



# 2019 Annual Report

March 1, 2020

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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, 2020

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 2019 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 share the 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 Pennsylvania 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'.

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

Cc:

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

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# Introduction

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## 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 through the engagement of the local workforce development boards (LWDBs) and other workforce development partners.

## 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 CareerLink® sites 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. Pennsylvania has opted to include the Career and Technical Education, Temporary Assistance for Needy Families, Jobs for Veterans State Grants, Senior Community Service Employment, Community Services Block Grant, and Reintegration of Ex-Offenders programs in its Combined State Plan. In addition, WIOA requires regional and local coordination with state plans in the form of regional and local WIOA implementation plans.

Pennsylvania spent most of 2019 and the beginning of 2020 developing a new four-year WIOA Combined State Plan. The Plan will cover from July 1, 2020 to June 30, 2024 and was unanimously voted upon by the Pennsylvania Workforce Development Board on February 5, 2020. The Plan will be submitted to U.S. DOL by April 1, 2020.

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 2018 Performance**

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### **WIOA Core Program Performance**

During the most recent Federal Program Year 2018 (July 1, 2018 to June 30, 2019), 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 2018 WIOA Title I Adult, Dislocated Worker, and Youth, and Title III Wagner-Peyser

WIOA Program	PY 18 Negotiated Performance Level	PY 18 Actual Performance Level
<b>Title I Adult</b>		
Employment Rate (2nd Quarter)	73%	76.8%
Employment Rate (4th Quarter)	70%	75.9%
Median Earnings (2nd Quarter)	\$5,300	\$5,873
Credential Attainment Rate	55%	71.8%
Measurable Skill Gains	Baseline	38.9%
<b>Title I Dislocated Worker</b>		
Employment Rate (2nd Quarter)	75%	84.8%
Employment Rate (4th Quarter)	76%	84.1%
Median Earnings (2nd Quarter)	\$7,300	\$8,496
Credential Attainment Rate	57%	72.4%
Measurable Skill Gains	Baseline	30.1%
<b>Title I Youth</b>		
Employment Rate (2nd Quarter)	65%	68.5%
Employment Rate (4th Quarter)	58%	68.5%
Median Earnings (2nd Quarter)	Baseline	\$2,810
Credential Attainment Rate	72%	65.6%
Measurable Skill Gains	Baseline	58.1%
<b>Title III Wagner-Peyser</b>		
Employment Rate (2nd Quarter)	62%	68.7%
Employment Rate (4th Quarter)	62%	70.0%
Median Earnings (2nd Quarter)	\$5,000	\$5,812

Source: Center for Workforce Information and Analysis (CWIA)

**Table 2.** Performance for Federal Program Year 2018 WIOA Title II Adult Basic Education

WIOA Program	PY 18 Negotiated Performance Level	PY 18 Actual Performance Level
<b>Title II Adult Basic Education</b>		
Employment Rate (2nd Quarter)	Baseline	51.39%
Employment Rate (4th Quarter)	Baseline	50.72%
Median Earnings (2nd Quarter)	Baseline	\$4,775
Credential Attainment Rate	Baseline	38.67%
Measurable Skill Gains	47%	43.85%

**Table 3.** Performance for Federal Program Year 2018 WIOA Title IV Vocational Rehabilitation\*

WIOA Program	PY 18 Performance Level
<b>Title IV State Vocational Rehabilitation-Career Services</b>	
Participants Served	30,227

Participants Exited	11,721
Funds Expended	\$28.5 Million
Cost Per Participant Served	\$944
<b>Title IV State Vocational Rehabilitation-Training Services</b>	
Participants Served	11,781
Participants Exited	1,714
Funds Expended	\$21.7 Million
Cost Per Participant Served	\$1,839
<b>Other Summary Information</b>	
Percent Co-enrolled in more than one WIOA Core Program	16%
<b>Total Statewide</b>	
Participants Served	44,806
Participants Exited	12,438

\*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

With the implementation of the WIOA states are required to measure their effectiveness in serving employers in the workforce development system. The U.S. Departments of Labor and Education provided states with three options to pilot the measure: 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).

An evaluation of the pilot is currently underway, which will result in the selection of a single measure of employer effectiveness and engagement for which states will be responsible to report.



## Program Year 2018 Workforce Development Expenditures

**Table 4.** Expenditures for Program Year 2018 Workforce Development Programs

Line Item	Program	Expenditure
<b>Federal</b>		
WIOA Title I	Adult	\$31.0 Million
WIOA Title I	Youth	\$33.5 Million
WIOA Title I	Dislocated Worker	\$32.1 Million
WIOA Title II	Adult Basic Education	\$28.0 Million
WIOA Title III	Wagner-Peyser	\$26.0 Million
WIOA IV	Vocational Rehabilitation	\$190.8 Million
WIOA Statewide Activities	Business Education Partnerships	\$2.6 Million
	Teacher in the Workplace	\$2.6 Million
	State/Local Internship Program	\$4.8 Million
WIOA Administration		\$6.4 Million
	<b>Subtotal Federal</b>	<b>\$357.8 Million</b>
<b>State</b>		
Industry Partnerships		\$4.8 Million
New Choices/New Options		\$500,000
Re-Employment Fund	Center for Workforce Information & Analysis	\$300,000
	DCNR PA Outdoor Corps	\$1.8 Million
	Labor & Industry Administration	\$10,000
PA Smart		\$7.0 Million
Opioid		\$4.9 Million
Trade & Economic Transition		\$8.0 Million
	<b>Subtotal State</b>	<b>\$27.3 Million</b>
	<b>Total Federal and State</b>	<b>\$385.1 Million</b>

## 2019 Accomplishments

### New WIOA Combined State Plan Development

Throughout 2019, on behalf of Governor Tom Wolf and the Commonwealth of Pennsylvania, the PA WDB coordinated the development of the WIOA Combined State Plan, a new 4-year plan outlining the Governor's Strategic Vision for workforce development, and the state's workforce development goals and strategies. The Plan will be submitted to U.S. DOL for approval by April 1, 2020 to begin implementation on July 1, 2020.

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

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

2. **Sector Strategies and Employer Engagement:** Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.
3. **Youth:** Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.
4. **Continuous Improvement of the Workforce Development System:** Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.
5. **Strengthening the One-Stop Delivery System:** Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.

#### **Progress on Implementing the Current WIOA Combined State Plan**

Pennsylvania has made significant progress implementing the goals and associated sub-goals outlined in the current WIOA Combined State Plan. Some of the 2019 highlights of this progress include:

- Goal 1.10 relates to adopting a common definition for career readiness across WIOA partner programs. To meet this goal, the PA WDB membership voted in May 2019 to approve the statewide definition of career readiness that was crafted by its Youth Committee, based on the results of an earlier career readiness survey developed in partnership with L&I's Center for Workforce Information and Analysis, or CWIA.
- Goal 4.3 relates to implementing a program of capacity building, peer learning, and evaluation to support Next Generation Industry Partnerships and apprenticeship programs, and other multi-employer workforce intermediaries in delivering greater value to: employers, jobseekers, incumbent workers and new hires, etc. To promote this goal, the PA WDB has commissioned surveys and studies for both industry partnership and apprenticeship program partners and stakeholders, the results of which serve to educate and inform, as well as drive expansion and improvements. Additionally, the Commonwealth invests in the planning and hosting of annual Industry Partnership Roundtable events as well as Apprenticeship Summits to further support these partnerships and programs.
- Goal 5.3 relates to embarking on a comprehensive upgrade of CWDS to provide for better jobseeker and employer experiences and allow staff greater case management and performance accountability functionality within and across core programs. To meet this goal, the Commonwealth has engaged in a targeted survey campaign, a visioning session, and human-centered design evaluations to develop a strategy, in collaboration with the staff of multiple state agencies, for its targeted investment in upgrades to the system of record. Additional information regarding this process is detailed within both the Evaluations and Customer Satisfaction sections of this report.
- Goals 5.4, 5.5, and 5.7 all have elements regarding strengthening data sharing and more

effectively using data, particularly related to conducting evaluations of the workforce development system, making information available to Pennsylvanians to inform their decision-making, and developing a WIOA state plan dashboard to monitor implementation and achievement of workforce development goals. To assist with meeting these goals, the PA WDB membership voted unanimously to approve the recommendation developed by its Continuous Improvement Committee for Pennsylvania to publish available information online about the performance of its workforce development system. This information includes, but is not limited to:

- State and local WIOA program performance data, required to be reported to the federal government;
- Information on discretionary grants awarded by Pennsylvania;
- Any state-developed performance data.

### **PAsmart Initiative/Grants**

In 2019, the PA WDB continued to lead Governor Wolf's PAsmart initiative, a 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.

The PAsmart initiative, now in its second year, saw investment to \$40 million in PY 2019 for a total investment of \$70 million. This program continues to focus on 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 continue to 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 \$10 million to increase investments in Career and Technical Education (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 continue to 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

A well-conceived WIOA waiver plan is a benefit to Pennsylvania as it assists the state's public workforce development system with funding flexibility and/or the suspension of regulatory barriers that prevent citizens and businesses from maximizing workforce development programs and services. Each waiver is customized to account for Pennsylvania's unique statewide strategic approach and written so that local workforce development boards may choose whether to employ a given waiver.

Following WIOA implementation, U.S. DOL's Employment and Training Administration, or ETA, has allowed states to apply for WIOA Title I waivers. The WIOA statute indicates waiver plans are associated with the 4-year WIOA Combined State Plan; accordingly, waivers terminate concurrently with the state plan. As of the end of calendar year 2019, the state's WIOA waiver landscape contained three federally approved waivers. If approved, the waiver plan will take effect on July 1, 2020, along with the new WIOA Combined State Plan.

#### 1. Waiver to allow local areas to provide in-school youth with Individual Training Accounts

*WIOA and Regulatory Citation(s): 20 CFR 681.550 {originally approved Sept. 28, 2018}*

WIOA Title I funded Individual Training Accounts, or ITAs, are the key methodology to fund approved occupational training for eligible WIOA Adult, Dislocated Worker, and Out-of-School Youth participants.

#### 2. Waiver to allow flexibility in the use of WIOA funds reserved by the Governor to provide statewide rapid response activities and other employment activities when a qualifying disaster event occurs

*WIOA and Regulatory Citation(s): WIOA 134(a)(2)(A), 134(a)(2)(B) and 134(a)(3) {originally approved Dec.3, 2018}*

This waiver was created by Pennsylvania and heralded by ETA. It creates opportunities for L&I to provide aid if a declared disaster occurs. When a disaster or emergency occurs, L&I can provide disaster safety and clean-up assistance using federal disaster grants. However, there are often significant time delays before grant funds are allocated; and certain grant limitations can slow down disaster recovery efforts (e.g. the requirement to use certain WIOA eligible participants for disaster recovery efforts). This waiver allows flexibility in the use of unobligated WIOA funds reserved by the Governor to provide statewide employment and training activities, including short-term disaster relief employment to affected areas.

#### 3. Waiver of the requirement that eligible training providers, or ETPs, collect demographic information and performance data for all students in a training program

*WIOA and Regulatory Citation(s): WIOA Section 116(d)(4)(A) and 122; 20 CFR 677.230(a)(4) and (5); and 20 CFR 680.400-680.530 {originally approved Nov. 14, 2019}*

WIOA requires ETPs to collect and report all students' demographic information and performance data for programs listed on the ETPL. The state has met WIOA's *informed consumer choice* requirements. Unfortunately, the availability of providers of occupational training has sharply decreased across the state due to the new requirements placed upon ETPs; therefore, *consumer choice* has been negatively affected. The imbalance has been deemed too great in many local areas, which is the key reason for requesting this waiver.

### **U.S. DOL Co-Enrollment Cohort**

Pennsylvania was selected with six other states in March 2018 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.

During 2019, Pennsylvania's Co-enrollment Cohort Team, led by the PA WDB, and including representatives from the PA Departments of Labor & Industry (including the Office of Vocational Rehabilitation), Human Services, and Education, as well as PA CareerLink® staff from three local workforce development areas (Allegheny County, South Central, and Lehigh Valley), concluded its participation in this project. Recommendations resulting from the team's participation are included in the newly developed WIOA Combined State Plan.

### **U.S. DOL Credential Attainment Cohort**

In late 2019, Pennsylvania was selected by U.S. DOL as one of nine states to join the newly formed Credential Attainment Cohort, where state teams are exploring different methods for determining which degrees, certificates, certifications, and licenses qualify as credentials (according to the definition outlined within federal guidance), and are addressing common and state-specific challenges related to the WIOA performance indicator and developing a system-wide resource to assist states in similar efforts. The discussion, developments, and promising practices being shared throughout this cohort will help to inform future federal technical assistance. States will also establish an action plan that outlines a new or enhanced process for assessing and determining which degrees, certificates, certifications, and licenses qualify as federally defined credentials.

Pennsylvania's team is comprised of representatives from the PA WDB and the Departments of Education and Labor & Industry, including the Office of Vocational Rehabilitation. The Commonwealth's participation in this cohort also aligns with one of Governor Wolf's continuing priorities related to reaching specific workforce development goals around credential attainment and expanding pre-apprenticeship and Registered Apprenticeship.

This cohort will engage in virtual and in-person peer learning and information sharing activities over the course of 8 consecutive months with the ultimate goal of developing a capstone that will assist other states confronting similar challenges around credential attainment.

### **Next Generation Industry Partnership Grants and Dashboard**

In 2019, the Commonwealth continued support for 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.

#### ***PASmart Next Gen IP Grants***

In February 2019, Governor Wolf awarded over \$3 million to PASmart Next Gen IP Convening and Implementation grants. 28 Next Gen IPs were funded through these grants, with 15 partnerships receiving funds to support convening activities and 13 partnerships receiving funds to support implementation

activities. These grants supported projects in eight different industry clusters including, Advanced Manufacturing, Building and Construction, Business Services, Education, Energy, Healthcare, Hospitality, Leisure and Entertainment, and Logistics and Transportation.

These awards were funded through state dollars and highlight the commitment to continue building sector strategies and industry partnerships. 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.

#### *Next Gen IP Dashboard*

In 2019, the PA Workforce Development Board created an online IP Dashboard. The dashboard, which is housed on the PA Department of Labor & Industry website, gives the public an opportunity to learn about the various Next Gen IPs across the state. The Dashboard allows users to search by partnership name or county and includes convener contact information, partnership status, partnership priorities, and more.

The dashboard will allow interested business or public partners to contact the partnership in their area and will create a mechanism for partnerships to connect and create a community of practice. The dashboard went 'live' in November 2019 and the state WDB has found the dashboard to be an extremely useful tool.

#### **Engaging Local Workforce Development Boards**

Throughout 2019 the PA WDB continued to directly engage and collaborate with Local Workforce Development Boards through a variety of initiatives, including:

- Inviting LWDB representatives to serve on PA WDB committees. Currently LWDBs are represented on the majority of PA WDB committees, with the goal of having LWDB staff representation on every committee.
- Inviting LWDBs to present at PA WDB Quarterly Meetings, along with other workforce development partners. The Lehigh Valley, Philadelphia, Southern Alleghenies, and Westmoreland-Fayette WDBs presented to the PA WDB over the course of 2019;
- 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 2019 the PA WDB identified several ways to improve its organizational effectiveness and engagement with workforce development partners, including:

- The PA WDB partnered with LWDBs to host listening sessions on Workforce Innovation and Opportunity Act (WIOA) Combined State Plan Development. Five sessions were held across Pennsylvania, hosted with the Berks, Central, Lehigh Valley, Philadelphia, and Southwest Corner WDBs.



- Enhancing PA WDB Quarterly meetings to focus more on actions related to policy recommendations for Pennsylvania's Workforce Development System.
- Utilizing the PA WDB committees in WIOA goal development for the 2020 Combined State Plan, as well as implementation of the goal identified in the 2016 Combined State Plan.
- Continuing to maintain positive, effective working relationships with workforce development stakeholders at the federal, state, and local levels.

## 2020 Priorities

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### **New WIOA Combined State Plan Implementation Workplan and Dashboard**

In early 2019, the PA WDB began the year-long process to update the WIOA Combined State Plan. This process has included convening state agency partners and engaging with regional and local workforce development stakeholders to review and revise the existing broad goals and sub-goals and use updated labor market information to determine the most effective methods to advance Pennsylvania's workforce development system in the next four years.

When the new state plan takes effect on July 1, 2020, the PA WDB and its standing committees will take the lead on ensuring that consistent progress is made toward the achievement of the plan's clearly identified measurables and benchmarks. This will begin, in part, with the creation of the new PA WDB One-Stop Service Delivery System Committee, charged with developing policy recommendations related to interagency collaboration and coordination within the one-stop system and implementing the associated goals set forth in the state plan.

Additionally, the PA WDB, in collaboration with the Keystone Economic Development and Workforce Command Center, will develop an accessible and user-friendly online dashboard to track all key performance indicators related to the workforce development system and implementation of the new WIOA Combined State Plan, including developing state-driven metrics and elevating promising practices throughout the system.

The Pennsylvania Workforce Development Board will coordinate the tracking of all key performance indicators related to the workforce development system across agencies, including the development and maintenance of the dashboard. As new data becomes available, the dashboard will be updated on a timely basis.

### **Keystone Economic Development and Workforce Command Center Participation**

In February 2019, Governor Tom Wolf signed an Executive Order creating the Keystone Command Center, which brings together Commonwealth, labor, and business leaders on a weekly basis to address issues impacting Pennsylvania's workforce. The collaborative nature of the body, which includes PA WDB leadership, facilitates the identification and elimination of barriers that confront citizens seeking to advance in their careers, as well as the barriers that face businesses and education and training institutions seeking to develop the workforce.

The Keystone Command Center has four main responsibilities:

- Identifying impediments to employment and develop proposals and recommendations to minimize barriers, modernize the workforce, and improve the business climate in Pennsylvania.



- Identifying successful models from the public and private sectors that address workers' needs for access to a broad range of supports.
- Developing workforce and economic development goals and tracking implementation of those goals.
- Monitoring implementation of policies and initiatives related to workforce development.

#### **PA WDB Interagency Workgroup**

In early 2019, the PA WDB began convening monthly interagency workgroup sessions, comprised of representatives from all state agencies with workforce development-related initiatives, including core partners within the Pennsylvania Departments of Labor & Industry and Education, which administer WIOA Title I, II, III, and IV programs and activities. Additional participating state agency partners include, the Departments of Aging, Agriculture, Corrections, Community & Economic Development, Health, Human Services, State, Military & Veterans Affairs, and Conservation & Natural Resources. The PA WDB facilitates this on-going collaboration, in coordination with the Governor's Office.

