus passes. So, we brought this up at our next meeting with the Monroe County Homeless Advisory Board, of which we're a member." The hospital bought bus passes for her and two other people, in similar situations, who wanted to attend the START program. She then became one of the participants in START at Northampton Community College. She successfully completed the program and earned her certification. She applied for the first job opening available, landing the position, and started as a laundry attendant at Skytop Lodge in Barrett Township. A portion of her wages goes toward her housing at Skytop, so she's no longer homeless. "I'm so happy it worked out this way," she said. "And I really enjoy working here. It's a really close-knit family atmosphere. Everyone's been wonderful here." The feeling's mutual for Skytop. Her timeliness is perfect. She always has a smile and her energy is contagious.

Participant #2 - is a cancer survivor who recently completed chemotherapy just prior to enrolling in the Medical Secretary program. She previously had a job as a laundry attendant. She decided to take the Medical Secretary training for better job opportunities, especially now that she has a second chance in life. She felt that the Medical Secretary training will help her reach her goal to earn better wages. She supported students throughout the program by offering words of encouragement and lending an ear to her classmates. In return, her classmates supported her in persisting through the difficult times experienced during enrollment. Now that she has graduated from the program, she plans to register for credit classes at Northampton Community College and is looking forward to being employed as a Medical

Secretary. As stated by her classmates, she is an inspiration to all who encounter her contagious personality.

The following is a recap of stories/testimonials from our partners within the Workforce Development Area.

- PA CareerLink Monroe County presented with the Advocacy Award at the 40th Anniversary Celebration for Pathstone in recognition for outstanding partnership and collaboration efforts.

- PA CareerLink Monroe County placed first for the 5th Consecutive Year in the Pocono Records' Readers' Choice Award for Employment Services.

- A seventeen-year-old youth who participated in the Project Success Youth Program for the past three years is graduating from Pocono Mountain West High School and has been accepted to several Universities for Bio-Medical Engineering including the University of Pennsylvania. He has decided to attend Northampton Community College for the first two years then transfer to John Hopkins University to complete his education.

- After celebrating her one year anniversary of being clean and sober, a welfare program participant gained part-time employment at a Subway Restaurant. She was promoted to full-time Assistant Manager and is attending classes at Lackawanna College to become a Counselor.

- Pike County Workforce Development Staff participated in a Senior Expo and was able to assist a 92yearold job seeker with Twin Cedars Assisted Living. Both employer and employee are excited to be working together.

Any local workforce development challenges

The lack of viable transportation options in rural Northeastern Pennsylvania continues to be a major challenge to Workforce Development activities.

The lack of state-approved training providers in the region is also a major challenge.

Any demonstrated innovative and promising practices

The SLIP Program was by far the most Innovative Program to be funded within the Workforce Development System.

Any areas where the LWDB would benefit from additional State guidance

Pocono Counties would benefit by receiving State guidance on the acceptable use of Incumbent Worker Training and Customized Job Training Funds to support our business partners' need to up skill their incumbent workforce resulting in wage increases, promotions and backfilling positions with lower skilled new hires.

State guidance for the use of Individual Training Accounts and On-the-Job Training to support registered Apprenticeship Programs would be helpful to explore.

South Central Workforce Development Board 2018 Annual Report

Top three accomplishments from the past calendar year, including progress toward reaching five broad goals of the State's WIOA Combined State Plan.

1. Expanding Business Services – SCPa Works, in cooperation with the South Central PA PREP group, implemented year one of the DCED Engage! business calling program. From February to December 250 calls had been completed, 244 action items created with 192 action plans accepted, and 212 partner referrals made. This has been a very successful effort to engage employers through partnership to improve the connection and responsiveness of workforce programs to the demand side of the labor market. Monthly Local Business Service Team meetings are held by county with workforce partners to review data collected through Engage! and improve responsiveness.
2. Harrisburg University Partnership – SCPa Works has partnered with Harrisburg University to offer STEM training for our TANF-funded youth. Traditionally our TANF programming has focused on a work experience based opportunities. This model of summer work experience, while useful in participant work engagement, and financial assistance for needy families, did little to prepare the participants for the impending technology-based future. For our summer program this year, half of all of our TANF dollars will be used to empower participants between the ages of 14-16 with a three-week summer camp in which the students will build and program their own Raspberry Pi computer. With the successful completion of the program, the students will be invited to participate in a technology-based internship the following summer. The remaining half of the summer TANF funds will use traditional work experience based training leading to permanent employment. While Harrisburg University is our first step towards changing the TANF Summer model, other training opportunities are in development that will ensure that all participants receive training that is "work ready."
3. Co-leveraging and co-pathway for all vendors to achieve comprehensive access for participants – SCPa Works shared a directive to vendors encouraging co-leveraging by enrolling participants in all eligible programs. This includes connection with partners located within the CareerLink and elsewhere. Emphasis has been placed on quality of service and outcomes per participant.

Top three testimonials/stories of the impact of workforce development programs and services on customers, including those served by state discretionary grants.

EARN/WIOA Success story - Tod

Tod enrolled in the EARN program in June of 2018, a father of an 18-year-old with extreme learning disabilities, and forced to live with his parents, as his work prospects were limited to temp positions with no chance of advancement. Tod had little opportunity to improve his situation; his dream was to gain the skills needed to procure a career that will sustain his family and finally allow for him to move out of his parents' house to a place he can call his own.

Upon enrolling in the EARN program Tod and his Employment Consultants mapped out a plan to find work that would include on-the-job training. Tod worked diligently to complete his required 35 hours every week and was able to find an opportunity with Apex Tool Group, as a maintenance machinist 4 making \$25.97 an hour. Tod is now saving for a place of his own and thanks the EARN Team for helping him find his future.

Rescare Youth Programs

ResCare continues to see positive results in the WIOA Paid Work Experience and our local *Young Adult Internship Program*. Through a partnership with Habitat for Humanity ReStore, an out-of-school youth named Austin completed an internship and is now employed with the agency. Below is a letter from the employer:

It has been our pleasure to work with our ResCare Trainee, Austin F., for these past eight weeks and we are thrilled to extend an offer of employment to him. Austin has been absolutely reliable and has consistently and competently discharged his duties regardless of the job assigned him. At the ReStore we wear many hats and must frequently change direction at a moment's notice. Austin's ability to switch gears and prioritize the myriad activities with which he is presented is a testament to his intelligence. He is an asset to us at the ReStore, to Habitat for Humanity in general, and to this community and we couldn't be more excited to continue working with him as we support Habitat for Humanity's mission in the greater Harrisburg area.

WIOA /EARN Success Story – Amber Marsh

Amber Marsh struggled with something not many people have gone through, let alone at a young age. In 2016, Amber realized that her identity had been stolen, creating many financial hurdles for her. Amber dropped out of high school in the 11th grade due to a lack of stability in the family household. Without having a high school diploma, Amber realized that it would be very difficult to gain employment and get out of her financial struggles.

On October 28th, 2017, Amber enrolled in the youth program. The youth program helped Amber pay for the GED testing to obtain her high school equivalency diploma. It also provided Amber with what she needed as she continued her journey to becoming a successful young adult. When Amber started, she had a license. However, she did not have a car. She was working at Aaron's in Mechanicsburg, and had to ask for transportation from friends and family when traveling to work. On May 10th, 2018, Amber obtained her high school equivalency diploma.

This diploma opened doors for Amber. Amber started working at Sheetz in May. This job was better for Amber because it was closer to her home and was better for her financially. Because she worked hard and saved money, she was able to purchase a vehicle on her own. This was a big milestone for Amber. Getting to work was so much easier, as she did not have to rely on other people for a mode of transportation. Although she does enjoy her job, Amber decided she wanted to do more for herself by attending classes at HACC while she works. The youth program played a part in supplying Amber with materials needed for school such as a laptop. Amber is currently enrolled in her core classes, and would like to eventually go into the medical field. In November, Amber was awarded Student of the Year at the Perry County Literacy Council. Student of the Year is awarded to someone who stands out to staff. She impressed the staff by managing to get to class every day, despite having no modes of transportation of her own. During class, she paid attention and worked hard with the material. The GED instructor was impressed with her positive attitude that Amber always had, no matter what was going on at home or the material being covered in

class. The staff at the Perry County Literacy Council continues to be amazed by her effort to continue to work her job and attend classes at HACC at the same time. Amber demonstrates diligence and is a great role model to other youth in similar situations to her own. She shows us that no matter the situation, anyone can overcome any obstacles standing in their way to achieve their goals.

Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

1. Metrics, measures and partner goals – During evaluation and plans for implementation of new process, the challenge of common metrics was identified as a significant barrier. Partners within the CareerLink are unfamiliar with activity outside their direct contact. Therefore, even the potential for collaborative success has been hindered. SCPa Works is guiding first one then all facilities in the disciplines of an execution process. With direct influence from the WBD, initially Title One is the focus. Other partners have been invited to participate at their own discretion.
2. Concierge and privacy – Many individuals enter the PA CareerLink® facilities with very little understanding of the resources available to them. In fact, too many people are turned away when they do not qualify for a specific program. During 2018, the development of Job Club 2.0 in the York CareerLink will address these concerns with improved service, comprehensive information and an excellent customer experience.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

1. **App games** – SCPa Works has partnered with Simcoach Games, a tech company in Pittsburgh, to build a suite of occupational awareness, skills training, interviewing and career readiness apps that have been rolled out across our workforce centers, school districts and industry partnership groups.
2. **Satellite access point at library** – SCPa Works has been working with the Cleve J. Fredrickson Library in Camp Hill as they develop a Business Center focused on job seeker education. While several WDB's have a presence in Libraries throughout PA, this relationship is unique in that the Library is developing the content framework and presentation being used for the mandatory WIOA classes. The Library will provide train-the-trainer services to all partners ensuring quality throughout the region. The Library will also serve as a primary location for job seekers to access all educational opportunities offered by the CareerLink network.
3. **Customer recruitment and service delivery** – An essential element of the Job Club 2.0 development in the York CareerLink is focus on recruitment and service delivery. Every individual entering the CareerLink shall be assessed as a potential recipient for all services. Job seekers will have unlimited access to a variety of educational opportunities in the building and on their own time elsewhere. Success will be measured by excellent customer experience and the increase in micro-credentials.
4. **Business services** – The Business Services activities in South Central PA are truly a highlight of success in 2018. Extensive outreach to workforce partners has been initiated and will continue, offering expertise and manpower to make connections with industry on their behalf. The

opportunity has been very well received by the partners to date. There have even been discussions regarding subcontracting of business services.

Any areas where the LWDB would benefit from additional state guidance.

1. **Direct Services:** WIOA permits local boards to provide direct career services to Adult/DW participants with the approval of the Governor and LEOs. WIOA permits local boards to provide direct services to WIOA Youth participants without the requirement of approval by the Governor. L&I has expressly prohibited both of these activities through language in the WSP No. 121-04 – PA CareerLink System Operator policy.
2. **Business Services:** WIOA permits local boards to provide business services to employers. However, L&I has indicated (during discussion with P4W) that LWDBs should not be involved in providing direct services to employers, as that is the responsibility of business services staff across partners at PA CareerLink. Instead, L&I views the role of LWDBs to be in higher level developing strategy around business services that business services staff at providers implement.
3. **One-Stop Operator:** WIOA permits, with approval of the Governor, local boards to compete to be the one-stop operator in their workforce area. L&I has expressly prohibited this through language in the WSP No. 121-04 – PA CareerLink System Operator policy.

Southern Alleghenies Workforce Development Board 2018 Annual Report

Accomplishments

2018 was a year of tremendous activity in the Southern Alleghenies region. More and more customers, many with multiple and significant barriers to employment, found their way into our six comprehensive one-stops, three affiliate sites and many access points. Our One-Stop Operator consortium set and achieved some significant goals, challenging us all to embrace innovation and the opportunities and resources provided under the Workforce Innovation and Opportunity Act. As Pennsylvania's local board representative on the US Department of Labor's Future of American Job Centers cohort, we had the opportunity to learn from and share ideas with seven other states and begin to strategize what steps need to be taken to keep the public workforce system relevant both now and in the future. It was difficult identifying only three accomplishments. Those reflected below were outgrowths of our participation in the DOL cohort; we believe they will continue to have a tremendous positive impact now and in the coming years, reflect innovative and promising practices, and relate to our system's new mantra 'Serving More People in More Places in Better Ways.'

➤ Cambria County PA CareerLink® Moved to Cambria County Public Library

A Geographic Information System (GIS) report based on customer zip codes mapped the utilization of the PA CareerLink® in Cambria County; it was evident that most of our customers lived in and around the city of Johnstown. When security modifications were made at the Greater Johnstown Career and Technology Center (GJCTC), it made sense to the SAWDB, One-Stop Operator (OSO), site administrators and PA CareerLink® partners that the time was right to move the one-stop from its location in the GJCTC to downtown Johnstown. In October, the Cambria County PA CareerLink® welcomed the public to its new location in the Cambria County Public Library located in downtown Johnstown. In less than four months, the initiative went from concept and drawing board to ribbon cutting and would not have been possible without support from the county's Board of Commissioners, the downtown's largest employer with its donation of parking spaces, and most importantly the PA CareerLink® leadership and partner staff. In addition to this unique co-location approach for the comprehensive center, two affiliate locations were established in strategic locations. Lauded for its responsiveness and efficiency, this model puts 'CareerLink in Your Community'. Using tools like real time video chat and other virtual collaboration capacity, we are serving more people in more places in better ways.

➤ Regional Website Established

It had become increasingly obvious that an enhanced digital presence was needed if we wanted to reach out to and better serve current and more importantly, potential customers. This was especially true for our tech-savvy younger jobseekers. As a part of a digital engagement strategy, GoCareerLink.org was developed as the regional website. The regional website augments the functionality of the Commonwealth Workforce Development System (CWDS) with features like LiveChat. This feature allows website visitors to chat with their local center staff. In addition to LiveChat, jobseekers and employers can find other important information such as center locations and hours, calendars of events, community resources and much more including the opportunity to submit information requests through a 'Contact Us' feature. Site promotion and utilization continues to grow. In December 2018, it recorded 682 users of which 662 were new to the site. This represents a 25% increase from the previous month, with 527 new users.

➤ **Building Digital Skills as a Central Focus**

According to two recent Brookings Institution reports, medium to high digital skills are required for 71% of all jobs and building digital skills have been identified as the most important factor to help rural areas compete now and into the future. The Southern Alleghenies Workforce Development Board along with the One-Stop Operator Consortium adopted the Northstar Digital Literacy Assessment as the foundational skills assessment platform. Developed by the Minnesota Library System, the Northstar platform assesses 10 key areas including productivity software. These online modules assess the ability of adults to perform these tasks and individuals can receive digital badges and receive certificates when they pass assessments in a proctored environment. These certificates serve to document the individual's digital skills and become part of their employment portfolio. All regional PA CareerLink® centers are offering the free assessment and supportive digital skills training. After learning about the assessment from PA CareerLink® leadership, the region's 2nd largest high school has also adopted the Northstar assessment.

Southern Alleghenies: Supporting Pennsylvania's WIOA Combined State Plan

Each of these accomplishments, the highlighted customer success stories, and even the region's public workforce system's response to the local challenges all illustrate local efforts to reach the five broad goals outlined in the state's WIOA Combined State Plan.

The PA CareerLink® move to downtown Johnstown and the development of the regional website have resulted in much greater utilization of the one-stop by employer and jobseeker customers. Job orders have increased, more customers are being enrolled in a variety of services including paid work experience, on-the-job training, and occupational skills training. Staff continue to actively promote career pathways including registered apprenticeships and significant financial resources were/are directed to support 'skill, credential, and degree attainment' and help to 'expand the investment in the state's pipeline of workers.'

Work-based learning serves as a focal point for the region's Youth program. For Brandon and Jamie, whose stories were highlighted, it made all the difference in getting them on the path to self-sufficiency. The new website is helping to better connect with both youth and employers, and we look forward to expanded work-based opportunities for young people.

The SAWDB has supported multi-employer workforce partnerships since 2000. Key to employer involvement is demonstrating value and the public workforce system is doing that through expanded outreach and enhanced service provision. Employers have increased their demand for a digitally literate workforce and the Northstar assessment is quickly proving to be an invaluable tool.

Data analysis occurs monthly at the SAWDB and OSO meetings. Data was used to determine PA CareerLink® and affiliate site locations, to populate resource pages on Gocareerlink.org, and identify and deploy new services such as the Northstar assessment. As a 'preview of coming attractions,' the website will feature a 'Members Only' page for PA CareerLink® partners. It will house staff trainings, and workforce-related reports that will support enhanced service provision.

Success Stories

Brandon from Somerset County

When Brandon began his work with the PA CareerLink® in Somerset County, he was transitioning back into the community after being incarcerated for 17 months. Working with Tableland Services, the Workforce Innovation and Opportunity Act (WIOA) Title I provider and Community Action Agency, PA CareerLink®, and along with support from the Day Reporting Center, Brandon received key services that helped him to address his mental health, substance abuse and parole-related requirements. He was engaged in stabilization services for housing and homelessness and he completed the WIOA Title I program STEPS- Steps Toward Employment Progress Success. He was provided an apartment of his own, completed the SUCCEED Foundational Training and received a Platinum WorkKeys credential. At age 23, Brandon entered the WIOA paid work experience program for out-of-school youth and was placed at Benjamin Franklin Plumbing. After seven weeks, Brandon demonstrated his commitment and work ethic; the employer was pleased with his performance and they wanted to engage in an On-the-Job training contract to further cement their relationship with Brandon and the PA CareerLink®. Brandon's hours were increased from 28 to 40 hours per week and his hourly wage rose from \$8.00 per hour to \$13.80 per hour. WIOA Title I funds were used to off-set a portion of Brandon's wages during the training period and provide him with tools. Some six months after his referral to stabilization services, Brandon has now assumed responsibility for paying his monthly rental payment, been successfully exited from the housing program and continues to excel at his work with Benjamin Franklin Plumbing.

Jamie from Cambria County

Jamie connected with the PA CareerLink® in Cambria County determined to support his young daughter and girlfriend but his criminal background, lack of marketable skills and no reliable transportation made finding gainful employment impossible. The PA CareerLink® Business Services Coordinator reached out to GapVax Inc, a manufacturer within walking distance from Jamie's home to arrange an interview for him. His career planner worked to prepare Jamie for his interview and screening, and he was accepted as an On-the-Job trainee with a starting wage of \$14.50 per hour. His training included the opportunity for wage increases and specific training with a focus on welding. Jamie's employer is pleased with his work; he's liked by his peers, a contributing member of the GapVax Inc. team, and he's earning a life-sustaining wage and can provide for his family.

Jan from Cambria County

Jan, a single parent, began her work with the PA CareerLink® in Cambria County after losing her job with a local defense contractor. She and her career planner developed a customized job search plan that included creating a new resume, job search skill enhancement and then securing the nationally-recognized work readiness credential- WorkKeys®. After she successfully obtained that employer-recognized credential, CJL, an engineering firm in Johnstown, expressed interest in her as an On-the-Job trainee for the position of Mechanical/HVAC Designer. As a trainee, Jan learned REVIT, a difficult building information modeling software program and HVAC ductwork and piping. Jan completed her on-the-job training with CJL in April and has seen her income grow from \$12.25, her hourly wage at dislocation, to her current wage of \$16.00 per hour and she continues to do well in her position with CJL.

Challenges

Increased System Utilization by Customers with Significant Barriers to Employment

The region's Pa CareerLink® sites have seen an ever-increasing number of individuals with significant barriers to employment. This is due in part to the low unemployment numbers but also reflects the

increased outreach by Pa CareerLink® staff to social service agencies, probation and parole offices, shelters, and community action agencies. As a result, many of those who come to our one-stop are not prepared to begin a realistic and effective job search.

System Response:

Under the leadership of the Southern Alleghenies Workforce Development Board (SAWDB), One-Stop Operator, and PA CareerLink® site administrators, the WIOA Title I and Title III partners have come together to develop and pilot an enhanced customer flow that now incorporates a ‘Stabilization Phase.’ When entering the PA CareerLink®, customer’s needs are assessed, including barriers to employment. An immediate connection/referral is made with the Community Action Partnership for Somerset County (CAPFSC) or the Center for Community Action (CAA), depending on the county, for those individuals who are not prepared to begin an active job search due to homelessness, mental health, drug, alcohol, or abuse issues, or other significant barriers that are best addressed by community action agencies. In Somerset, the referral is made in person as the CAPFSC has committed to staff presence at the one-stop or local access point. In Bedford, the referral is made using technology including Skype and Zoom platforms so that face-to-face meetings are taking place without the customer having to travel between offices. Joint case management is occurring throughout the individual’s tenure in services and after the soft handoff from the community action agency back to the PA CareerLink®.

On a related matter, our one-stops are serving a larger segment of individuals living at or below the poverty level than ever before; 74% of adults and dislocated workers and 93% of out-of-school youth are low income. Recently the SAWDB dedicated one of its quarterly meetings to focus on poverty, what it looks like in the region and how the board can impact the lives of those living in poverty through resource allocation and policy revision. The SAWDB held a breakout/brain storming session around the issue of poverty and is drafting a strategic action plan to include goals, objectives, stakeholders, and expected outcomes.