## Appendices

### Appendix A: Local Performance for Program Year 2018

**Table 5.** Local Performance for Program Year 2018 WIOA Title I Adult (4th Quarter PY Year-to-Date)

Adult Program	Employment Rate (2nd Quarter)			Employment Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
Location Code/Name	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
<b>42000 Statewide</b>	76.8%	73.0%	105.2%	75.9%	70.0%	108.4%	\$5,873	\$5,300	110.8%	71.8%	55.0%	130.5%	38.9%	Baseline	-
<b>Central Region</b>															
42175 Central	79.4%	77.0%	103.1%	76.4%	76.0%	100.5%	\$5,474	\$5,100	107.3%	63.6%	62.0%	102.6%	41.7%	Baseline	-
42180 South Central	80.9%	77.0%	105.1%	76.4%	82.0%	93.2%	\$5,844	\$6,500	89.9%	60.3%	55.0%	109.6%	42.3%	Baseline	-
<b>Lehigh Valley Region</b>															
42070 Lehigh Valley	85.8%	75.0%	114.4%	82.0%	70.0%	117.1%	\$7,088	\$5,700	124.4%	87.1%	68.0%	128.1%	54.8%	Baseline	-
<b>North Central Region</b>															
42125 North Central	80.1%	75.0%	106.8%	82.2%	77.0%	106.8%	\$4,544	\$4,200	108.2%	66.7%	81.0%	82.3%	48.6%	Baseline	-
<b>Northeast Region</b>															
42055 Lackawanna	74.4%	78.0%	95.4%	82.4%	80.0%	103.0%	\$7,693	\$6,000	128.2%	76.4%	65.0%	117.5%	34.8%	Baseline	-
42075 Luzerne-Schuylkill	80.9%	77.0%	105.1%	80.5%	75.0%	107.3%	\$6,453	\$6,000	107.6%	73.9%	57.0%	129.6%	40.6%	Baseline	-
42135 Pocono Counties	76.5%	73.0%	104.8%	76.1%	78.0%	97.6%	\$6,684	\$5,000	133.7%	82.2%	64.0%	128.4%	41.4%	Baseline	-
<b>Northern Tier Region</b>															
42130 Northern Tier	85.1%	78.0%	109.1%	83.9%	73.0%	114.9%	\$5,231	\$5,000	104.6%	80.0%	68.0%	117.6%	50.0%	Baseline	-
<b>Northwest Region</b>															
42170 Northwest	80.0%	73.0%	109.6%	77.8%	76.0%	102.4%	\$5,853	\$5,600	104.5%	60.0%	62.0%	96.8%	35.4%	Baseline	-
42145 West Central	84.8%	78.0%	108.7%	88.5%	78.0%	113.5%	\$7,099	\$5,800	122.4%	51.8%	63.0%	82.2%	50.4%	Baseline	-
<b>South Central Region</b>															
42060 Lancaster	78.3%	73.0%	107.3%	75.1%	70.0%	107.3%	\$5,556	\$5,000	111.1%	92.1%	65.0%	141.7%	38.0%	Baseline	-
<b>Southeast Region</b>															
42015 Berks	73.8%	80.0%	92.3%	85.7%	72.0%	119.0%	\$9,501	\$7,800	121.8%	87.5%	75.0%	116.7%	50.0%	Baseline	-
42020 Bucks	75.3%	75.0%	100.4%	80.3%	70.0%	114.7%	\$7,197	\$6,200	116.1%	68.4%	50.0%	136.8%	3.1%	Baseline	-
42030 Chester	91.4%	73.0%	125.2%	81.2%	70.0%	116.0%	\$6,713	\$5,300	126.7%	29.0%	55.0%	52.7%	2.7%	Baseline	-
42035 Delaware	72.0%	70.0%	102.9%	66.7%	70.0%	95.3%	\$3,955	\$4,500	87.9%	79.2%	70.0%	113.1%	31.3%	Baseline	-
42080 Montgomery	76.7%	70.0%	109.6%	74.7%	77.0%	97.0%	\$6,302	\$5,300	118.9%	81.3%	68.0%	119.6%	20.8%	Baseline	-
42090 Philadelphia	69.0%	73.0%	94.5%	68.6%	70.0%	98.0%	\$5,297	\$5,400	98.1%	48.8%	50.0%	97.6%	27.9%	Baseline	-
<b>Southern Alleghenies Region</b>															
42100 Southern Alleghenies	76.2%	71.5%	106.6%	74.9%	77.0%	97.3%	\$5,449	\$5,350	101.8%	85.2%	67.0%	127.2%	33.0%	Baseline	-
<b>Southwest Region</b>															
42165 Southwest Corner	86.9%	74.0%	117.4%	82.2%	71.0%	115.8%	\$7,305	\$5,900	123.8%	70.3%	65.0%	108.2%	67.1%	Baseline	-
42212 Three Rivers Combined	79.5%	77.0%	103.2%	80.3%	72.0%	111.5%	\$5,723	\$5,400	106.0%	85.3%	57.0%	149.6%	46.4%	Baseline	-
42005 Allegheny	81.1%	77.0%	105.3%	81.0%	72.0%	112.5%	\$5,921	\$5,400	109.6%	88.0%	57.0%	154.4%	46.2%	Baseline	-
42095 City of Pittsburgh	77.5%	77.0%	100.6%	79.2%	72.0%	110.0%	\$5,541	\$5,400	102.6%	81.4%	57.0%	142.8%	48.8%	Baseline	-
42110 Tri-County	75.0%	73.0%	102.7%	71.4%	67.0%	106.6%	\$5,855	\$5,000	117.1%	85.7%	67.0%	127.9%	72.1%	Baseline	-
42045 Westmoreland-Fayette	85.0%	73.0%	116.4%	86.0%	72.0%	119.4%	\$7,434	\$6,400	116.2%	73.9%	66.0%	112.0%	31.0%	Baseline	-

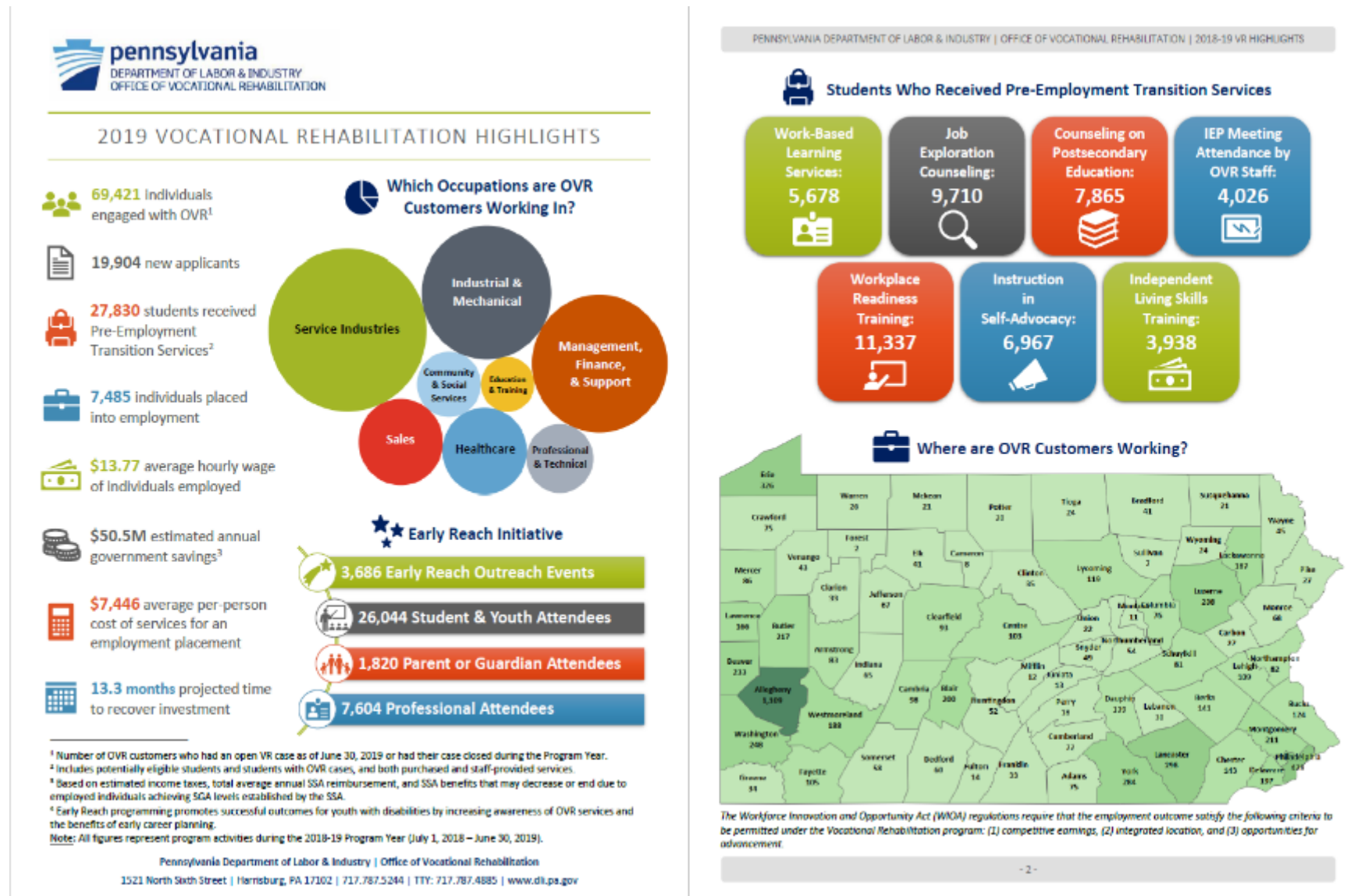
**Table 6.** Local Performance for Program Year 2018 WIOA Title I Youth (4th Quarter PY Year-to-Date)

Youth Program	Employment & Education Rate (2nd Quarter)			Employment & Education Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
Location Code/Name	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
<b>42000 Statewide</b>	68.5%	65.0%	105.4%	68.5%	58.0%	118.1%	\$2,877	Baseline	-	65.6%	72.0%	91.1%	58.1%	Baseline	-
<b>Central Region</b>															
42175 Central	64.5%	65.0%	99.2%	67.9%	62.0%	109.5%	\$2,894	Baseline	-	54.4%	65.0%	83.7%	53.1%	Baseline	-
42180 South Central	70.5%	72.0%	97.9%	76.1%	74.0%	102.8%	\$2,707	Baseline	-	27.5%	65.0%	42.3%	43.8%	Baseline	-
<b>Lehigh Valley Region</b>															
42070 Lehigh Valley	76.5%	68.0%	112.5%	74.6%	61.0%	122.3%	\$4,023	Baseline	-	74.4%	65.0%	114.5%	76.5%	Baseline	-
<b>North Central Region</b>															
42125 North Central	60.0%	65.0%	92.3%	68.9%	65.0%	106.0%	\$3,041	Baseline	-	54.7%	65.0%	84.2%	29.7%	Baseline	-
<b>Northeast Region</b>															
42055 Lackawanna	70.8%	65.0%	108.9%	75.0%	63.0%	119.0%	\$3,646	Baseline	-	83.3%	65.0%	128.2%	35.9%	Baseline	-
42075 Luzerne-Schuylkill	63.0%	65.0%	96.9%	64.4%	60.0%	107.3%	\$2,546	Baseline	-	74.4%	65.0%	114.5%	61.7%	Baseline	-
42135 Pocono Counties	60.0%	65.0%	92.3%	68.1%	60.0%	113.5%	\$3,336	Baseline	-	57.5%	65.0%	88.5%	41.1%	Baseline	-
<b>Northern Tier Region</b>															
42130 Northern Tier	66.7%	65.0%	102.6%	60.0%	58.0%	103.4%	\$3,151	Baseline	-	57.9%	65.0%	89.1%	44.4%	Baseline	-
<b>Northwest Region</b>															
42170 Northwest	60.2%	62.0%	97.1%	68.9%	60.0%	114.8%	\$2,206	Baseline	-	20.3%	65.0%	31.2%	19.4%	Baseline	-
42145 West Central	81.2%	65.0%	124.9%	76.8%	53.0%	144.9%	\$4,808	Baseline	-	66.7%	65.0%	102.6%	50.0%	Baseline	-
<b>South Central Region</b>															
42060 Lancaster	81.2%	72.0%	112.8%	72.9%	62.0%	117.6%	\$4,007	Baseline	-	78.6%	65.0%	120.9%	78.7%	Baseline	-
<b>Southeast Region</b>															
42015 Berks	78.7%	75.0%	104.9%	73.1%	75.0%	97.5%	\$3,620	Baseline	-	86.3%	65.0%	132.8%	76.2%	Baseline	-
42020 Bucks	61.7%	65.0%	94.9%	57.8%	68.0%	85.0%	\$2,609	Baseline	-	62.2%	65.0%	95.7%	47.2%	Baseline	-
42030 Chester	75.0%	65.0%	115.4%	60.6%	62.0%	97.7%	\$2,860	Baseline	-	46.0%	65.0%	70.8%	35.7%	Baseline	-
42035 Delaware	73.3%	75.0%	97.7%	78.9%	57.0%	138.4%	\$4,880	Baseline	-	80.0%	65.0%	123.1%	90.0%	Baseline	-
42080 Montgomery	63.9%	65.0%	98.3%	64.5%	62.0%	104.0%	\$1,677	Baseline	-	45.0%	65.0%	69.2%	71.9%	Baseline	-
42090 Philadelphia	70.9%	65.0%	109.1%	67.3%	62.0%	108.5%	\$2,439	Baseline	-	73.5%	65.0%	113.1%	67.7%	Baseline	-
<b>Southern Alleghenies Region</b>															
42100 Southern Alleghenies	65.4%	66.0%	99.1%	68.5%	78.0%	87.8%	\$3,483	Baseline	-	57.5%	65.0%	88.5%	34.7%	Baseline	-
<b>Southwest Region</b>															
42165 Southwest Corner	70.9%	65.0%	109.1%	75.8%	72.0%	105.3%	\$2,989	Baseline	-	69.6%	65.0%	107.1%	66.9%	Baseline	-
42212 Three Rivers Combined	63.6%	60.0%	106.0%	64.2%	55.0%	116.7%	\$2,457	Baseline	-	87.2%	65.0%	134.2%	89.2%	Baseline	-
42005 Allegheny	65.6%	60.0%	109.3%	63.9%	55.0%	116.2%	\$2,539	Baseline	-	86.8%	65.0%	133.5%	91.7%	Baseline	-
42095 City of Pittsburgh	62.9%	60.0%	104.8%	64.7%	55.0%	117.6%	\$2,409	Baseline	-	87.6%	65.0%	134.8%	86.3%	Baseline	-
42110 Tri-County	71.7%	65.0%	110.3%	66.7%	71.0%	93.9%	\$3,334	Baseline	-	47.8%	65.0%	73.5%	48.9%	Baseline	-
42045 Westmoreland-Fayette	72.2%	60.0%	120.3%	66.1%	60.0%	110.2%	\$2,938	Baseline	-	52.5%	65.0%	80.8%	52.3%	Baseline	-

**Table 7.** Local Performance for Program Year 2018 WIOA Title I Dislocated Worker (4th Quarter PY Year-to-Date)

Dislocated Worker Program	Employment Rate (2nd Quarter)			Employment Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
Location Code/Name	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	84.8%	75.0%	113.1%	84.1%	76.0%	110.7%	\$8,496	\$7,300	116.4%	72.4%	57.0%	127.0%	30.1%	Baseline	-
<b>Central Region</b>															
42175 Central	87.7%	78.0%	112.4%	84.1%	78.0%	107.8%	\$7,816	\$7,300	107.1%	76.4%	68.0%	112.4%	36.8%	Baseline	-
42180 South Central	86.9%	84.0%	103.5%	86.6%	84.0%	103.1%	\$8,929	\$7,900	113.0%	69.5%	64.0%	108.6%	24.2%	Baseline	-
<b>Lehigh Valley Region</b>															
42070 Lehigh Valley	87.6%	77.0%	113.8%	86.4%	76.0%	113.7%	\$9,150	\$7,800	117.3%	76.7%	65.0%	118.0%	46.8%	Baseline	-
<b>North Central Region</b>															
42125 North Central	86.1%	83.0%	103.7%	85.0%	90.0%	94.4%	\$7,633	\$7,500	101.8%	72.9%	65.0%	112.2%	21.2%	Baseline	-
<b>Northeast Region</b>															
42055 Lackawanna	90.4%	83.0%	108.9%	90.7%	82.0%	110.6%	\$8,514	\$8,000	106.4%	80.3%	65.0%	123.5%	35.3%	Baseline	-
42075 Luzerne-Schuylkill	86.4%	77.0%	112.2%	86.8%	77.0%	112.7%	\$9,349	\$7,300	128.1%	79.0%	61.0%	129.5%	31.2%	Baseline	-
42135 Pocono Counties	80.1%	78.0%	102.7%	81.9%	76.0%	107.8%	\$7,884	\$6,700	117.7%	86.8%	64.0%	135.6%	37.4%	Baseline	-
<b>Northern Tier Region</b>															
42130 Northern Tier	85.5%	79.0%	108.2%	92.5%	80.0%	115.6%	\$7,668	\$7,200	106.5%	72.4%	62.0%	116.8%	51.9%	Baseline	-
<b>Northwest Region</b>															
42170 Northwest	86.8%	80.0%	108.5%	87.4%	80.0%	109.3%	\$11,832	\$9,000	131.5%	67.1%	65.0%	103.2%	15.8%	Baseline	-
42145 West Central	85.0%	80.0%	106.3%	87.3%	80.0%	109.1%	\$9,584	\$7,300	131.3%	74.4%	67.0%	111.0%	43.8%	Baseline	-
<b>South Central Region</b>															
42060 Lancaster	84.1%	78.0%	107.8%	80.9%	78.0%	103.7%	\$7,912	\$7,600	104.1%	82.1%	65.0%	126.3%	24.4%	Baseline	-
<b>Southeast Region</b>															
42015 Berks	76.6%	85.0%	90.1%	87.5%	85.0%	102.9%	\$8,644	\$8,000	108.1%	82.6%	57.0%	144.9%	63.1%	Baseline	-
42020 Bucks	83.4%	79.0%	105.6%	86.0%	76.0%	113.2%	\$9,383	\$7,500	125.1%	64.6%	57.0%	113.3%	0.7%	Baseline	-
42030 Chester	92.2%	75.0%	122.9%	70.1%	76.0%	92.2%	\$10,000	\$7,600	131.6%	20.0%	57.0%	35.1%	0.0%	Baseline	-
42035 Delaware	85.7%	77.0%	111.3%	81.1%	77.0%	105.3%	\$8,770	\$8,600	102.0%	85.7%	76.0%	112.8%	23.5%	Baseline	-
42080 Montgomery	81.4%	82.0%	99.3%	85.5%	86.0%	99.4%	\$9,702	\$8,300	116.9%	78.9%	63.0%	125.2%	16.7%	Baseline	-
42090 Philadelphia	79.6%	75.0%	106.1%	74.9%	76.0%	98.6%	\$7,069	\$6,700	105.5%	39.3%	52.0%	75.6%	13.1%	Baseline	-
<b>Southern Alleghenies Region</b>															
42100 Southern Alleghenies	83.0%	87.0%	95.4%	86.7%	87.0%	99.7%	\$7,120	\$7,500	94.9%	65.0%	76.0%	85.5%	24.7%	Baseline	-
<b>Southwest Region</b>															
42165 Southwest Corner	92.7%	78.0%	118.8%	90.1%	79.0%	114.1%	\$9,599	\$7,300	131.5%	83.4%	67.0%	124.5%	70.2%	Baseline	-
42212 Three Rivers Combined	85.9%	78.0%	110.1%	86.4%	78.0%	110.8%	\$8,751	\$7,700	113.7%	76.5%	62.0%	123.4%	39.2%	Baseline	-
42005 Allegheny	86.1%	78.0%	110.4%	86.6%	78.0%	111.0%	\$9,039	\$7,700	117.4%	75.0%	62.0%	121.0%	33.7%	Baseline	-
42095 City of Pittsburgh	86.0%	78.0%	110.3%	88.0%	78.0%	112.8%	\$8,353	\$7,700	108.5%	79.4%	62.0%	128.1%	57.4%	Baseline	-
42110 Tri-County	87.3%	82.0%	106.5%	83.4%	83.0%	100.5%	\$9,846	\$8,300	118.6%	84.1%	70.0%	120.1%	69.8%	Baseline	-
42045 Westmoreland-Fayette	89.4%	86.0%	104.0%	86.2%	86.0%	100.2%	\$9,235	\$8,600	107.4%	92.1%	75.0%	122.8%	25.4%	Baseline	-

**Table 8.** WIOA Title IV Vocational Rehabilitation Performance Highlights



## 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	<a href="mailto:jeffrey.brown@wakefern.com">jeffrey.brown@wakefern.com</a>	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	<a href="mailto:timipharma@gmail.com">timipharma@gmail.com</a>	347-574-4754	Business
Joseph J. Alex	President	Alex Color Company 17th and Market Streets Ashland, PA 17921	<a href="mailto:joealex@alexcolor.com">joealex@alexcolor.com</a>	570-875-3300	Business
Denise Andahazy	VP and Chief HR Officer	CSS Industries 2015 West Front Street Berwick, PA 18707	<a href="mailto:denise.andahazy@cssindustries.com">denise.andahazy@cssindustries.com</a>	570-759-7272	Business
Shannon Austin	Executive Director	Department of Labor & Industry Office of Vocational Rehabilitation 651 Boas Street, Rm 1723 Harrisburg, PA 17121	<a href="mailto:shaAustin@pa.gov">shaAustin@pa.gov</a>	717-783-3784	Lead State Official
Camera Bartolotta	Senator	Pennsylvania Senate 19 East Wing, Senate Box 203046 Harrisburg, PA 17120-3046	<a href="mailto:cbartolotta@pasen.gov">cbartolotta@pasen.gov</a>	(717) 787-1463	General Assembly
Tim Bean	CFO	Control Chief Corporation 200 Williams Street Bradford, PA 16701	<a href="mailto:tbean@controlchief.com">tbean@controlchief.com</a>	814-362-6811 814-598-6777	Business
Georgia Berner	President and CEO	Berner International Shenango Commerce Park 111 Progress Avenue New Castle, PA 16101	<a href="mailto:georgiaberner@gmail.com">georgiaberner@gmail.com</a>	724-658-3551	Business
Richard Bloomingdale	President	Pennsylvania AFL-CIO 600 N. 2 <sup>nd</sup> Street Harrisburg, PA 17101	<a href="mailto:president@paafcio.org">president@paafcio.org</a>	717-231-2841	Labor/CBO/ Youth/ED
Julene Campion	VP HR Talent Management	Geisinger Health System 105 Justin Drive Danville, PA 17821	<a href="mailto:jcampion@geisinger.edu">jcampion@geisinger.edu</a>		Business

Name	Title	Organization and Address	Email	Phone	Membership Category
Morgan Cephas	Representative	Pennsylvania House of Representatives 103 East Wing, PO Box 202192 Harrisburg, PA 17120	<a href="mailto:mcephas@pahouse.net">mcephas@pahouse.net</a>	717-783-2192	General Assembly
Dennis Davin	Secretary	PA Department of Community & Economic Development 400 North Street, 4th Floor Harrisburg, PA 17120	<a href="mailto:ddavin@pa.gov">ddavin@pa.gov</a>	717-720-1355	State Agency Official
Wendie DiMatteo-Holsinger	CEO	ASK Foods Inc. 77 North Hetrick Avenue, PO Box 388 Palmyra, PA 17078	<a href="mailto:wdimatteo@askfoods.com">wdimatteo@askfoods.com</a>	717-838-3530 Ext. 111	Business
Patrick Eiding	President	AFL-CIO Philadelphia Council 22 South 22nd Street, Suite 2 Philadelphia, PA 19103	<a href="mailto:peiding@philafcio.org">peiding@philafcio.org</a>	215-665-9800	Labor/CBO/ Youth/Ed
Chekemma Fulmore-Townsend	President and CEO	Philadelphia Youth Network, Inc. 400 Market Street, Suite 200 Philadelphia, PA 19106	<a href="mailto:ctownsend@pyninc.org">ctownsend@pyninc.org</a>	484-904-2418	Labor/CBO/ Youth/ED
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	<a href="mailto:bfunkhouser@BH-BA.com">bfunkhouser@BH-BA.com</a>	717-852-1446	Business
Nick Gilson	Founder and CEO	Gilson Brands 6985 New Berlin Highway Winfield, PA 17889	<a href="mailto:nick@gilsonsnow.com">nick@gilsonsnow.com</a>	570-798-9102	Business
Christopher Hackett	President and CEO	i2M 755 Oak Hill Road Mountain Top, PA 18707	<a href="mailto:chris.hackett@i2M.us.com">chris.hackett@i2M.us.com</a>	570-474-4427	Business
James Harper, Jr.	Business Manager	Laborers Local 413 222 Penn Street Chester, PA 19013	<a href="mailto:jharperjr@laborers413.com">jharperjr@laborers413.com</a>	610-872-5328	Labor/CBO/ Youth/Ed
Robert J. Harvie, Jr.	Commissioner, Vice Chair	County of Bucks, Office of Commissioners 55 East Court Street Doylestown, PA 18901	<a href="mailto:CommHarvie@buckscounty.org">CommHarvie@buckscounty.org</a>	215-348-6424	Local Elected Official
Brad Hollabaugh	President	Hollabaugh Bros., Inc. 545 Carlisle Road Biglerville, PA 17307	<a href="mailto:brad@hollabaughbros.com">brad@hollabaughbros.com</a>	717-677-8412	Business

Name	Title	Organization and Address	Email	Phone	Membership Category
Sarah Hollister	Formerly Vice President- Youth Development and Gateway Programs	Formerly JEVS Human Services 1845 Walnut Street, 7th Floor Philadelphia, PA 19103	<a href="mailto:sarahbhollister@gmail.com">sarahbhollister@gmail.com</a>	215-704-6552	Labor/CBO/ Youth/Ed
Timothy James	Tech Lead Manager	Google 303 Kelton Place Cranberry Twp., PA 16066	<a href="mailto:trjames@google.com">trjames@google.com</a>	412-897-4238	Business
Peter Klein	Director	Steamfitters Local 420 14420 Townsend Road, Suite A Philadelphia, PA 19154	<a href="mailto:pklein@lu420.com">pklein@lu420.com</a>	267-350-2610	Labor/CBO/ Youth/Ed
Marguerite Kline	HR Director	Berks Heim Nursing and Rehabilitation PO Box 1495 Reading, PA 19603	<a href="mailto:mkline@countyofberks.com">mkline@countyofberks.com</a>	610-376-04841	Business
Carrie Lenze	Global Continuous Improvement Director	Morgan Advanced Materials 441 Hall Avenue Saint Marys, PA 15857	<a href="mailto:carrie.lenze@gmail.com">carrie.lenze@gmail.com</a>	814-335-4986	Business
Ryan Mackenzie	Representative	Pennsylvania House of Representatives 160A East Wing, PO Box 202134 Harrisburg, PA 17120	<a href="mailto:rmackenzie@pahousegop.com">rmackenzie@pahousegop.com</a>	717-787-1000	General Assembly
Bob McAuliffe	Director	United Steel Workers District 10 1945 Lincoln Highway North Versailles, PA 15137	<a href="mailto:rmcauliffe@usw.org">rmcauliffe@usw.org</a>	412-824-8140	Labor/CBO/ Youth/Ed
Teresa Miller	Secretary	PA Department of Human Services 625 Forster Street, Room 333 Harrisburg, PA 17120	<a href="mailto:teresamill@pa.gov">teresamill@pa.gov</a>	717-787-2600	State Agency Official
Henry Nicholas	President	AFSCME Hospital and Health Care Employees 1319 Locust Street Philadelphia, PA 19107	<a href="mailto:president1199C@aol.com">president1199C@aol.com</a> <a href="mailto:henrynicholas@email.com">henrynicholas@email.com</a>	215-735-1300	Labor/CBO/ Youth/Ed
Jerry Oleksiak	Secretary	PA Department of Labor & Industry 651 Boas Street, Room 1700 Harrisburg, PA 17121	<a href="mailto:wgoleskiak@pa.gov">wgoleskiak@pa.gov</a>	717-705-2630	Lead State Official
Jodi Pace	HR Business Partner	AFP Advanced Food Products LLC 158 West Jackson Street New Holland, PA 17557	<a href="mailto:jodi.pace@afpllc.com">jodi.pace@afpllc.com</a>	717-355-8500 Ext.422	Business



Name	Title	Organization and Address	Email	Phone	Membership Category
Michael Pipe	Commissioner	Centre County Willowbank Office Building 420 Holmes Street Belleville, PA 16823	<a href="mailto:mpipe@centrecountypa.gov">mpipe@centrecountypa.gov</a>	814-355-6700	Local Elected Official
Russell Redding	Secretary	PA Department of Agriculture 2301 North Cameron Street Harrisburg, PA 17110	<a href="mailto:rredding@pa.gov">rredding@pa.gov</a>	717-772-2853	State Agency Official
Gregg Riefenstahl	Talent Acquisitions Manager	Penske 2675 Morgantown Road Reading, PA 19607	<a href="mailto:gregg.riefenstahl@penske.com">gregg.riefenstahl@penske.com</a>	610-796-4305	Business
Pedro Rivera	Secretary	PA Department of Education 333 Market Street, 10th Floor Harrisburg, PA 17126	<a href="mailto:parivera@pa.gov">parivera@pa.gov</a>	717-783-9780	Lead State Official
JoAnne Ryan	President and CEO	Alpha Sintered Metals 95 Mason Run Road Ridgway, PA 15853	<a href="mailto:jryan@alphasintered.com">jryan@alphasintered.com</a>	814-773-3191	Business
Robert Scaer	Chairman and CEO	Gannett Fleming 207 Senate Avenue Camp Hill, PA 17011	<a href="mailto:rscaer@gfnet.com">rscaer@gfnet.com</a>	717-763-7211	Business
Frank Sirianni	President	PA State Building Trades Council 904 North 2nd Street Harrisburg, PA 17102	<a href="mailto:pa.bldg@verizon.net">pa.bldg@verizon.net</a>	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	<a href="mailto:msnead@pa.gov">msnead@pa.gov</a>	717-772-3820	State Agency Official
John "Ski" Sygielski	President	Harrisburg Area Community College One HACC Drive Harrisburg, PA 17110	<a href="mailto:ski@hacc.edu">ski@hacc.edu</a>	717-736-4100	Labor/CBO/ Youth/Ed
Robert Torres	Secretary	PA Department of Aging 555 Walnut Street, 5th Floor Harrisburg, PA 17101	<a href="mailto:rotorres@pa.gov">rotorres@pa.gov</a>	717-767-3812	State Agency Official
Jessica Trybus	Founder and Chief Games Officer	Simcoach Games 40 24th Street, 2nd Floor Pittsburgh, PA 15222	<a href="mailto:jtrybus@simcoachgames.com">jtrybus@simcoachgames.com</a>	412-246-4033	Business
Dionne Wallace-Oakley	SVP-Human Resources	Erie Insurance 100 Erie Insurance Place Erie, PA 16530	<a href="mailto:dionne.wallaceoakley@erieinsurance.com">dionne.wallaceoakley@erieinsurance.com</a>	814-870-6965	Business

<b>Name</b>	<b>Title</b>	<b>Organization and Address</b>	<b>Email</b>	<b>Phone</b>	<b>Membership Category</b>
Yvette Watts	CEO	Watts Facility Solutions The Enterprise Center 4548 Market Street, Suite LL09 Philadelphia, PA 19139	<a href="mailto:ybw@wattswindowcleaning.com">ybw@wattswindowcleaning.com</a>	215-243-4106	Business
John Wetzel	Secretary	PA Department of Corrections 1920 Technology Parkway Mechanicsburg, PA 17050	<a href="mailto:jowetzel@pa.gov">jowetzel@pa.gov</a>	717-728-4109	State Agency Official
Lindsey Williams	Senator	Pennsylvania Senate 366 Main Capitol, Senate Box 203038 Harrisburg, PA 17120	<a href="mailto:SenatorLindseyWilliams@pasenate.com">SenatorLindseyWilliams@pasenate.com</a>	717-787-6538	General Assembly
Matt Yarnell	President	SEIU Healthcare PA 1500 North Second Street Harrisburg, PA 17102	<a href="mailto:matt.yarnell@seiuhcpa.org">matt.yarnell@seiuhcpa.org</a>	714-238-3030	Labor/CBO/ Youth/Ed

## Appendix C: Statewide Eligible Training Provider List

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 Name	Provider Location Address	City	State
Great Lakes Institute of Technology	5100 PEACH ST	ERIE	PA
AAA School of Trucking	6003 JONESTOWN RD	HARRISBURG	PA
AAA School of Trucking, Inc.	442 E GIRARD AVE	PHILADELPHIA	PA
Academy PGH	1501 Preble Ave	Pittsburgh	PA
Admiral Peary Area Vocational Technical School	948 BEN FRANKLIN HWY	EBENSBURG	PA
All-State Career Schools - Essington	50 W POWHATTAN AVE	ESSINGTON	PA
All-State Career School	50 W Powhattan Ave	Essington	PA
ALLEGANY COLLEGE OF MARYLAND	12401 WILLOWBROOK RD	CUMBERLAND	MD
Allegany College of Maryland - Bedford County Campus	18 N RIVER LN	EVERETT	PA
Allied Associates Management, Incorporated	360 Loucks Road	York	PA
Allstate Career School	3 Elm Grove Crossing Mall Suite 3C	Wheeling	WV
Fortis Institute Scranton	517 ASH ST	SCRANTON	PA
Fortis Institute	166 SLOCUM ST	FORTY FORT	PA
Action In Motion Truck Driving Academy	4900 North Ridge Road West	Ashtabula	OH
Action In Motion Truck Driving Academy	4900 North Ridge, West	Ashtabula	OH
Beaver County Career & Technology Center	145 POPLAR AVE	MONACA	PA
Berks Career & Technology Center - Leesport	1057 COUNTY WELFARE RD	LEESPORT	PA
Berks Career & Technology Center - Oley	3307 FRIEDENSBURG RD	OLEY	PA
Bethlehem Area Vocational Technical School	3300 CHESTER AVE	BETHLEHEM	PA
Bidwell Training Center	1815 METROPOLITAN ST	PITTSBURGH	PA
Bloomsburg Univ of Pennsylvania	400 E 2ND ST	BLOOMSBURG	PA
Orange-Ulster BOCES	53 Bedford Ave	Middletown	NY
Orange-Ulster BOCES	53 Gibson RD	Goshen	NY
Smith & Solomon	98 GROVE ST	DUPONT	PA
Smith & Solomon Driver Training	4201 TACONY ST	PHILADELPHIA	PA
Smith & Solomon Driver Training	103 E MAIN ST	NORRISTOWN	PA
Breakthrough Performance Group, LLC	112 Cidar Lane	McMurray	PA

Bucks Co. Community College	310 GEORGE PATTERSON DR STE 109	BRISTOL	PA
Bucks County Community College - Bristol	1200 VETERANS HWY	BRISTOL	PA
Bucks County Community College - Newtown	275 SWAMP RD	NEWTOWN	PA
Bucks County Community College - Perkasio	1 Hillendale Rd	Perkasie	PA
Public Safety Training Center - Doylestown Campus	1760 S EASTON RD	DOYLESTOWN	PA
Buffalo Tractor Trailer Institute, Inc.	4039 Route 219	Salamanca	NY
Builders Guild of Western Pennsylvania	1435 Bedford Ave	Pittsburgh	PA
BC3 at VoTech	210 CAMPUS LN	BUTLER	PA
BC3 Non-Credit	107 COLLEGE DR	BUTLER	PA
BUTLER COUNTY COMMUNITY COLLEGE	2849 W State ST	New Castle	PA
Butler County Community College - Butler	107 COLLEGE DR	BUTLER	PA
Butler County Community College - Butler	PO BOX 1203	BUTLER	PA
Butler County Community College at Brockway	1200 WOOD ST	BROCKWAY	PA
Butler County Community College At LindenPointe	3182 INNOVATION WAY	HERMITAGE	PA
Cairn University	200 MANOR AVE	LANGHORNE	PA
California University of Pennsylvania	250 UNIVERSITY AVE	CALIFORNIA	PA
Carbon Career & Technical Institute	150 W 13TH ST	JIM THORPE	PA
Barber School of NEPA	535 WYOMING AVE	SCRANTON	PA
CDE Career Institute	2942 ROUTE 611	TANNERSVILLE	PA
CDE Career Institute	2942 Route 611	Tannersville	PA
Career Technology Center of Lackawanna County	3201 ROCKWELL AVE	SCRANTON	PA
BOCES (Olean, Belmont, Salamanca, Ellicottville)	1825 WINDFALL RD	OLEAN	NY
CCAC Washington County Center	1500 W CHESTNUT ST	WASHINGTON	PA
CDL ED Training Incorporated	102 CHESTER ST	LANCASTER	PA
Cecil College	748 Jacob Tome Memorial Hwy	Port Deposit	MD
Cecil College	912 Appleton Rd	Elkton	MD
Celebrate Us Workforce Training	1801 N Broad ST	Philadelphia	PA
Celebrate Us Workforce Training	1810 N 13Th ST	Philadelphia	PA
Celebrate Us Workforce Training	59 E MARKET ST	YORK	PA
Celebrate Us Workforce Training	600 Commonwealth Pl	Pittsburgh	PA
Center for Emergency Medicine of Western Pennsylvania, Inc.	230 McKee Pl 5Th Floor	Pittsburgh	PA

Central PA Institute of Science & Technology Center	540 N HARRISON RD	BELLEFONTE	PA
Central PA Institute of Science & Technology Center	540 N HARRISON RD	PLEASANT GAP	PA
Central Susquehanna LPN Career Cntr	1339 SAINT MARY ST STE 2	LEWISBURG	PA
Central Westmoreland Career & Technology Center	240 ARONA RD	NEW STANTON	PA
CETRONIA AMBULANCE CORP	4300 BROADWAY	ALLENTOWN	PA
Chester County Intermediate Unit Practical Nursing Program	443 BOOT RD	DOWNINGTOWN	PA
Chester County OIC	22 N 5Th Ave	Coatesville	PA
CHOFFIN CAREER & TECHNICAL CTR	200 E WOOD ST	YOUNGSTOWN	OH
CLARION COUNTY CAREER CENTER	490 CAREER LN	SHIPPENVILLE	PA
Clarion County Career Center	490 CAREER LN	SHIPPENVILLE	PA
Clarion University of Pennsylvania - Venango	1801 W 1ST ST	OIL CITY	PA
Clarion University of Pennsylvania - Venango	1801 West First Street	Oil City	PA
Clearfield County Career & Technology Center	1620 CREEK RD	CLEARFIELD	PA
Columbia Montour Area Voc Tech Sch	5050 SWEPPENHEISER DR	BLOOMSBURG	PA
CCAC [Community College Allegheny County]	250 YOST BLVD	PITTSBURGH	PA
CCAC [Community College Allegheny County] - Boyce	595 BEATTY RD	MONROEVILLE	PA
CCAC [Community College Allegheny County] - North	8701 PERRY HWY	PITTSBURGH	PA
CCAC [Community College Allegheny County] - South	1750 CLAIRTON RD	WEST MIFFLIN	PA
CCAC [Community College of Allegheny Co] - Allegheny	250 YOST BLVD	PITTSBURGH	PA
CCAC [Community College of Allegheny Co] - Allegheny	701 N HOMEWOOD AVE	PITTSBURGH	PA
CCAC [Community College of Allegheny Co] - Allegheny	800 ALLEGHENY AVE	PITTSBURGH	PA
CCAC [Community College of Allegheny Co] - Allegheny	808 RIDGE AVE	PITTSBURGH	PA
CCAC West Hills Center	1000 MCKEE RD	OAKDALE	PA
Community College of Allegheny County	197 DUNN STATION RD	PROSPERITY	PA
Community College of Beaver County - Monaca	1 CAMPUS DR	MONACA	PA
Community College of Philadelphia	1700 SPRING GARDEN ST	PHILADELPHIA	PA
CHCI	101 JOHN ROBERT THOMAS DR	EXTON	PA
Crane Edge, LLC	2115 US Route 60 E	Milton	WV

Crawford County Area Vocational Technical School	860 THURSTON RD	MEADVILLE	PA
Cumberland Perry Area Vocational Technical School	110 OLD WILLOW MILL RD	MECHANICSBURG	PA
DCI Career Institute	366 ROUTE 18	MONACA	PA
DCI Career Institute	366 Route 18 Beaver Valley Mall	Monaca	PA
DCS School of Driving, LLC	5309 Lincoln Hwy W	Thomasville	PA
Delaware County Community College	1580 CHARLESTOWN RD	PHOENIXVILLE	PA
Delaware County Community College - Media	1700 Spring Garden ST	Philadelphia	PA
Delaware County Community College - Media	901 MEDIA LINE RD	MEDIA	PA
Delaware County Technical School	85 N MALIN RD	BROOMALL	PA
Conemaugh Memorial Medical Center	1086 FRANKLIN ST	JOHNSTOWN	PA
DOTLEN ACADEMY OF SCIENCE	105 E MAIN ST STE 312	NORRISTOWN	PA
Douglas Education Center	130 7TH ST	MONESSEN	PA
Drexel University, Goodwin College	3220 Market ST	Philadelphia	PA
Duquesne University School of Law Paralegal Institute	600 FORBES AVE	PITTSBURGH	PA
Eastern Center for Arts and Technology	3075 TERWOOD RD	WILLOW GROVE	PA
Edinboro Univ of Pennsylvania	210 GLASGOW ROAD	EDINBORO	PA
New Castle School of Trades	4117 PULASKI RD	NEW CASTLE	PA
New Castle School of Trades	129 E 5TH ST	EAST LIVERPOOL	OH
American Advanced Institute of Technology	106 E PENNSYLVANIA BLVD	FEASTERVILLE TREVOSE	PA
Energy Innovation Center Institute, Inc	1435 BEDFORD AVE	PITTSBURGH	PA
Erie's Public Schools Adult Education	3325 CHERRY ST	ERIE	PA
Regional Career and Technical Center	8500 OLIVER RD	ERIE	PA
Erie Institute of Technology	940 MILLCREEK MALL	ERIE	PA
European Medical School of Massage LLC	2913 WINDMILL RD STE 12	SINKING SPRING	PA
Falcon Institute of Health and Science	3045 AVENUE B	BETHLEHEM	PA
Fayette County Career & Technical Institute	175 GEORGES FAIRCHANCE RD	UNIONTOWN	PA
Forbes Road Career & Technology Center	607 BEATTY RD	MONROEVILLE	PA
Franklin Co Career & Tech Center Practical Nursing Program	2463 Loop RD	Chambersburg	PA
Franklin County Career and Technology Center	2463 LOOP RD	CHAMBERSBURG	PA
FULL CIRCLE COMPUTING INC	740 SPRINGDALE DR STE 125	EXTON	PA
FULL CIRCLE COMPUTING INC	1420 PINE ST	PHILADELPHIA	PA

Full Circle Computing, Inc.	2100 N. 13th Street	Reading	PA
FULL CIRCLE COMPUTING, INC.	50 W. Chestnut Street, Suite 1	Lancaster	PA
FULL CIRCLE COMPUTING, INC.	50 West Chestnut Street, Suite 1	Lancaster	PA
FULL CIRCLE COMPUTING, INC.	50 West Chestnut Street, Suite 1	Lancaster	PA
Full Circle Computing, Inc.	1000 Postal Road	Allentown	PA
Fulton County Area Vocational Technical School	145 E CHERRY ST	MC CONNELLSBURG	PA
NEW HORIZONS CLC OF PITTSBURGH	5 PARKWAY CTR STE 200	PITTSBURGH	PA
GEISINGER - LEWISTOWN HOSPITAL	400 HIGHLAND AVE	LEWISTOWN	PA
Global CDL Driver Training School LLC	9430 STATE RD	PHILADELPHIA	PA
Global Power Line Academy	1424 OVERLAND PASS	CLAYSBURG	PA
Greater Altoona Career & Technology Center	1500 4TH AVE	ALTOONA	PA
Greater Johnstown Career & Technology Center	445 SCHOOLHOUSE RD	JOHNSTOWN	PA
Greater Johnstown Career & Technology Center	271 Industrial Ln	Alum Bank	PA
Greater Johnstown Career & Technology Center	339 OLD HAYMAKER RD	MONROEVILLE	PA
Greene County Career and Technology Center	60 ZIMMERMAN DR	WAYNESBURG	PA
HACC- HCR Manor Care	901 COURT ST	SUNBURY	PA
Harcum College	750 MONTGOMERY AVE	BRYN MAWR	PA
HACC	102 CHESTER ST	LANCASTER	PA
HACC (Harrisburg Area Community College)	625 W PENN ST	CARLISLE	PA
HACC (Harrisburg Area Community College)	900 E KING ST	LANCASTER	PA
HACC (Harrisburg Area Community College)	990 Medical RD	Millersburg	PA
HACC (Harrisburg Area Community College)	100 MOUNT ALLEN DR	MECHANICSBURG	PA
HACC (Harrisburg Area Community College)	174 Virginia Ave	Rochester	PA
HACC [Harrisburg Area Community College]	731 OLD HARRISBURG RD	GETTYSBURG	PA
HACC [Harrisburg Area Community College]	1 HACC DR	HARRISBURG	PA
HACC [Harrisburg Area Community College]	1641 OLD PHILADELPHIA PIKE	LANCASTER	PA
HACC [Harrisburg Area Community College]	735 CUMBERLAND ST	LEBANON	PA
HACC [Harrisburg Area Community College]	2010 PENNSYLVANIA AVE	YORK	PA