Struggle to Find, Recruit and Serve Out-of-School Youth

The Workforce Innovation and Opportunity Act requires that at least 75% of the SAWDB’s Title I Youth allocation be used to support services to out-of-school youth. Historically, this group has been the hardest to find, recruit and serve.

System Response:

The SAWDB’s WIOA Title I providers have become much more strategic in their outreach and development of relationships with agencies and organizations that serve out-of-school youth with barriers to employment. One-stop staff are serving on transition councils, working closely with county probation and parole offices and community action agencies and youth-related community-based organizations. In recognition of an increasingly savvy digitally connected younger generation, significant steps have been taken to increase the workforce system’s digital presence and connection with youth. This includes the launch of GoCareerLink.org (see Accomplishments), individual one-stop Facebook pages, Twitter posts, and livestreaming videos to name just a few of the digital tools. With out-of-school youth services present in the PA CareerLink® sites, these outreach efforts take full benefit of the one-stop system and its partners in identifying and providing a coordinated delivery of services. Finally, linkages with schools to identify and share available services to recent high school dropouts helps to link the recent dropout with available services at a critical time of need.

TABE 9/10 Assessment to be Replaced by TABE 11/12

Effective July 1, 2019, the Test of Adult Basic Education (TABE) 9/10 must be replaced by TABE 11/12. While on the surface it may not seem like a significant issue, it will in fact have significant ramifications in the eligibility and basic skills determination for WIOA Title I services. The testing time will double from three hours to six hours and the degree of difficulty will increase significantly as well. While assessments are an essential component in service provision, they can also be a disincentive for many customers to engage with the public workforce system.

System Response:

The SAWDB staff, WIOA Title I providers and Adult Literacy Coalition have met on several occasions to take a 'deep dive' into this issue. All parties are committed to working together to fully understand the ramifications of this change and how we can best mitigate potential fallout. WIOA Title I staff have committed to training on assessment administration, scoring and interpretation of the results for the purposes of WIOA Title I eligibility and basic skills barrier determination. SAWDB staff will review existing board policies to determine if any create unnecessary barriers/disincentives to service provision. In the spring, all partners will reconvene to review the impact of TABE 11/12 early implementation and customer impact. At the urging of the Board, SAWDB staff will research alternative assessment instruments in the event that the negative impact of the changes to the TABE cannot be minimized.

**Southwest Corner Workforce Development Board
2018 Annual Report**

The 2018 calendar year can be described as a growth and expansion year for the Southwest Corner Workforce Development Board (SCWDB). As will be explained in this report, SCWDB staff, partners, board members, and subrecipients worked to provide holistic services to Beaver, Greene, and Washington Counties and the surrounding regional workforce areas in the Southwest region of Pennsylvania. Many long-time plans came to fruition in the past year, and rollouts were successful due to proper planning, collaboration, and flexibility in operations. SCWDB looks to build upon these successes and provide further leadership and successes in 2019.

1. Top Three Accomplishments from the Past Calendar Year, Including Progress Toward Reaching the Five Broad Goals of the state's WIOA Combined State Plan

Increased Access and Availability of Apprenticeships

Since the inception of WIOA, SCWDB has welcomed the focus on apprenticeships as a means of workplace learning, job creation, and career pathway development for job seekers. SCWDB has built a strong connection and continues a growing relationship with regional joint apprenticeship programs as related to prevailing wage job opportunities at the Shell Cracker Plant and other power plants. Also, there are many building and construction companies with long histories working throughout the region. These employers face many obstacles in their work, including but not limited to, recruitment of minorities, women, and veterans, and replacing an aging workforce. SCWDB has built a strong relationship with the Joint Apprenticeship Training Committees throughout the region. These groups supported the Pre-Apprenticeship classes developed by SCWDB throughout the region. Graduates of these classes were invited to immediately interview for apprenticeship positions in the trades, and many were recruited directly from the class. SCWDB has increased employer interest in apprenticeship programs. SCWDB has worked with numerous companies interested in beginning or expanding internal apprenticeship opportunities for employees, including the advanced manufacturing, automotive, health care, and financial industries.

This accomplishment meets four of the five state goals noted in the Pennsylvania WIOA combined state plan. Apprenticeship models innately establish career pathways for skill, credential, and degree attainment and definitely provide opportunity to obtain a high-wage job. Public-private investments in the employers' incumbent workers are evident in these apprenticeship activities. By working with multiple employers in the region, SCWDB engages employers to increase public-private investment in critical skills. SCWDB is collecting data to share with regional and state partners pertaining to apprenticeship and career pathway creation/expansion.

Enhancement and Advancing of Partnerships Through Next-Generation Model

SCWDB has been successful in rolling out two of the Commonwealth's first Next Generation Industry Partnerships (Advanced Manufacturing and Freight & Logistics), and an experienced support team is in place to see this new partnership to success. The Support and leadership team consists of principles from workforce development, education, and economic development. The transition to the Next Generation model has been smooth and successful under the guise of this leadership team. These partnerships have advanced from planning and action item development to actively working to complete major action items. The Advanced Manufacturing partnership seeks to strengthen youth pipeline development and recruitment. A major effort needs to be made to educate teachers, youth, and parents about not only the benefits of careers in advanced manufacturing, but also job expectations, educational preparation, and

the availability of job openings. Many of these jobs can be attained through short-term training, associate degrees, or apprenticeships, all of which should be seen as a suitable alternative to four-year college. SCWDB connected the partnership with schools, guidance counselors, and opportunities to speak directly to their audience and deliver their message. Through SCWDB application for additional grants, namely Teacher in the Workplace, Business Education Partnership, and PAsmart grants, SCWDB will encourage these partners to host teachers and give first-hand access to the careers.

The Freight & Logistics Next Generation Industry Partnership also needed to reach youth and educators on the types of careers available locally. These careers are not just for traditional road and trucking drivers, but also for waterway, mechanic, and logistical employees. In conjunction with partnership leadership, SCWDB assisted the partnership in procuring bids for the creation of videos, a landing page website, and multiple versions of the advertisement for use by the industry in their outreach. A local company worked with the companies to shoot and create the videos, and will be delivering the finished product shortly. The industry will then use a singular message in their outreach that will benefit the freight and logistics industry as a whole and give access to individuals unfamiliar with the benefits of careers in these fields.

SCWDB has also remained closely connected with local building and construction trades through its work in apprenticeships. These companies were a part of an industry partnership in previous years, and are all on board to commence under the Next Generation Industry Partnership model. SCWDB has applied for a regional PAsmart grant for a Next Generation Industry Partnership focused on building and construction trades.

Much like the first accomplishment, SCWDB met multiple goals from the Pennsylvania WIOA combined state plan. Foremost, SCWDB has expanded public-private investment in the state's pipeline of workers and incumbent workers for targeted industry sectors from entry-level skills to middle skills through Next Generation Sector Partnerships. Having the employers at the center of the partnership and crafting the action items creates employer ownership and accountability. They know their industry better than anyone, and thus should be leading all efforts. Both partnerships have noted that youth pipeline development and recruitment are necessary for industry growth and survival. The partnerships are preparing outreach materials and speaking directly to youth and educators. SCWDB will encourage hosting of apprentices, co-ops, interns and work experience activities to bring youth in direct contact with the careers. Also, these next generation partnership activities engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay. The SCWDB partnership teams work closely with Commonwealth leadership to engage in data sharing and best practice documentation on convening and implementation the next-gen model. Again, this accomplishment aligns with four of the five state goals.

Universal Service Delivery in PA CareerLink® Centers

With the development and rollout of the new PA CareerLink® (PA CL) Memorandum of Understanding (MOU) process, SCWDB leadership wanted to deliver the expectations for partnership within the centers to all partner and frontline staff. Working with SCWDB PA CL Operators and through a strategic planning exercise, SCWDB developed the Southwest Corner CareerLink Way, an onboarding exercise to inform partners of the different levels of operation within the workforce development board, Chief Local Elected Official Board (CLEO), Site Administration, and partners. SCWDB also invited all partners and staff to participate in strategic planning efforts and events. Partners were asked to come to the table, voice concerns and best practices, and get involved in strengthening the services at the center. Site administrators from each site worked with Operators to universalize forms, practices, and activities

throughout all four centers to ensure that whenever job seekers or employers would visit a center, their experiences would be near the same. In addition to these activities, SCWDB worked with students from a local University to develop a kiosk system for foot traffic within the centers. The result of the project was a centralized, web-based system that collects information on PACL job seeker visitors including demographics, reason for visit, and needs. Visitors are also given a keychain tag that can be used to “scan-in” upon return and speed up the process. Ultimately, the kiosk system allows for the data on traffic to be collected the same way at each center and centralized so that decisions on center needs can be done based on the data collected. Data from the kiosk is reported to the Workforce Development Board and CLEO Board in order to show the volume and type of traffic working in the PACL. These activities strengthen program delivery and ensure that partners are all operating within the same expectation of service, cooperation, and focus on the customer.

Making the operations at all PACL centers universal in scope meets the state goal of strengthening data sharing across state agencies and workforce development partners to better understand education and employment outcomes, and rely more effectively on data to improve and target our efforts. PACL Operators are ensuring that partners are participating in cross-training activities to strengthen in-office knowledge of programs. These practices are all a part of the SCWDB continuous improvement plan for PACL centers and WDB operations. SCWDB wants to expand upon an already successful environment within the centers to be able to mine data and steer operations logically. Now that all centers are mirroring each other in program delivery, these expanded efforts will begin to take effect in the coming calendar years.

2. Top Three Stories/Testimonials of the Impact of Workforce Development Programs and Services on Customers, Including Those Served by State Discretionary Grants

Expansion of Apprenticeship Efforts and Delivery

As mentioned in question number 1 above, apprenticeships have become a major focus of program operations for SCWDB. Efforts have been made to connect youth with the building trade apprenticeships, assist in recruitment for apprenticeship programs, and assist employers with developing or expanding apprenticeship offerings in their companies. Regionally, partners are looking to assist education and employers with apprenticeship operations as well. One partner for SCWDB, the German American Chamber of Commerce (GACC) is working with many employers in the Southwest Corner. SCWDB sponsored a Capacity Building Grant sponsored by PA Department of Labor & Industry to expand their efforts. GACC reports that their apprenticeship program grew in both apprentices, programs, and pre-apprentices. Highlights include:

- Working with a total of ten high schools and CTCs
- For the pre-apprenticeship program, GACC provides a national certification (MT1) to students. They have partnered with CCAC to provide training and certification, resulting in 6 college credits. This has boosted tech education by providing college credited instruction at the high school level.
- Registered Sales Engineering with whole new cohort with the PA Department of Labor & Industry.
- Program coordinator now has more experience. GACC staff is able to “divide and conquer” time and efforts working with schools, students, apprentices, companies, and training providers.
- Program has served 34 individuals (19 apprentices, 15 pre-apprentices)

This relationship has benefited both SCWDB and GACC through the effective outreach to companies and schools on the benefits of apprenticeships for future planning. SCWDB has supported the GACC PASmart grant application for continued work in apprenticeships in 2019, and looks to grow this relationship moving forward.

Youth Programs – Business Education Partnership (BEP)/State Local Internship Program (SLIP)

The Business Education Partnership (BEP) and the State Local Internship Program (SLIP) have both been highly successful in the SCWDB. The BEP program results in local youth, educators, and school administrators acquiring the resources, knowledge, and skills necessary for informed career choices. This is especially vital regarding the education and training required to pursue careers in high-demand, high-growth industries. In the 2018 program, brief highlights include:

- 10,266 students served
- 833 Job Shadowing Experiences
- 987 Employers Involved 287 Community Engagement Activities
- 255 Career Awareness for Teachers/Counselors 249 Out-Of-School Youth Engagements

Program operations on 2019 BEP program have begun, and early data shows similar successes.

The SLIP program was rolled out by the Commonwealth to give opportunities to youth to gain valuable work experience with public and private employers. In 2018, SCWDB providers served 29 SLIP interns in various capacities in the Government/Public Sector, Emergency Services, Health Care, and Social Services industries. In talking with the SLIP Interns, all of them felt that they valued the responsibility assigned to them by their worksite supervisors and they had the opportunity to prove themselves and abilities at their first “Big Job”. All interns have worked previously, but not in positions that provided them with these types of professional experiences. The worksites directly related to intern career paths and gave great exposure into career paths. In 2019, SCWDB plans to serve 40 youth SLIP interns.

Regional Engagement Among Workforce Development Boards

The Southwest Pennsylvania region, which includes SCWDB, Partner4Work, Westmoreland-Fayette Workforce Development Board, and Tri-County Workforce Development Board, have collaborated on programs and planning for the last few years. This collaboration allows for leveraging of dollars and serving regional employers. Collaborative efforts include working with:

- Westmoreland-Fayette WDB to develop and rollout Opioid NEG administered by the Commonwealth.
- Partner4Work on a multi-state Transitional Employment grant focused on manufacturing and retail.
- SCWDB recently submitted a PASmart grant application for Next Generation industry partnership on behalf of all four workforce boards in our region.

Regional leadership at a minimum meet quarterly (and more often as needed) to find collaboration opportunities where appropriate. The support among the workforce boards is evident in the satisfaction of regional employers and the program delivery.

3. Any Local Workforce Development Challenges in the Past Calendar Year or Anticipated in the Next Calendar Year, and the LWDB’s Plan to Address Identified Challenges;

With any new programs, economic changes, or passages of time, challenges can be expected in program operation. In 2018, a major challenge was related to something that could be described as a “good problem to have.” SCWDB saw an increase in funds for Dislocated Workers due to downturns in recent years, particularly in energy and mining. However, there has also been a lower than anticipated amount of foot traffic and PA CL contacts from the dislocated worker population. According to the PA Center for Workforce Information and Analysis report in November 2018, the Southwest Corner Workforce Area unemployment rate was 4.4%. There have been many discussions on why these individuals seem to not be accessible for services including retirements or waiting to be called back to work. SCWDB has moved beyond the justifications to prepare services to succeed in the current environment.

Multiple activities were expanded in 2018 to reach the Dislocated Worker population and properly expend the formula funds. Policies were strengthened and discussed at SCWDB meetings, including:

Customized Job Training Policy: applies to all SCWDB Adult and Dislocated Worker participants who will participate in a CJT project with their employer. The term “Customized Job Training” means training by an employer or employers or by a training provider in conjunction with an employer that is provided to five or more participants that:

- Provides knowledge or skills essential to the full and adequate performance of the occupation.
- Reimburses employer(s) for costs of providing training and additional training-related supervision.
- Is limited in duration as appropriate to occupation for which the participants are being trained.

Transitional Jobs Policy: The term “**Transitional Job**” (TJ) means paid work experience that:

- Is time limited and subsidized;
- Is in the public, private, or nonprofit sector;
- Focuses on those with employment barriers, chronic unemployment, or an inconsistent work history;
- Is designed to help participants establish a work history, demonstrate success in the workplace, and develop skills leading to entry/retention in unsubsidized employment.
- Individuals with “chronic unemployment” or “inconsistent work history” are those who:
 - Have been unemployed for 13 weeks or longer;
 - Were unemployed at least 26 of the past 52 weeks; or
 - Have held three or more jobs in the past 52 weeks and are currently unemployed

Incumbent Worker Training Policy: IWT is designed to meet the needs of an employer or group of employers to retain a skilled workforce or avert layoffs. IWT can be used to either:

- Help avert potential layoffs of employees, or
- Obtain the skills necessary to retain employment, such as increasing the skill levels of employees for promotion within the company and create backfill opportunities for less-skilled workers.

Update to the SCWDB Priority of Service Policy: SCWDB is committed to providing priority of service to those most in need. To accomplish this, SCWDB will ensure at least 51% of WIOA Adult participants receiving career and/or training services are from one of following priority of service groups:

- Public Assistance Recipients
- Other low-income individuals (employed or unemployed)
- Individuals who are basic skills deficient

Update to the SCWDB Self Sufficiency Policy:

- **Adult Economic Self-Sufficiency:** Employed adults may be eligible for WIOA training funds if annualized previous 6-month total family income does not exceed 200% of the Federal Poverty Income Level Guidelines published annually by the US DOL.
- **Dislocated Worker Economic Self-Sufficiency:** Employed dislocated workers may be eligible if his/her current hourly wage is less than 90% of the wage at time of dislocation.

SCWDB has also worked with Title I Subrecipients in their outreach to dislocated workers and employers. Title I staff has hired additional job developers and have increased efforts on promoting On-The-Job Training

(OJT) activities. These actions, along with the policies mentioned above, will serve to connect those dislocated workers with transferable abilities with good jobs.

4. Any Demonstrated Innovative and Promising Practices that Support the Continuous Improvement of the Workforce Development System

As mentioned in question 1 above, the PA CL kiosk system that was rolled out to all four PA CL centers and collects data on visitors, along with the universalization of practices and operations within the centers is an innovation that will benefit the area for years to come.

A second innovative program was rolled out through PA Department of Human Services (DHS). DHS was seeking innovative strategies to serve clients through its EARN program and remove any barriers to work for participants. The Southwest Corner EARN Innovation submission focused on transportation. Beaver and Washington Counties have fixed route public transportation systems, but it is limited to urban, not rural areas. Greene County has no public transportation taxi cabs. The 2016 Census Bureau found that in the Southwest Corner 83% of the working population drives to work and less than 1% uses public transportation. Furthermore, Southwest Corner residents drive a daily average of 26 minutes for work. All three counties have vast rural communities which prohibit citizens from access to public transportation and require the majority of the population to obtain a driver's license, vehicle insurance, and vehicles to find or maintain employment. SCWDB EARN program will serve 40 EARN clients with transportation supportive services with the innovative funding project. Total cap allowance per client is \$2,000 from the program, which will supplement the \$1,500 available from the CAO. The project will remove the transportation barriers from the beginning of the client's enrollment to job retention completion. The goal of the project is to provide a supportive service leading to client self-sufficiency after six months of retention. Project funds will be utilized for vehicle repairs/purchases that cannot be provided by the CAO because a client's cash has closed during retention.

The SCWDB Opioid program should be noted as an innovation because rollout has led to increased collaboration with entities previously unfamiliar to SCWDB. These public partners have served the communities well for years, but this grant has led to a workforce aspect missing from their programs, and vice versa in regard to SCWDB planning. These include local judicial, social service, rehabilitation, and probation services. The collaborations that will result from this grant will be longstanding and place SCWDB in a better position to service those in most need from the Southwest Corner community.

5. Any Areas Where the LWDB Would Benefit from Additional State Guidance

SCWDB is satisfied with access and communication with State leadership and oversight teams. If any area can be identified, it would be for clearer guidance early in program rollout. Discussions that lead to alterations in program operations are appreciated, but upfront clarity could always be improved.



Three Rivers Workforce Development Board 2018 Annual Report

1. Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

Learn & Earn (aligns with the Governor's Goal #3): The Learn & Earn Summer Youth Employment Program is a community-wide effort to empower youth and young adults in Allegheny County and the City of Pittsburgh to gain the skills and experience necessary to become successful members of our region's workforce. Learn & Earn leverages knowledge and resources from stakeholders across Allegheny County and the City of Pittsburgh for the benefit of nearly 2,000 young people and the region each year. This program is administered by Partner4Work, in partnership with Allegheny County and the City of Pittsburgh, and is made possible by the financial support of a number of public and private sources.

Learn & Earn is designed to provide meaningful work experience and career exposure to low-income young adults, ages 14-21, by creating positive work experiences, increasing exposure to career opportunities and critical skills and developing soft skills through meaningful work-readiness training. Learn & Earn also develops a pipeline of experienced young workers for local businesses, providing businesses the opportunity to cultivate future talent with support from youth service providers. The program serves to help local businesses understand their future workforce and its training needs and to build linkages between businesses and community organizations.

The Learn & Earn program is an economic driver in Allegheny County and the City of Pittsburgh: youth in 2018 earned \$1,571,892.39 (\$861.31 average) in wages and \$145,056.31 (\$79.48 average) in training stipends. They worked 216,010.18 hours (118.36 average) and had more than 19,953.45 hours of work readiness training (10.93 average). In the past three years, Learn & Earn has contributed more than \$4.7 million in youth wages to the regional economy.

GenRegen (aligns with the Governor's Goal #1, #2, #4): In September 2018, U.S. Department of Labor awarded Partner4Work (P4W) and five other partner cities of Midwest Urban Strategies (MUS), and other western PA workforce boards nearly \$8 million in Trade and Economic Transition Dislocated Worker grant funding to help mature dislocated workers reconnect with employment in growth occupations and industries.

This coordinated multi-state workforce development partnership, called GenRegen, aims at connecting unemployed, underemployed, and dislocated individuals to employment. GenRegen will prepare 1,034 unemployed, underemployed, and dislocated individuals for opportunities in high-growth occupations within four targeted industries: Transportation and Warehousing, Finance and Insurance, Health Care and Social Assistance, and Advanced Manufacturing. Eligible participants include dislocated workers and will place emphasis on recently dislocated workers, mature dislocated workers (55+), dislocated workers with less than a high school diploma, and underemployed workers dislocated during the Great Recession

who have not yet returned to quality employment due to inadequate skills or credentials.