HACC [Harrisburg Area Community College] - Claremont	1000 CLAREMONT RD	CARLISLE	PA
HACC [Harrisburg Area Community College]- Gettysburg Lutheran	1075 OLD HARRISBURG RD	GETTYSBURG	PA
HACC [Harrisburg Area Community College]-CCTA	1523 N 4TH ST	HARRISBURG	PA
HACC [Harrisburg Area Community College]-LVBH	1200 Grubb Rd Lebanon Valley B	Palmyra	PA
Harrisburg Area Community College	489 CASTLE SHANNON BLVD	PITTSBURGH	PA
Harrisburg Area Community College	970 COLONIAL AVE	YORK	PA
Harrisburg Area Community College	11 SCHOOL HOUSE RD	DANVILLE	PA
Harrisburg Area Community College	1625 WILLOW ST	LEBANON	PA
Harrisburg Area Community College	2463 LOOP RD	CHAMBERSBURG	PA
Harrisburg Area Community College	1700 MARKET ST	CAMP HILL	PA
Harrisburg Area Community College	101 LEADER DR	WILLIAMSPORT	PA
Harrisburg Area Community College	101 CHAMP BLVD	MANHEIM	PA
Harrisburg Area Community College	101 E OREGON RD	LITITZ	PA
Harrisburg Area Community College	1105 PERRY HWY	PITTSBURGH	PA
Harrisburg Area Community College	604 OAK ST	AKRON	PA
Harrisburg Area Community College	2075 SCOTLAND AVE	CHAMBERSBURG	PA
Harrisburg Area Community College	2050 Trevorton RD	Coal Township	PA
Harrisburg Area Community College	58 NEITZ RD	NORTHUMBERLAND	PA
Harrisburg Area Community College	544 N PENRYN RD	MANHEIM	PA
Harrisburg Area Community College	835 S MAIN ST	WASHINGTON	PA
Harrisburg Area Community College	15 RIDGECREST CIR	LEWISBURG	PA
Harrisburg Area Community College	201 VILLAGE DR	CANONSBURG	PA
Harrisburg Area Community College	7 W PARK AVE	MYERSTOWN	PA
Harrisburg Area Community College	300 BARR ST	CANONSBURG	PA
Harrisburg Area Community College	4702 E MAIN ST	BELLEVILLE	PA
Harrisburg Area Community College	300 CENTER AVE	WAYNESBURG	PA
Harrisburg Area Community College	54 N HARRISON ST	YORK	PA
Harrisburg Area Community College	2179 S QUEEN ST	YORK	PA
Harrisburg Area Community College	1001 S GEORGE ST	YORK	PA
Harrisburg Area Community College (HACC)	230 GREENAMYER LN	GETTYSBURG	PA
Harrisburg Area Community College (HACC)	1200 TEL HAI CIR	HONEY BROOK	PA
Harrisburg Univ of Science & Tech	326 Market ST	Harrisburg	PA
Harrisburg University	1500 Spring Garden ST Ste 101	Philadelphia	PA
Hazleton Area Career Center Practical Nursing Program	1451 W 23RD ST	HAZLE TOWNSHIP	PA
HVA Senior Living Alliance	4631 W LAKE RD	ERIE	PA
Hiram G. Andrews Center	727 GOUCHER ST	JOHNSTOWN	PA



Home Inspection Institute, LLC	101 White Horse RD E	Voorhees	NJ
HomeSpection Training Institute	4683 WHIPPLE AVE NW	CANTON	OH
Huntingdon County Career & Technology Center	11893 Technology DR	Mill Creek	PA
Indiana County Technology Center	441 HAMILL RD	INDIANA	PA
Institute of Medical and Business Careers	5739 W RIDGE RD	ERIE	PA
Institute of Medical and Business Careers	133 JEFFERSON RD	PITTSBURGH	PA
Barber Trucking Inc. and Jeff Tech CDL Training Program	3661 ROUTE 28 N	BROOKVILLE	PA
Jeff Tech	576 VO TECH RD	REYNOLDSVILLE	PA
Orleans Technical College	2770 RED LION RD	PHILADELPHIA	PA
New Horizons Computer Learning Center - Allentown	3864 ADLER PL STE 600	BETHLEHEM	PA
New Horizons Computer Learning Center-Wilkes-Barre/Scranton	600 BALTIMORE DR	WILKES BARRE	PA
Pampered Pet School of Dog Grooming	109 DEWALT AVE	PITTSBURGH	PA
Just Believe Educational Center LLC	141 SALEM AVE	CARBONDALE	PA
Kutztown University of Pennsylvania	15200 Kutztown RD	Kutztown	PA
Kutztown University of Pennsylvania	PO Box 730	Kutztown	PA
L S Coding & Education, LLC	5991 E GRANT RD	TUCSON	AZ
Lackawanna College	501 VINE ST	SCRANTON	PA
LACKAWANNA COLLEGE	1024 S MAIN ST	TOWANDA	PA
Lackawanna College Hazleton Center	2 E BROAD ST	HAZLETON	PA
Lackawanna College Hazleton Center	2 EAST Broad Street	HAZLETON	PA
Lackawanna College Hazleton Center	2 East ST	Hazleton	PA
Lackawanna College Lake Region Center	8 SILK MILL DR	HAWLEY	PA
Lackawanna College Sunbury Center	1145 N 4TH ST	SUNBURY	PA
LAD Learning Solutions	611 Central Ave	Chester	PA
LAD Learning Solutions	124 E MAIN ST	NORRISTOWN	PA
LAD LEARNING SOLUTIONS	639 N Broad ST	Philadelphia	PA
Lancaster County Career & Technology Center - Brownstown	Snyder Metzler Rds.	Brownstown	PA
Lancaster County Career & Technology Center - Brownstown	Snyder & Metzler Rds	Brownstown	PA
Lancaster County Career & Technology Center - Mount Joy	432 OLD MARKET ST	MOUNT JOY	PA
Lancaster County Career & Technology Center - Mount Joy	PO BOX 537 432 OLD MARKET ST	MOUNT JOY	PA
Lancaster County Career & Technology Center - Willow Street	1730 HANS HERR DR	WILLOW STREET	PA

Lancaster County Career & Technology Center - Willow Street	422 BEAVER VALLEY PIKE	WILLOW STREET	PA
Laurel Business Institute	PO Box 877	Uniontown	PA
Laurel Technical Institute	200 STERLING AVE	SHARON	PA
Laurel Technical Institute, LLC	11618 Cotton RD	Meadville	PA
Professional Drivers Academy	2300 HOUSELS RUN RD	MILTON	PA
Lebanon County Career & Technology Center	833 METRO DR	LEBANON	PA
Lehigh Carbon Community College - Allentown-Portland Place	718 HAMILTON ST	ALLENTOWN	PA
Lehigh Carbon Community College - Schnecksville	4525 EDUCATION PARK DR	SCHNECKSVILLE	PA
Lehigh Career & Technical Institute	4500 EDUCATION PARK DR	SCHNECKSVILLE	PA
Lenape Technical School - Nursing Program	104 ARMSTRONG ST	FORD CITY	PA
Lenape Technical School - Nursing Program	750 Phelps Way	New Castle	PA
Lenape Tech Adult and Continuing Education	2215 CHAPLIN AVE	FORD CITY	PA
Lincoln Technical Institute	5151 W TILGHMAN ST	ALLENTOWN	PA
Luzerne County Community College	1333 S PROSPECT ST	NANTICOKE	PA
MedCerts	13955 FARMINGTON RD	LIVONIA	MI
Medical Careers Prep Academy Inc.	101 GREENWOOD AVE STE 212	JENKINTOWN	PA
Medical Construction Industrial Training Center	207 Bogden BLVD Box I	Millville	NJ
Mercer County Career Center	776 GREENVILLE RD	MERCER	PA
Merit Training Institute, LLC	7000 Atrium Way Ste 4	Mount Laurel	NJ
MIFFLIN COUNTY ACADEMY OF SCIENCE	700 PITT ST	LEWISTOWN	PA
Mifflin County Academy of Science	103 Allenwood Camp Ln	Montgomery	PA
Monongalia County Technical Education Center	1000 MISSISSIPPI ST	MORGANTOWN	WV
Monroe Career & Technical Institute	194 LAUREL LAKE RD	BARTONSVILLE	PA
Montgomery County Community College -Central Campus	1400 FORTY FOOT RD	LANSDALE	PA
Montgomery County Community College -Central Campus	340 DEKALB PIKE	BLUE BELL	PA
MT ALOYSIUS COLLEGE	7373 ADMIRAL PEARY HWY	CRESSON	PA
Muhlenberg College	2400 CHEW ST	ALLENTOWN	PA
NEW CENTURY CAREERS	305 E CARSON ST	PITTSBURGH	PA
North Montco Technical Career Center	1265 SUMNEYTOWN PIKE	LANSDALE	PA
Lansdale School of Business	201 CHURCH RD	NORTH WALES	PA
Lansdale School of Business	290 WISSAHICKON AVE	NORTH WALES	PA

Lansdale School of Business	400 Franklin Ave Ste 102	Phoenixville	PA
Lansdale School of Business- Phoenixville	400 Franklin Ave Ste 102	Phoenixville	PA
Northampton Community College - Tannersville	2411 Route 715	Tannersville	PA
Northampton Community College - Tannersville	2411 Route 715 Kapp Hall #100L	Tannersville	PA
Northampton Community College - Tannersville	511 E 3RD ST	BETHLEHEM	PA
Northampton Community College Fowler Family Center	3835 Green Pond RD	Bethlehem	PA
Northampton Community College Fowler Family Center	511 E 3RD ST	BETHLEHEM	PA

## Berks County Workforce Development Board 2019 Annual Report

### Top Three Accomplishments for 2019

#### **I. Community-based Construction Sector Pre-Apprenticeship Re-entry Program Funding for “R3”.**

The first of Governor Wolf’s five workforce development goals is to promote *Career Pathways and Apprenticeship*. Specifically, the Governor seeks to *develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career*.

The Berks WDB firmly supports Governor Wolf in implementing this priority here in Greater Reading, PA. In early 2019, the WDB issued a request for proposals (RFP) from community-based organizations (CBOs) sponsoring innovative projects to implement or expand high quality pre-apprenticeship programs. The WDB specifically targeted this funding at programs to help adults with barriers to employment attain entry-levels skills in our growing Construction or Healthcare sectors. As a result of the RFP, ***Berks Connections/Pretrial Services (BCPS)*** was awarded \$225,000 in Title I Adult and Dislocated Worker funds to sustain and expand their proven best practice “R3” - ***Rebuilding Reentrants and Reading*** registered pre-apprenticeship program for the construction sector. R3 has become a best practice program widely-recognized across the Commonwealth of Pennsylvania. We look forward to partnering with BCPS to improve and grow R3 even further in 2020.

#### **II. 2<sup>nd</sup> Annual Employer Symposium to Increase Opportunities for Individuals with Disabilities.**

Another of Governor Wolf’s five goals is *Continuous Improvement of the Workforce Development System* - to *identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system*.

The Berks County WDB’s highly-engaged *Committee on Increasing Opportunities for Individuals with Disabilities* organized our 2nd Annual Employer Symposium held on September 11, 2019. In keeping with the date selected, special recognition was given to our disabled veterans and again focused on educating hiring managers and human resources professionals on the many talents that our residents with disabilities can bring to employment in their organizations. The 2019 Symposium’s expanded program led to a 35% growth in attendance over our inaugural event in 2018. In order to sustain momentum built by the Committee in this very challenging area, we are already planning for an even larger regional event in the Fall of 2020.

#### **III. PA CareerLink® Berks County Operator/Administrator Transition.**

A third goal of Governor Wolf is *Strengthening the One-Stop Delivery System* - to *implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers*.

For more than two decades, the Berks County WDB and our partners at the PA CareerLink® Berks County have been at the forefront of implementing and funding a high quality and cost-effective “one stop” center located in the City of Reading. With the mid-year 2019 retirement of our PA CareerLink® Berks County Administrator (a state employee and one of the most experienced and effective Administrators in the state), the WDB leveraged our previously competitively procured one-stop operator contract with EDSI to identify and transition to our new PA CareerLink® Administrator who is employed by EDSI. Our PA CareerLink® partners and staff have responded well to the change. As a result, local one-stop job-seeker and employer customers continue to experience the same high levels of service that they have come to expect in the past. In keeping with the intent of the federal Workforce Innovation and Opportunity Act (WIOA), all partners are fully engaged and invested in the success of the PA CareerLink® Berks County.

### Success Stories

#### *Maria – no longer a victim of Hurricane Maria*

Hurricane Maria’s widespread devastation of Puerto Rico in 2018 left Maria, who was with child, and her husband without a home and with few resources to survive on the island. As a result, Maria took the brave step to leave behind her home and move to Reading, PA to begin a new chapter in her life.

Our County Assistance Office (CAO) referred Maria in January 2019 to our EARN program housed at the PA CareerLink® Berks County. When Maria first enrolled in the EARN program, she was clearly overwhelmed by the challenges she faced. With her husband unable to work and a child to support, Maria needed stable employment so that she could provide for her family. Maria took full advantage of the program by working diligently with our experienced EARN staff to identify her career objectives moving forward. Gaining confidence, Maria eagerly participated in EARN classroom activities and earned a Customer Service Certificate

While in EARN, Maria developed and determined her objective to seek a position in the human services field so that she would be able to help others in need in our community. Despite initial setbacks in the form of several unsuccessful interviews, Maria maintained a positive attitude and continued to strive to overcome the obstacles in front of her.

With unwavering support from our EARN staff, Maria’s training and perseverance paid off when she was hired as a Project Coordinator by Safe Berks, a local non-profit. Maria’s new customer service skills and bilingual abilities were highly valued by her employer in this position which she began in May 2019, working 40 hours weekly and earning \$17 per hour. Since starting her job, Maria has kept in touch with the EARN program, often referring to her position as her new career. Maria shared, "Thanks to this opportunity I have been able to move my family forward, while helping myself to become stronger, confident, and more determined. I now help people, who like me, have experienced sexual abuse and domestic violence. I know now that this was God's purpose for me. I feel it is necessary to tell my story to help others and in the short time working here, I am now the Safe Healing Project Coordinator, and I feel so proud of myself".

#### *Anabel – from Paid Work Experience to Full-time Employment*

Anabel came to the Young Adult Program at the PA CareerLink® Berks County seeking her High School Equivalency Diploma as well as assistance with landing gainful employment. Anabel was enrolled into our program in May 2019 and impressively obtained her High School Equivalency

Diploma by July. In order to accomplish so much academically so quickly, Anabel worked very closely with her instructors and case managers to create an academic plan and stick with it.

From the time she started orientation, Anabel knew she wanted to work in the medical field. After obtaining her diploma she entered the paid work experience element of the program. This allowed Anabel to land a well-planned internship at Penn State Health's Downtown Reading Campus – a high performance worksite that she likely could not have gotten into on her own due to her limited work experience. Anabel chose to be placed in paid work as a medical receptionist. Being bilingual and having great customer service skills, she excelled in this placement and received exceptional evaluations from her supervisor.

Because of her exemplary work performance, Anabel was soon offered and accepted full-time employment as a medical receptionist with Penn State Health. Anabel is still employed and is very happy with her position. Because of her effort and the support of our Young Adult program staff, Anabel now has her high school equivalency diploma and a bright career. She is a true example of how well-managed publicly-funded workforce programs can open paths and make the dreams of our talented young adults like Anabel become a reality.

*Reading Alloys (Ametek) – an outstanding Workforce business partner.*

Many small manufacturers in Pennsylvania express distress about their inability to find enough talented workers. However, **Reading Alloys (Ametek)** based in Robesonia, PA has proactively implemented a comprehensive recruitment, retention and development strategy to meet their talent needs as well as the needs and dreams of their employees. The Berks County WDB is an enthusiastic partner with the company on the journey.

This strategic approach to talent management allows Reading Alloys to maintain its competitive edge in the development and production of master alloys and other advanced engineered materials. The company eagerly pursues opportunities to collaborate with community, workforce, and economic entities for the purposes of improving career opportunities for their own employees, local students and job-seekers in the region in many ways:

- Company management provides valuable ongoing business-informed guidance to the **Reading/Berks Literacy Council** to ensure that the Council's popular *Workplace Professionalism and Workforce Development* course accurately meet the needs of employees and employers. The company's support goes beyond advice as Reading Alloys contributed \$15,000 to help make these courses available to the wider public in Berks County. The company also partners with the Literacy Council to make its *English as a Second Language (ESL)* program available to the company's incumbent workers who are interested in advancing their careers with Reading Alloys.
- Reading Alloys is an active member of the Great Reading Chamber Alliance (GRCA) and collaborates with this entity on various collaborative workforce development initiatives including our Next Generation Advanced Manufacturing Industry Partnership (IP). In 2019, the Berks County WDB served as the fiscal agent for a PA Smart Next Gen IP grant for GRCA to convene and implement the work of the IP.
- Reading Alloys leadership understands that some workforce solutions begin by better connecting with K-12 students. The company actively collaborates with initiatives to

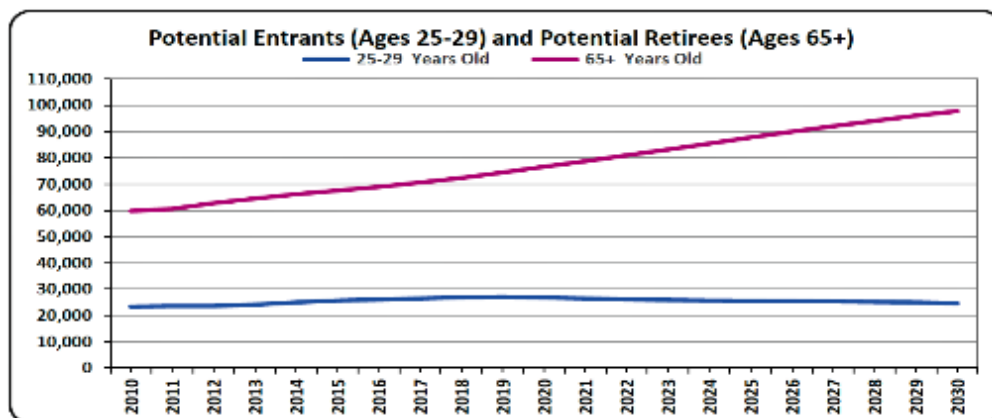
proactively mold the future of the region’s workforce through the Career Ready Berks (CRB) Alliance (which receives funding from the WDB - see *Promising Practices* section below). In 2019, such participation allowed Reading Alloys to efficiently and effectively provide job shadowing, internship, and other career exploration opportunities to K-12 students via the CRB platform. In fact, Reading Alloys exceeded the efforts of many other local manufacturing firms by collaborating with local high schools to create a structured co-op experience beginning in January 2020. The company also provides three Science Scholarships to Conrad Weiser High School seniors.

- Finally, Reading Alloys works closely with Berks Connections/Pretrial Services (BCPS), to provide job-shadowing opportunities to participants in the *Rebuilding Reentrants and Reading (R3)* reentry program (see *Accomplishments* section above). Staff from Reading Alloys also present the “Next Step to Employment” training session to R3 participants and the company provides direct financial support to BCPS through an annual donation. Most importantly, the company has hired several R3 graduates!

## Challenges

### I. Retirements of the Baby Boom Generation

The main challenge facing the WDB continues to be 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 slows.



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 calendar year 2019 we responded by:

- Authorizing and awarding \$47,000 in Title I Adult and Dislocated Worker matching funds for incumbent worker training in advanced manufacturing skills (32 trainees) and construction trades (5 registered apprentices). These funds particularly benefit small and medium-size employers with similar needs and scarce training resources. Our innovative



layoff aversion and job retention strategy helps talented incumbents enhance job-related competencies leading to employment security and advancement potential. Sponsoring companies realize improved market competitiveness and opportunities for growth, in turn allowing for the hiring of less-skilled replacement workers into these attractive career pathways.

- Prioritizing WIOA Title I Adult and Dislocated Worker funding to support effective employer services provided by our PA CareerLink® Business Services Team (BST). The BST hosted a record number of 110 on-site employer recruitment events at the PA CareerLink® in 2019. In addition, our two semi-annual off-site Job Fairs were sold out in 2019 with over 90 employers “in a hiring mood” attending each of the Job Fairs.
- Raising awareness of this long-term replacement challenge through extensive public engagement with local media, economic development partners, educators and public policy makers. This “Silver Tsunami” message is often referenced and repeated by others in positions of influence, not just locally but regionally and statewide.

## **II. Decreased Local Demand for Job-Seeker Training / Need for Greater Outreach**

Our tight Berks County labor market remained at or near full-employment throughout 2019. Coincidentally, last year brought a marked decrease in job-seeker demand for individual training accounts (ITAs) as well as reduced employer interest in new hire training support through on-the-job training (OJT) contracts. This drop in demand for the WDB’s budgeted training funds reflects the welcome news that local job-seekers, even those with below-average work histories, can often readily find well-paying entry-level employment without additional training. Local employers are currently anxious to fill their entry-level positions and often move quickly to bring candidates onboard without extensive vetting and selection processes in place. Unfortunately, this trend can be problematic when it leads to significant new hire turnover or “churn”.

Under such strained labor market conditions, we cannot afford to leave any local talent “on the sidelines” or stuck in dead-end jobs without good career paths for growth and advancement. Our comprehensive one stop PA CareerLink® Berks County consistently and effectively serves job-seekers of all ages, backgrounds and barriers who come to us seeking assistance. However, we have capacity to serve more customers and know that there are many more residents in the County who can benefit from what we have to offer. Our challenge is to place even greater focus on reaching out more directly into the community and further developing strong referral relationships with our community partners. Increasing community outreach will be a major focus for the WDB in 2020.