Other partnering workforce boards and organizations include MUS partners — Workforce Development Board of Central Ohio, Cleveland Cuyahoga County Workforce Development Board, Employ Indy (Indianapolis), Center of Workforce Innovations (Gary/Valparaiso, Indiana), Workforce Alliance of South Central Kansas; Western Pennsylvania workforce boards — Southwest Corner, Westmoreland Fayette, and Tri-County; the Council for Adult Experiential Learning (CAEL).

Strategic Industry Engagement (aligns with the Governor’s Goal #1, #2, #4): Under the leadership of new CEO Earl Buford, the Board of Directors, and in partnership with other workforce boards, training providers and trade schools, community agencies and economic development organizations, Partner4Work continues to make significant strides in building and expanding strategic partnerships in key industries.

As examples of this work, Partner4Work and the Southwest Corner WDB collaborated on the Transportation and Logistics Industry Advisory Council. This partnership convened leaders from key businesses including Beemac, Pitt Ohio, Waste Management and others to take a deeper dive into the issues facing companies to determine where the strengths of the public workforce system could be leveraged to generate solutions. The partnership will continue through 2019.

In addition, P4W and the PA Bankers Association in the fall built the foundation for the Financial Services Industry Partnership, scheduled to launch in March 2019. This robust Allegheny County-based partnership consists of 13 of the region’s top financial institutions including Citizens Bank, PNC, First National Bank, and others, who have committed to building a diverse talent pipeline and identifying career pathway opportunities within their respective organizations.

2. Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants

Learn & Earn

The Learn & Earn Summer Youth Employment Program (Learn & Earn) is a community-wide effort to empower youth and young adults in Allegheny County and the City of Pittsburgh to gain the skills and experience necessary to become successful members of our region’s workforce. In 2018, Learn & Earn connected nearly 2,000 youth to summer employment opportunities combined with work readiness curriculum. Partner4Work surveyed youth following the program. Youth reported having an overall positive experience while learning new skills on the job and relationship building with peers were the two most common responses when asked about their greatest takeaway from the program. Many participants provided insight into their Learn & Earn experience. The following are examples:

“I grew up a lot from this program. I am 14 and have a job, learned how to ride the bus, have a paycheck, checking and savings account, and an ATM card. I woke myself up and packed my own lunch. I showed up for work on time. It was hard work outside and it was hot. But, I enjoyed what I accomplished and my teammates.”

Neighborhood-based strategies

Partner4Work partners with Carnegie Library of Pittsburgh and other community-based organizations to embed PA CareerLink services in communities, enabling individuals, including individuals with barriers to

employment, to access employment services within their own neighborhoods.. Individuals accessing these services have had positive results.

"After serving 15 years in prison, I was released to the halfway house in downtown Pittsburgh in January 2018. I was not familiar with the Pittsburgh area. (PA CareerLink) helped me put together a resume, save my resume in my Gmail account and assisted me with applying for jobs on indeed.com. Since then, I have held both a full-time job as well as a part-time job. I have my own apartment and now I am working on building up my credit so that I can purchase a vehicle. Here I am not even a year out of prison and I am on a good path."

Training to Work

Training to Work¹ is an effort of Partner4Work and the Allegheny County Jail Collaborative to offer men and women in work release or home confinement programs the opportunity to engage in paid career training and obtain career-track employment. The program seeks to enable 170 adults with criminal records to build skills in high-demand industries, including manufacturing and construction, while providing employers access to diverse talent.

As a story of the program's success, one participant (initials J.K.) exited the Allegheny County Jail to a work-release program in June of 2018 and was motivated to enroll in Training to Work to gain career-track employment. After exploring multiple career options and training programs, J.K. enrolled in the Commercial Driver's License Training at All-State Careers. By August of 2018, J.K. had earned multiple industry-recognized credentials, including a CDL Class A License, and upon graduation obtained a truck driving job that affords a self-sustaining wage. Training to Work not only assisted J.K. in career exploration and training enrollment but also provided vital supports like work clothes and transportation assistance. J.K.'s case manager attests that J.K. "is a humble person who is grateful for the opportunity." J.K. has maintained employment through 2018.

3. Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

There are a number of diverse challenges impacting workforce development in our area. These include, but are not limited to:

Addressing Barriers to Employment

With a tightening labor market in the Pittsburgh region, many of the remaining out-of-work population face additional barriers to employment that must be addressed before they can successfully obtain and retain employment. A key workforce challenge is to address barriers to connect these individuals with quality jobs.

In alignment with WIOA and the goals of the Governor, Partner4Work invests in programs that serve low-income individuals and those with additional barriers to employment. Our WIOA Adult programs prioritize serving participants who are low income or have other barriers. Further, the eligibility requirements for our WIOA and TANF-funded youth programs ensure only youth participants who are low income and those with other barriers receive funding to participate. Partner4Work has collaborated with community partners to develop transitional job programs for low-income individuals and the reentrant population in our area. Our organization has also developed DOL-funded programs such as *Training to Work* and

Strive that provide employment services, training, and work experience opportunities to adult reentrants and court-involved youth, respectively. These funded programs make the appropriate connections to supportive services and other community resources necessary to address barriers while working toward clients' employment goals. These include access to transportation and childcare services which remain major barriers for many job seekers.

Changing Technology and Digitizing of Work:

New technologies and the automation of work is an important workforce issue in the Pittsburgh region and across much of the country. Access to industry-driven skills training and credentialing is vital for current and future workers to adapt to these changing technologies and maintain competitiveness in a shifting job market.

Partner4Work regularly conducts labor market analysis on hiring trends, job growth, and in-demand skills/credentials to ensure our efforts are employer and data-driven. Our organization continuously engages employers in key industries to understand hiring needs through such projects as our Next Generation Industry Partnership in transportation/logistics, our Employer Talks series in which we facilitate a discussion between hiring employers and organizations serving job seekers, and the TechHire initiative in which we have worked with businesses to develop employer-driven training in IT. In addition, Partner4Work, along with our partners in the Southwest region and Midwest Urban Strategies (MUS), were recently awarded nearly \$8 million in Trade and Economic Transition Dislocated Worker grant funding from USDOL. The grant award will be used for P4W and partnering workforce boards to coordinate and implement a regional strategy to recruit mature workers who have experienced a dislocation in sectors negatively impacted by technology and automation.

Wage Data Access

WIOA emphasizes the importance of a workforce development system driven by data and performance accountability. However, current restrictions in Pennsylvania limit the ability of local boards to access disaggregated wage data, which is necessary for gaining an accurate assessment of outcomes across providers and programs and effectively measuring ROI of local WIOA and other workforce development funding. The PA Department of Labor & Industry has indicated they are exploring the possibility of providing local areas access to disaggregated wage data. Though Partner4Work is optimistic, progress toward granting such access has been slow and a timeline for making wage data available locally remains unclear. Partner4Work is eager to collaborate with or support the Department during the process of granting local access to wage data, including providing any necessary feedback or piloting a potential data sharing agreement. Only once we have access to the wage data will we be able to fully evaluate programs, training providers and pilots.

4. Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system

Midwest Urban Strategies: In June 2018, Partner4Work (P4W) joined 12 urban workforce boards in an unprecedented consortium to drive regional economic growth, share resources, and connect people with opportunity. Called Midwest Urban Strategies (MUS), the consortium is the first of its kind made up of workforce development boards and the U.S. Department of Labor. MUS includes partner cities of Chicago, Illinois; Cincinnati, Ohio; Cleveland, Ohio; Columbus, Ohio;

Detroit, Michigan; Gary, Indiana; Indianapolis, Indiana; Kansas City, Missouri; Milwaukee, Wisconsin; Minneapolis, Minnesota; St. Louis, Missouri; and Wichita, Kansas. Each has agreed to adopt a shared mission to marry economic development and best workforce development practices to retain and grow local talent to meet employer demand. P4W is the first workforce board in Pennsylvania to join the consortium.

MUS aims to create regional sector-based advisory boards of business leaders and experts; use multi-city organizations such as United Way agencies to create a regional network of service and training providers to deepen community impact and reach; leverage the expertise, relationships, and technical support of national organizations including the National Fund for Workforce Solutions and U.S. Department of Labor; and capitalize on the diversity and opportunities that exist within urban communities to secure resources, share information, and implement best practices.

P4W Transition Committee: In August 2018, P4W launched its Transition Committee, an ad-hoc committee of the region's premier leaders and stakeholders. This committee assembled to help the new Chief Executive Officer to understand the issues involved around workforce development and established a new business model to achieve key objectives. In December, the Transition Committee recommended, and the Board approved, a number of key recommendations around business engagement and pipeline development, service delivery that meets the needs of people, and systems coordination that includes strategic partnerships with the education system and human services.

Transition Committee membership and full recommendations can be found at <https://www.partner4work.org/document/partner4work-transition-committee-report-board/>.

5. Any areas where the LWDB would benefit from additional state guidance

Partner4Work appreciates the PA Department of Labor & Industry for its continued collaboration with local boards during the development of state policy and guidance. Recent examples include hosting monthly conference calls between the Bureau of Workforce Development Administration and local boards to discuss program and policy updates. The Department also hosted a summit in November 2018, inviting local boards to Harrisburg to discuss requirements and potential revisions to state policy on the one-stop operator. Perhaps most notably, the TANF Youth Development Fund manual released in September 2018, was a result of effective collaboration and compromise among the Department of Labor & Industry, Department of Human Services, and local boards.

Opportunities remain for continued dialogue and collaboration between local boards and the Commonwealth on workforce policy and guidance. There are instances within the current policy in which the Commonwealth has imposed broad restrictions on local boards beyond the requirements of WIOA and applicable federal regulations, which have diminished local flexibility permitted under the law. The following are key examples:

Direct Youth and Career Services

Per WIOA Final Rule § 679.410, the LWDB may act as a provider of career services if they receive "the agreement of the chief elected official in the local area and the Governor." Per WIOA Final Rule 681.400, "The grant recipient/fiscal agent has the option to provide directly some or all of the youth workforce investment activities." The PA Department of Labor & Industry, however, has broadly prohibited LWDBs

from providing career or youth services in all instances through *Workforce System Policy (WSP) No. 121- 04 (Change 1)*, which states: “The local board (as a whole), local board staff, the fiscal agent (if one exists), and fiscal agent staff are prohibited from providing any workforce-related direct services and/or activities...”.

One-Stop Operator

Per WIOA Final Rule § 679.410, the local board may be selected as a one-stop operator through sole source procurement or through successful competition, noting that “the chief elected official in the local area and the Governor must agree to the selection.” This type of operator model could be cost-effective and reduce administrative tasks within one-stop centers. Such a model may also make the most sense for workforce areas with a limited number of entities competing to be the operator. The PA Department of Labor & Industry, again, broadly restricts local boards from competing to be the one-stop operator through *Workforce System Policy (WSP) No. 121-04 (Change 1)*, which states: “The local board (as a whole), local board staff, the fiscal agent (if one exists), and fiscal agent staff...cannot be selected as or serve, in whole or part, as a system operator for any local area PA CareerLink® system.”

Business Services

The U.S. Department of Labor and U.S. Department of Education provided a response in the comment section of the WIOA Joint Final Rule related to the provision of business services in local workforce areas. The response stated: “The Departments encourage Local WDBs to develop strategies to establish and sustain lasting partnerships and provision of business services.” The Departments further state that “these business services may be provided by the Local WDB...in cooperation with the State, consistent with § 678.435(c).” Though local boards are encouraged by the Departments to establish and sustain lasting partnerships with businesses and lasting provision of services, and the Departments affirm that local boards are permitted to provide these services, PA Department of Labor & Industry has indicated to Partner4Work that providing services to businesses should remain the role of PA CareerLink® business services staff only. This inhibits the ability of local boards to create and deliver employer-driven models, which is a key concept of WIOA.

Recommendations:

While we recognize such requirements are not imposed arbitrarily, setting broad restrictions on providing career services, youth services, business services, and one-stop operator procurement hampers the ability of local boards to explore or pilot different program models that make the most sense for their unique workforce area. Yet, Partner4Work also understands that decisions to implement such models should be made in cooperation and/or with the approval of the Governor and respective department(s). Partner4Work recommends the following:

- o As WIOA regulations require Governor approval, Partner4Work recommends the Commonwealth establish a process and criteria for which local boards can apply for approval and/or a waiver to provide career services or compete to be the one-stop operator rather than issuing a policy that prohibits these activities in all instances.
- o Because WIOA regulations expressly permit local boards to provide both youth and business services, Partner4Work recommends the Commonwealth remove these restrictions on local boards.

Tri-County Workforce Development Board 2018 Annual Report

Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan

The Tri-County Workforce Development Board serves Butler, Armstrong, and Indiana Counties in Pennsylvania and is part of the Southwest Pennsylvania Planning Region. In the past year, the Tri-County Workforce Development Board has worked hard to address workforce needs that will help the workforce as well as the local employers. The first accomplishment is the creation of a Basic Health Care Employment Skills program. This program was piloted last year and it is expected that the program will be fully implemented in 2019. The program consists of Background Checks, Drug Screening, Interest in Health Care Screening/Compatibility to the Health Care Field, Job Shadowing Experience/Industry Tours, Health Care Career Pathways, Work Environment, and Work Readiness Skills/Professionalism, Communication, Attitude, Customer Service, First Aid, CPR, Dementia Training, and other Basic Health Care Skills Training.

The second accomplishment consists of evolving the Tri-County Health Care Industry Partnership into a Next Generation Partnership. In December, the partnership was granted implementation status. By migrating to the next generation model, the partnership is committed to being employer-focused. In addition, the partnership's agenda is entirely defined and driven by business leaders and business leaders personally champion priorities and have a stake in solutions. The focus is on industry competitiveness and growth. This gives the partners the ability to respond with a coordinated approach.

The third accomplishment involves the Tri-County Business-Education Partnership. Because of the need for workers, employers and educators have wanted to join forces to plan more opportunities for youth in regard to career awareness, internships, apprenticeships, and job shadowing. Last year, the local area provided funds for 41 projects by 17 providers with Business-Education Partnership funding. There were 3,454 students served, 393 school personnel involved, and 285 employers involved in the activities. There were also 238 parents and 138 community members involved.

TCWDB's strategies align with the governor's priorities in the Commonwealth of Pennsylvania's Combined Workforce Development Strategic Plan (State Plan). Pennsylvania is looking beyond WIOA to set broad goals for a comprehensive workforce development system that ensures access for all to "jobs that pay, schools that teach, and government that works." Pennsylvania will do this by providing the highest quality of service to jobseekers and employers through well-coordinated approaches at the state and local levels.

The five goals for the commonwealth's workforce development system along with TCWIB progress towards these goals include the following.

- *Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.*

TCWDB is working on enhancing career pathways with employers, educators, and economic development. Work has been done on the manufacturing and health care career pathways with the employers. In addition, the local area is targeting programs and services to citizens with barriers to employment. Examples of populations where outreach has occurred in the past year include, but is not limited to the following: low-income, low-skill, veterans, those with disabilities, and those with a criminal record.

- *Expand the state’s pipeline of workers for targeted industry sectors from entry level skills to middle skills through Industry Partnerships, WEDnetPA, and other innovative strategies.*

TCWDB works with regional and local industry partnerships to expand pipeline development by coordinating partnership activities such as assessing employment and pipeline development needs and implementing effective outcome driven strategies for entry and middle level skills. Training needs surveys are completed and shared with workforce partners.

- *Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship and other similar experiences.*

The local area is working to increase opportunities for youth by creating a clearinghouse for career pathways, internships, job shadowing, mentoring, and apprenticeships opportunities. Through the Tri-County Business-Education Partnership, the TANF Youth Program, and the WIOA Title I Youth Program, youth have more access to work-based learning through internships, work experiences, and job shadowing.

- *Engage employers directly to ensure we are closing the skills gap and able to more quickly upskill or reskill the workforce to meet the current and future needs.*

TCWDB is engaging employers directly by targeting industry clusters to fund skill gaps and then design skills training around those business needs. The manufacturing and health care industries currently need workers. In partnership with local employers and educational partners the local area has designed a manufacturing pre-apprenticeship program and a health care basic employment skills program. It is hoped that this will address some of the current and future workforce needs.

- *Strengthen data sharing across state agencies and workforce development partners to understand education and employment outcomes and more effectively evaluate our efforts.*

TCWDB works to share data between local workforce development partners in order to understand education and employment outcomes. The local board will continue to evaluate local efforts and will participate in all state efforts to share data. TCWDB enters data into CWDS as required.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants

The following success stories for the Tri-County Workforce Development Board.

1. Justin Cousins was successful in the WIOA Adult and EARN Programs. Justin was referred to the EARN Program in Fall 2017. He arrived with a very positive attitude and with a drive to succeed. Justin’s motivation is his family, and he indicated that he needed a career in order to provide a good life for his future wife as well as his children. Upon entering the EARN Program, Justin had identified barriers of housing and transportation. Although his housing was fairly stable, there were concerns due to delinquent utility bills. Transportation was also problematic, as his vehicle was in desperate need of repairs.

Justin had major concerns about his vehicle being reliable enough to make it to his EARN Program activities, as well as to interviews or work if offered employment.

Justin had various jobs dating back to 2009, but had never really established a career path. He also had a past history of slight attendance issues surrounding family appointments. Workplace skills instruction was integrated into his EARN programming, so that improvements could be made for future job opportunities. While Justin was attending the EARN Program at the PA CareerLink® Armstrong County, Career T.R.A.C.K. WIOA Title I case manager, Walt, was working on finding a candidate to fill an On-the-Job Training (O.J.T.) position. The opening was with Carbi-Tech in Vandergrift for an apprentice Tool and Die Maker. Walt and his EARN case manager, Dan, both felt Justin would be a great candidate to refer for an interview. The employer was very impressed with Justin, and contacted Career T.R.A.C.K. immediately following his interview wanting to hire him for the O.J.T. Justin was nervous about the math skills needed in order to meet the requirements for his upcoming job. He possessed the skill set, but just needed a refresher of the facts. He spent time within the EARN Program studying and preparing for the position. Justin started his O.J.T. with Carbi-Tech Inc., and took the opportunity very seriously. He established himself as a reliable, bright, and hard-working individual, and was given additional tasks in his work. Now working full-time in this position, Justin has been able to purchase reliable transportation and become self-sufficient; eliminating the barriers he once had. He has the ability to be very successful in this field, and establish a career that will enable him to have the life he envisions for himself and his family.

2. Michael Neff was successful in the WIOA Adult Program. Michael Neff came to the PA CareerLink® Butler County after becoming a long term unemployed individual – unemployed for more than 6 months. His former employment included quality control and electronics technician. Michael attended both the Civil Service and the Job Search Basics Workshop in April of last year before coming to Career T.R.A.C.K. for more individualized assistance. After Career T.R.A.C.K. WIOA Title I enrollment, he started attending Job Club in May and in-house computer classes over the summer to update his computer skills. He successfully completed the Basics of Microsoft WORD and the Excel and PowerPoint workshop.

While attending Job Club, Michael was able to learn about training and employment opportunities at H&R Block. The employer was conducting on-site interviews at the PA CareerLink® that day and spoke to the Job Club participants about employment and training opportunities to become a tax preparer. Michael was able to have an interview that day. Michael registered for the H&R Block training class and started the next Monday. During October, he told us that he was studying really hard for the class. He also stated that it consumed a lot of his time but he loved it! Michael started paid classroom tax preparer training through H&R Block which he completed on December 22, 2017. He was hired on 2018, and is now preparing tax returns at the Greater Butler Mart H&R Block Office.

3. Kevin McCullough found success in the WIOA Dislocated Worker program. After 20 years as a purchasing/inventory manager in the forestry industry, Kevin McCullough found himself in the difficult but all too common position of having his job eliminated. Due to his vast knowledge of the industry, he was able to quickly secure new employment with a logging company that provided him the opportunity to use his knowledge in a sales capacity. Unfortunately, in the summer of 2016 a down-turn in the industry resulted rather quickly in another job loss for Kevin. With many of the employers in forestry and logging dealing with their own downsizing, Kevin was finding it more difficult to bounce back a second time. With little likelihood of returning to his former industry, Kevin was referred to the Profile Reemployment Program (PREP) in Indiana County. It was at this appointment that he learned about the individualized career and training services available through the Career T.R.A.C.K. WIOA Title I Program. Eager to get back to work, Kevin began participating in Job Club.

Little did Kevin know that less than a week after starting the program he would be referred by Career T.R.A.C.K. staff to a potential employer. Staff had developed a strong relationship with H & W Global Industries, Inc. in Blairsville that led to regular communication regarding their hiring needs. In response

to an employer-stated need, Career T.R.A.C.K. staff sent Kevin's resume to H & W Global to be considered for a shipping and receiving position. The company was impressed with Kevin's experience and wasted no time. Having previously entered into on-the-job training contracts, H & W Global reached out to Career T.R.A.C.K. regarding this option for Kevin. Staff worked quickly with both Kevin and H & W Global to gladly provide this service. Kevin started his shipping and receiving position for H & W Global. In the time since, Kevin has grown with the company. He now handles purchasing and maintains the company production schedule. After helping to develop the company shipping and receiving manual, he was promoted to supervise all shipping and receiving for the company. Kevin is a tremendous asset to H & W Global. He works well with the customers, always representing the company in a friendly and professional manner.

Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

The largest workforce challenge from the past year and anticipated for the next year is the need for employees by local businesses. This topic is discussed at all local meetings where workforce development and workforce needs are discussed. The Board is looking at various pathways in order to assist businesses with gaining employees. Some of the targeted strategies include the following: PA CareerLink outreach to the community, investigation and development of programs for people with barriers, more outreach to K-12 students about career pathways, investigation of career counselors in the schools to work with employers, and research into workforce issues that affect employers such as past legal issues and background checks.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system

One of the most successful best practices in the Tri-County area is Job Club in the WIOA Title I program. This program consists of a series of workshops that include the following topics.

- Career Choices—Using your Personality, Skills & Accomplishments to Select & Win a Job
- Online/Web Tools & Resources
- Resume Writing
- Writing Cover Letters, Follow-up Letters and Thank You Letters
- Job Search Techniques
- Using the Computer & the Internet for Job Search
- Interviewing skills
- Recruiters, Executive Search and Temp Agencies
- Networking
- Electronic/Social Networking
- Salary/Wage & Other Negotiation
- Developing a Personal Marketing Strategy

Another successful best practice is the partnership with Penn United Technologies, Butler County Community College, Indiana County Technology Center, West Central WDB, and the Tri-County WDB to implement a Manufacturing Pre-Apprenticeship program for the community. Training covered the following topics: OSHA Manufacturing Safety Procedures; Math for Manufacturing; Blueprint Reading; Handheld and Electronic Measuring Tools and Quality; Geometric, Dimensioning, and Tolerance; Manufacturing Processes; Basic Shop Equipment Operation; CNC Lathe Introduction; Mechanical Power; and

Industrial Forklift. Participants may earn two National Institute for Metalworking Skills (NIMS) Credentials – Measurements, Materials, and Safety Credentials & Job Planning, Benchworking, and Layout Credentials.

Any areas where the LWDB would benefit from additional state guidance.

The Tri-County Workforce Development Board always appreciates any training that the state can offer on fiscal rules and procedures as well as performance calculations. This is helpful to any new staff members as well as a refresher for longer-term staff members.

**West Central Workforce Development Board
2018 Annual Report**

- Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan;

1. Goal #1 – Establish career pathways as the primary model for skill, credential and degree attainment: The Workforce Development Board (WDB) staff continues to develop ideas and partnerships to establish career pathways that lead individuals to family sustaining wages and provide a pipeline of talented applicants to local employers and job openings. In previous years a Pre-Apprenticeship for Basic Manufacturing program was introduced which included instruction by Butler County Community College (BC3) in the following areas: basic shop safety; basic blueprint reading; hand and electronic measuring instruments; quality processes and procedures; manufacturing processes; basic shop equipment operation; introduction to CNC; and industrial fork truck operation. Students have an opportunity to earn the following credentials: OSHA 10 card; two (2) National Institute of Metalworking Skills (NIMS) credentials; National Tooling and Machining Association (NTMA-U) certificates or Manufacturing Skill Standards Council (MSSC) credentials; and industrial fork truck classroom certification. One of this year's Governor's Achievement Award nominees (a single mother of four children – two with special needs) graduated from the Manufacturing Pre-Apprenticeship program and was hired full-time at a local foundry earning \$16.62/hour with full benefits. The Pre-Apprenticeship Training for Basic Manufacturing Skills program is currently in the application process to be registered with the PA Office of Apprenticeships.

State Innovation Grant (SIG) grant funding was utilized to develop a health care readiness program for basic skills needed for entry-level employment in the health care field or to prepare to enroll in a certified health care training program. The 82-hour program includes:

Introduction to Health Care Career Pathway and Work Environment; Diversity Training; Family Focused Care; Basic Medical Terminology; Basic Medical Law and Ethics; Dementia states and behaviors; Mental illness types, symptoms and crisis intervention; Lifting and moving techniques; Vital Signs; Medication terms, purposes, effects, and side effects; First Aid, Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED); Opioid Awareness; Employability Skills including resume writing, interview skills, and customer service. Students have an opportunity to earn the following credentials or certificates: CPR; AED; first aid; and Health Insurance Portability and Accountability Act (HIPAA).

2. Goal #3 - Increase opportunities for youth to participate in work-based learning: West Central WDB continues to work with local employers to provide information on all workforce development services and programs. By braiding all funding sources, West Central was able to place 231 youth in work-based learning opportunities in the local area:

- 28 WIOA – paid work experience
- 19 WIOA – On the Job Training (OJT)
- 146 TANF Youth Development Funds (YDF)
- 20 Business Education Partnership (BEP)
- 15 State and Local Internship Program (SLIP)
- 3 State Innovation Grant (SIG)

Joseph M., 23 years of age, graduated in May 2018 from Youngstown State University from the Engineering program. Despite his education he was having trouble finding employment due to a lack of work history. He came to the PA CareerLink® Lawrence County and worked to improve his resume and

conduct a job search. Joseph applied for a Manufacturing Engineering position at Ezeflow, USA (a Governor's Achievement Award nominee). The employer was interested in Joseph because he had the academic knowledge needed for the position, but not the work history required. The PA CareerLink® Lawrence County negotiated with the company and offered a short term On-the-Job (OJT) training contract to give Joseph a chance. Joseph was hired at a salary of \$57,990 with benefits and is doing very well two months into the job.

West Central recently applied to the Commonwealth for a Business Education Partnership (BEP) grant. West Central Workforce Development Board (WCWDB) will act as intermediary to convene strategic planning sessions with educators and employers in the two-county area. If approved, the grant includes hiring a Career Coordinator to work with all school districts in the two-county area to coordinate and align career exploration, career planning and workforce development activities for students. The Career Coordinator will develop a repository of materials to be offered in all school districts by various presenters including: school counselors and career teachers; WIOA Title I staff; employers; higher education/vocational training facilities; etc. The materials and activities will be designed to provide introduction to career pathways in high priority industry clusters and occupations in the local area. The Career Coordinator will coordinate with each school district to align workshops and materials presented to their PDE Chapter 339 plans. Efforts will be made to consolidate individual high school career/job and college fairs, and employer presentations into larger county-wide events. The consolidated approach will greatly reduce the number of times employers and higher education/vocational training institutions are requested to participate in such events. Additional funds (WIOA Title I, TANF Youth Development Funds, other community resources, etc.) will be leveraged to connect eligible students to increase work-based learning opportunities in the local area.

3. Goal #4 – Engage employers to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills: **Greater Oh-Penn Manufacturing Apprenticeship Network** - West Central Job Partnership was awarded a federal discretionary grant through the American Apprenticeship Initiative (AAI) to support the Greater Oh-Penn Manufacturing Apprenticeship Network. Awarded \$2.99 million in October 2015, this multi-employer workforce partnership set out to achieve the following goals over a five-year period:
- To markedly increase Greater Oh-Penn region manufacturers' ability to develop highly skilled and credentialed employees and willingness to utilize registered apprenticeship models.
 - To streamline apprenticeship and employee candidate recruitment, assessment, and pre-screening operations, facilitating the process of matching appropriate candidates with manufacturers' needs.
 - To increase representation of target populations in registered apprenticeship programs, ultimately improving their long-term prospects for stable employment and self-sufficiency.

As of today, over 60 unique manufacturing companies have started new or expanded existing Registered Apprenticeship programs. A total of 180 new Apprentices have been registered across the 14-county region, including more than 100 over the past 12 months. Nearly half of the Apprentices registered are participating in Group-Sponsored and competency-based Apprenticeship programs developed through this project for Industrial Maintenance Mechanic, Machinist and Welder/Fitter occupations.

While the grant offers employer reimbursement for a portion of Job-Related Technical Instruction and On-the-Job Learning, the employers invest significantly more in the non-reimbursable Apprentice wage and benefits. This public-private investment in critical skills development has enhanced the pipeline of skilled workers needed for the regional Manufacturing Industry. In total the project expects to add 300 registered apprentices in critical manufacturing occupations by September 2020.

4. Goal #5 – Strengthen data sharing across state agencies and workforce development partners:

Partnering for Business Expansion, Retention & Attraction - Working strategically to leverage the best and most effective resources to help the region's businesses and workers succeed, our regional business retention and expansion network is committed to fully aligning individual economic development and workforce development programs within the context of strong regional collaboration and goal-setting. The fundamental purpose of the network is to significantly enhance the regional capacity of the economic and workforce development partners to collaboratively market and deliver true demand-driven business services. This strategy includes partnerships of/between employers, training providers, PA CareerLink® centers, community-based organizations, and other key stakeholders, the formation of customized economic development and workforce solutions, and the dual goals of promoting competitiveness of industries and advancing the employment and job quality of workers.

To assure that the mission is accomplished, the WDB and its staff align and utilize all available resources to support local workforce and economic development efforts to retain and attract business in the region. Joint planning with regional and local economic development organizations is crucial to maximizing and leveraging the resources necessary to develop a high-demand skilled workforce in support of business and industry's workforce needs. Toward this end WCJP looked to build on and expand the relationships it has developed with key economic development partners in order to construct proactive approaches.

Over the past year, WCJP has worked in cooperation with Lawrence County Economic Development Corporation (LCEDC), Penn-Northwest Development Corporation, and Greenville-Reynolds Development Corporation on the following new initiatives:

- Develop and promote Next Gen Manufacturing Industry Partnership for Northwest PA
- Grow and expand pre-apprenticeship and manufacturing readiness programs
- Lunch & Learn Speaking engagements to educate business customers on available workforce incentives and service offerings

Further, WCJP assisted lead economic development agencies in Lawrence and Mercer Counties in five unique business attraction opportunities in service to manufacturing, warehousing and distribution and gaming/casino projects for which locations in Lawrence and Mercer Counties were being considered as leading candidates. For each of these projects, WCJP supplied workforce data to assist economic development partners in their comprehensive response to site selectors' request for information (RFI) questionnaire. On one occurrence, it was WCJP who identified the business looking to expand operations from abroad into Mercer County and referred this business to the lead economic development agency to lead the business attraction project.

Working with economic development partners, WCJP developed a template of packaged materials relevant for any/all such requests. Materials included those metrics most often requested during the site selection process as well as customized add-ons. Basic demographic information, industry and occupational analysis, employment and wage data, as well as growth projections, for example, were all included as part of this process. WCJP often met in person with Site Selection firm and/or business representatives alongside local economic development staff, local elected officials, municipalities, school districts, utility providers and other firms. During these roundtable discussions, WCJP reviewed data, provided an inventory of workforce program offerings and training incentives, and answered questions. Finally, WCJP provided a written proposal which outlined the resources available as well as the estimated value of selected services to be provided during the inaugural year as well as each subsequent year. This report was often modified to provide other customized workforce data and add-ons as requested.

These examples demonstrate the confidence that economic development and WCJP have in one another to proactively respond to the needs of business as well as our commitment to improve the connection and responsiveness of workforce programs to meet the demand side of the labor market and support and spread practices that create jobs that pay.

- Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants;

1. Ezeflow USA, Flowline Division is an employer nominee for this year's Governor's Achievement Awards and an example of a business customer positively impacted by workforce development programs and services. The company participates in numerous workforce development activities sponsored by the WDB and the PA CareerLink® center which include: job fairs; Next Gen activities; SLIP college student internships; OJT opportunities; and most recently, transitional jobs for WIOA Adults and Dislocated Workers which resulted in an opportunity for a WIOA participant to prove himself to the company resulting in a job placement as a Systems/EHS Administrator at \$45,000/year. Ezeflow USA has incorporated PA CareerLink® Lawrence County's career services into their company's recruitment process. The Business Service staff screen and assess all potential candidates using SAGE Reasoning, Math and Language skills, TABE testing, and if needed the CHOICES Interest Profiler, WIN® and WorkKeys® assessments. In calendar year 2018 Ezeflow USA hired 49 individuals in 13 occupations with wages ranging from \$11/hour to \$27.88/hour.

2. Rusty L. came to the PA CareerLink® Mercer County seeking assistance to get back into the workforce after being laid off from his job. His reemployment opportunities were poor due to lack of education beyond high school and limited work skills in a high-priority occupation. He needed assistance to obtain a job with wages that would support his young family. After assessing his transferable work skills, interests and labor market information for the local area, Rusty determined he needed to make a career change. As part of the required career exploration activities, he researched various careers including the computer science, nursing and security fields. His research led him to an informed decision to further his education. He applied and was accepted at Laurel Technical Institute for the Network Administration and Security program. Rusty worked with his PA CareerLink® WIOA Employment and Training Specialist to complete an Individual Training Request (ITA) to obtain WIOA funding toward his training program. Rusty made the Dean's list through four semesters of the training program.

Rusty continued to work with his WIOA Employment and Training Specialist at the PA CareerLink® Mercer County throughout his training to address any issues that arose. With high achievements in his training program, a greatly improved resume, and a National Career Readiness Credential® issued by ACT, he was able to obtain full-time employment at Presque Isle Downs as an IT Specialist earning \$14/hour plus benefits. Four months later he took a job closer to home as a Level 2 Technical Specialist earning \$21.63/hour plus benefits. Rusty's success proves that a combination of his effort, guidance from the PA CareerLink® Mercer County and support from his family made a positive difference toward achieving his employment goals.

3. During the year of her 18th birthday, Allyson M. dropped out of high school, moved out of her parents' home and had her first child. She came into the PA CareerLink® Lawrence County and expressed her desire to go to school to become a Licensed Practical Nurse (LPN) to make a better life for her and her family. A problem was identified: school started in two months and she needed her GED before she could start classes. Allyson worked with her PA CareerLink® WIOA Employment and Training Specialist to develop an Individual Employment Plan. She was referred to the Title II Literacy provider and enrolled in Lifelong Learning Choices. Allyson attended classes, worked hard, and took the GED test (paid for as a WIOA Title I supportive service). Other preparation for her LPN training included career research activities, participation in the WIN® system, and taking the WorkKeys® assessment resulting in an ACT issued National Career Readiness Credential®. Allyson submitted an ITA request and was approved for WIOA Older Youth funding to attend Lenape Technical School for Practical Nursing.

Three months prior to graduation, Allyson gave birth to her third child, but did not let it slow her down. She returned to school three days after the birth of her son so she could graduate with her class. Not only did she graduate on time, she graduated with honors! Allyson easily passed the National Council

Licensure Examination for Practical Nurses (NCLEX-PN) and found employment as an LPN making \$17/hour with benefits. Allyson and her family were able to move from subsidized public housing after she was able to purchase their own home!

- Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the WDB's plan to address identified challenges;

1. Without advance notice, a large influx of Spanish-speaking individuals from Puerto Rico moved into Lawrence County after hurricane Maria to reside in available HUD residences. Many of the individuals spoke little or no English. The language barrier created a problem for these individuals to enter the workforce and to utilize local educational services. About 20 adults visited the PA CareerLink® Lawrence County in April, were assisted in registering on the website for work, and several were hired by two temp agencies. Transportation issues and the language barrier proved to be matters that prevented the workers from maintaining employment.

The local United Way agency held several community meetings to address the needs of the Spanish-speaking community new to our area. Three PA CareerLink® Lawrence County staff attended several community meetings in June and July. During the summer and early fall, a local university (Slippery Rock University) provided English as a Second Language Sessions for interested individuals. Adult Literacy Lawrence County in co-operation with Butler County Community College currently offers ESL classes two days per week at the Lawrence County Learning Center located in the PA CareerLink® Lawrence County.

The Director of the local United Way and the Site Manager of the PA CareerLink® Lawrence County attended a meeting at the city's transit authority to address transportation needs of the individuals from Puerto Rico. The County Commissioners were made aware of the need.

One of the staffing agencies in the community hired many of the individuals from Puerto Rico and provided transportation by vans to worksites outside of Lawrence County. As of today, few of the individuals remain working because the increase in their wages increased their rent for subsidized housing. Affordable housing (that is not free housing) is a big need for these individuals.

The PA CareerLink® Lawrence County staff includes two staff members who speak Spanish and continues to assist the individuals from Puerto Rico who are looking for work and/or training who need interpreters. The PA CareerLink® Lawrence County made several materials available in Spanish and will continue as the need increases.

2. The demand on employers to offer work-based learning opportunities to youth continues to grow: grants that require or encourage WBL opportunities (Teacher in the Workplace, Business Education Partnership, WIOA youth programs, State and Local Internship Program, TANF Youth Development Fund, etc.); PDE's Chapter 339 requirements for students in 7th through 12th grade to have three (3) job shadowing/work-based learning opportunities; Career & Technical Education's co-op programs; etc. Employers could become inundated with the number of requests and may refuse to offer work-based learning opportunities to youth. Therefore, it is imperative that a strategic plan be developed to coordinate all youth providers' services and employer contacts. The WDB convened a meeting of area school districts in the fall 2018 to begin discussions regarding the need for strategic planning to develop a comprehensive system for youth activities. The WDB's Youth Committee Chair has agreed to take the lead to convene school districts and other community-based youth providers to begin building a comprehensive youth development system – the next meeting is scheduled for February 28, 2019.

3. Numerous grant notices were issued during the past fiscal year (Teacher in the Workplace, PA WDB career readiness, etc.). Some grants were open to community-based organizations, school districts, Chambers of Commerce, economic development agencies, libraries, etc. The WDB could not apply for certain grants, and for some grants the WDB could only act as fiscal agent. One grant applicant requested a letter of support from the WDB the day before the grant was due which did not allow the WDB sufficient time to review the grant application for alignment with the PA Combined Plan and the Local Plan. The Workforce Innovation and Opportunity Act requires the WDB to “lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.” Some grant awards have school districts planning individual school career fairs for students which interferes with the WDB’s county-wide career fairs that have been taking place for years. As stated in #2 above, the Youth Committee will convene youth stakeholders to develop a comprehensive youth network that has various on- and off-ramps that allow individuals to access as many services as they need to enter training and/or employment.

4. Recently, the Commonwealth has requested data (including this report) for reporting periods that are different from the “system of record” which reports data by fiscal year – July 1st to June 30th yearly. It is more time consuming to extract requested data when the reporting period is different from the fiscal year. Also, each special grant (BEP, Teacher in the Workplace, etc.) has specific times when reports are due to the Commonwealth – usually quarterly. Local areas are also required to participate in monthly conference calls to report on grant accomplishments for the month. The monthly conference calls seem somewhat redundant and time consuming.

- Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system;

The PA CareerLink® centers in Lawrence and Mercer Counties convene monthly Employer Advisory Council (EAC) meetings. The Site Administrators invite employer executives and human resource staff to attend the meetings covering a variety of topics presented by knowledgeable speakers. Topics are offered to provide education and compliance assistance to employers. Topic examples include: wage and hour rules/updates; unemployment compensation updates; review of drug and alcohol policies and the PA Medical Marijuana Act; Fair Labor Standards Act (FLSA); employers’ obligations to employees who can’t work due to illness or injury; workforce incentives/veterans services; HR audit checklist; sexual harassment/#Me Too movement; hiring and firing issues; leaves – medical, personal, military; new hire reporting requirements; WedNet – how to obtain funding to train your workers; hiring individuals with disabilities; Greater OhPenn Apprenticeship Network; PA CareerLink® services for employers; integrating youth in work-based learning opportunities; etc. The EAC meetings have been well attended by local employers.

- Any areas where the WDB would benefit from additional state guidance.

None identified at this time.



Westmoreland-Fayette Workforce Development Board 2018 Annual Report

Accomplishments

The Workforce Board has been actively engaged with local school districts, chambers of commerce, economic development and business partners in providing leadership, financial resources and project management in increasing work-based learning opportunities for youth. A total of 244 youth participated in summer 2018 and year-round work experience programs, and one hundred (100) middle school students participated in career exploration camps conducted by local career and technical schools. Students receive hands-on experience in the many different career fields with an opportunity to tour or job shadow a local employer. Work-based learning is the goal of our overall youth agenda and supports the State's combined WIOA Plan.

The Westmoreland-Fayette Board is one of only four to be in partnership with the Pennsylvania Department of Labor and Industry to utilize a US Department of Labor National Health Emergency Grant to assist individuals affected by the opioid crisis. The grant goals are to connect employment services (PA CareerLink®) to PA Department of Human Services, "Center of Excellence", engage employers and implement a "Recovery Friendly Workplace Initiative", and, expand training opportunities in the healthcare/treatment sector. Local partners include Drug and Alcohol Commissions, a Drug Overdose Task Force, a Community Action Agency and PA CareerLink® Centers. The grant will provide classroom and work-based training to 52 individuals.

With annual WIOA allocations, the Board has supported On-the-Job Training (OJT), as an effective tool to connect job seekers with high-demand occupations in the local economy. This history has intermediary role and invest WIOA funds into pre-programs for youth and individuals with barriers to L&I Apprenticeship Office on October 26, 2018, a benefits of apprenticeship to meet the skills businesses received information on starting an program sponsor of a pilot pre-apprenticeship Compositie. Local high school junior and senior being exposed to career pathways and prepared further apprenticeship opportunities after high



led our Board to adopt an apprenticeship/apprenticeship employment. We sponsored, with the "Lunch and Learn" workshop on the needed by local employers. Over 50 apprenticeship program. We are the program with a local manufacturer, students from two school districts are for success in the workplace and for school.

Westmoreland County Community College in approved as a non-joint group sponsor. The manufacturers to implement the newly approved sponsorship. An identical partnership has been in place for the last two years with Fayette County Career & Technical Institute. Fayette County CTI is planning to expand its apprenticeship opportunities into the Fayette County healthcare industry. The Board

partnership with the Board was college is working with local

has additional pre-apprenticeship/apprenticeship grants with Western PA Operating Engineers Joint Apprenticeship and Training Program, New Century Careers, and Private Industry Council.

Impact of Workforce Development Programs

In 2018, in partnership with Westmoreland County Community College, we concluded a USDOL Workforce Innovation Grant. The initiative served over 90 individuals in manufacturing and culinary arts. The Innovation Grant tested the idea of providing micro-credentials that demonstrated measurable skill gains and are part of a clearly defined career pathway for individuals with barriers to employment.

Micro-credentials allow an individual to show specific skills, knowledge that can be applied to the workplace or a stackable achievement that can be applied to a more formal pathway up to and including an Associate Degree. Manufacturing credentials included: OSHA 10, American Heart Association First Aid/CPR, blueprint reading, shop math and basic AC/DC wiring.

One particular example of student success is that of a Basic Culinary Skills student from the May 2018 cohort, who self-reported a promotion to full-time at her current employer and a raise of nearly \$3.00 per hour as a result of acquiring the SERVSafe certification. The student, who previously worked part-time in the dining hall of an assisted living facility, was promoted to full-time Line Cook with benefits and additional in-house training opportunities within the company. When asked about the promotion, the student replied that she “never imagined that I (she) would get a promotion so quick.” Follow-up calls to the student’s employer suggest that she was thoroughly trained and well-versed upon completion of the Basic Culinary Skills program. Another micro-credential recipient was well prepared and is advancing quickly in Hydro-Carbide Tool’s performance-based tiered training program and will be advancing to the \$17.70/hr. hourly rate next review. “Employer stated that in this industry, most new hires have never worked with powered carbide and tungsten and need additional training, but the student was able to pick up on our process quickly. Also, the fact that he could read blueprints was a huge benefit.”

A sample of micro-credential employer participants include: Heartland Industries, General Carbide, Hydro Carbide Tool Company, Shamrock Trailers. St. Anne Home, Westmoreland Manor, Westmoreland Housing Authority, and D&L Machine.

Through the 2018 Pennsylvania State/Local Internship Program (or PA SLIP) we served over 20 post-secondary students in partnership with local colleges. “The PA SLIP Grant provides wages to college students ages 18 to 24 who completed internships at local businesses and organizations this past summer that would normally be unpaid,” said Josie Manns, the Youth Programs Assistant at the West-Fay WDB. “As a college student myself, I understand the high desire to have an internship that provides valuable experience and is paid. It’s exciting to know that I can help my peers receive this opportunity.”

For Rachel Douds, a St. Vincent College student entering her fourth and final year of majoring in Finance and minoring in Mathematics, having an internship through the PA SLIP provides her with valuable and unique work experience. This past summer, Douds worked as the Finance and Accounting Assistant for the Latrobe Community Revitalization Program, a leader in Latrobe’s community development that fosters downtown historic preservation, safety, sustainability, walkability, and business vitality through partnerships. “I like the experience I am getting,” Douds said. “Not only do I get real-life experience in Finance, but I am getting taught so many layers of business that will be so beneficial for my future career.”

Workforce Development Challenges

The workforce development challenge in Westmoreland & Fayette Counties in the past calendar year and for future years is the misalignment of workforce, education and employers. The 20-year population decline has compounded the workforce development gap in the two-county area. The strategy the Board has implemented is two-fold, invest in a highly skilled workforce to meet the needs of existing and future employers and provide leadership and support to business-education partnerships in our region.

Promising Practices to Improve the Workforce Development System

The local area is experiencing a skill shortage and is facing the prospect of jobs going unfilled. The importance of leveraging local talent is critical. In this regard, the Board, through the PA CareerLink® Operator, has required implementation of an effective outreach plan. A segment of that plan has been the placement of CareerLink staff within the local libraries. To date, we are offering services in 10 of the 15 local libraries. This has made available employment, education and training services to individuals whose barrier to employment is transportation. We hope to expand our efforts to other community-based institutions.

Technical Assistance

There is confusion around how specific funding from WIOA can be used for apprenticeship/pre-apprenticeship, including the following:

- Individual Training Accounts (ITA)
- On-the-Job training contracts (OJT)
- Incumbent Worker Training (IWT)
- Customized Job Training (CJT)

Guidance from the state could help WDB use these funds to fully support apprenticeship and pre-apprenticeship programs in their region, including for in-school youth.

Appendix E: Local Workforce Development Board Membership and Contact Information

Berks County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Modesto Fiume	President	Opportunity House	mfiume@opphouse.org	610-374-4696	Community-based organizations
Peggy Kershner	Co-Executive Director	Berks Connections/Pretrial Services	PKershner@countyofberks.com	610-478-6920 Ext 3925	Community-based organizations
Brian McMahon	Business Representative	Steamfitters Local 420	bmcMahon@lu420.com	610-775-7002	Labor organizations
Mark Pinkasavage	Training Director	IBEW Local 743	jatcpink@comcast.net	610-777-3100	Labor organizations
Pablo Tejada	Director of Organizational Development	Boys & Girls Clubs of America	Ptejada@bgcorg	917-902-9104	Community-based organizations
Auria Bradley	Director of Literacy Programs	Reading Area Community College	abradley@racc.edu	610-372-4721 Ext 5120	Organizations with experience
Anne Zayaitz	Provost and Vice President for Academic Affairs	Kutztown University of Pennsylvania	zayaitz@kutztown.edu	610-683-4155	Institutions of higher education
Carole Homolash	District Administrator	Office of Vocational Rehabilitation	cahomolash@pgov	610-621-5800 Ext 103	Title I of the Rehabilitation Act
Thomas Mckeon	Executive Director	Berks County Industrial Development Authority	tmckeon@countyofberks.com	610-478-6341	Economic and community development
James Nichols	Regional Director	PA Bureau of Workforce Partnerships & Operations PA CareerLink Berks County	jnichols@pgov	610-988-1378	State employment service under Wagner-Peyser
Randolph Peers	President & CEO	Greater Reading Chamber & Economic Development Corporation dba Greater Reading Chamber Alliance	rpeers@greaterreading.org	610-898-7771	Economic and community development

Tammy White	President	United Way of Berks County	tammyw@uwberks.org	610-685-4562	Economic and community development
John DeVere	Principal	Education & Training Solutions, LLC	john.devere.ets@gmail.com	610-775-3966	Optional Members
Kristi Gage Linderman	Executive VP	Gage Personnel Employment Services	k.gage@gagepersonnel.com	610-376-1771	Small business
Russell Showers	Chief Human Resources Officer	Tower Health	russell.showers@readinghealth.org	484-628-5023	Business
Debra Antol	Director of Human Resources	Sweet Street Desserts, Inc	deb@sweetstreet.com	610-921-8113	Business
Thomas Brizek	CEO/President	TAB Industries, LLC	tbrizek@tabindustries.com	610-921-0012	Small business
Marianne Brown Egolf	General Manager	F. M. Brown's Sons, Inc.	marianneegolf@fmbrown.com	610-678-4567 Ext 203	Small business
Michael Fishette	VP, Human Resources	Cambridge-Lee Industries, LLC	MFischetti@camlee.com	610-916-7742	Business
Robert Harrop	VP, Personnel	East Penn Manufacturing Co, Inc	bharrop@dekabatteries.com	610-682-6361 Ext 2342	Business
Joanne Judge	Partner	Stevens & Lee	jmj@stevenslee.com	610-478-2226	Business
Lewis McCoy Jr	Director, Human Resources	SSM Group, Inc	lou.mccoy@ssmgroup.com	610-621-2009	Business
John Morahan	President & CEO	Penn State Health System / St Joseph	jmorahan@pennstatehealth.psu.edu	610-378-2300	Business
Michael Rowley	Partner & COO	Herbein & Company, Inc	mjrowley@herbein.com	610-378-1175	Small business

Mark Schlott	Executive VP of Operations / COO	R.M. Palmer Company	mark@rmpalmer.com	610-372-8971, Ext 302	Business
Karyn Troxell	Corporate HR Director	Penske Truck Leasing	karyn.troxell@penske.com	610-796-4325	Business
Barry Unger	President	Vision Mechanical, Inc	barryunger@visionmechanical.com	610-376-6700	Small business

Bucks County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Dennis Jones	Chair	USS Real Estate	dmjones@uss.com	(215) 736-4068	Business
Jorden P. (Pete) Krauss	Vice Chair	Bucks County Industrial Development Authority	jkrauss@buckscountyidcom	267-880-6071	Economic and community development
Kenneth Heydt	Secretary-Treasurer	Carroll Engineering	kheydt@carrolleengineering.com	215-343-5700	Business
Karen Orr	Assistant Secretary-Treasurer	Falls Manufacturing	karen_orr@uhaul.com	215-736-2557	Business
Kyle Cloman	Member	Waste Gas Fabrication Co Inc.	Kcloman@wastegas.com	215-736-9240	Business
Jeffrey Davis	Member	Sesame Place	Jeffrey.Davis@Sesameplace.com	215-741-5370	Business
Dwight Ely	Member	Ely Farm Products	elyfamily5@msn.com	215-262-2305	Small business
Gerald Kilhefner	Member	Klover Contracting, Inc.	JKilhefner@kloverinc.com	215-536-7706	Business
Gregory Krug	Member	Lampire Biological Laboratories	gkrug@lampire.com	215-795-2968	Business
Marcine Schiehser	Member	Vertical Screen	mschiehser@verticalscreen.com	888-291-1369	Business

Archana Sharma	Member	Wazoodle Fabrics LLC	arch@wazoodle.com	215-244-2504	Small business
Mark Hoffman	Member	Bucks County Intermediate Unit	mhoffman@bucksiu.org	215-348-2940	Organizations addressing the employment
George Hutt	Member	Laborers' International Union of North America - Local 57	ghutt@laborers57.org	215-651-5452	Labor organizations or other
Renee Tiffany	Member	International Union of Operating Engineers	Renee.Tiffany@IUOE542funds.com	215-542-7500	Joint labor-management apprenticeship program
Stephanie Shanblatt	Member	Bucks County Community College	Stephanie.shanblatt@bucks.edu	215-968-8222 Ext. 8222	Adult education and literacy
Anita Diggs	Member	Department of Labor & Industry Office of Vocational Rehabilitation	adiggs@pgov	484-250-4340 x148	Title I of the Rehabilitation Act
Jim Nichols	Member	Bureau of Workforce Partnership and Operations	jnichols@pgov	610-988-1378	State employment service under Wagner-Peyser
Theodore Dorand	Member	PECO	theodore.dorand@peco-energy.com	215-956-3082	Business
Maria Gallo	Member	Delaware Valley University	marigallo@delval.edu	215-489-2946	Institutions of higher education
Robert Schram	Member	BARC Developmental Services	robs@barcprograms.net	215-794-0800	Community-based organizations

Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jay Alexander	President	Wayne Township Landfill	jalex@waynetwplandfill.com	570-769-6977	Business
Annette Camuso-Sarsfield	Immediate Past Chair, Chief Human Resource Officer	Playworld, a division of PlayPower, Inc.	annettec@playworld.com	570-522-9800 ext. 5312	Business
Jim Stopper	Treasurer, Chief Financial Officer	Evangelical Community Hospital	jstopper@evanhospital.com	570-522-2741	Business
Sue Auman	Executive Director	Union-Snyder Community Action Agency	sauman@union-snydercaorg	570-374-0181	Community-based organizations
Jamie Aurand	Administrator	Susque-view Home	jaurand@susqueviewhome.com	570-893-5946	Small business
James Beamer	Business Manager	IBEW, Local 812	ibewlocalunion812@verizon.net	570-368-8984	Labor organizations
Steve Bennett	Executive Director	Department of Human Services, Lycoming County Assistance Office	sbennett@pgov	570-327-3311	Transportation, housing, and public assistance
Michele Foust (McCardle)	Human Resources Director	Glenn O. Hawbaker	mvf@goh-inc.com	814-235-2548	Business
Dean Girton	President	Girton Manufacturing	dean1@girton.com	570-458-5521	Small business

Kay Lynn Hamilton	Workforce Development Liaison	Institute for Adult Literacy, Penn State University	klh267@psu.edu	814-865-6472	adult education and literacy
Bruce Jones	Assistant Regional Director	Central Region Bureau of Workforce Partnership & Operations, PA Department of Labor & Industry	brujones@pgov	570-327-3501	State employment service under Wagner-Peyser
Keith Koppenhaver	Business Representative	International Union of Operating Engineers Local #66	kkoppenhaver@iuoe66.org	814-765-7888	Labor organizations
Lynn Kuhns	President	Apex Homes	lkuhns@apexhomes.net	570-837-2333	Small business
Jeff Lowry	Director, Talent Management	Geisinger Health System	jflowry@geisinger.edu	570-214-2267	Business
Jim Nemeth	Director of Human Resources	Autoneum	jim.nemeth@autoneum.com	570-784-4100	Business
Steven Stumbris	Director	Bucknell University Small Business Development Center	sstumbri@bucknell.edu	570-577-3791	Economic and community development
Susan Swartz	District Administrator	Office of Vocational Rehabilitation	sswartz@state.pus	570-327-3600	Title I of the Rehabilitation Act
Todd Taylor	Director of Adult & Post-Secondary Education	Central PA Institute of Science & Technology	ttaylor@cpie.edu	814-359-2793	Institutions of higher education
Tracie Witter	Regional Affairs Director	PPL Electric Utilities	twitter@pplweb.com	570-368-5235	Business
Suzanne White	Senior Vice President of Human Resources & Organizational Development	Kish Bank	Suzanne.White@Kishbank.com	717-667-9208	Business
Dave Zartman	President	Zartman Construction	dave@zartman.com	570-275-4400	Business

Chester County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jennifer Duff	Chair, Operations Manager	Accenture	jduff306@gmail.com	484-753-4492	Business
Maria O'Connell	Vice Chair, Franchise Owner,	Express Employment Professionals	mariaoconnell@expresspros.com	484-329-7930	Business
Bill Adams	President	International Brotherhood of Electrical Workers (IBEW) Local #654	badams@ibew654.com	610-637-8532	Labor organizations or other
Vacant	Human Resources Director	Schramm, Inc.	sboornazian@schramminc.com	610-696-2500	Business
Joyce Chester	President & CEO	Chester County OIC	jchester@cc-oic.org	610-692-2344	Community-based organizations
Kathi Cozzone	Commissioner	County of Chester	kcozzone@chesco.org	610-344-6100	Optional Members
Marybeth DiVincenzo	Senior Vice President	Chester County Economic Development Council	mdivincenzo@ccedcpcom	610-458-5700	Economic and community development
Leanne Cowdright	Human Resources	Genesis Healthcare-Rehab Services	Leanne.Cowdright@GenesisHCC.com	610-925-4267	Business
Erik Gudmundson	Chief Technology Officer	Pegasus Technologies, LLC.	ErikFJC@gmail.com	610-444-8256	Small business
Diana Kimmich	Recruiting Manager	Analytical Graphics, Inc. (AGI)	dkimmich@agi.com	610-981-8158	Business
Chris Saello	Senior Vice President	United Way of Chester County	csaello@uwchestercounty.org	610-429-9400	Community-based organizations

Meghan Klotzbach	Regulatory Manager	C.P. Yeatman & Sons, Inc.	meghan@organicmushrooms.com	610-869-3595	Business
Karen Kozachyn	Dean	Delaware County Community College	kkozachyn@dccc.edu	610-359-5362	Institutions of higher education
Marianne Martelli	Vice President of Operations	Chester County Chamber of Business & Industry	mmartelli@cccbi.org	610-725-9100	Business
Clark McHenry	Director of Human Resources	R-V Industries	elijah_clark02@yahoo.com	484-319-1996	Business
Janet Moran	Corporate Vice President	Krapf Group, Inc.	jmoran@krapfbus.com	610-431-1500	Business
Jim Nichols	Assistant Regional Director	Department of Labor & Industry - BWDP	jnichols@pgov	610-641-8723	State employment service under Wagner-Peyser
Frances Pierce	Consultant	TalkWorks, Inc.	franpierce@verizon.net	610-280-3996	Optional Members
Mike Pietrafitta	Director of Regional Electric Operations	PECO Energy	michael.pietrafitta@peco-energy.com	610-725-7186	Business
Thomas Redden	Representative/ President	Steamfitters Local 420 Philadelphia	tredden@lu420.com	215-734-9513	Labor organizations or other
Michael Reese	Senior Vice President & Regional Manager	Fulton Bank	mreese@fultonbank.com	610-918-8812	Business
Shanae Stall Worth	District Administrator	Office of Vocational Rehabilitation	sstallwort@pgov	484-250-4340	Title I of the Rehabilitation Act
William Shaw	Executive Director	Life Transforming Ministries	bshaw@quietrevolution.org	610-384-5393	Community-based organizations with experience and expertise
Stephanie Sherwood	Small Business Program Manger	Weston Solutions	stephanie.sherwood@westonsolutions.com	610-701-3580	Business
Amanda Sundquist	Partner	Unruh, Turner, Burke & Frees, P.C.	asundquist@utbf.com	620-692-1371	Business

Walter Urban, Jr.	Site Administrator	PA CareerLink® - Chester County	burban@chesco.org	610-280-1010	Optional Members
Kirk Williard	Director of Career, Technical & Customized Educational Services	Chester County Intermediate Unit	kirkw@cciu.org	484-237-5109	Organization addressing employment

Delaware County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Albert Danish	Vice President	Doyle Alliance Group	adanish@doylealliancegroup.com	(215) 717-9509	Business
William Adams	President	Local Union#654	badams@ibew654.com	(610) 494-2820	Labor organizations
Liz Bilotta	VP Human Res	Crozer Keystone Health	elizabeth.bilotta@crozer.org	(610) 338-8241	Business
Michael Brady	President	LPL Financial Services	michael.brady@lpl.com	(484)472-7704	Small business
Dominic Cappelli, Jr.	Benefits Consult	Radnor Benefits Group	dominiccappelli@radnorbenefits.com	(484)323-3098	Business
Catherine Judge-Cardillo	Director	Mercy Health Corp of SEPA	ccardillo@trinity-health.org	(610) 567-5319	Business
Edward Coleman	Exec. Director	Community Action Agency of Del. Cty.	colemane@caadc.org	(610) 891-5101	Community-based organizations
Brenda Dawson	Pres/CEO	Pathways PA	bdawson@pathwaysporg	(610) 543-5022	Community-based organizations
Adam Gattuso	Comm. Leader	Monroe Energy, LLC	adam.gattuso@monroe-energy.com	(610) 364-8406	Business
Laura Kasper	Pres./CEO	Monarch Staffing	lkasper@monarchstaffing.com	(610) 653-8800	Business

J. Patrick Killian	Exec. Director	Delaware County Commerce Center	jpkillian@delcop.org	(610) 566-2225	Organization addressing employment
Karen Kozachyn	Dean, Workforce Dev	Delaware County Community College	kkozachyn@dccc.edu	(610) 359-5362	Institutions of higher education
Michael Maddren	Sole Member	Maddren Law Office, LLC	mike@maddrenlaw.com	(610) 891-4072	Small business
Patricia McFarland	President	Delaware County Chamber of Commerce	trich@delcochamber.org	(610) 565-3677	Business
Kate McGeever	Exec Dir	Delaware County Literacy Council	kmcgeever@delcoliteracy.org	(610) 876-4811	Eligible providers administering adult education and literacy
Eileen Nelson	Engineer	Stantec Consulting	eileen.nelson@stantec.com	(610) 494-3636	Business
James Nichols	Director	Bur. of workforce Partnerships & Operations	jnichols@pgov	(717) 787-3354	State employment service under Wagner-Peyser
Charlie Priscopo	Business Agent	Operating Engineers Local 542	cpriscopo@comcast.net	(610) 633-0180	Joint labor-management apprenticeship program
Linda Robson	Exec. Dir.	Delaware County Assistance Office	lrobson@pgov	(610) 447-5301	Organizations with experience and expertise in addressing the employment
Christine Rodgers	Director	Office of Vocational Rehab	chrodgers@pgov	(484) 250-4340	Title I of the Rehabilitation Act
William Santora	CEO	A&E Construction	wsantora@aeconstruction.com	(610) 449-3152	Business
John Shelton	Board Member	NAACP Chester Branch	drsdst720@hotmail.com	(610) 874-5590	Optional Members

Robert Simpson	CPA	Brinker & Simpson, CPA	rsimpson@brinkersimpson.com	(610) 329-3202	Business
William Tyson	Dir. Of University Relations	Penn State Brandywine	billtyson1@gmail.com	(610) 787-1103	Institutions of higher education
Robert Vito	President	Unequal Techmologies	vito@unequal.com	(610) 444-5900	Business

Lackawanna County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Maureen Brennan	Finance Manager	Crew S+K8:K22systems Corporation	mbrennan@crewsys.com	(570) 281-9221	Business
Thomas Donohue	Vice President/General manager	Lamar Scranton	tdonohue@lamar.com	(570) 347-2056 ext. 104	Business
Thomas Baileys	Director	Career Technology Center of Lackawanna County	tbaileys@ctclc.edu	(570) 346-8471	Local education agencies and community-based organization
Keith Baker	Asst. Regional Director - Central Region	Bureau of Workforce Partnership & Operations - PA Dept. of Labor & Industry	kebaker@pgov	(814) 641-6405	State employment service under Wagner-Peyser
Silvana Benavides	Owner	Hagamos Cuentas Tax Preparation	silvanabenavides32@gmail.com	(570) 941-9400	Business
William Boyle	Sr. Vice President/Chief Credit Officer	The Dime Bank	wboyle@thedimebank.com	(570) 647-7255	Business
Tracey Brundage	Provost and Vice President of Academic Affairs	Keystone College	tbrundage@keystone.edu	570-945-8000	Institutions of higher education providing workforce investment activities
Austin Burke	Private Consultant	Austin J. Burke	aburkecofc@gmail.com	(570) 650-7344	Optional Members
William Cockerill	AFL-CIO Community Services liaison	Scranton Central Labor Union	bcockerill@uwlc.net	(570) 343-1267	Labor organizations
Nicholas Cohen	Director-Thermal Development	Invenergyllc	ncohen@invenergyllc.com	(570) 840-5835	Business
Eric Esoda	Executive Director	NEPIRC	eric@nepirc.com	(570) 819-8966 ext. 116	Economic and community development.