## **III. Transportation Challenges Affecting Workforce Participation**

While job-seekers are fortunate to find plenty of attractive entry-level job openings with good local employers, many under-employed residents (particularly in the City of Reading) lack access to reliable transportation that would allow them to take full advantage of such career opportunities and pathways. We are encouraged by the recent response of our regional public transportation agency BARTA to expand bus routes to bridge this gap but more needs to be done. The WDB will work with our local employers and economic development partners to find solutions.



## Promising Practices

### **I. Career Ready Berks: K-12 Talent Pipeline**

The WDB is a prime sponsor of the Career Ready Berks (CRB) partnership and platform. In 2019, funding from the WDB's Business Education Partnership (BEP) grant was provided to the Berks County Intermediate Unit (BCIU) to coordinate sign-ups of business and education partners for our innovative online CRB platform. The new platform brings real-time career information and opportunities to Berks County students and matches their interests with opportunities provided by local employers in key industry sectors. Through the BCIU's successful 2019 outreach activities, 148 local businesses now participate on the Career Ready Berks platform. All eighteen Berks school districts, our two CTCs, I-Lead Charter School and Berks Catholic High School are actively utilizing the platform – having provided career awareness and exploration to more than 2,500 students and workplace experience opportunities to over 170 educators to date.

Beyond the platform, Career Ready Berks provides a self-sustaining framework bringing business leaders and educators together to (1) build and support rigorous career pathways for all K-12 learners, (2) leverage and align resources, (3) coordinate and expand communication among stakeholders and (4) support regional workforce needs and strengthen our local economy.

Career Ready Berks has been recognized as a best practice partnership by the PA Department of Education (PDE) and across the state. BCIU is now providing guidance on similar initiatives to other local education agencies, particularly with other Intermediate Units in the Southeast PA region to help them adapt and adopt the Career Ready model.

### **II. Local Industry Sector Strategies and Priorities.**

The Berks County WDB remains committed to local employer engagement through rigorous industry sector analysis and programming. As part of a thorough review of our local WIOA multi-year plan in 2019, the WDB completed its biannual analysis of all local industry sectors. Using the latest economic data and labor market information (LMI), the WDB confirmed five priority industry sectors to focus on through 2023:

- Priority A Sector – **Manufacturing**
- Priority B Sectors (2) – **Healthcare** and **Construction**
- Priority C Sectors (2) – **Agriculture** and **Transportation & Warehousing**

Proven benefits of this best practice approach include:

- Greater **focus** by engaging employers with common needs.
- The ability to **prioritize** and target the impact of limited workforce development funds.
- Improved **alignment** which breaks down silos between the WDB and our partners in economic development, education, community-based organizations, etc.

## Request for Additional State Guidance

### **I. EARN program guidance.**

The WDB thanks the Department of Human Services (DHS) for the recent roll-out of the new EARN program regulations. As we move forward with our procurement process to secure enhanced provider services beginning July 1, 2020 it will be very important that DHS provides further guidance around implementation of the new regulations.

## **Bucks County Workforce Development Board 2019 Annual Report**

The Bucks County Workforce Development Board (BCWDB) is pleased to submit its Local Area Annual Report to the Commonwealth of Pennsylvania, outlining activity within our single-county Workforce Development Area. Bucks County is a suburb of Philadelphia with a median household income of \$82,000, which is \$24.4K above the national median household income (\$57.7K). Along with high wages, 23.2% of residents earned a bachelor's degree (4.4% above the national average). With both population and new jobs on a slow, steady incline, Bucks is poised to support our growing industries including: Healthcare and Social Assistance, Manufacturing, Construction and Transportation and Logistics.

### **Top Accomplishments**

While progress towards all five of the goals of the WIOA Combined State Plan have been made, there are three notable accomplishments that we are dedicated to at the local level.

First, the successful completion of the Workforce Innovation Fund Grant was a notable area of achievement. Based on data from TPMA, Bucks County led the way in training completion rate, wages earned, funds spent, and in-kind contributions received.

An additional highlight was the securing of the Economic Transition Grant from USDOL. This opportunity has allowed us to train additional Dislocated Workers, primarily from the retail industry, in high priority occupations. Participation in the grant award directly from USDOL has also expanded staffs knowledge of federal monitoring and data mining processes.

Lastly, this past year Bucks has a greater role in promoting apprenticeships in our Workforce Development Area. Through participation in the American Apprenticeship Grant and the Apprenticeship Navigator program, we are working to become informed of the requirements, process and benefits of apprenticeship programs in both traditional and non-traditional industries.

### **Success Stories**

**Success Story 1:** Through the efforts of the PA CareerLink® Bucks County, Bucks County Community College (BCCC) and Attleboro Nursing and Rehab, a partnership was recently formed with a focus on improving the lives of unskilled workers through their Hospitality Bridge to CNA program. Through OJT and ITA funds, unskilled workers attend Certified Nurse Assistant training programs at no cost. Attleboro Nursing and Rehab hires individuals and trains them. While going to school they are earning a paycheck. The program began in March 2019.

Aaliyah Stancil is a CNA at The Brunswick at Attleboro, personal care home in Langhorne. Aaliyah is a 2014 high-school graduate. Following the death of her mother in 2013, Aaliyah moved to Vermont for a short period. In VT, she took medical courses through Job Corps but didn't complete the program. She returned to PA and began working with a PA CareerLink® coach who helped her obtain housing and developed an employment plan. The PA CareerLink® offered Aaliyah assistance in resume writing, interviewing and obtaining interview attire. She applied to a pilot program through BCCC, PA CareerLink® and Attleboro.

In March of 2019, Aaliyah interviewed with Attleboro for a Hospitality position. The HR Director stated, "She had a lovely disposition and an energetic personality that I knew would benefit the residents." Aaliyah was accepted into the program and began enrollment in the BCCC CNA program.

In June 2019, Aaliyah completed the CNA program. She continued to work as a Hospitality Aide and then transitioned into a Resident Assistant Aide. In September 2019, Aaliyah passed her CNA test and is excited to complete her first year of employment with Attleboro. She is eligible for their \$2,500.00 tuition reimbursement program and plans to apply to BCCC to obtain her Associates degree.

**Success Story 2:** Upon arrival at the PA CareerLink®, Ivan was an 18-year-old recent high school grad and was seeking direction. Ivan had barriers: disability diagnosis, receiving SSI, low income and unemployed. When he first arrived, Ivan stated that he wanted to work full to save money to buy a car and to start HVAC training but lacked confidence. Ivan found the support and direction in the staff and services at the Youth Workforce Center.

In his first week of enrollment, Ivan had completed a national certification and took several personality and skills assessments and showed high scores for working with his hands which translated to several career pathways including construction and manufacturing. Ivan entered a Paid Work Experience (PWE) with Wazoodle Fabrics. Wazoodle is a manufacturer who ships designed textiles globally. Bringing on Ivan in an internship role allowed him to learn the entire warehousing operation from administrative tasks to logistics. During his internship, Ivan became a valuable part of the team and was hired in a full-time role. One year later, Ivan is still working for Wazoodle making a sustainable wage, receiving favorable employment reviews and earning a raise. Ivan is approaching his exit from his year of follow up and is right on target for purchasing his car. He will be taking his driving test early in 2020 and is continuing to work full time while attending school in the evening to study heating and refrigeration.

**Success Story 3:** David Dawicki enrolled under the Adult funding stream at the PA CareerLink® Bucks County. David has a 3-year history of homelessness, during that time he experienced loss of his job and home. The dire changes manifested into a "new normal".

David's initial contact was through the services offered by Fresh Connect, a provider of health food options. This introduced him to the Bucks County Opportunity Council (BCOC) and the PA CareerLink®. David acquired appropriate attire and was helped by the Second Time Around Store at the PA CareerLink®. He was introduced to WIOA Case Managers and provided with Bucks County resources that assisted with the basics: food, shelter and a supportive environment focused on addressing his barriers. During this time David volunteered his services to help others. While working with the PA CareerLink®, David completed Resume Critique, Mock Interview and general job search assistance workshops. He worked closely with a BST representative and his newly revised resume was sent to employers. Action Pak recognized that David had the skills required and agreed to an OJT contract. He passed prescreening and started full time with Action Pak in September 2019 as a Primary Filling and Blending Specialist.

David is grateful for the OJT process, which he believes was the catalyst for change. David states that being 61 years old and homeless, he is fortunate to be working and on the road to self-sufficiency. Through the housing assistance program of BCOC, David will be moving in an apartment in early 2020. David maintains weekly contact and uses this time to discuss work and future goals. He is an example of how the "workforce system works" and services can change lives and have a beneficial impact on the community.

**Local Area Challenges**

There are several challenges that the BCWDB faces. A seasonal issue that is faced in Bucks is the difficulties encountered with serving individuals that come in to use the Unemployment Compensation phone. During the busy season (end of October-February, end of May-June) the wait list to use the unemployment phone is often long and as a result not all individuals are served. This current process leads to frustration and dissatisfaction with overall PA CareerLink® Bucks County services.

We are also doing our best to meet employer hiring needs but find difficulty due to the low unemployment rate, high labor force participation rate, and often times the job postings do not match the skills of our clients. Through retraining and outreach to targeted populations we strive to locate qualified job seekers though positions often go unfilled.

Lastly, we have encountered some turnover in key staff over the past program year. We have successfully transitioned Directors at the end of August 2019. As an organization, we continue to work through some financial and operational setbacks while remaining only a staff of 6 FTE due to a lack of funds to employ additional staff members.

**Promising Practices**

One event that the BCWDB is planning is an employer forum focused on hiring ex-offenders. Through partnership with BCCC, PA CareerLink® Bucks County, Bucks County Commissioners, Labor & Industry, PA Workforce Development Board, PA Department of Corrections and community members that are reentrants, we are planning an event in April to promote hiring within this population.

Another opportunity that we have received is the ability to partner with Economic Development through the Engage! Grant. This project breaks down silos and merges the worlds of economic and workforce development to provide comprehensive outreach and follow-up to area employers.

**Requested Guidance**

Best practices in serving individuals seeking to utilize the unemployment compensation phone line would be appreciated. The safety of staff and clients is the top priority inside our office, following that, our second priority is customer service; the unemployment line creates concerns related to both areas.

# Cental Workforce Development Board 2019 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 many accomplishments during the past calendar year, but is most excited potential impact of the three that are highlighted here.

### Successful Launch of Path to Careers

The innovative, interactive website was unveiled to educators, business leaders and the community during the 2019 Business and Education Summit at Milton Area High School on July 10, 2019. Co-sponsored with Central Susquehanna Intermediate Unit, the summit was designed to close the skills gap, helping businesses and educators learn ways to connect. Path to Careers was featured as a tool that connects local businesses with area students who want real-time career exposure experiences in Central PA.



The platform is multi-functional as employers have the opportunity to show students the professional skills needed to thrive in today's workforce and why their company is a great place to work, while students

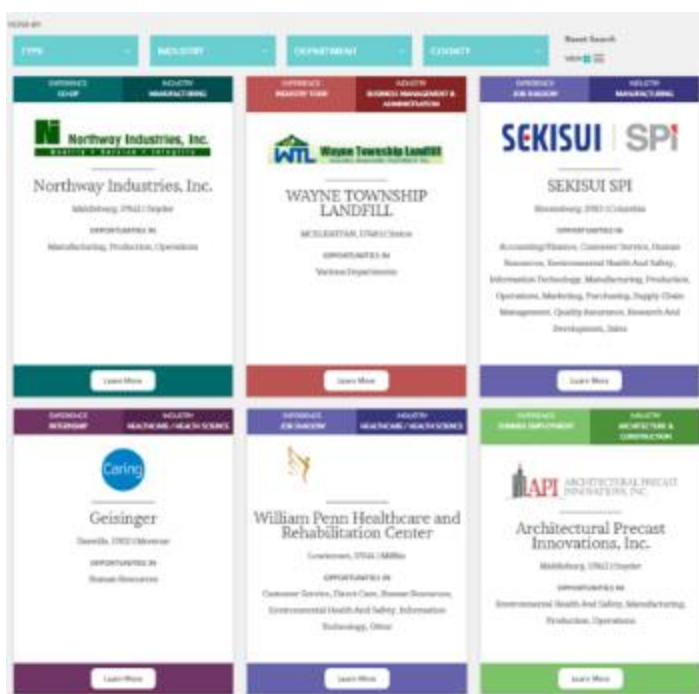
get exposure to hands on experiences such as job shadows, industry tours, and internships with businesses right in their backyard that they might have never before considered as offering a rewarding and sustaining career.

Path to Careers makes connecting easier and more efficient so that students, parents, educators, and businesses all win.

<https://pathtocareers.org/>

Path to Careers currently has 29 local schools and youth programs registered and 55 local businesses offering 60 experiences.

Outreach strategies are underway to build on growing momentum and interest. CPWDC is making this tool available to all areas of the state without any fees payable to CPWDC.



### **Promoting and Supporting the Development of a Pre-Apprenticeship for CNC Machining**

CPWDC began discussions with businesses and K-12 Career and Technical Education directors about development of a plan for a Computer Numerical Control (CNC) Machinists pre-apprenticeship program in April 2019. According to one business partner, 8 long-term employees recently retired, taking with them a combined 320 years of experience. Their knowledge is hard to replace especially as the pool of available applicants is too small for the high priority occupation despite the presence of a growing Registered Apprenticeship program for CNC. Throughout the year, CPWDC engaged with 6 local school districts/career & technical education providers and 5 local businesses about the development of an apprenticeship eco-system serving students, non-traditional populations, and businesses.

In December 2019 CPWDC's work with the group culminated in establishment of a plan to create a sustainable career pathway via development of a pre-apprenticeship program for CNC, so young people and businesses alike have the ability to grow, thrive, and stay in Central PA.

Pre-apprenticeships will be submitted to the Apprenticeship & Training Office (ATO) in anticipation of approval for the school year beginning August 2020. It will be grounded in both PA Department of Education and industry standards with the ability to evolve as industry needs progress. It will offer educational and pre-vocational services including career exposure and work experiences in industry and will be comprised of classroom theory that directly relates to the hands-on training and experience they'll gain with machines and simulators like they'll see in industry. Pre-apprentices will have an opportunity to earn four (4) credentials before they graduate high school. They'll be linked to the Registered Apprenticeship consortium via co-ops and work experiences, then, as graduates they'll be invited to interview for CNC Registered Apprenticeship opportunities in Central PA.

### **Addressing the Opioid Epidemic**

As one of 4 local workforce development boards in Pennsylvania who received funding from the USDOL National Health Emergency Dislocated Worker Grant to Address the Opioid Crisis (NHE Opioid) through the PA Dept. of Labor & Industry, CPWDC has partnered directly with Pennsylvania College of Technology, Evangelical Community Hospital, Central Susquehanna Opportunities, Inc., and the Tuscarora Intermediate Unit 11 to address the opioid crisis in CPWDC's 9 county region.

In 2019, the Pennsylvania College of Technology developed a 12 credit-Chemical Dependency Competency Credential with the first cohort of students starting in August 2019 supported by CPWDC's NHE Opioid grant. This program covers the science behind addiction, prevention and treatment strategies, and addresses the health impacts, social indicators, political impacts, and systemic impacts that addiction has on our communities.

CPWDC is also partnering with Evangelical Community who is working with the Betty Ford Clinic to assess their internal processes and stigmas related to opioid addiction in both the clinical and non-clinical settings. Through this evaluation, Evangelical identified that all employees need increased education around the use of opioids and overcoming the associated stigma and is providing training to all staff, including training on alternatives to pain management that don't require opioid prescriptions. Evangelical Community Hospital is also hiring Certified Recovery Specialists (CRS) that will be on-call 24/7.

CPWDC in consultation with the WIOA Title I Adult and Dislocated providers in our region also developed a program called Reboot to help individuals affected by the opioid crisis. This program is explained in more detail below. We are also implementing a Recovery Friendly Workplace program to assist businesses.



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

### **EARN Success Story**

Nya was referred to CPWDC's EARN program in January 2019 as a single mother of three children who had just lost her job. EARN staff developed a trusting relationship and soon learned that Nya had been battling a major health issue. After recovering from surgery, she was motivated to start a career.

Nya expressed her desire to improve the lives of her children and chose to pursue a career in health care because of the abundant opportunities. EARN staff referred her to the WATCH Project (Work Attributes Toward Careers in Health), to leverage additional support and funding for CNA training. Needing an income immediately, Nya obtained employment as a Personal Care Aide making \$10/hr. while she waited for training. She also continued to attend job readiness and soft skill workshops at the PA CareerLink® and with EARN staff.

As part of her plan, Nya's EARN Workshop Instructor provided continued guidance on written communication since English is her second language and she needed to build skills and confidence. EARN staff also continued to help Nya develop comprehensive goals important to her family and take steps to meet them. For example, she was connected with the Early Learning Resource Center (ELRC) and was able to transfer her children's childcare to a different facility that offered additional programs and a level of engagement she wanted for them.

Nya was well prepared when CNA training began at the local career and technology center. During her training, Nya frequently met with the EARN staff and obtained support with her coursework and guidance on dealing with the challenges of being a single mother juggling full-time schooling and part-time employment. With the peer-to-peer opportunities offered in the programming, Nya also developed friendships with other EARN participants and they became a support system for each other.

Nya was asked to prepare a graduation speech. She had always been self-conscious about her language barrier but was becoming more self-confident. The entire EARN team, peers in the EARN program, and PA CareerLink® staff helped her prepare for the event. Nya graduated and gave her speech with her EARN staff in the audience! Nya continues to work in the healthcare field, making more money with full-time hours. She has successfully completed the EARN program, however her aspirations motivate her to continue to grow. Recently, EARN staff connected Nya with the local economic development agency and an entrepreneurship meet-up where she networks with business owners who have helped her turn her love of baking into a side-business.



Nya, center, at her CNA graduation with her EARN Workforce Specialist and EARN Instructor.

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

The first time Tucson met his YES to the Future, Out-of-School Youth program Career Counselor, he said he was overweight, had no high school education, felt unsuccessful, and lacked hope. Tucson's family had lived in a communal setting within a religious sect. He had been homeschooled with no formal education beyond the third grade. His mother fled the sect with Tucson and his eleven siblings but there was always fear the sect would interfere with the lives they were trying to rebuild.



At 23 years old, Tucson found himself working a part-time job, with no prospects of advancement and not earning enough money to be self-sufficient. At the insistence of his older brother, Tucson traveled across the country to Pennsylvania, for a new start. He enrolled in the WIOA Title II Adult Education program to earn his GED, where he was referred to CPWDC's WIOA out-of-school youth program, YES to the Future, for additional services. Tucson immediately began working with his YES Career Counselor to set goals. With his Career Counselor's help, he got his driver's permit, received driving lessons, and obtained his driver's license.



Tucson, standing tall at his new job.

Once earning his GED, Tucson and his Career Counselor narrowed down his career interests, built a resume, and polished his employability skills. He gained full-time employment at Geisinger Medical Center as a Food Ambassador earning \$11.25 per hour with benefits. As Tucson was gaining self-confidence, he began taking better care of himself, utilizing benefits available through his employer.

Tucson reached deep to find the motivation to set and meet goal after goal and used the PA CareerLink® services in Central PA to that end. In just over one

year, Tucson earned his GED, obtained his driver's license, gained employment, purchased his first car, and lost over 100 pounds. Amidst all of these achievements, Tucson also received a promotion to Cook and a wage increase to \$13.75 per hour. Tucson is still setting life goals, and he shares, "The only thing this requires is persistence. If you can just stick with it, everything will come your way."

### **Bridges to the Future In-School Youth Success Story**

Nathan moved to the Berwick Area School District at the beginning of his junior year. Recognizing he could benefit from the comprehensive services available, the guidance office referred him to CPWDC's WIOA in-school youth program, Bridges to the Future. Nathan enrolled in the spring of 2018 and actively worked to develop goals with his Workforce Specialist. He shared that he enjoyed working on computers.

Focusing on Nathan's career goal, his Workforce Specialist was able to secure a summer paid work experience with Berwick Area School District's IT Department. Nathan excelled, receiving outstanding and above average scores on his mid-point and final workplace evaluations. During that same summer, Nathan also participated in the Bridges to the Future Camp STEAM program where he learned more about local career opportunities in the field of Science, Technology, Engineering, Arts and Math. These experiences offered Nathan hands-on experience, ultimately solidifying his interest in Information Technology.

When Nathan returned for his senior year, he participated in the Berwick School District's STEM program which involved spending half of each day at Bloomsburg University where he focused on STEM related studies. In addition, Nathan's Workforce Specialist connected him with an after-school volunteer opportunity at a local elementary school. The project involved working with students who had an interest in computers. Nathan readily volunteered throughout the entire school year. Meanwhile, he continued to develop and work towards his goals with the help of Bridges to the Future. For example, knowing he needed his PA Driver's License, Nathan was discouraged as he had tried to pass the exam in the past but was unsuccessful. With Nathan's interests and learning style in mind, his Workforce Specialist connected him with an on-line training course as well as driver's education as a support service. It was just what he needed, and Nathan passed his driving test.

Nathan was accepted to Bloomsburg University for fall 2019. Nathan's Workforce Specialist referred him to the Excellence Award Scholarship offered by Bloomsburg University. Nathan applied and was offered a \$20,000 scholarship! He graduated from Berwick High School in June 2019 and is now a student at Bloomsburg University majoring in Computer Forensics. Nathan acknowledges the support he received through his participation in the In-School Youth Bridges to the Future including hands-on work experiences and opportunities that helped him solidify those goals and take the steps needed to achieve them and overcome barriers along the way.