Sandy	Owner/Partner	Fire & Ice Restayrant/Gerrity's Supermarkets	Sandyf1408@aol.com	(570) 237-0707	Business
John	President	Gleason Cabinets	jgleason@gleasoncabinets.com	(570) 541-3355	Business
Michael	Executive Director/CEO	United Neighborhood Centers (UNC) of NEPA	mhanley@uncneporg	(570) 346-0759	Community-based organizations
George	Director of Economic Development	Lackawanna County Department of Economic Development	kellyg@lackawannacounty.org	(570) 963-6574	Economic and community development.
Ken Klinkel	President	UAW Local 1193	kenklinkel@gmail.com	(570) 876-7804	Labor organizations
Elizabeth Leo	Chief Human Resources Officer	Moses Taylor Hospital - Affiliate of Commonwealth Health	eleo@mth.org	(570) 770-6263	Business
John McNulty	Mediator	NE Regional Director - PA Bureau of Mediation	jomcnulty@pgov	(570) 459-3881	Optional Members
Michael Narcavage	Community Relations Manager	Southwest Energy	Mike_Narcavage@SWN.com	(570) 996-4329	Business
Alpesh Patel	Owner	Al's Quick Stop	AL@ALSQSTOP.COM	(973) 223-5555	Business
John Pesavento	Owner	Pesavento Monuments	john@pesaventomonuments.com	(570) 344-2613	Business
Jack Reager	President	Blackout Design	jack@blackoutdesign.com	(570) 341-3466	Business
Anna Rinaldi	HR Manager	Simona- America	annrinaldi@simona-amiccom	(570) 892-2750	Business
Dan Santaniello	Executive Vice-President/CEO	Fidelity Deposit & Discount Bank	dan.santaniello@fddb.com	(570) 504-0835	Business

Drew Simpson	Council Representative and Area Manager for Northeast PA	Keystone Mountain Lakes Regional Council of Carpenters Local Union 645	dsimpson@kmlcarpenters.org	(570)335-3248	Joint labor-management apprenticeship program
Andy Skrip	Vice President	SLIBCO	askrip@scrantonchamber.com	(570)342-7711	Business
Jon Tabatabaie	Realtor	ERA One Source Realty	jontabatabaie@yahoo.com	(570) 585-2808	Business
Maureen Taylor	District Administrator	Office of Vocational Rehabilitation (OVR) - Bureau of Blindness and Visual Services (BBVS)	mautaylor@pgov	(570) 826-2011	Title I of the Rehabilitation Act of 1973
Stephen Uliana	Operations and Site Manager - General KVM	Quadrant Engineered Plastics Products (EPP)	Stephen_UlianaPE@gplas.com	(570) 558-6005	Business

Lancaster County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Robert Rhoads	Chair, Executive Vice-President	Precision Medical Products 44 Denver Road, Denver PA 17517	R.Rhoads@premed.net	717-335-3700- x 1119.	Business
Rhonda Kurtz	Vice Chair, HR Director	High Company LLC 125 Denver Rd , Denver PA 17517	rkurtz@high.net	717-336-9384	Business
Thomas Baldrige	Secretary/Treasurer, President	Lancaster Chamber of Commerce & Industry	baldrige@lcci.com	717-397-3531	Economic and community development
Keith Baker	Asst. Regional Director	PA Dept. of Labor and Industry	kebaker@pgov	814-641-6408 x127	State employment service under Wagner-Peyser
Marlyn Barbosa	Program Director	Tec Centro	mbarbosa@sacaporg	717-397-6267	Community-based organizations with experience and expertise
Brian Barnhart	Executive Director	Lancaster-Lebanon IU 13	Brian_barnhart@iu13.org	717-606-1761	Adult education and literacy
John Biemiller	EVP/COO	Economic Development Co. of Lancaster County	Biemiller@edclancaster.com	717-397-4046	Economic and community development
James Black	HR Manager	Ross Technology Corp	jblack@rosstechnology.com	717-656-2200	Business
Steven Bright	Main't Manager	Arconic Lancaster	Steven.Bright@arconic.com	717-393-9641 Ext. 1339	Business
Thomas Cislo	Vice President	Orrstown Bank	TCislo@orrstown.com	717-517-0544	Business
Barry David	Chair, Applied Engineering, Safety & Technology	Millersville University	Barry.david@millersville.edu	717-871-7221	Adult education and literacy

	Dept.				
Timothy Dunigan	Labor Representative	Johnson & Johnson	tdunigan@its.jnj.com	717-951-1524	Joint labor-management apprenticeship program
Daniel Falcon	Owner	Lancaster Cigar	lancastercigar@gmail.com	717-587-3194	Business
Carl Freeman	Site Director	Mars Wrigley Elizabethtown	carl.freeman@effem.com	717 367 0992	Business
Jill Gilbert	Partner	RKL	jgilbert@rklcpcom	717-394-5666	Business
Jean Martin	President	Lancaster United Labor Council 674 Manor Street, Lancaster PA 17603	lancclc@verizon.net	717-392-2518	Joint labor-management apprenticeship program
Allison Miles	Executive Director	Lancaster County Assistance Office 832 Manor Street, Lancaster PA 17603	amiles@pgov	717-299-7425	Transportation, housing, and public assistance
Sandra Nonnenmocher	Manager	Trout, Ebersole & Groff, LLP 1705 Oregon Pike, Lancaster PA 17601	snonnenmocher@troutcpcom	717-569-2900	Business
Angel Ocasio	Employment Manager	Four Seasons Produce, Inc. 400 Wabash Rd., PO Box 788 Ephrata PA 17522	angelo@fsproduce.com	717-278-9697	Business
Anthony Purcell	Union President	Armstrong Flooring 1067 Dillerville Rd, Lancaster PA 17603	TONYJPURCELL@AOL.COM	717-330-4731	Joint labor-management apprenticeship program
Susan Richeson	District Administrator	Office of Vocational Rehabilitation 2550 Kingston Road, Suite 101 York PA 17402	sricheson@pgov	717-771-4407	Community-based organizations
Todd Shultz	Complex HR Manager	Tyson Foods Inc. 403 S. Custer Avenue	Todd.shultz@tyson.com	717-355-5409	Business

		New Holland PA17557			
G. David Sload	President and CEO	Associated Builders and Contractors, Inc. 135 Shellyland Road Manheim PA 17545	dave@abckeystone.org	717-653-8106	Business
Kurt Stillwagon	Director, Recruitment and Talent Acquisition	Lancaster General Health 555 N. Duke Street, P. O. Box 3555 Lancaster PA 17604	kstillwagon2@lghealth.org	717-544-4988	Business
Mike Sturla		PA House of Representatives 150-B East King Street, Lancaster PA 17602	msturla@pahouse.net	717-295-3157	Optional Members
Robert Thomas	President	Tabor Community Services 308 E. King Street , P. O. Box 1676 Lancaster PA 17608	bthomas@tabornet.org	717-358-9260	Community-based organizations
Jill Welch	Partner	Barley Snyder LLC 126 East King Street, Lancaster PA 17602	jwelch@barley.com	717-399-1521	Business

Lehigh Valley Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Larry Wiersch	Vice Chair, CEO	Cetronia Ambulance Corps	wierschl@cetroniorg	610-530-5502	Small business
Laurie Hackett	Manager, Community Relations and Philanthropy	Air Products	gostlelj@airproducts.com	610-481-6118	Small business
Danielle Adams	Chief Empowerment Officer	Queen Suite, LLC	danielle@QueenSuiteCoach.com	610-419-0335	Small business
Paul Anthony	Business Manager/Financial Secretary	IBEW Local 375	panthony@ibew375.org	610-432-9762	Labor organizations
Ann Bieber	President	Lehigh Carbon Community College	abieber@lccc.edu	610-799-1581	Institutions of higher education
Jane Brooks	Senior Community Affairs Analyst	Highmark Blue Shield	jane.brooks@highmark.com	610-573-5407	Business
Luke Cunningham	Chair, Owner and Operator	West Side Hammer Electric	lcunningham@westsidehammer.com	610-867-4181	Small business
Don Cunningham, Jr.	President/CEO	Lehigh Valley Economic Development Corporation	dcunningham@lehighvalley.org	610-266-6775	Economic and community development
Mark Erickson	President	Northampton Community College	merickson@northampton.edu	610-861-5458	Institutions of higher education
Tom Fiorini	President	Westate Global Logistics	tom@wgat-mail.com	610-866-8001	Business
Vito Gallo	Assistant VP for State Relations	Lehigh University	ygg2@lehigh.edu	61-758-5801	Institutions of higher education

Patricia Hartwell	Director, Corporate Human Resources	B. Braun Medical Inc.	pat.hartwell@bbraun.com	610-997-4950	Business
Constance Kreitz	Director of Human Resources	Follett LLC	ckreitz@follettice.com	610-333-8492	Business
Janice Komisor	CEO	ProJect of Easton	jkomisor@projecteaston.org	610-258-4361 x22	Community-based organizations
Kurt Landes	President & General Manager	Iron Pigs Baseball	klandes@ironpigsbaseball.com	610-841-1210	Business
Kevin Lott	Business Agent	Northeast Regional Council of Carpenters Local 167	klott@northeastcarpenters.org	484-767-7240	Labor organizations
John MacDonald	President	Allied Personnel Services	john@alliedps.com	610-821-0220	Small business
Denise Maiatico	Vice President	Meyer Jabara Hotels of the Lehigh Valley	dmaiatico@mjhotels.com	610-730-4002	Business
Robert McNamara	President	Swagelok	Bob.McNamara@Swagelok.com	610-799-9001	Business
Timothy Mulligan	President/CEO	Communities In School of Lehigh Valley	mulligant@cislv.org	484-834-8830	Organization addressing employment
Lisa Nesbitt	Executive Director	Northampton County Department of Human Services	lnesbitt@pgov	610-250-1801	Organization addressing employment
John Nespoli	CEO	Sacred Heart Hospital	jnespoli@shh.org	610-776-4902	Business
Jim Nichols	Regional Director	Bureau of Workforce Partnership and Operations	jnichols@pgov	610-988-1378	State employment service under Wagner-Peyser
Carol Obando-Derstine	Regional Affairs Director, Southeast Region	PPL Electric Utilities	cobando-derstine@pplweb.com	610-774-5249	Business
Owen O'Neil	Executive Director	Lehigh and Northampton Transportation Authority	oneill@lantabus-pgov	610-435-4052	Transportation, housing, and public assistance

Gregg Potter	President	Lehigh Valley Labor Council AFL-CIO	potterfb@msn.com	610-266-0710	Labor organizations
James Reilley	President and Business Agent	International Union of Operating Engineers, Local 542	ilocal542@yahoo.com	610-562-3900	Joint labor-management apprenticeship program
Keith Reynolds	President	Reynolds Business Systems	kreynolds@reynoldsbusiness.com	610-398-9080	Business
Joseph Roy	Superintendent	Bethlehem Area School District	jroy@basdschools.org	610-861-0500 x60250	Organization addressing employment
Sharon Scheirer, SPHR	College Relations/Onboarding/Employee Career Development	St. Luke's University Health Network	sharon.scheirer@sluhn.org	484-526-3825	Business
Susan Storm	District Administrator	Office of Vocational Rehabilitation	sustorm@pgov	610-821-6441	Title I of the Rehabilitation Act
Carol Young	Vice President, Personnel	Lutron Electronics Co., Inc.	cyoung@lutron.com	610-282-6202	Business

Luzerne/Schuylkill Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Karen Kenderdine	Manager of Relationship Services	Miners Bank, A Division of Mid Penn Ban,	karen.kenderdine@midpennbank.com	(570) 544-4788	Business
Carmen Kahiu	Customer Service Operations Manager	Geisinger Health Plan Family	crkahi@thehealthplan.com	(570) 214-6504	Business
Joseph Aquilina	Corporate Outreach Liason	Lehigh Valley Health Network	Joseph.Aquilina@lvhn.org	(570) 501-6805	Business
Jane Ashton	Director of Continuing Education	Penn State University - Wilkes-Barre Campus	jua12@psu.edu	(570) 675-2171	Institutions of higher education providing workforce investment
Keith Baker	Assistant Regional Director-South Central Region	PA Department of Labor & Industry	kebaker@pgov	(570) 622-1942	State employment service under Wagner-Peyser
Robert Carl	Executive Director	Schuylkill Chamber of Commerce	rCarl@schuylkillchamber.com	(570) 622-1942	Small business
Chris Dende	Vice President, Human Resources	Mrs. T's Pierogies/Ateeco, Inc.	cdende@PIEROGIES.COM	(570) 462-2745	Business
Frank Koller	HR Manager	Sapa Industrial Extrusions Cressona Operation	Frank.Koller@sapagroup.com	(570) 385-8558	Business
Gregory Koons	Assistant Executive Director	Schuylkill Intermediate Unit 29	gkoons@liu29.org	(570) 544-9131	Organization addressing employment
Thomas Maheady	Vice President	Borton Lawson	tmaheady@borton-lawson.com	(570) 821-1999	Business
Mary Malone	Executive Director	Greater Hazleton Chamber of Commerce	-	(570) 455-1509	Small business
Lisa Natt	Customer Support Manager	Friedeman Corporation, Logimax, Inc. Division	lisanatt@hotmail.com	(570) 814-9811	Business

Heather Nelson	District Administrator	Office of Vocational Rehabilitation	hnelson@pgov	(570) 826-2011	Community-based organizations with experience and expertise
Diane Niederriter	Executive Director	Schuylkill Intermediate Unti 29	niedd@iu29.org	(570) 544-9193	Organization addressing employment
John Powers, Jr.	Chief Executive Officer	Ash/Tec Inc.	jpowers@ash-tec.com	(570) 682-0933	Business
Darlene Robbins	President	NEPA Manufacturers & Employers Association	drobbins@nepamaecom	(570) 622-0992	Economic and community development
Thomas Ruskey	Regional Director	Manpower	Thomas.Ruskey@manpower.com	(570)825-5661	Business
Michael Saporito	Vice President	USW Local 15253	isaporito@aol.com	(570) 829-6924	Labor organizations
William Schabener	Executive Director	Luzerne County Assistance Office	wschabener@state.pus	(570) 826-2148	Community-based organizations
David Schultz	Human Resource Manager	Michael Foods, Inc./Papetti's Hygrade Egg Products	david.schultz@michaelfoods.com	(570) 425-6128	Business
Christopher Snyder	Representative	United Food & Commercial Workers Local 1776	csnyder@UFCW1776.org	(800) 635-6994	Labor organizations
Paul Straka	Regional Director of Fiscal Services	Service Access & managemetn, Inc.	pstraka@sam-inc.org	(570) 516-5941	Business
Kristine Verba	Human Resource Manager	Wegman's	Kristine.Verba@wegmans.com	(570) 544-8400	Business
Frank Zukas	President	Schuylkill Economic Development Corporation	fzukas@sed-co.com	(570) 622-1943	Economic and community development

Montgomery County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Catherine Judge Cardillo	Director, Pennsylvania Advocacy	Trinity Health	ccardillo@trinity-health.org	(610) 567-5319	Business
Pamela Kelly	President/CEO	Pennsuburban Chamber of Greater Montgomery County	pamkelly@comcast.net	(215) 362-9200	Business
Wendy Klinghoffer	Executive Director	Eastern Montgomery County Chamber of Commerce	wendy@emccc.org	(215) 887-5122	Small business
Peggy lee-Clark	Executive Director	Pottstown Area Industrial Development, Inc. (PAID)	pleeclark@paidinc.org	(610) 326-2900 x 223	Economic and community development
Kyle Longacre	Program Administrator, College and Career Readiness	Montgomery County Intermediate Unit	klongacre@mciu.org	(610) 755-9354	Local education agencies and community-based organization
Dorothy Miller	Lab Services Coordinator	Merck & Co., Inc.	dottie_miller@merck.com	(215) 652-7800	Business
James Nichols	Regional Director	Eastern Region Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership & Operations	jnichols@pgov	(610) 988-1378	State employment service under Wagner-Peyser
Stephanie Perry	Assistant District Administrator for Norristown OVR	Norristown Office of Vocational Rehabilitation	stperry@pgov	(484) 250-4340 x 161	Title I of the Rehabilitation Act
Kevin pollock	President	Montgomery County Community College	kpollock@mc3.edu	(215) 641-6500	Organization addressing employment

Peggy Schmidt	Executive Director	The Partnership Transportation Management Association of Montgomery County	exedir@ptma-mc.org	(215) 997-9100	Business
Lee Soltysiak	Chief Operating Officer	Montgomery County Commissioners Court House	lsoltysiak@montcoporg	(610) 278-9462	Economic and community development
Karla Trotman	Executive Vice President	Electro Soft, Inc.	ktrotman@electrosoftinc.com	215-654-0701	Business
Suzanne Ryan	External Affairs Manager	PECO Energy	suzanne.ryan@peco-energy.com	(610) 941-1504	Business
Daniel woodall	Business Manager	Laborer's International Union, Local Union #135	dwoodall135@comcast.net	(610) 279-4041	Labor organizations or
Jason Acree	President & Assistant Manager	LU126, IBEW	lu126ibew@comcast.net	(610) 489-1185	Labor organizations or
Renee amoore	Director	Ramsey Educational Development Institute, Inc. (REDI)	amoore521@aol.com	(610) 992-0555	Community-based organizations
Kathleen Arnold-Yerger	Executive Director	Montgomery County - Norristown Public Library	karnold-yerger@mclinc.org	(610) 278-5100 x 140	Community-based organizations
Victoria Bastecki-Perez	Vice President of Academic Affairs & Provost	Montgomery County Community College	ybasteck@mc3.edu	(215) 641-6482	Organization addressing employment
Joseph	CEO	Ciright Systems, Inc.	jmpcallahan@ciright.com	(855) 247-4448	Small business
Susan	Director of Adult Education	Keystone Opportunities Center	Sclauser@keystoneopp.org	(215) 723-5430 x 115	Adult education and literacy

Rochelle Cullbreath	Public and Government Affairs Liaison	SEPTA	rculbreath@septorg	(215) 580-3490	Business
Nicholas Foschi	R&D Early Talent Advisor	GlaxoSmithKline (GSK)	nicholas.x.foschi@gsk.com	(610) 270-7953,	Business

North Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Kelly Benson	Plant Manager	TeuTech	kbenson@teuteh.com	(814)486-1896	Business
Michael Hoskavich	Training Director/ Marketing Dept.	ICC Ammo	mikeh@iccammo.com	(814)938-6820	Business
Scott Graham	Superintendent	Northern Potter Area School District	sgraham@northernpottersd.org		Local education agencies and community-based organization
Kelly Davis	Coordinator of Special Programs	Seneca Highlands IU-9	kdavis@iu9.org	(814)887-5512	Eligible providers administering adult education and literacy.
Joseph Williams	Director of Veterans Affairs	Cameron County Veterans Affairs	dyawillias@cameroncountypcom	(814)389-5972	Local education agencies and community-based organization
Greg Lezanic	Executive Director	PA Dept of Public Welfare Clearfield County Assistance Office	glezanic@pgov	(814)205-1134	Transportation, housing, and public assistance
Brad Lashinskiy	Executive Director	Jefferson County Development Council	blashinsky@jeffersoncountypcom	(814)849-1517	Economic and community development
David Cornelius	Lead Organizer	I.B.E.W., Local No. 5, AFL-CIO	Daveibew5@yahoo.com	(412)860-3174	Labor organizations or
Jeffrey Miller	Assistant Business Manager	Clearfield, Elk, Cameron & Jefferson Central Labor Council I.B.E.W., Local No. 5	jeff@ibew5.org	(814)762-8126	Labor organizations or
William Curley	Director	Lock Haven University	wgc114@lhup.edu	(814)768-3405	Institutions of higher education
Robert Cardamone	Executive Director	Community Action, Inc	rcardamone@jccap.org	(814)938-3302	Community-based organizations

Christina Palmer	District Administrator	Office of Vocational Rehabilitation (OVR)	chpalmer@pgov	(814) 371-7340	Title I of the Rehabilitation Act
Bruce Jones	Assistant Regional Director/Central Region	Bureau of Workforce Partnership and Operations Central Region	brujones@pgov	(570)327-3501	State employment service under Wagner-Peyser
David Steele	Deputy Director	Offic of Human Services, Inc	dsteale@ohsaging.com	(814)776-2121	Community-based organizations
Sharon Engle	CEO	Human Capital Consulting	hc3company@gmail.com	(814)715-1278	Business
JoAnne Ryan	President/CEO	Alpha Sintered Metals	Jryan@alphasintered.com	(814)773-3191 ext. 4138	Business
Gina Jones	Human Resource Manager	Domtar	GinJones@domtar.com	(814)965-6376	Business
Catherine Grove	Director of Home Health & Hospice	Charles Cole Memorial Hospital	catherine.grove@colememorial.org	(814)274-0384 (ext. 6166)	Business
John Sutika	President/CEO	Penn Highlands DuBois	jssutika@phhealthcare.org	(814)375-3385	Business
Tonya Coursey	Customer Service Counselor II	First Citizens Community Bank	tcoursey@firstcitizensbank.com	(814)848-7572	Business
Keli Rounsville	Human Resource Generalist	American Refining Group, Inc.	KRounsville@amref.com	(814)368-1200	Business
Alla Marie Bunny Comilla	Senior Director of Human Resources	Zippo Manufacturing Company	bcomilla@zippo.com	(814)368-2983	Business
Joseph Hardes	Director of Operations	Empereon Marketing, LLC	Joseph.Hardes@empereon.com	(814)260-1088	Business
George Salter	Plant Manager	Keystone Automatic Technologies, Inc.	george@keyautotech.com	(814)486-0513 ext. 121	Business

Elizabeth Kweder	Market Development Manager	Coca Cola Refreshments	ekweder@abartacocacolcom	(814)603-1482	Business
David Miller	President	Miller Welding & Machine Co.	dmiller@millerwelding.com	(814)220-1001	Business

Northern Tier Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Craig Harting	Chair, CEO	Sullivan County Rural Electric Cooperative, Inc.	craigh@epix.net	(570) 924-3381	Small business
Amy Gilbert	Vice Chair, Sr. Stakeholder Relations Advisor	Repsol Oil & Gas USA, LLC.	agilbert@repsol.com	(607) 562-4029	Business
Samuel Anderson	Vice President of Store Operations	Pump N Pantry	sanderson@pumpnpantry.com	(570) 278-1129	Business
Krystle Bristol	President	Solid Ground Services, Inc.	krystle@solidgroundcorp.com	(570) 529-0878	Business
Paul Casparro	President	IBEW Local #81	pjc82552@aol.com	(570) 344-5711	Joint labor-management apprenticeship program
Collee Engler	Corporate Director of Recruitment & Professional Development	Guardian Eldercare	cengler@guardianeldercare.net	(570) 651-3952	Business
Daria Fish	Director, Public Affairs	Chief Oil & Gas LLC	dfish@chiefog.com	(570) 651-9825	Business
Thomas Freeman	Regional Manager	Blue Ridge Communications	tfreeman@pencor.com	(570) 662-2935	Business
Mark Haas	GIS Specialist/Economic Development Officer	Sullivan County	mhaas@sullivancounty-pus	570-946-8733	Economic and community development
Cheyenne Johnson	Administrative Coordinator	Century Paper Products	cheyanne@centurypaper.com	(570) 836-0676	Business

Jackie Johnson	Business and Community Liaison	Red Rock Job Corps	johnson.jackiej@jobcorps.org	(570) 477-0206	Organizations with experience and expertise in addressing the employment
Bruce Jones	Assistant Regional Director	Department of Labor & Industry / BWPO	bruiones@pgov	570-327-3501	State employment service under Wagner-Peyser
Mike Narcavage	Senior Government and Community Affairs Manager	Southwestern Energy	mike_narcavage@swn.com	(570) 996-4329	Business
Heather Nelson	Assistant District Administrator	Department of Labor & Industry OVR	hnelson@pgov	(570) 826-2011	Title I of the Rehabilitation Act
Jody Place	Manager, External Affairs	First Energy	jplace@firstenergycorp.com	(570) 265-1222	Business
Karen Russell	Owner	Keystone North	karenjrussell@hotmail.com	(570) 662-3882	Small business
Ronald Vogel, Jr.	SEIU/PSSU Local 668 Member	Department of Labor & Industry Workforce Partnership & Operations Rapid Response Coordination Services	ronvogel@pgov	(570) 614-5994	Labor organizations
Linda Walsh	Board Member	Bradford County Action, Inc.	jbw50@epix.net	(570) 265-4434	Community-based organizations with experience and expertise
Michael Wilson	President	AFSCME Local 2363	mwilson@mansfield.edu	(570) 337-7505	Labor organizations
Deb Wivell	Administrator	Susquehanna Health The Laurels	dwivell@susquehannahealth.org	(570) 723-6870	Business
Donna Yale	Education Program Associate	Penn State Wilkes-Barre Northern Tier Center	dyale@psu.edu	(570) 268-7777	Institutions of higher education providing workforce investment

Northwest Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jim Decker	President/CEO	Warren County Chamber of Business & Industry	jdecker@wccbi.org	814-723-3050	Business
Tyrone Clark	Vice President	3iNetworking, Inc.	tclark@mgcerie.com	814-899-8381	Small business
Robert Cardamone	Executive Director	Community Action, Inc.	rcardamone@jccap.org	814-938-3302 x223	Community-based organizations
Mike Chevalier	President	Preferred Systems, Inc.	mike@preferrededucation.com	814-456-0406	Small business
William Clark	Executive Director	Bollinger Enterprises	clarkw@beiharren.com	814-723-9431	Business
Monica Daquilante	Director of Human Resources	Rouse	mداquilante@rouse.org	724-525-9403	Business
Jody Dixon	Senior HR Business Partner	Erie Insurance Group	jody.dixon@erieinsurance.com	814-870-6945	Business
Brittany Eisenman	Region 6 Organization Director	PA Farm Bureau	breisenman@pfb.com	717-982-3280	Business
Ray Feroz	Professor of Special Education & Rehabilitation Sciences	Clarion University	rferoz@clarion.edu	814-393-2052	Institutions of higher education
Jill Foys	Executive Director	Northwest Commission	jillf@northwestporg	814-677-4800 x116	Economic and community development

Terra Gaines	Vice President Shared Services	Agility Marketing	terra_gaines@agilitymarketing.com	814-868-4824	Business
Dave Henderson	Director	AFSCME Northwestern PA Public Employees Council 85	d.henderson@afscme13.org	814-437-7654	Labor organizations or other
Jack Hewitt	District Administrator	Office of Vocational Rehabilitation	jhewitt@pgov	814-871-4551	Title I of the Rehabilitation Act
Laura Hyde	Human Resource Manager	C&J Industries	laurahyde@cjindustries.com	814-724-4950	Business
Aldo Jackson	Executive Director - Erie Operations	Northern PA Regional College	ajackson@rrcnorg	814-779-4096	Organization addressing employment
Rich Krankota	Veterans Service Officer	Crawford County Veterans Services	rkrankota@co.crawford.pus	814-333-7314	Community-based organizations
Lisa Miller	Founder & CEO	RGC: Resource and Governance Consulting	lmiller@resourceandgovernance.com	814-490-9486	Small business
Erin Sekerak	Executive Director	Junior Achievement of Western PA, Northwest Region	esekerak@jwesternporg	814-898-6395	Organization addressing employment
Gary Shaw	President	PA Pride, LLC.	garyshaw@paprider.net	814-670-0726 x304	Small business
Frank Staszko	BWPO Assistant Regional Director	PA CareerLink®	fstaszko@pgov	724-434-5627 x3106	State employment service under Wagner-Peyser
Bradley Tisdale	Training Director	Steamfitters Local Union #449	bct@ua449.com	724-683-2100	Joint labor-management apprenticeship program
Caryl Unseld	Supervisor of Federal and State Programs	Northwest Tri-County Intermediate Unit	caryl_unseld@iu5.org	814-734-8492	Eligible providers administering adult education and literacy

Philadelphia Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
William Strahan	EVP	Comcast Cable Communications	William_Strahan@cable.comcast.com	(215) 286-7094	Business
Daniel Fitzpatrick	President	Citizens Bank of PA/NJ/DE	daniel.k.fitzpatrick@citizensbank.com	(215) 351-1715	Business
Michelle Armstrong	Executive Director	School District of Philadelphia	mharmstrong@philasd.org	(215) 400-5917	Local education agencies and community-based organization
Nolan Atkinson	Chief Diversity & Inclusion Officer	Office of Mayor James F. Kenney - City of Philadelphia	Nolan.Atkinson@philgov	(215) 686-2160	Optional Members
Steven Bradley	President & CEO	Bradley & Bradley Associates Inc.	ssbradley@bradleyins.net	(215) 629-5706	Optional Members
Shari Brightful	District Administrator	Office of Vocational Rehabilitation, Department of Labor & Industry	sbrightful@pgov	(215) 560-1972	Title I of the Rehabilitation Act
David Crossed	Managing Partner	Navigate Corporation	dcrossed@navigatecorp.com	(484) 383-0606	Business
Patrick Eiding	President	Philadelphia Council AFL-CIO	peiding@philaaficio.org	(215) 665-9800	Joint labor-management apprenticeship program
Harold Epps	Director of Commerce	City of Philadelphia, Department of Commerce	harold.epps@philgov	(215) 683-2001	Economic and community development

Cheryl Feldman	Executive Director	District 1199c Training & Upgrading Fund	cfeldman@1199ctraining.org	(215) 568-2220	Joint labor-management apprenticeship program
Beatriz Garces	Owner	Garces Dental Group	beatriz@garcesdentalgroup.com	(215) 923-1233	Small business
Donald Generals	President	Community College of Philadelphia	ggenerals@ccp.edu	(215) 751-8028	Higher education providing workforce investment
Peter Gonzales	President & CEO	The Welcoming Center for New Pennsylvanians	peter@welcomingcenter.org	(215) 557-2843	Community-based organizations
Ed Grose	Executive Director	Greater Philadelphia Hotel Association	egrose@gphus	(215) 557-0777	Optional Members
Frank Jiruska	Vice President, Customer Operations	PECO Energy Company	frank.jiruska@exeloncorp.com	(215) 841-5277	Business
Eden Kratchman	Vice President, Global Giving	Chubb Insurance	eden.kratchman@chubb.com	(215) 640-1737	Business
John Lasky	Chief Human Resources Officer	Temple University Health System	john.lasky@tuhs.temple.edu	(215) 707-6844	Business
Richard Lazer	Deputy Mayor, City of Philadelphia	Office of Mayor James F. Kenney, City of Philadelphia	rich.lazer@philgov	(215) 686-2163	Optional Members
Gabriel Mandujano	Founder	Wash Cycle Laundry, Inc.	gmandujano@gmail.com	(215) 459-6892	Business
Regine Metellus	Ex. Director of Finance & Administration	University of Pennsylvania School of Social Policy & Practice	rmete@sp2.upenn.edu	(215) 898-5527	Business
James Nichols	Regional Director, Bureau of Workforce Partnership & Operations	PA Department of Labor & Industry	jnichols@state.pus	(610) 988-1378	State employment service under Wagner-Peyser
Joseph Parente	Principal	KPMG LLP	jmparente@kpmg.com	(267) 256-2950	Business

Orla Pease	Associate Vice President, Northeast Region	AECOM	orlpease@aecom.com	(215) 735-0832	Business
Norma Romero Mitchell	President & CEO	Benefits Plus Consulting Group	norma@consultbenefitsplus.com	(215) 564-0288	Business
Jay Spector	President & CEO	JEVS Human Services	jay.spector@jevs.org	(215) 854-1804	Organizations addressing the employment
John Stahl III	Administrator, Vice President	International Association of Heat and Frost Insulators and Allied Workers IAHFIAW JAC (LU14) Training Center	local14jac@aol.com	(215) 289-4303	Labor organizations
Peter Tubolino	Area/General Manager	Siemens Industry, Inc., Building Technologies	peter.tubolino@seimens.com	(215) 654-8040	Business
Bud Tyler	Vice President	The EF Precision Group	btyler@edgroup.com	(215) 449-3173	Business
Christina Wong	Vice President	ESM Productions	cwong@esmproductions.com	(215) 925-2566	Business

Pocono Counties Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Craig Zurn	President & CEO	Jim Thorpe Neighborhood Bank	C.Zurn@jtnb.com	(570) 325-3631	Small business
Frank Revitt	Managing Director	Woodside Investments	frcpa@ptd.net	(570) 421-7702	Small business
Susan Storm	District Administrator	Office of Vocational Rehabilitation	sustorm@pgov	(610) 821-6441	Title I of the Rehabilitation Act
Elaine Stalfa	Assistant Regional Director, Eastern Region	Bureau of Workforce Partnership & Operations	estalfa@pgov	(570) 459-3895 ext. 103	State employment service under Wagner-Peyser
Kim Miller	Executive Director	Carbon County Action Committee for Human Services	ccach@verizon.net	(610) 377-6400	Optional Members
Terrence Purcell	President	Gnaden Huetten Campus	tpurcell@blmtn.org	(610) 377-7008	Business
Barbara Green	President	Blue Mountain Ski Area/Tuthill Inc.	bgreen@skibluemt.com	(610) 826-7700 ext. 1215	Business
Bill Blake	Vice President of Finance & Strategy	Vigon International, Inc.	bblake@vigon.com	(570) 422-1638	Business
Joseph Ruvane	Owner	Barley Creek Brewing Co.	trip@barleycreek.com	(570) 629-9399	Small business
Charles Leonard	Executive Director	Pocono Mountains Economic Development Corporation	cleonard@pmedc.com	(570) 839-1992	Economic and community development
Sam D'Alessandro	Director of Engineering Services	RKR Hess Associates, Inc.	sdAlessandro@rkrhess.com	(570) 421-1550	Business

Matthew Connell	Dean, Monroe Campus	Northampton Community College	mconnell@northampton.edu	(570) 369-1938	Eligible providers administering adult education and literacy
Richard Parry	Regional Representative	Rapid Response Services-Labor & Industry Workforce Partnership & Operations	riparry@pgov	(570) 826-2379	Labor organizations
Paul Casparro	President	IBEW Local #81	pjc82552@aol.com	(570) 344-5711	Joint labor-management apprenticeship program
Richard Parry	Regional Representative	Rapid Response Services-Labor & Industry Workforce Partnership & Operations	riparry@pgov	(570) 826-2379	Labor organizations
Deborah Fischer	President	Pike County Licensing/Milford Answering Bureau	debpaulfischer@verizon.net	(570) 296-8574	Small business
Howard Shankler	Owner	Pike County Towing, Tire and Auto, LLC	howkat1@verizon.net	(570) 576-2911	Small business
Ladora "Lori" Phillips	Assistant GM	Recreation Management Corp.	lori@ski-bigbear.com	(570) 226-8585 ext.1000	Business
Anthony Manzione	Owner	Manzi! Consulting	manzi1consulting@gmail.com	(570) 390-9235	Small business
Anthony Herzog	President	Herzog-McNaulty LLC	aherzog@ptd.net	(570) 253-5294	Small business
Mary Beth Wood	Executive Director	Wayne Economic Development Corporation	mbw@wedcorp.com	(570) 253-2537	Community-based organizations
Cynthia Matthews	Developmental Program Director	Wayne County Office of Behavioral & Developmental Programs	cmatthews@waynecountypgov		Community-based organizations

William Cockerill	Treasurer	Scranton Central Labor Union	bcockerill@uwlc.net	(570) 343-1267 ext. 231	Labor organizations
Dan Card	District Manager	Waste Management	dcard@wm.com	(570) 729-0115	Business

South Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jeffrey Boswell	Managing Partner	Boswell, Tintner & Piccola	jboswell@btpalaw.com	(717) 236-9377	Small business
Michael Ross	President	Franklin County Area Development Corporation,	mike@fcadc.com	(717) 263-8282	Economic and community development
Andrew Williford	VP HR Operations Americas	Volvo Construction Equipment	andy.williford@volvo.com	(717) 532-9181	Business
Francis Achampong	Chancellor	Penn State Mont Alto	fka3@psu.edu	(717) 749-6061	Institutions of higher education providing workforce investment
Keith Baker	Assistant Regional Director	BWPO	kebaker@pgov	(814)641-6408	State employment service under Wagner-Peyser
Robert Batory	Senior Vice President/Chief Human Resources Officer	Well Span Health	rbatory@wellspan.org	(717) 851-2062	Business
Lynne Beeson	Administrative Director	Summit Health	lbeeson@summithealth.org	(717) 267-7904	Business
Matthew Campbell	Director of Safety	S & H Express	macampbell@sandhexpress.com	(717) 848-5015	Small business
John Groninger	President	Juniata Concrete	john@powersafeus.com	(717) 436-2176	Small business
Sharon Hagenberger	Supervisor of Adult Education	Lincoln Intermediate Unit #12	sahagenberger@iu12.org	(717) 624-6411	Adult education and literacy

Lauren Holubec	Director, Career & Technical Education	HACC	lsholube@hacc.edu	(717) 736-4212	Organization addressing the employment
Ellie Lamison	Workforce Readiness Coordinator	Central York School District	elamison@cysd.k12.pus	(717) 846-6789	
Janice Mazzitti	District Administrator	Office of Vocational Rehabilitation	jmazzitti@pgov	(717) 787-7502	Title I of the Rehabilitation Act
Lynda Morris	Executive Director	Capital Region Partnership for Career Development	lynda@crpcd.org	(717) 732-8480	Organization addressing employment
Tom Palisin	Executive Director	Manufacturers Association	tpalisin@mascporg	(717) 843-3891	
Matthew Paules	Business Manager/Financial Secretary	I.B.E.W. Local Union 229	mpaules@ibew229.net	(717) 843-8368	Labor organizations
Alesia Reese	Corporate Employee Relations Manager	Knouse Foods	areese@knouse.com	(717) 677-9115	Business
Michael Strausbaugh	Grinding Operator-Union Official	SKF USA	mikestrausbaugh@hotmail.com	(717) 479-1717	Labor organizations
Kenneth Tuckey	President	Tuckey Companies	ktuckey@tuckey.com	(717) 249-3733	Business
Matthew Tunnell	Partner	Lift Development LLC	mtunnell@liftdevelopmentllc.com	(717) 503-3942	Small business

Southern Alleghenies Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jesper Nielsen	CEO	Croyle-Nielsen Therapeutic Associates	jesper@c-ntcom	(814) 266-3196	Small business
Sharon Clapper	Owner	Clapper Industries, Inc	sclapper@clappertables.com	(814) 634-9183	Small business
Michele Bonerigo	Business Program Manager	In-Shore Technologies	michele.bonerigo@inshorettech.com	(814) 361-3610	Small business
Robert Parsons	President	B & B Designed Systems	parsonsb@bbsystemsinc.com	(814) 259-3991	Small business
Sherri Steward	HR Manager	NPC	sherri.steward@npcweb.com	(814) 239-8787	Business
Cheryl Rose	HR Manager	Fulton County Medical Center	crose@fcmcporg	(717) 485-6144	Business
Debra Flori	Director of HR	Conemaugh Health Systems	dflori@conemaugh.org	(814) 534-3995	Business
Ron Aldom	Director	Somerset County Chamber of Commerce	raldom@somersetcountychamber.com	(814) 445-6431	Small business
Joseph Caldron	Director	Somerset Welding Company	jfc@jibodies.com	(814) 444-3400	Business
Julia Brulia	HR Manager	Gateway Travel Plaza	brulijulia@gatewaytravelplazcom	(814) 735-7223	Business
Brock Kull	VP/Managing Director	Manpower Inc. of Altoona	brock.kull@manpower.com	(814) 944-8976	Business
Rosalie Danchanko	Executive Director	Johnstown Free Medical Clinic	rdanchan@conemaugh.org	(814) 534-6242	Business
Gloria Carbaugh	HR Manager	Huntingdon Fiberglass Prod.	gloricarbaugh@huntingdonfiberglass.com	(814) 641-8210	Business
Lynn Hocker	President	Whispering Creek	whisperingcreekinc@embarqmail.com	(814) 623-2312	Small business
Danielle McGrath	HR Manager	Corle Building Systems, Inc.	dmcgrath@corle.com	(814) 276-9611	Small business