**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.**

A challenge this past year was the sudden closure of Wood-Mode Custom Cabinets on May 13, 2019 which left 938 employees without jobs or benefits. Wood-Mode was the largest employer in Snyder County, so this unannounced closure was a major hit to the community and other local businesses whose regular patrons were Wood-Mode employees. This closure immediately shifted the focus of CPWDC, the local PA CareerLink® offices, and many support agencies to quickly get these dislocated workers connected to new job opportunities, unemployment compensation, prescription and healthcare services, food resources, etc.

During this time, CPWDC worked with elected officials at all levels of government, the PA Dept. of Labor & Industry's Rapid Response team, all programs in the PA CareerLink®, local Community Action Agencies, the United Way, local school districts and universities to coordinate job fairs, Rapid Response meetings, and other events for the affected employees. CPWDC and the Union/Snyder Community Action Agency also created a database and information page of resources for former Wood-Mode employees as a quick reference to available resources.

**Snapshot of participation at all Wood-Mode related events:**

<b>Event Description</b>	<b># of Participants</b>
5/21 Original Rapid Response Meeting and Community Resource Fair	772
5/22 VFW Job Fair (62 businesses)	330
5/28 Career Resource Fair with PA CareerLink®, Susquehanna University, Central Penn College, Bucknell and Bloomsburg University	15
5/30 PA CareerLink® Enrollment @ SUN Tech	21
5/31 PA CareerLink® Enrollment @ SUN Tech	29
5/31 Second Rapid Response Meeting	4
6/4 Job Fair @ Selinsgrove Elementary – Open only to Wood-Mode employees and their families (132 businesses)	447
6/7 PA CareerLink® Enrollment @ SUN Tech	25
6/11 Job Fair at Church of Nazarene (32 businesses)	125 (estimate)
<b>Total Attendance for Events:</b>	<b>1,768</b>

On average, 29 former Wood-Mode employees visited the PA CareerLink® daily during the first 30 days after the closure. CPWDC worked with the PA Department of Labor & Industry and our WIOA Title I Dislocated Worker providers to secure funding to hire additional workforce specialists and a workshop instructor to ensure the former Wood-Mode employees quickly had access to one-on-one employment services and workshops.

To date, only 184 individuals have self-reported to the PA CareerLink® that they found new employment. CPWDC knows there are more individuals working, but there is no requirement to report that to the PA CareerLink® which is a challenge.

Additionally, in September 2019, the company assets were purchased, and Wood-Mode LLC was opened under new ownership. They hired approximately 70 individuals to restart production with plans for a future workforce of approximately 500 individuals. While this doesn't make up for all of the jobs lost, it allowed for some individuals to go back to the place they called home, with most workers being with the company for over 20 years.

For the upcoming year, implementing the new EARN program requirements may be a challenge unless additional funding is available to support the additional service requirements. For example, the requirement to have a licensed mental health professional available to EARN customers weekly will be an additional cost.

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

#### **Reboot**



As part of the Department of Labor & Industry's National Health Emergency Dislocated Worker Grant to Address the Opioid Crisis, CPWDC has launched **Reboot**, a program is to help individuals affected by the opioid crisis as they start over and successfully transition back to the community without relapse. Reboot provides the resources, training, and one-on-one case management a person in recovery needs to change the course of their future. Holistic case management services will include assessment, career pathways development, employability workshops, soft skills training, job training, and connections to employers and other support services available in the community to help the individual and their family stabilize, overcome barriers, and prepare for, obtain, and maintain employment. With goals to provide 40 eligible individuals with individualized career services including comprehensive case management and barrier remediation, CPWDC is currently serving 45 individuals with new referrals each week.

CPWDC identified Screening, Brief Intervention, Referral to Treatment (SBIRT) as a key area for Reboot staff training so that staff would be using an evidence-based tool for Screening, would know how to do a Brief Intervention to discuss results, and understand how to make an appropriate and warm Referral to Treatment. Recognizing the impact the professional development could have on the entire PA CareerLink® network, partners were invited to attend. Seventy-nine (79) staff from the following attended: CPWDC, Reboot, Title I Adult, Dislocated Worker, In-School Youth, and Out-of-School Youth, TANF Youth, EARN and BWPO, including Vet Reps. Participants learned about the science of addiction and substance use disorder, how to facilitate SBIRT and use the assessment tool, and ways to incorporate SBIRT seamlessly into program operations including to make a warm referral to Reboot as applicable.

#### **Areas where the LWDB would benefit from additional state guidance.**

CPWDC looks forward to receiving guidance on the new EARN program redesign and what the funding for the new program design will look like. We want to ensure there are no unfunded mandates that will require us to cut services in other areas.

## Chester County Workforce Development Board 2019 Annual Report



The Chester County Workforce Development Board (WDB) is made up of twenty-five 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 2019. Please note that the involvement and work of the Board itself is an accomplishment worth mentioning.

### Top Accomplishments in 2019

#### 1. Collaboration and Continued Partnership:

##### **PA CareerLink® Chester County and United Way Financial Stability**

The Chester County WDB continues to lead the way in providing a true integrated one-stop model with 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; encouraging Chester County residents to secure financial independence and establish self-sufficiency. This integrated approach has successfully connected many job seekers to training and supportive services through programs like RESEA, EARN and Work Ready and most recently the Economic Transition Grant ("ETG").

Our Title 1 provider and a partner organization from the United Way Financial Stability Center, teamed up to deliver staff-assisted job search, training, financial counseling, and needs based payments, to more than ten referred and recruited participants.

In 2019, the PA CareerLink® Chester County and United Way Financial Stability Center proudly celebrated the 5<sup>th</sup> anniversary of providing services in a combined one-stop to Chester County

residents. The location and staff were formally recognized by the County Commissioners for exceptional service to the citizens of Chester County. The PA CareerLink® Chester County was also recognized by the United Way of Chester County as 'Community Partner of the Year.'

The model of Chester County's One-Stop promotes referrals to a large selection of supportive services, from obtaining healthcare, to financial and personal counseling, to applying for public assistance, and obtaining professional clothing for work. The Chester County WDB also continues to provide funding and oversight to Career Corps, a specialized center for youth, adjacent to the main One-Stop. Many of the youth participants present additional barriers. The close proximity to resources is instrumental to the success of the youth participants and aids in their obtainment of supportive services. With the right support systems in place, strong connections can be made with community-based organizations and can often lead to credential attainment, career exploration with apprenticeships, and successful job placement through paid work experiences.

Chester County's WDB staff and other partner organizations are also closely connected with the Department of Community Development's Decade to Doorways (D2D) program; the county's Ten-Year Plan to End Homelessness. The close working relationships naturally allow for expedited referrals and follow-up for those job seekers whose barriers include a need for housing. D2D providers also make referrals for those in the county experiencing homelessness or recently housed and in need of permanent employment.

## **2. Employer Outreach Efforts**

As shared, 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 PA CareerLink® offers on-site recruitment services to all employers at no charge. A comprehensive calendar is maintained with access for staff to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to employer and job seekers. Partners have assisted with space and staff to conduct specialized recruitments, job fairs, and workshops.

In 2019, Chester County WDB and agency partners increased outreach efforts and emphasized the ability to help employers overcome the challenge of recruiting and retaining qualified job seekers. There were numerous career events, such as employer panels, and job fairs held at the PA CareerLink® Chester County and across the county, including a large-scale event in the City of Coatesville with over 35 employers and 125 community participants. Employers and job seekers were satisfied with the quality of the event and it has quickly become an annual recruitment event to plan for and look forward to.

The PA CareerLink® Chester County maintains an active Business Services Team (BST) with regular participation by designated representatives from each workforce partner. The BST reviewed employer feedback and this year hosted several industry specific job fairs; resulting in an increase in local employer exposure, online job postings, interviews and placements. The BST met ten times in 2019 to discuss employment needs and trends, strategize ways to improve employer outreach, and discuss organization's innovative program offerings. Staff partners are encouraged to refer job seekers and employers to relevant Chester County programs and events. Additionally, BST members often attend the various recruitments and events in support of the populations they serve.

The Chester County Workforce Development Board continues to support the HireOne program; a collaborative taskforce made up of Chester County Economic Development Council staff and employer partners, PA CareerLink® staff and a number of other committed Chester County organizations. The mission is to identify and facilitate effective linkages among job seekers and companies hiring in Chester County and the region. The HireOne taskforce develops key strategies for successfully connecting job seekers to hiring employers, including but not limited to hosting a number of well-attended networking events each year.

In addition to the HireOne initiative, 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 top employers with more than 1200 companies participating annually in partnership activities.

Three Chester County companies were recognized with Governor's Achievement Awards at the PA Workforce Development Association's annual conference in May. Surrey Services was nominated by the Department of Aging and Herr Foods by the Office of Vocational Rehabilitation. The Workforce Development Board had the pleasure of nominating Powerback Rehabilitation for exemplary partnership with the PA CareerLink® including but not limited to the recruitment of EARN and Title 1 participants and on-site interviews and placements, as a result of their participation in events.

### **3. Youth Career Exploration**

Developing a pipeline for workforce needs is essential to our region's economy. Preparing students for their careers requires meaningful partnership across education, economic and workforce development sectors. Chester County boasts a growing number of youth career exploration opportunities. These connections help shape our local workforce and ensure we have more informed students, a more skilled workforce and a brighter future for Chester County. Here is a sampling of some of the programs and new developments in 2019:

- ❖ Employer Showcases: Half-day experiences for high school students and educators to interface with staff from multiple departments at high priority industry employer sites.
- ❖ 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. More than 300 parents and 900 students from grades 5-10 participated at GETT 2019. GETT will celebrate their 20<sup>th</sup> year in 2020.
- ❖ What's So Cool About Manufacturing? Program: Middle school students from 16 schools across Chester and Delaware counties took part in a semester long project where student groups were paired with a top manufacturer to develop a video portrayal of the advantages of working in manufacturing.
- ❖ Techies Day event(s): 200 high school students had an opportunity to visit area companies that feature high tech environments. On two school days, students got to see a company and its employees in action and had a chance to hear about career paths and positions in various tech industries.
- ❖ Career Academies: Summer and year-long academies for career exploration in two of Chester County's high growth industries, healthcare and technology. Upon completion,



“White Coat” ceremonies were held for high school students, including TANF eligible youth, from Coatesville and Phoenixville Area School District. More than half of the students have signed on to participate in future programming.

- ❖ Development of Registered Apprenticeship: In partnership with Philadelphia Works, a Direct Support Professional (DSP) opportunity for youth aged 21-24 was created within Devereux Behavioral Health. Seven youth were recruited and completed DSP Pre-Apprenticeship training provided by the Title I Youth provider.
- ❖ The launch of Career Ready ChesCo: An alliance developed by Chester County School Districts, Post-Secondary Institutions, and local business organizations to provide information, resources, and training programs to Chester County students. The Career Ready ChesCo platform puts businesses and organizations in touch with local educators trying to connect the business community to the classroom, school, and students.

### **Top Three Stories/Testimonials of Workforce Program and Services**

#### **1. Dually-enrolled participant found great success in Economic Transition Grant (ETG) program**

Another benefit of the co-location of programs is the potential for dual-enrollments. A single mother with three children visited the PA CareerLink® Chester County Welcome Center in July 2019. She made arrangements to meet with the County Assistance office, enrolled in the EARN program, and as a result of a recent layoff, was eligible for the Economic Transition Grant (ETG) program facilitated by our Title 1 provider and a partner of the United Way Financial Stability Center. After completing eligibility and suitability requirements, the participant was ultimately approved for and started Project Management Essentials training at Springhouse Education and Consulting Services less than a month later. The participant worked with a financial navigator to determine the best way to manage her mounting bills while waiting for unemployment compensation and other sources of support and income to kick in. She was referred to a local transitional housing program to assist with a portion of her rent. The supportive services component of the Economic Transition Grant helped ease some of the burden she faced in paying back-rent and for essentials like food for her family. Funds also covered costs associated with attending training and securing employment; including childcare needs, her mobile phone, and transportation. With financial support, the participant was able to focus on her training and employment search. She updated her resume to reflect she was in the process of obtaining her Project Management Professional (PMP) certification and was actively networking. Two months after visiting the PA CareerLink®, the participant was offered a full-time position earning \$31/hour. She continued with training and completed the course in October 2019. Upon completion, she remained securely housed, caught up on bills she was behind on during her time of hardship, and enrolled in a savings program with a goal of purchasing a home in the next year.

#### **2. Participant received Self-Sufficiency Award at the 2019 Community Action Association of Pennsylvania annual conference**

In early 2018, a single mother of four experienced domestic violence. She found herself without a job or financial means to support her family. In her search for help, she reached out to the Chester County Assistance Office who determined her eligibility for TANF and referred her to the EARN program. Through EARN, she was immediately connected to Child Care Information Services, domestic violence services, legal aid, and counseling. The EARN program then worked with her on job readiness, job search, and customer service skills. She also attended recruitment events and workshops held by PA CareerLink® and the Financial Stability Center. In May 2018, she

was hired by ChesPenn Health Services at \$13.00/hr. While the participant was thrilled with her new full-time position, she always dreamed of becoming a nail technician. After a few weeks and with renewed confidence, she felt secure enough to pursue her dream. While working full-time at ChesPenn she obtained three nail certifications and even traveled to Los Angeles to work alongside celebrity nail technicians. In 2019, she became employed in her dream field at Royalty Hair Salon, Downingtown, PA, earning \$18.00/hr. The EARN program supported her throughout her job retention period and has continued to follow her career. The participant is currently in the process of obtaining her license to facilitate her own personal nail seminars, so she can add going into business for herself to her list of accomplished goals.

### **3. Title 1 Youth obtained certifications, the GED credential, participated in the State/Local Internship Program (SLIP), and secured full-time employment**

In early 2019, a justice-involved 17-year-old facing several serious obstacles enrolled in the Title 1 Youth program. Despite experiencing academic success, the traditional classroom was not working for the participant and he had recently decided to drop out of high school. Staff immediately provided coaching and a referral for the GED classroom at the PA CareerLink® Chester County to ensure he would achieve the benchmark by his former graduation date of June. While attending GED prep classes, the participant remained enrolled in the Robotics program at the local Technical College High School, completed his Microsoft Digital Literacy Certificate, and pursued trainings in customer service and business critical skills. A few weeks later, the participant was able to gain unsubsidized, part-time employment at a local medical facility. In May of 2019, he worked as an intern at Educational Management Systems in Exton, PA and was able to gain valuable, transferrable workplace skills in manufacturing and technology. In just a few months, the participant turned trouble into progress and was balancing an internship, robotics classwork, a part-time job, and GED preparation classes. By June, he had passed all parts of the GED test(s), completed his program at TCHS, and received a full-time job offer in his desired field. The participant reported earning \$22.50/hour with benefits and overtime opportunities; he saw value in programs and said the GED and Career Corps staff were “extremely supportive and fun to work with.”

### **Chester County WDB Challenges during 2019 and Solutions to Address**

One of the biggest on-going challenges facing the Chester County Workforce Development Board is the shortage of workers in certain key industries. Chester County’s vibrant technology sector is impacted by a shortage of workers; with more openings than job seekers to fill positions such as risk and business data analysts, programmers, software developers, and computer engineers. Incumbent worker training in high priority tech occupations has been a key strategy for layoff aversion and addressing the re-skilling crisis in Chester County. These efforts will continue in 2020.

In June 2019, the Chester County WDB learned of the planned closure of the Sikorsky Helicopter facility in Coatesville. A task force of elected officials and economic/workforce partners was created to address the anticipated layoffs of more than 400 local employees. Weekly contact was established, Rapid Response meetings scheduled, and a job fair for impacted employees was planned. With urging and attention from local and national officials, the pending layoff was suspended, and the decision was made to keep the Sikorsky plant open. While the crisis was avoided, area employers and job seekers were made aware of resources and aid available to them in the event of a mass layoff.



In early November 2019, the PA CareerLink® Chester County United Way Financial Stability Center facility suffered severe flood damage. The restoration required more than 20 days and the center was closed to the public. Many partners continued to provide their services off-site, but the unexpected disruption created a challenge to say the least! The patience and cooperation of the PA CareerLink® Site Administrator and staff, partner organizations, the WDB, and the public, was present and appreciated.

Chester County spans 759 square miles with over 519,000 residents. There is a great disparity in transportation, affordable housing options, and social service resources in select regions of the County. In 2019, a Request for Proposal was designed with focus on reach; to reimagine the One-Stop Operator as an entity that could bring access to resources to all residents of the County, through collaboration of the PA CareerLink® Chester County and the United Way Financial Stability Center partnership in 2020.

### **Demonstrated Innovative and Promising Practices**

While each local area was responsible for providing modification in 2019 to their own local WIOA Plan, Chester County Workforce Development Board led the preparation and submission of the regional plan. 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. Partners have committed to the concept of integration and cross-promote programs and collaborate in offerings when possible. We continued to build on our service integration model in 2019 by operating a Welcome Center and offering extended hours more than a dozen times throughout the year.

The Welcome Center at PA CareerLink® Chester County and the United Way Financial Stability operates Monday through Friday from 9:30 a.m. to 2:30 p.m. and provides customers with an “on-demand, customer-driven approach,” immediate access to an overview of services in an automated audio-visual presentation. The presentation eliminates delays and unnecessary sequencing of services and describes in detail the programs, partnerships, service levels, and resources available through the workforce system. Customers complete an on-line assessment to determine interests and work with staff in real time for recommendations and referrals to basic career and individualized career and support services.

### **Areas for Additional State Guidance**

The Chester County WDB regularly requests assistance from the PA Department of Labor & Industry and PA Workforce Development Board. We appreciate the support of our colleagues at the state, especially the monthly calls that Dan Kuba’s team facilitates. It is a great way for all the workforce partners around the state to stay informed.

We look forward to providing expanded training offerings and options for our job seekers, especially those that connect with our local area’s high priority occupations. Despite a lower unemployment rate, we acknowledge there is still great need; residents requiring our help, so they may help themselves. We will continue to seek additional funding opportunities and remain resourceful with our program offerings.

## **Delaware County Workforce Development Board 2019 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 official at the local/state/federal level, economic development agencies, area private sector businesses, educational institutions, non-profit community-based organizations and other interested parties.

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

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

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

- Goal A: Develop and viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community.
- Goal B: Improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel, address better communication of programmatic strategies and the improving the use and adapting of existing technology.

- Goal C: Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family sustaining wages.
- Goal D: Develop a system that is sustainable through economic cycles of available funds affecting both worker supply and employer demand.
- Goal E: Implement a broad goal of performance and accountability measures (that address Section 116(b)(2)(A) of WIOA) will utilize these measures to ensure an efficient and effective workforce development system.

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 the workforce in 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 their peers across the Southeast Pennsylvania Workforce Region to ensure complementary regional success. Part of both strategies include the appropriate performance measures and accountability to ensure program success.

#### 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 these 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 is home to over 26,293 veterans ages 17-85+ ([https://www.va.gov/vetdata/Veteran\\_Population.asp](https://www.va.gov/vetdata/Veteran_Population.asp)) in 2019. According to the Center for Workforce Information and Analysis, in 2018 Delaware County is home to 11,147 veterans in the county with 2,698 not in the labor force. 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 to expand the 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.

#### 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 state.

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):

- Newborn on Medicaid born with Neonatal Abstinence Syndrome: 113
- Number of successful Naloxone reversals: 304
- Pennsylvanians (Delaware Co) covered with a Medicaid expansion with an OUD\*: 2,972
- Pennsylvanians (Delaware Co) covered by Medicated receiving MAT\*: 2,435
- Pennsylvanians (Delaware Co) covered by Medicated with an OUD\*: 6,424 (last year 4,654)
- Rate of Pregnant Women with OUD Diagnosis: 13.7 per 1,000 delivery hospitalizations

\*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. This expansion and services will continue and continually enhanced to serve the affected individuals and families.

- 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 2018 there were 957 individuals released from a state prison. (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 2017, there were 1,123 (an increase from 1,039 in 2015) 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 continues increasing 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

Back to Work Program success story:

- Lloyd Hudson, age 54, enrolled in the Pathways PA Back to Work Program on 8/01/2019. Lloyd, a recipient of unemployment compensation and over 10 years successful work experience in plant/warehouse management was hopeful to continue in the manufacturing and warehouse industry. Lloyd found the Back to Work Program beneficial in many ways: he participated in the

monthly Pathways PA Workshops, and with the assistance of the Program Coordinator, he was able to develop a better and stronger resume, and at the same time, learn effective job search strategies to deter his chances of age discrimination in the job search process. After many months of long hours devoted to his job search; completing over 68 applications, participating in numerous phone and in-person interviews, attending job/career fairs; Lloyd finally received and accepted a full-time job offer 1/13/2020 as Warehouse Inventory Specialist with a company in Philadelphia. Lloyd, confident in his decision to accept this new job opportunity is grateful to Pathways PA for their support and encouragement all throughout the job hunt.

#### MVP Recovery Program success story:

- Lauren enrolled with EDSI and worked on her resume. Lauren's resume showed a clear career path in cosmetology. She had taken classes and had worked in salons for years as a receptionist and assistant. Because of this, BSRs actively sought out employment at salons to meet Lauren's career goals. Soon a connection was made with Nicholas Sebastian Salon. Lauren was contacted and had an interview shortly after. Lauren has maintained employment with Nicholas Sebastian for a year and has found some wonderful and encouraging mentors while working there. Her next step is to take the test and become a licensed hair stylist.

#### Out of School Youth success story:

- Christopher Guess walked through Eckerd Connects Delaware County WIOA program feeling like he had no real chance of accomplishing his goal of getting his GED. Like many young people, Christopher wanted to change the course of his life, but did not know how. Christopher made several attempts through other programs to get his GED, but always ended up falling short.