David Redick	Senior Director	CVS Health	david.redick@CVShealth.com	(814) 289-2266	Business
William Findley		Retired- LMI analyst	carnue1@atlanticbb.net	(814) 255-4794	Optional Members
Robert Kutz	President	AFL-CIO Community Services Blair Community Service Agency	bobloco5@aol.com	(814) 944-4081	Labor organizations
Dominic Sgro	Director	AFSCME Council 83	d.sgro@afscme13.org	(814) 696-0255	Labor organizations
Rick Tomlinson	Council Representative	Regional Council of Carpenters	rtomlinson@kmlcarpenters.org	(814) 693-0315	Joint labor apprenticeship program
Wendy Melius	Executive Director	Center for Community Action	wmelius@centerforcommunityaction.org	(814) 623-9129	Community-based organizations
Tina Pelesky	Community Relations Director	Veteran Community Initiatives	peleskyt@atlanticbbn.net	(814) 255-7209	Community-based organizations
David Mrozowski	Executive Director	Community Action Partnership for Somerset County	dmrozowski@capfsc.org	(814) 445-9628	Community-based organizations
Gail Clapper	Executive Director	Big Brothers/Big Sisters of Blair County	blairbbbsdirect@aol.com	(814) 944-6129	Organization addressing employment
Tina Swineford	Special Projects Coordinator	Altoona Area School District	tswineford@altoonasd.com	(814) 946-8753	adult education and literacy
Walter Asonevich	President	Pennsylvania Highlands Community College	wasonevich@pennhighlands.edu	(814) 262-3820	Institutions of higher education
Linda Thomson	President	Johnstown Area Regional Industries	lthomson@jari.com	(814) 535-8675	Economic and community development
Christine Lysinger	Director	Blair County Assistance Office	clysinger@pgov	(814) 946-7100	Transportation, housing, and public assistance
Colleen Woodring	District Administrator	Office of Vocational Rehabilitation	cwoodring@pgov	(814) 946-7240	Title I of the Rehabilitation Act

Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership and Operations	kebaker@pgov	(814) 641-6408	State employment service under Wagner-Peyser
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Southwest Corner Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Terry Wilttrout	President	Washington Health Systems Greene	twilttrout@whs.org	(724) 627-3101	Business
John Feraco	Director	Nova Chemicals Corporation	john.feraco@novachem.com	(724) 770-2395	Business
Linda Andrews	Treasurer CLC	Washington Greene Central Labor Council	lindandrews@comcast.net	(724) 228-7246	Labor organizations
Darlene Bigler	Executive Director	Blueprints	dbigler@myblueprints.org	(724) 225-9550	Community-based organizations
Polly Capots	Director, Human Services	C3Controls	pcapots@c2controls.com	(724) 775-7926	Small business
Lori Como	Associate Director	Literacy Pittsburgh	lcomo@literacypittsburgh.org	(412) 393-7600	Adult education and literacy
Amy Criss	Director, Women Business Enterprise	84 Lumber	amy.criss@84lumber.biz	(724) 228-8820	Business
David Dudo	Truck Sales Consultant	Hill International Trucks, LLC	ddudo@hillintltrucks.com	724-222-8680	Business
James Fitzgerald	Manager, Major Projects	First Energy Corporation	jfitgerald@firstenergycorp.com	(330) 807-1036	Business
John Goberish	Dean of Workforce Development	Community College of Beaver County	john.gobersih@ccbc.edu	(724) 480-3450	Institutions of higher education
Sheila Gombita	Executive Director	Washington Rides	sheila@washingtonrides.org	(724) 223-8747	Small business

Katie Hager	Workforce Development Manager	DMI Companies	khager@dmicompanies.com	(724) 310-1244	Business
Linda Hall	Planner	Beaver County Office on Aging	lhall@bcoa.us	(724) 728-7707	Community-based organizations
Gregory Hojdila	Training Director	IBEW 712	jatc@wcpaejatc.org	(724) 775-6920	Labor organizations
Jeff Marshall	Chief Clerk	Greene County Chief Clerk	jmarshall@co.greene.pa.us	(724) 852-5210	Economic and community development
Rick Okraszewski	Training Director	Keystone Mountain Lakes Regional Council of Carpenters	ricky@kmlcarpenters.org	(412) 262-1830	Labor organizations
Darla Openbrier	District Administrator	Bureau of Vocational Rehabilitation	dopenbrier@state.pa.us	(724) 223-4430	Local education agencies and community-based organization
James Palmer	President	Beaver County Corporation for Economic Development	jpalmer@beavercountyced.org	(724) 728-8610	Economic and community development
Stephanie Paluda	Local Government & Community Affairs Specialist	EQT Corporation	spaluda@eqt.com	(724) 746-9368	Business
Donna Ramusivich	Quality/Risk Management Senior VP	Mon Valley Hospital	dramusivich@monvalleyhospital.com	(724) 258-1088	Business
PaulRockage	Western Industrial General Manager	McCarl's Inc.	prockage@mccarl.com	(724) 843-5660	Business
DaveRodgers	Labor & Employee Relations Managers	All Clad Metalcrafters	drodgers@groupeseb.com	(724) 743-6807	Business
Frank Staszko	Asst. Regional Director PA Dept of Labor	PA Department of L&I	fstaszko@pa.gov	(724) 379-4750	State employment service under

					Wagner-Peyser
Lew Villotti	Planning & Development Director	Southwestern Pennsylvania Commission	lewvillotti@spreregion.org	(412) 391-5590	Economic and community development
Brian Yaworsky	Executive Director	Housing Authority of Beaver County	hacby@comcast.net	(724) 775-1220	Community-based organizations
Laural Ziemba	Director, Public Affairs	Range Resources	lziemba@rangeresources.com	(724) 743-6786	Business
Mark Latterner	Market President	Citizens Bank	mark.latterner@citizensbank.com	412-867-2537	Business
Will Allen	Managing Partner	NASCENT Group	will@nascentgroup Holdings.com	937-594-8532	Small business

Three Rivers Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Mark Krupa	Administrative Director	Greene County CTC	krupam@greenectc.org	724-627-3106	Adult education and literacy
John Lackovic	Plant Director	Corelle Brands, LLC	lackovicjl@worldkitchen.com	(724) 489-2292	Business
Rich Barcaskey	Executive Director	Constructors Association of Western PA	richb@cawp.org	412-343-8000	Labor organizations or other
Joe Belechak	PRINCIPAL	ACCENTURE	jbelechak@zoominternet.net	571-434-5003	Business
Natalie Bell	Talent Acquisition	UPMC	naynm@upmc.edu	412-454-8269	Business
Quintin Bullock	President	COMMUNITY COLLEGE OF ALLEGHENY COUNTY	qbullock@ccac.edu	412-237-4413	Institutions of higher education
Debra Caplan	Executive in Residence	The Forbes Funds	Debral.caplan@gmail.com	412-391-5522	Philanthropic Organizations
Marc Cherna	Director	Allegheny Co Department of Human Services	mcherna@alleghenycounty.us	412-350-5705	Community-based organizations
Mary Frances Cooper	President	Carnegie Library of Pittsburgh	coopermf@carnegielibrary.org	412-622-3129	Business
Dave Coplan	Executive Director	HUMAN SERVICES CENTER CORP	dcoplan@hsc-mvpc.org	412-829-7112	Organization addressing employment

Ann Dugan	SR. MANAGING DIRECTOR/Founder Institute for Entrepreneurial Excellence	HEADWATERS SC/University of Pittsburgh	adugan@headwaterssc.com	412-933-6600	Business
Melissa Ferraro	Sr VP, HR	Allegheny Health Network	MELISSFERRARO@AHN.ORG	412-330-2469	Business
Ike Gittlen	Representative	United Steelworkers	igittlen@usw.org	412-562-5005	Labor organizations
Carey Harris	CEO	Literacy Pittsburgh	charris@literacypittsburgh.org	412-393-7600	Eligible providers administering adult education and literacy
Ed Hartman	VP, Finance	Aires	ehartma@aires.com	412-677-1683	Business
Marci Katona	District Administrator	OVR	mkatona@pgov	412-392-4953	Title I of the Rehabilitation Act
Darrin Kelly	President	Allegheny County Labor Council	aclcpgh@aol.com	412-281-7450	Labor organizations or other
Lisa Kuzma	Sr Program Officer	Richard King Mellon Foundation	lkuzma@rkmf.org	412-392-2825	Philanthropic organizations
Majestic Lane	Deputy Chief of Staff	Mayor William Peduto, City of Pittsburgh	majestic.lane@pittsburghpgov	412-255-4759	Community-based organizations with experience and expertise
Steve Massaro	President	Massaro Corp	smassaro@massarocms.com	(412) 963-2800	Business
Caitlin McLaughlin	Executive VP	PNC	cat.mclaughlin@pnc.com	917-885-9297	Business
Jeff Nobers	Executive Director	Builders Guild	jnobers@buildersguild.org	412-921-9000	Joint labor-management apprenticeship program

Scott Pipitone	President and CEO	Pipitone Group	spipitone@pipitongroup.com	412-321-0879	Small business
Josh Pollard	President and CEO	Omicelo	joshupollard@omicelo.com	917-617-8081	Small business
Beth Powers	Sr VP and Chief HR Officer	ATI Metals	beth.powers@atimetals.com	412-394-2996	Business
Frank Staszko	Assistant Regional Director	L&I BWPO	fstaszko@pgov	724-263-8784	State employment service under Wagner-Peyser
Jess Trybus	Chief Games Officer	Simcoach Games	jtrybus@simcoachgames.com	412-246-4033	Small business
Nancy Washington	Director	Allegheny Housing Rehab Corp	ndw3@pitt.edu	412-687-6200	Business

Tri-County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jack Nelson III	Owner	Nelson & Associates Insurance	jackn@nelsoninsurance.net	724 254-9276	Business
Peter Kyne, III	Owner	Eisler Landscapes	Pkayne3@EislerLandscapes.com	724-777-0662	Business
Philip Tack (2nd Vice Chair)	Chairman of the Board	Quality Life Services	philetack@aol.com	724-445-3440	Business
Jesse P. Stoltz	Owner	Keystone Diesel, LLC	jesse@keystonediesel.com	724-612-1214	Business
Scott Covert	Training Coordinator	Penn United Technologies, INC	Scott_Covert@PennUnited.com	724-352-1507 Ext. 4723	Business
Anna Hogg	Director, Education & Clinical Advancement	Butler Health System Education & Clinical Advancement	Annhogg@butlerhealthsystem.org	724-284-4699	Business
Craig Stauffer	Manager	Farmers National Bank	CStauffer@farmersnb.com	724-283-4666 Ext. 0601	Business
Scott Docherty	President	CID Associates, Inc.	scott@cidbuildings.com	724-353-0300 Ext. 12	Business
Chuck Wetmore	CEO / Owner	Kensington HPP, Inc	cwetmore@kensingtonhpp.com	724-845-5411 412-445-4564	Business
Cliff Reese	Administrator	Kittanning Care Center	creese@mykittanningcarecenter.com	724-545-2273	Business
Paul Bergad	President	Bergad Mattress Manufacturers	pbergad@bergad.com	724-763-2883	Business

Denise McQuown-Hatter	President / CEO	Affinity Health Services, Inc.	dmh@affinityhealthservices.net	724-463-1010 724-840-1100	Business
Walter Schroth	Owner	Schroth Industries, Inc.	L5driver@verizon.net	724-463-1010	Business
James Struzzi	President	Indiana Co. Chamber of Commerce	struzzi@indianacountychamber.com	724-465-2511 724-388-0598	Business
Gladys Knox	Co-Owner / President	Wright-Knox Motor Lines	gladys@wrightknox.com	814-446-5611 Ext. 104	Business
Paul Reinert Sr.	Apprenticeship Training Director	Joint Apprenticeship Training IBEW Local 5	reinertpaul@hotmail.com	412-432-1145	Labor Union
Steven Atwood	President	Iron Workers Local Union #3	satwood@iwlocal3.com	412-227-6767 724-525-6366	Labor Union
Mark Toy	President	Laborers Local Union #952	localunion952@yahoo.com	724-548-1524	Labor Union
Ronald Bowersox	President	UMWA, District 2, Local 1412	umwarbowersox@yahoo.com	724-479-8692 724-747-0203	Labor Union
Kenneth Heilman	Executive Director	Armstrong Co. Community Action Agency	kenh@armstrongcap.com	724 -548-3408 724-548-3421	CBO
J. P. Habets	President	H&W Global Industries, Inc.	jp.habets@hwgii.com	724-459-5316	CBO
Katherine Monko	Adult Program Coordinator	ARIN IU 28 Center for Education	kmonko@iu28.org	724-463-5300	Adult Education & Literacy
C. Scott Campbell	Coordinator of Assessment & Grant Initiatives	Butler Co. Community College	scott.campbell@bc3.edu	724-287-8711	Higher Education
Mark Gordon	Butler County Chief of Economic & Development & Planning	Butler County Government Center	MGordon@co.butler.pus	724-284-5300 740-624-8749	Economic Development

Michael Coonley		Executive Director Arm Co Economic Dvlp.	mpcoley@co.armstrong.pus	724-548-1500	Economic Development
Gail Steck	District Administrator	Office of Vocational Rehabilitation New Castle District Office	gsteck@pa.gov	724 -656-3070	Required Partner, Labor & Industry, Title I of the Rehabilitation Act
Frank Staszko	Assistant Regional Director- Western Region	Bureau of Workforce Partnership & Operations	fstaszko@pa.gov	724- 434-5627 Ext. 3106	Required Partner, Wagner Peyser, TAA & Veterans
Wesley Kuchta	Director	Technical School	kuchwes@mylenape.net	724 763-7116	Optional Member

West Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Bruce Denniston	Vice President & General Manager	Pine Electronics	bdenniston@pineinst.com	(724) 458-6391	Small business
Debby Van Kirk	Chief Financial Officer	Bruce & Merrilees, Inc.	dvankirk@bruceandmerrilees.com	(724) 652-5566	Small business
Tammy Barbati	Program Division Chief	West Central Job Partnership	tbarbati@wcjp.org	(724) 656-3165	Community-based organizations
Marc Buskirt	Vice President of Sales	Yourga Trucking, Inc.	jmbuskirt@Yourgcom	(724) 981-3600	Small business
Holly Campbell	Executive Director	Mercer County Housing Authority	h.campbell@mchousing.net	(724) 342-4005	Transportation, housing, and public assistance
Lisa Campbell	Interim Director of Workforce Development	Butler County Community College	liscampbell@bc3.edu	(724) 287-8711 Ext. 8290	Institutions of higher education
Josep Clavelli	President	BCL Management Company	N/A	(724) 658-6361	Small business
John Davidson	Director of Human Resources	Joy Cone Company	john.davidson@joycone.com	(724) 962-3422	Business
Denise Grady	Chief Financial Officer	Berner International Corp.	dgrady@berner.com	(724) 658-3551	Small business
Harry Grafton	President	Grafton Construction	graftoninc@comcast.net	(724) 654-7201	Small business
Gary Grant	Owner	PABCOR	gary_grant@yahoo.com	(724) 652-1930	Small business

John Greenwood	Area Manager	First Energy Corporation	jgreenwood@firstenergycorp.com	(724) 598-4748	Small business
Nathaniel Hamilla	Director	Avalon Springs Nursing Home	nhamilla@avalonspringsnursing.org	(724) 662-5400	Small business
James Hill	Vice President	The Hill Railroad Car Company	jhill@hillrailcar.com	(724) 652-0822	Small business
Tim Jablon	President	Wheatland Steel Processing	timj@wheatlandsteel.com	(724) 981-4242	Small business
Susan Lautenbacher	Chief Executive Officer	LARK Enterprises	slautenbacher@larkent.org	(724) 657-2001 Ext. 111	Community-based organizations
Gillian Maule	Executive Director	Adult Literacy Lawrence County	gillmaule@gmail.com	(724) 654-1500	Adult education and literacy
Tony Miller	Director	Mercer County Career Center	tmiller@mercercctc.org	(724) 662-3000	Organization addressing employment
Pamela Muras	Vice President Branch Manager	Huntington National Bank	pamelamuras@huntington.com	(724) 983-6986	Small business
Linda Nitch	Executive Director	Lawrence County Economic Development Corp.	nitch@lawrencecounty.com	(724) 658-1488	Economic and community development
Randy Seitz	President/CEO	Penn-Northwest Development Corp.	rpseitz@penn-northwest.com	(724) 662-3705	Economic and community development
Randy Silverman	President	Klafters	randy@klafters.com	(724) 658-6561	Small business
Frank Staszko	Asst. Regional Director - Western Region	PA Dept. of Labor & Industry - BWPO	fstaszko@pgov	(724) 434-5627 ext. 3106	State employment service under Wagner-Peyser
Gail Steck	District Administrator	Office of Vocational Rehab	gsteck@pgov	(724) 656-3070	Title I of the Rehabilitation Act

Frank Telesz Jr.	Business Manager	International Brotherhood of Electrical Workers Local Union 712	local712@ibew712.org	(724) 775-0969	Joint labor-management apprenticeship program
Howard Thompson	Member, Beaver-Lawrence Central Labor Council	Beaver-Lawrence Central Labor Council c/o Howard Thompson	jnhd31@comcast.net	(724) 944-5165	Labor organizations
Hope Vaccaro	HR Director	Ellwood Group	hvaccaro@elwd.com	(724) 202-5002	Small business
Dominic Vadala	Trustee	Mercer County Central Labor Council	dominicvadala@yahoo.com	(724) 962-0333	Labor organizations

Westmoreland-Fayette Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Brian Edmiston	Safety Manager Human Resources	TSI Titanium	brian.edmiston@tsititanium.com	(724) 694-2716	Safety Manager Human Resources
Vicki Loucks	Vice President, Chief Operating Officer	Redstone Presbyterian Senior Care	vloucks@redstonehighlands.org	(724) 832-8400	Vice President, Chief Operating Officer
Lori Albright	President	Stellar Precision	labright@stellarprecision.com	(724) 523-5559	President
Steve Columbus	Administrative Manager	Western PA Operating Engineers Joint Apprenticeship & Training	stevecolumbus@windstream.net	(724) 668-2244 Ext. 302	Administrative Manager
Charles Datz	Public Policy Consultant	Lazer M. Palnick Law Ofc.	chardatz@aol.com	(724) 838-7129	Public Policy Consultant
Douglas Decker	Vice President, Chief Operating Officer	Laurel Staffing	ddecker@laurel.edu	(724) 562-1034	Vice President, Chief Operating Officer
Daniel Dunmeyer	Human Resource Manager	Omnova Solutions	Dan.dunmeyer@omnovcom	(724) 523-7429	Human Resource Manager
Marge Duranko	District Administrator	PA Ofc. Of Vocational Rehab.	Maduranko@pgov	(814) 255-6771	District Administrator
Laurie English	Senior Vice President of Academic Affairs	Excela Health	lenglish@excelahealth.org	(724) 689-1947	Senior Vice President of Academic Affairs
Terri Knupp- Gabiak	Manager, External Affairs	First Energy	tgrabiak@firstenergycorpcom	(724) 830-2951	Manager, External Affairs

Julian Imbrescia	Vice President of Academic Affairs	Douglas Education Center	Julian@dec.edu	(724) 853-2213	Vice President of Academic Affairs
James Jones	Plant Manager	Johnson Mathey	James.jones@jmuscom	(724) 564-7215	Plant Manager
Diane Liska	Director of Learning & Talent Management	Peoples Gas	Diane.liska@peoples-gas.com	(412) 298-6872	Director of Learning & Talent Management
Bill Magda	Director of Community Development/Senior Community Service Employment Program	Westmoreland County Community College	magdaw@westmoreland.edu	(724) 925-4027	Director of Community Development/Senior Community Service Employment Program
Muriel Nuttall	Executive Director	Fayette County Chamber of Commerce	mnuttall@fayettechamber.com	(724) 437-4571	Executive Director
George Rattay	Union Representative Local #354	Allegheny County Labor Council AFL-CIO	-	(412) 554-1917	Union Representative Local #354
Ralph Resnick	President and Executive Director	NCDMM	Ralph.rersnick@ncdmm.org	(724) 539-8811	President and Executive Director
Jason Rigone	Executive Director	Westmoreland County IDC	jrigone@co.westmoreland.pus	(724) 830-3061	Executive Director
Faye Rosatti	Vice President Commercial Relationship Manager	Standard Bank	frosatti@standardbankpcom	(724) 837-9701	Vice President Commercial Relationship Manager
Jim Rugh	Human Resource Manager	Composidie	Jrugh@Composidie.com	(724) 727-3466	Human Resource Manager
Phil Savini	Optional		Savinip1@hotmail.com	(724) 438-7206	Optional
Kelly Scott	Regional Director	Manpower	Kelly.scott@manpower.com	(412) 216-1851	Regional Director

Joe Segilia	Program Development Consultant	Ford Machines	jus4@psu.edu	(724) 550-6491	Program Development Consultant
Tuesday Stanley	President	Westmoreland County Community College	stanleyt@westmoreland.edu	(724) 925-4001	President
Jim Stark	CEO	Fayette County Community Action	jstark@fccaorg	(724) 430-3011	CEO
Frank Staszko	Assistant Regional Director	PA Department of Labor and Industry	fstaszko@pgov	(724) 434-5627	Assistant Regional Director
Ed Yankovich	International District #2 Vice President	United Mine Workers of America	eyankovich@umworg	(724) 550-4400	International District #2 Vice President
Tim Yurcisin	President & CEO	Private Industry Council of Westmorland/Fayette, Inc.	TYurcisin@privateindustrycouncil.com	(724) 836-2600	President & CEO