Needing a job, and feeling hopeless, Christopher came across an Eckerd Connects flier advertising GED tutoring and job placement. Christopher immediately called the number on the flier and scheduled a time to meet with Eckerd Connects vocational instructor Mr. Will Johnson. When asked by area manager Vaughn Wilson, what was his first impression of Mr. Johnson when meeting him? Christopher replied, "Mr. Johnson shook my hand and said, Hard work, Sacrifice, Commitment, Success. If you are not willing to put in the hard work, make the sacrifice to commit, then don't expect success."

Christopher's hard work, sacrifice, and commitment led to success. Christopher earned his GED; and to make his success story even better, Christopher was offered a full-time job after completing his paid work experience! It's stories like this that remind us all why we chose this career field. Christopher's story is proof.

#### 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 three years is the Unemployment Compensation phone issue. While the Commonwealth Department of Labor & 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 the Unemployment Insurance recipients. The Board understands the individuals' need for their unemployment compensation and confidence of receiving their check. The PA CareerLink® Delaware County offices have worked incredibly hard to assist those needing the contact with the 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, United State Department of Labor prioritization in improving the collaborative relationship between the American Job Center (PA CareerLink® Offices) and the Unemployment Insurance system show 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 would anticipate additional support from the Commonwealth in outreach to additional appropriate employers that can benefit from the services of the public workforce system. 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 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. The Board greatly appreciates the value of the discretionary programs such as the Business Education Partnership and Veterans programs. They add great value to our services.

One of the examples of this is the continued 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 2019 Annual Report



The Lackawanna County Workforce Development Board (WDB) is again pleased to submit its Local Area Annual Report to the Commonwealth of Pennsylvania. Lackawanna County is located in the northeast sector of Pennsylvania and is considered primarily urban in nature with rural pockets. Calendar Year 2019 was a very busy and productive year for the single-county Lackawanna County Workforce Development Area with continued Sector Initiatives which draw between 150-200 individuals to the PA CareerLink® Lackawanna County to address the needs of business and industry within the prevalent four major sectors: health care, manufacturing, logistics/transportation; and IT/business/finance. These day-long events continue to be extremely successful in engaging leaders from business and industry to serve as informational/motivational “kick-off” speakers as well as providing a venue (PA CareerLink® Lackawanna County) for industry-specific job fairs and coordination with local educational providers to discuss training options supporting the needs of the current job openings.

A second major accomplishment is enhanced strategic involvement with the Career Technology Center of Lackawanna County (CTCLC). Primarily through the award of a Business Education Partnership (BEP) grant, the local area has had the opportunity to provide funding for four major projects:

- development of an animated booklet, designed and published by CTCLC students, for distribution to all 3<sup>rd</sup> to 5<sup>th</sup> grade students across Lackawanna County that details the courses/curriculums of study available at the CTCLC. This booklet serves as an informational tool for both prospective students as well as their parents in the planning of future educational avenues.



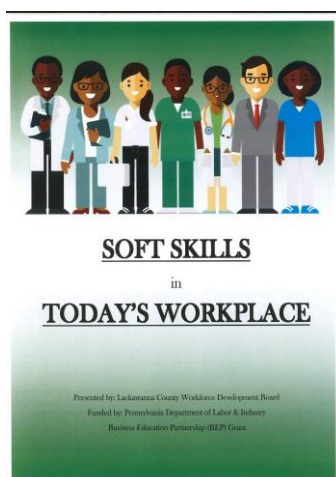
- conducted a very successful *Weld-a-saurus* camp during the Summer of 2019 for 7<sup>th</sup>, 8<sup>th</sup>, and 9<sup>th</sup> grade students with an interest in learning the basic/intermediate skills of welding. Working from small, pre-cut pieces of metal, students were taught the complexities





of product development from scratch. A total of 15 students participated in the 2-weeks of camp. All materials (metals) used in the project were donated by business and industry. Welding students enrolled at the CTCLC donated their time during the summer to assist the instructor with the younger students. WNEP-TV, the local ABC affiliate, filmed and aired a news story of the project.

- conducted a *Computer Building and Networking Academy* as an after-school activity during the Fall months of 2019, that involved the study of computer hardware, operating systems, and introductory networking. Today's students have grown up around computers of all shapes, sizes, and purposes. By building a computer from scratch, students learned the intricacies of one of the most important devices in today's world, gained the technology skills desirable on applications and resumes, and, perhaps, promoted an interest that will take them down the many career pathways in this industry en route to a career in high demand occupations. Students were exposed to exactly what component parts make up a computer, how each works, and the relevant techniques involved. Once built, students were instructed in the technology of basic networking including using wires, cables, switches, and routers. This project specifically focuses on the STEM (Science, Technology, Engineering and Math) career cluster.
- Began *Career Exploration Tours for 5th Graders* during the Fall months (will continue in 2020) that brings elementary school students from Lackawanna County school districts to visit the CTCLC for the purpose of exploring career options and educational opportunities. Tours are guided by CTCLC students with the 5<sup>th</sup> graders spending a half day touring the facility and learning the many career pathways that are available through hands-on instructional learning. Students are exposed to 16 career clusters and 79 pathways available through our local CTC.



In addition to these projects, the Lackawanna County WDB utilizes a dedicated staff member as a BEP Project Coordinator who provided soft skills instructions (10<sup>th</sup> grades) and career awareness activities (intermediate level) to over 5,000 students during 2019. All 10 Lackawanna County school districts are engaged and are “now calling us” for the provision of services. To support the soft skills instruction, staff to the WDB developed a spiral-bound booklet entitled *Soft Skills in Today's Workplace* which serves as the basis for in-class instruction. Excerpts from the booklet denote areas of the instructional curriculum which also includes “How to Resolve Conflict,” “Key Traits for Working in a Team,” leadership qualities, adaptability skills, workplace flexibility, managing stress, “How to Persuade Others,” “Steps in Problem-Solving”, self-confidence building, self-motivation skills, decision-making processes,



effective time management principles, work day organization, critical/creative thinking, creativity/innovation, “4 Tips for Better Negotiation,” and resume’ and cover letter techniques. And, finally, under the BEP grant, during National Apprenticeship Week in November 2019, the BEP Project Coordinator organized sessions involving speakers from local/regional trade unions (electrical, carpenters/joiners, and laborers represented) in 2 Lackawanna County Intermediate schools: Lakeland Middle School and Northeast Scranton Intermediate School. These sessions were conducted in assembly format and included a description of the specific trades and job opportunities within by professional union trainers with a follow-up question and answer period.



**National  
Apprenticeship  
Week**  
November 11th, 2019

<p><b>Participating Schools</b></p> <p><b>Lakeland Middle School</b> 11/13/19</p> <p><b>Northeast Intermediate</b> 11/14/19</p>	  	<p><b>Participating Unions</b></p> <p><b>Rich Feley</b> Carpenters &amp; Joiners Local 445 Team Lead out of Scranton, PA</p> <p><b>James Wehington</b> Laborers' District Council of Eastern PA Training Director out of Harrisburg, PA</p> <p><b>Michael Brust</b> Electrical Union IBEW Local #1 Vice President &amp; JATC Training Director out of Scranton, PA</p>
<p><b>Number of students</b> 540 Attended</p> <p><b>Sponsored by the Lackawanna County Workforce Development Board</b></p>		

Conducting events such as this serves to further broaden a student’s knowledge of the “trade” job market and the diversity of career paths available to them upon graduation.

In identifying an additional major accomplishment during 2019, the Lackawanna County Workforce Development Board was pleased to begin implementation of an Economic Transition Grant (received as

competitive funding from the Commonwealth) to support expanded case management, training opportunities, and supportive services, targeting approximately 20 workers with dislocations from the following sectors: retail, leisure, hospitality, service trade, transportation and utilities. It is widely recognized that there is much fluctuation in the employment base across these sectors with seasonal jobs impacting the numbers at various times during the calendar year, largely dictated by specific industry (i.e., January retail lay-offs following a robust Christmas holiday season; lay-offs within the candy manufacturing industry after Valentine and Easter holidays; road workers after a winter season, etc.) Due to the nature of this particular grant, funding is utilized to cover 100 % of the training costs for enrolled customers as well as comprehensive supportive services which may include, but is not necessarily limited to, transportation; assistance with child care costs; assistance in procuring required uniforms, work attire, and tools; books, fees, and other supplies required for specific training options; payment of fees for training/work-related applications, tests, and certifications; and needs-related payments in accordance with the local area's approved Supportive Service Policy. Additionally, costs for criminal background, child abuse or other clearances will be included in the customer's overall package of services. It is anticipated that provision of these enhanced services will eliminate barriers and promote successful re-employment to the workforce in a career-focused position with a family-sustaining wage. It has long been recognized that many individuals do not complete an action plan due to unrelated, outside influences that will be alleviated/eliminated through the provision of these augmented services. The goal of this project is to break the cycle of underemployment/reemployment and prepare an avenue for workforce stability.

The measurement of a successful system of operation lies in the individualized outcomes that occur when programs and services are effectively and sufficiently impacting the lives of those who participate.

The following three individuals, matriculating through the PA CareerLink® Lackawanna County, reflect significant progress:

- As a displaced worker, *Jamaica* came to the PA CareerLink® Lackawanna County seeking guidance in her search for a career path. She had worked as a residential aide in Philadelphia making \$10.00 per hour but had left that job to assist in the care of her large family consisting of a husband and 7 children. She was now ready to re-enter the workforce and expressed an interest in becoming a Certified Nurses Aid (CNA). Through the WIOA Adult program, she enrolled in a CNA program offered by Lackawanna College, completed the curriculum, and passed her CNA exam. Today, she is working in her chosen field at the Jewish Home of Scranton making \$18.00 per hour, happy to be a large contributor to her family.
- *Jesse* visited the PA CareerLink® Lackawanna County requesting career services. Having been dislocated from a previous job as a forklift operator, he had moved here to be closer to his family. He was interested in a new and exciting career path. After assessing his interests, he decided to pursue a Computerized Numerical Control (CNC) program being offered by Johnson College. He successfully completed the 8-week program and has become employed by General Dynamics Land Systems (discussed in detail below) making \$22.00 per hour.
- *Alex* came to the PA CareerLink® Lackawanna County on a referral from the Lackawanna County Department of Human Services (Public Welfare) for enrollment in the Employment, Advancement, and Retention Network (EARN) Program. *Alex* is a single father of 5 children and had only the means of a bicycle for transportation. He had previous experience in the maintenance/cleaning area and was seeking employment in that field. With the assistance of the EARN program staff, Alex found employment with IH Services as a cleaner at a starting salary of \$12.00 per hour. IH Services is a contracted cleaning provider for Amazon warehouses, located

in Pittston PA, approximately 11 miles from his home in Scranton. His only barrier was that he did not have a vehicle. The EARN program assisted him in requesting a vehicle from the Lackawanna County Assistance Office and the request was approved. Pending this purchase, *Alex* continued to ride his bike from where a bus dropped him off in Dupont, PA to the warehouse in Pittston (approximately 2 miles). Rain or shine, he maintained his employment to provide for his family. In less than a month, *Alex* was quickly promoted to a supervisor position with IH Services, currently making \$14.00 per hour.

At the on-set of 2020, the continuing issue facing the Lackawanna County WDA is the diminished number of individuals seeking assistance with job search and available training funds through the One-Stop system. The robust economy is a “job seekers market.” Another issue is the reduced number of courses of study on the ETPL (Employment and Training Provider List) which severely limits the areas of customer choice for those individuals who are seeking a career change or upgrading of skills to meet the needs of the current job market. To address this issue, the local area is in discussions with local training providers to assess current offerings to determine their viability in today’s market and the possible expansion of curriculums to enhance training options.

Innovation is widely described as the introduction of something new and the ability to make changes. Within the workforce system, this involves having the flexibility to react to the fluctuating needs of business and industry. Sometimes this occurs rather quickly as in “we need this now” or is a projected change over the next 3 to 5-year period. An example of this situation is: General Dynamics Land Systems, a large government defense contractor located in Lackawanna County, was awarded a large, specialized contract with an immediate need for Computer Numerical Control (CNC) operators. It became the local area’s responsibility to develop a plan of action to fulfill the workforce need. To that end, working with Johnson College, a nationally-recognized trade school located in the County, both a short (8 weeks) and long (21 weeks) curriculum was developed and implemented. The PA CareerLink® Lackawanna County became the hub for recruitment of qualified trainees and was the primary referral source. During 2019, a total of 19 individuals were enrolled in formal training (funded through the Workforce Innovation and Opportunity Act) with 10 completions and placements to-date at an average wage of \$20.00 - \$22.00 per hour. The local area prides itself on the ability to react quickly in shifting conditions.

The Lackawanna County Workforce Area welcomes technical assistance as provided by the Commonwealth in the overall operation of local workforce initiatives. The ability to discuss and work cooperatively with State officials in the design of local programs significantly increases positive outcomes. The implementation of monthly partner conference calls, that include a wide-variety of both new as well as on-going developments/issues, has served to eliminate confusion and/or possible pitfalls before they occur at the local level.

Finally, the Lackawanna County WDB continues to work collaboratively as a member of the *Northeast PA Consortium of WDBs*, with our partners in the Luzerne Schuylkill, Northern Tier, and Pocono Counties workforce areas, to promote regional initiatives across a wide-ranging 12-County area. This collaboration supports regional conformity in the provision of employment and training service across Northeastern Pennsylvania.

## Lancaster County Workforce Development Board 2019 Annual Report

The Lancaster County Workforce Development Board is proud to provide our 2019 Annual Report. The Board of Directors and staff of the Board are dedicated to ensuring innovative and strategic activities that address our current and future workforce needs. The funds used to support the efforts around workforce development have allowed our County to reap benefits across our jobseeker and business communities. While there is still a lot of work to do, we believe we have started to pave the way for a comprehensive system built on trust and partnership. A variety of partnerships have already been forged, which have created the pathway to a systematic and comprehensive approach to workforce development.

### Accomplishments:

The Board of Directors and staff spent most of 2019 developing a new strategic plan. Members of the Board and staff communicated their commitment to developing a plan that meets the needs of Lancaster County businesses, jobseekers, and the community as a whole. We are excited to share the four strategic initiatives of our plan:

- EFFECTIVELY **CONVENE AND COLLABORATE** WITH OUR WORKFORCE PARTNERS
- **INNOVATIVE** RESOURCING FOR WORKFORCE DEVELOPMENT IN LANCASTER COUNTY
- **INTENTIONAL** OUTREACH AND COMMUNICATION
- ORGANIZATIONAL **INTEGRITY, SUSTAINABILITY** AND BUSINESS OPERATIONS

Reflecting on the strategic goals of the state plan, we highlight and call attention to the alignment of our goals as they relate to the plan.

During 2019, the launch and structure of Career Ready Lancaster! elicited excitement and rallied representatives from education, business, community, workforce, economic development and government. Career Ready Lancaster! is a career pathways partnership linking people to careers. Through the collaboration of education, business and community groups, we will develop a quality workforce for a strong local economy. Understanding our local economy's workforce needs for today and into the future, is a vital part of ensuring our educational system is preparing our youth with the skills necessary to be successful. As a community initiative, we are working toward *every graduating high school student with graduate with realistic career plan*. This collective impact approach to workforce development requires an entity to drive the work of the partnership. Because of that, we have met with several community-based organizations that are doing similar work and discussed with them the importance of alignment so we could better resource activities and opportunities within our county. While our first target goal is to reach every high school senior, our vision is that everyone in our community understands the opportunities within different industries, understands the skills and education path to be successful in these industries, and our workforce system is aligned to build upon these skills and education.

Alongside Career Ready Lancaster!, we have placed significant emphasis on work-based learning for youth. In Program Year 2018 (July 1, 2018-June 30, 2019), 104 youth participated in work experience activities. The opportunity to participate in hands-on learning proved to be beneficial for both students and employers. We believe there is no better way to teach students the importance of both technical and career ready skills than through participation in work activities. Representation from the business community stretched from office roles to project management opportunities. Partnerships with local



post-secondary institutions, Lancaster Society for Human Resource Management, and our Board of Directors provided our students with meaningful experiences.

We launched a Next-Gen Industry Partnership in conjunction with Berks County Workforce Development Board and with the support of Francie Genz. Industry leaders from the construction industry are working on a number of challenges they identified, including communication with education, marketing, and language barriers for supervisors, and career pathways. Community partners attend meetings and offer the necessary support in these initiatives. The partnership is looking at innovative ways of reaching youth to teach them about careers within the construction industry. Some of those ways include creating a website and videos that will be shared with educators to use within their classrooms. These videos will highlight folks within the industry to tell “their story” of how they got to where they are now and with an emphasis on capturing younger folks within the industry, so students can relate and see themselves in those positions.

Investments from the State and Federal governments allowed for expansion in the area of apprenticeships. Lancaster County launched a number of first-time apprenticeships both locally and across the State. A Facility Maintenance Technician apprenticeship, Hospitality apprenticeship, Agriculture apprenticeship and Construction Trades pre-apprenticeship each launched, making them the very first of its kind in Pennsylvania. Recognizing the value of earning while learning, there is still work to be done to educate and increase awareness on the benefits of apprenticeships to our employers, youth, and educational facilities.

The Lancaster County Workforce Development Board is one of a dozen places across the U.S. that offers local residents free access to over 4,000 on-line courses. Through a partnership with Metrix Learning, SkillUp Lancaster ensures residents have an opportunity to access industry recognized courses that teach critical skills that align with good paying jobs. In 2019, 1,143 individuals completed 7,755 courses. This unique opportunity eliminates key barriers that often prohibits someone from returning to school. It should be noted that within those numbers, students from several local K-12 schools that are using SkillUp in their programs. In partnership with the Lancaster Society for Human Resource Management, course content has been identified to address the “career ready soft skills” often mentioned as lacking in those entering the workforce. Our local students will certainly have an advantage when entering the workforce with the appropriate skills!

**Tied to the “Youth” Goal in the state plan:**

- The Lancaster County Workforce Development Board has provided intensive technical assistance to the PA CareerLink® Lancaster County Location and the contracted provider of workforce programming, EDSI. This support has significantly increased opportunities for work-based learning through our Youth and Young Adult Programming. During 2019, the provider has formed relationships with and secured Paid Work Experience Agreements with over 70 employers willing offering these experiences to our Young Adults.
  - In the current program year, July 1 to current day, the Out-of-School Young Adult program has placed participants in Paid Work Experience opportunities equaling 6580 hours completed and \$88,424.97 spent. From July 1, 2019 to June 30, 2020 alone, the Out-of-School programming is projected to pay these hard-working participants roughly \$100,000.
  - Additionally, through TANF youth funding, 54 Young Adults ranging in age from 16-24 were place in Paid Work Experience opportunities, totaling an additional 11,791 hours completed and \$144,659.98 spent.

- Finally, through the 2018 State/Local Internship Program (SLIP) funding an additional 31 young adults were placed in experiences at hosting businesses. These businesses represent diverse industries including childcare, event coordination, customer service, information technology, web design, construction/architecture, human services, clerical, photography/media, insurance, non-profit, health and wellness, and creative arts. The participating employers overwhelmingly said they would take part in this type of program again and recommend it to other businesses.

**Tied to the “Strengthening the One-Stop Delivery System” goal:**

- The Lancaster TANF program was recognized for innovative achievements by the Department of Human Services and received the following praise from Secretary Teresa Miller; “I am pleased with the progress I am seeing so far from these programs like in Lancaster County, and I look forward to collaborating on future innovative projects to serve more Pennsylvanians.” The TANF program has served 473 customers, and the program has assisted with customers obtaining 213 jobs. The TANF team has successfully implemented a number of new services including specialized workshops, new incentives, industry tours, room/facility upgrades, additional supportive services, and increased collaboration with partners and community organizations.
- We are proud to have developed positions that are aligned with strengthening the PA CareerLink® delivery system. These positions are the Career Specialists roles and the Outreach Specialist role. The positions are designed to build relationships with community-based organizations and to develop relevant strategies to connect jobseekers and employers. Their goal is to also provide customer-centered services designed to enhance workforce development activities and service strategies for jobseekers and employers within the region. They provide direct program support to jobseekers, utilizing work-based learning, resume assistance, mock interviewing, and skills training which may include credentialed on-the-job training. Another main focus of these positions is to be responsible for connecting with businesses, faith-based organizations and community-based organizations throughout their region. Lancaster County is rich with community-based organizations. Hubs, or regionally located partnerships, are designed to address needs of the specific areas in which they are located. Becoming integrated within these hubs allows us to work in tandem with other organizations that are helping the common customer. Through these newly formed collaborations, our reach to those who need services extends beyond the arbitrary and invisible boundaries that often defer individuals from seeking our services. Through the use of technology, individuals who are not able to attend in-person workshops, will be able to virtually participate. We expect the benefits of virtual services to be far reaching and to pave the way for hundreds of individuals across our County.

**Youth Success Story: Meghann L.**

While enrolled in the Out-of-School Young Adult Programming (OSY) through PA CareerLink® Lancaster County, Meghann received her G.E.D. and completed a Paid Work Experience internship despite living in a high poverty area with no transportation. In order to reach her goals, she used bus passes provided by OSY until she was eventually able to save up enough money to afford transportation. Meghann began CNA training resulting in the attainment of a CNA certification. While working in a position utilizing her CNA, Meghann set and met goals aimed at continuing to move up a healthcare career path as she then went on to attend and complete TEAS Prep classes, which later assisted her with passing the TEAS test. Meghann was awarded training funds to begin schooling for LCCTC and is now pursuing her LPN. Meghann, updates the OSY staff regularly on her progress and is set to graduate in May of 2020, she has already started working with the Youth Job Developer on refining her resume, interview preparation and

ultimately finding full-time employment utilizing her LPN credential. Meghann is hard working and persistent and in addition to overcoming several personal barriers, she persevered through issues with funding and financial aid and never gave up and continued to utilize the support of the OSY team and those around her until the issues were addressed. Meghann's ultimate goal will be earning her BSN in nursing and hopes to work while doing this.

#### **TANF Success Story: Brad E.**

Brad Evans first came to PA CareerLink® for support in June of 2018. Brad met with his EARN Career Navigator who helped him develop a plan for how the PA CareerLink® could support him in getting a career. During his time with the PA CareerLink®, Brad completed over 300 training modules through Metrix Online. Brad finished the Ready-2-Work program and decided he wanted to pursue CDL training. Brad was then dual enrolled in WIOA to receive funding support for his CDL training. He completed the Career Connections Program and received intensive job search coaching. Brad was also referred to the Veterans Services Representative for support in updating his resume. After completing Career Connections, Brad attended networking sessions to receive job leads. He started his CDL training in September 2018 and completed the training in October 2018. Brad received recruiter support from both the EARN and WIOA programs. He dutifully applied to jobs, went on interviews and attended multiple job fairs once he completed his training. Brad's situation required him to be able to be home during the week, and he was having a hard time finding that type of CDL job because he had no over-the-road experience. In December of 2018, through support and guidance from PA CareerLink® staff, Brad was connected with the Business Services Team for support with a CDL on-the-job training opportunity. Brad was eligible for OJT funding and started OJT training in early January 2019. He was successfully hired at PowerPro Battery as a CDL Driver at 17.00 per hour. For the next 6 months, he received subsidized employment training at PowerPro Battery with the support of the PA CareerLink® and received monthly follow-up to ensure his training was going well. Brad completed his OJT in March 2019 and was then entered in EARN retention for the next 7 months. He regularly communicated with his EARN Career Navigator and took advantage of the EARN incentives for providing his paystubs each month. Brad successfully completed the EARN retention phase in November of 2019. Through Brad's hard work and the dedication, guidance and support of many team members of the PA CareerLink®, we are proud to say Brad continues his employment at PowerPro Battery as a senior driver at an increased rate of \$18.00 per hour.

#### **Re-entry Success Story: Ed**

Ed originally started as a transfer from another PA CareerLink® site after receiving a letter from Unemployment to attend their "PREP" class. After changing offices, Ed attended the Introduction to PA CareerLink® Services. He was dual enrolled in both the EARN program and Re-Entry Employment Services. He was receiving county assistance, while looking for employment that would work with the barriers he was facing related to his criminal background. Ed stated he was interested in obtaining his CDL A Certification because of his love for driving. He enrolled in the Ready2Work micro credential process and prerequisite to training, which he completed within 5 days. After completing the TABE test, the following week Ed turned in his training application packet to his Career Navigator. The very next day, Ed was presented at Training Committee and approved to receive CDL funding. Three weeks later, Ed started his CDL A training. Before he started CDL training, Ed faced many challenges due to lack of employment and income. Ed was able to receive Supportive Services through both EARN and Re-entry, to assist with transportation and prerequisites to CDL training including securing a vehicle registration which had expired, mileage reimbursement to enable client to take advantage of PA CareerLink® services and attend training, funding for a DOT physical, Drug and Alcohol Screen, and running a driving record, all necessary to register for CDL Training offered by Lancaster County Career and Technology Center. Once registered, Ed requested additional Supportive Services from Re-entry to fund both his Driver's License renewal and



obtain his CDL permit. Ed successfully completed his training one month later! Due to Ed's significant criminal background, we knew he would have to rely on the relationships formed with area employers who trust of staff's recommendations. The Re-entry Job Developer was able to contact several employers to discuss Ed's criminal background. An interview was scheduled with one employer, who offered Ed a position within their company. Ed is happily employed, and incredibly thankful to the Job Developer who was able to find an employer willing to overlook his criminal background and give him that Second Chance.

**Challenges:**

One of the challenges expected in 2020 is a move. The Lancaster County Workforce Development Board is planning a physical move for both the Board and PA CareerLink® during the last quarter of 2020. During the search process, few sites were identified as viable options for the needs of the organization. After many meetings and tours, the Board has begun negotiations to relocate to 1045 Manheim Pike, Lancaster, PA. It is important to note that the new space is just over half of our current square footage. This will mandate efficient programming and scheduling. This location will have state of the art technology as well as a welcoming and professional feel for the community. The Board and the Commonwealth are committed to making sure the new location models professionalism and respect. We hope that our site becomes a model for future changes in workforce development.

**Additional State Guidance:**

We appreciate our relationship with the team at Labor & Industry. Our internal transitions, as well as those at the Department, could certainly become barriers, however, we have maintained honest and strong communication. We have been able to seek and receive guidance and technical assistance as we have asked and look forward to continued growth in our part of Pennsylvania's workforce delivery system.

**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. Expanding the Workforce Delivery System Footprint**

*Aligned to Governor’s Goals: Continuous improvement of the Workforce Development System and Strengthening the One-Stop Delivery System.*

The Workforce Board Lehigh Valley expanded its workforce delivery system by establishing the first-ever PA CareerLink® within an urban healthcare network by creating a public-private partnership with St. Luke’s University Health Network to open a PA CareerLink® Lehigh Valley location within St. Luke’s Sacred Heart Campus in downtown Allentown, a high-need area where almost 27% of Allentown residents live below the poverty line, double the national average of 14%. This new PA CareerLink® Lehigh Valley location was made possible by an Innovation Grant awarded from the PA Department of Human Services. Since opening on June 30, 2019, the new PA CareerLink® Lehigh Valley at St. Luke’s Sacred Heart has served more than 1,000 customers.

The WBLV has expanded its workforce system footprint through our integral participation in the St. Luke’s University Health Network Community Health Initiative comprised of targeted Action Committees including Workforce, Education, Chronic Disease, Substance Use Disorder, and Housing. In addition, the WBLV serves as the one-stop workforce solution for the Greater Lehigh Valley Chamber of Commerce, its Non-Profit and Business Partners Council, and Lehigh Valley’s 83 community-based organizations.

**B. Expanding Knowledge and Workforce Intelligence for All**

*Aligned to Governor’s Goal: Sector Strategies and Employer Engagement.*

As the Lehigh Valley’s one-stop workforce intelligence clearinghouse, we provide DATA FOR ALL! The WBLV showcases labor market data, workforce intelligence, and trends to a wide audience of business and industry, economic development, education, and the community through the following strategic initiatives.

In November 2019, the WBLV co-hosted the inaugural Labor Market Information Forum with the PA Center for Workforce Information and Analysis held at PA CareerLink® Lehigh Valley. Workforce system partners throughout Pennsylvania, representing economic development, workforce development, education and the community participated in interactive labor market workshops including Introduction to Employment Statistics, Making Workforce Program Data Work for You, In-Demand Occupations, Non-Traditional Labor Market Information, Online Tools, and Time-Saving Web-tools.

To ensure consistent communication of data and workforce intelligence, we share information and staff time with the Lehigh Valley Planning Commission and have co-presented at conferences such as the annual WBLV Labor Market Datapalooza.

We provide data for all, including sharing information with employers, economic development, workforce system partners on skill demands, training needs, curriculum, credential requirements, occupational projections, high priority occupations and more.

To align business and industry with education, the WBLV serves as Education's workforce intermediary in Perkins V implementation including stakeholder meetings with employers, community colleges and career and technical schools.

C. Expanding the Workforce Talent Pipeline through Increased Education, Training and Employment Options and Awareness

*Aligned to Governor's Goals: Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment; and Increase opportunities for all youth to experience work-based learning.*

Lehigh Valley Manufacturing Industry Consortium Apprenticeship Program: The WBLV developed a Lehigh Valley Manufacturing Industry Consortium Apprenticeship Program in partnership with leading employers: B. Braun Medical Inc., Bosch-Rexroth, Nestle Waters, and G Technology, the German American Chamber of Commerce, Inc. and education partners Northampton Community College, Lehigh Carbon Community College, and Lehigh Career & Technical Institute.

This innovative consortium-based Registered Apprenticeship program will build a pipeline of technically-trained workers to meet the growing workforce needs for high-demand occupations of Mechatronics Technicians and Industrial Manufacturing Technicians. We requested funding through the PAsmart Growing Registered Apprenticeships and Pre-Apprenticeships Grant Program to launch this innovative multi-employer program.

Business Education Partnership Videos: Through a PA Department of Labor & Industry Business Education Partnership grant awarded to the Workforce Board Lehigh Valley, we created 24 *Best Practices In Education!* videos and developed a Good Frankie/Bad Frankie interview educational media tool. The *Best Practices in Education!* videos showcase Lehigh Valley's K-14 educational system and engage students, educators and employers by showcasing education at its best and allow business and industry to discover the variety of career awareness and preparation activities and experiences available to students and the value education places on career pathways and continuing education.

The Good Frankie/Bad Frankie interview toolkit has two components: a curriculum for a live interactive student-employer interview skit, and an on-line educational media tool to teach effective interviewing skills required to get a job. Good Frankie/Bad Frankie addresses the Pennsylvania Academic Standards for Career Education and Work including effective speaking and listening skills used in a job interview (Career Acquisition 13.2), and highlighting attitudes and work habits (Career Retention and Advancement 13.3).

Youth Reentry Grant: Due to our expertise in implementing and sustaining the Linking Employment Activities Pre-release (LEAP) program which established a PA CareerLink® within

the walls of Northampton County Jail to increase inmates' pre-release employment skills and reduce recidivism rates, the Workforce Board Lehigh Valley received nearly \$1 million from the PA Department of Labor & Industry to establish a Lehigh Valley Youth Reentry Demonstration Grant program in partnership with Northampton and Lehigh Counties' Justice Systems, regional community colleges, and the Pennsylvania Academic and Career/Technical Training (PACTT) Alliance to re-engage 160 youth ages 18-24 into education, training and family-sustaining employment.

The PA CareerLink® Lehigh Valley workforce system will be integrated into the Justice Systems of Northampton and Lehigh Counties to provide referrals of youth who were incarcerated or subject to the justice system into education, training and employment. Personalized services will include skills and interest assessments, career pathways, supportive services, and case management. Northampton Community College and Lehigh Carbon Community College will coordinate the education and training needs of participants, and PACTT will provide expertise in Employability and Soft Skills. The WBLV will design, develop and conduct a comprehensive targeted outreach campaign, resulting in referral and enrollment of Youth Reentry program participants.

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

A. **IMPACT OF WORKFORCE DEVELOPMENT ON STUDENTS AND EDUCATION: EMPLOYABILITY SKILLS CLASS AND CURRICULUM**

Lehigh Valley's model that showcases workforce development directly impacting students and education in the Lehigh Valley is the establishment of the Lehigh Valley Employability Skills Class and Curriculum, developed through a PA Department of Labor & Industry Business Education Partnership Grant. The curriculum is based on nine areas of the Employability Skills Framework: applied academic skills, critical thinking skills, resource management, information use, communication skills, systems thinking, technology use, personal qualities and interpersonal skills. The Framework is in alignment with the Support for States Employability Standards in Career and Technical Education (CTE) and Adult Education project, an initiative of the Office of Career Technical, and Adult Education, U.S. Department of Education.

The Employability Skills Curriculum was approved by the Allentown School District (ASD) Board of Directors in February 2019 and integrated into ASD's Program of Studies for the 2019-2020 School Year. Two classes are full and there is a waiting list!

As stated by Thomas Parker, ASD Superintendent, "ASD graduates more students each year than any other school district in the Lehigh Valley and it is our job to ensure they come away with the skills needed to succeed beyond graduation. This collaborative partnership with the Workforce Board Lehigh Valley reinforces the commitment of our School Board Directors to the goals outlined in the District's Strategic Framework. Partnerships such as this give our seniors the ability to learn soft skills, develop their business acumen and connect them with pathways to employment. By the end of the school year, more than 200 students will have

completed this semester course, providing them with real insight on employment opportunities here in the Lehigh Valley. We are looking forward to supporting these 200 students and seeking ways to expand even more next year.”

**B. IMPACT OF WORKFORCE DEVELOPMENT ON TALENT PIPELINE:  
LEHIGH VALLEY STATE/LOCAL INTERNSHIP PROGRAM (SLIP)**

In 2019, the WBLV received \$415,306 from the PA Department of Labor & Industry to provide 80 interns with summer work experiences at 50 employers, including a range of business and industries: Customer Service, Finance/Insurance, Healthcare/Social Assistance, Manufacturing, Professional, Scientific & Technical Services, Transportation/Warehousing/Logistics. We served 48 high school students, 10 high school graduates, and 22 students currently enrolled in post-secondary. Eleven individuals were hired permanently by employers through this program.

The success of the SLIP program is validated by the following testimonials.

“My internship was very informative because I received experiences in welding and electrical work.”

*Andrew Cardona, Electronic Maintenance intern, Bakerly*

“Bashore Electric was happy to be involved with the SLIP program for the summer of 2019. We were matched with Jeremy Sandholm, a competent and reliable Northern Lehigh career and technical student who acted as a helper to our crews all summer. The program was well-organized, the amount of paperwork acceptable and everyone we worked with was ready to answer any questions we had - from beginning to end.”

*Kathleen Bashore, Bashore Electric*

“As Senior Manager of Human Resources at Tyber Medical, I would like to recommend the SLIP program to any business in the Lehigh Valley. Tyber Medical used the program with great success in 2019. We look forward to the same in 2020!”

*Toby Borcoman, Tyber Medical*

“The State/Local Internship Program connects young individuals with Lehigh Valley professionals for them to learn more about their career interest in a real time work situation. My experience working with these young adults was rewarding and I felt that I offered out assistance for my work events and offered valuable insight on the world from a younger person’s perspective. These two young men were social and respectful and it was a pleasure working with them. I was sad when the program was over.”

*Christine Campbell, The Morning Call*

**C. IMPACT OF WORKFORCE DEVELOPMENT ON DISLOCATED WORKERS:  
TARGETED RE-ENGAGEMENT OF RESEA CUSTOMERS**

In a strong economy with not enough workers available to fill occupations, a strategy of the Workforce Board Lehigh Valley and its PA CareerLink® Lehigh Valley workforce system is to

have a targeted and integrated workforce development system with individuals participating in the Re-employment Services & Eligibility Assessment (RESEA) program and guide them into education, training, and employment based on the individual's needs.

Using a personalized, customer-centric approach, our objective is to retool, upskill and provide occupational choices to dislocated workers who are identified to likely exhaust their Unemployment Compensation benefits prior to reentering the workforce. Title III staff conducts the RESEA orientation, initial assessment, and post orientation in a one-on-one meeting. During these meetings, RESEA participants are encouraged to participate in WIOA services for more intensive personalized services and those that are interested in the Lehigh Valley Holistic Approach Program (HAP) under the Commonwealth of Pennsylvania Trade and Economic Transition National Dislocated Worker grant are referred to Title 1 staff for further exploration of benefits of HAP grant.

We take a human-centered approach to each customer and ensures that each customer leaves their initial RESEA appointment knowing their NEXT BEST STEP!

**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.**

Our most significant workforce development challenge currently and in the next year is mitigating barriers to training and employment for job seekers within our workforce system. Challenges are increasing for our customers who have multiple barriers to employment and employers are challenged to mitigate these barriers as they recruit a workforce and as they begin to realize wages need to be raised, skills need to be upgraded, and more work is required to train and develop each new hire. We declare 2020 as the Year of Employer Worker Development because it is up to employers to hire, to pay, to train, to mitigate barriers to employment, and to choose the right workers for their companies.

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

- A. Integration with the 5,000-member Greater Lehigh Valley Chamber of Commerce, the 7th largest in the United States, which serves as the Workforce Board's One-Stop Operator and Business Intermediary.
- B. Expanded the footprint of the PA CareerLink® Lehigh Valley workforce delivery system with one comprehensive center, four satellites, a PA CareerLink® within Northampton County Jail, and a planned satellite in the Slate Belt region. We extended the hours throughout PA CareerLink® Lehigh Valley's workforce system for expanded customer access, resulting in more than 1,000 additional people receiving services.
- C. Strategic initiatives with Lehigh County include our partnership with Lehigh County Executive Phillips Armstrong to develop the first-ever Jobs Tree! The Jobs Tree is another resource for not only employers to market their jobs, but another resource for job seekers to learn about job opportunities. Over 50 employers participated to place 130 jobs on the tree. By placing a tangible job opportunity in the hands of job seekers, they are able to hold onto the

opportunity, and consider the job's pros and cons related to their skill level. Not everyone wants to go online, go to a staffing office, participate in a structured job search, or even look through all job ads, they simply want a job. That's why we created the Jobs Tree.

- D. Strategic initiatives with Northampton County include the WBLV establishing a Linking to Employment Activities Pre-release (LEAP) program, initially funded through a U.S. Department of Labor grant, which provides transitioning offenders with job readiness and employability skills to get and keep a job, therefore lowering recidivism rates and resulting in safer communities and reduced costs to taxpayers. We have continued our contract with Northampton County to maintain PA CareerLink® Lehigh Valley services within the Northampton County Jail, providing a seamless transition from LEAP to the workforce system with case management, job development and placement assistance to transitioning offenders both pre- and post-release, providing stability and structure as they transition to life outside the walls.

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

- A. State guidance on integrating technology into Pennsylvania's customer-centric workforce system while maintaining personalized services.
- B. An increase in staff training and development options across the PA CareerLink® Lehigh Valley workforce system.

***On behalf of Lehigh County Executive Armstrong, Northampton County Executive McClure, the Workforce Board Lehigh Valley and our Board Chair Larry Wiersch, we appreciate Governor Wolf's emphasis in directing resources to workforce development! We appreciate Secretary Oleksiak's attention to the PA CareerLink® Lehigh Valley workforce system. We thank Secretary Miller for integrating human services into workforce development at our newest PA CareerLink® Lehigh Valley location within St. Luke's Sacred Heart Hospital. We thank Secretary Rivera for aligning education into workforce development to meet not only the needs of students, but the projected needs of business and industry. We thank Secretary Davin for leading the direction of economic development in Pennsylvania. We also thank Dan Kuba, Ruben Pachay, James Martini and the PA Workforce Development Board, Mike White, Ed Legge, Eric Ramsay, Brenda Dupstadt, Greg Hart and their colleagues for their support and direction as we continue to grow in Pennsylvania's economy, with the support of Carrie Amann and my colleagues within the Pennsylvania Workforce Development Association.***



## Luzerne/Schuylkill Workforce Development Board 2019 Annual Report



The Luzerne/Schuylkill Workforce Development Board, (L/S WDB) supports the Pennsylvania Workforce Development Board's (PA WDB) mission and their five broad goals to ensure that Pennsylvania's workforce system meets employers' needs for skilled workers and workers' needs for career pathways and economic advancement. The Board oversees the administration of approximately \$7.2 to \$8 million in workforce development funds annually.

The Board continues to support and augment the Commonwealth's goals through its local planning initiatives. The Board's Planning and Development Committee, which convenes quarterly, oversees strategic planning 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.

### **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) State/Local Internship Program (SLIP) Grant**

L/S WDB requested and was awarded \$721,312 to support the **State/Local Internship Program**. The SLIP team consisted of the L/S WDB Executive Director, WDB staff, the One-Stop Operator, Site Administrators, and PA CareerLink® staff. In 2018 and 2019, the Luzerne/Schuylkill SLIP program employed 195 interns total—45 more than we were contracted for—and expended 100% of all funds. Our interns have been employed with a total of 59 employers, and we will continue to expand this number for 2020. Reimbursable wages will range between \$10.35 and \$12.50 per hour in addition to FICA/Medicare and Workers' Compensation fringe costs for a work schedule of 25 to 40 hours per week for eight weeks. Our employer partners have been involved from the start and will continue to act as the employer of record.

In 2019, employers that responded to our survey contributed in-kind contributions exceeding 25% of wages reimbursed to interns through August 30, 2019. Additionally, five employers hired more interns than we could subsidize through SLIP. This proved employers' commitment to developing talent and their trust in our ability to recruit qualified candidates. Following the end of the SLIP grant in August 2019, nine employers offered nine interns permanent part-time or full-time employment. We also anticipate that all 47 employers who participated in program will participate in 2020. We will continue to involve additional employers, especially those with whom we have formed relationships through our Business-Education Partnership Grant.

The program's success stories have been captured in our local media. For instance, Breanne E., intern at the Greater Hazleton Historical Society and Museum, was hired full-time after completing her internship. The *Hazleton Standard Speaker* featured Breanne curating a local high school yearbook collection dating back to the 1920s. A *Pottsville Republican Herald* article under the headline "Schuylkill County Intern Lands Job" featured SLIP participant Gabriella B. working at the Schuylkill County Controller's Office. The article stated how Gabriella was hired as an Accountant/Auditor Fixed Asset, Second Deputy at a salary of



\$45,686 after completing her internship. Commissioners' Chairman George Halcovage said the SLIP paid internship program is "a great opportunity" for local college students. "When PA CareerLink® and our Human Resources Department got together," he continued, "they put together a program that's pretty awesome. PA CareerLink® offices across the state now use Schuylkill County as the example of how to run the program."

## **2. Business Education Partnership (BEP) Grant**

The L/S WDB received \$100,000 for the governor's **Business Education Partnership**. Our pilot project *Invest in Your Future* aims to bridge the gap between education and workforce by offering students an opportunity to work for local businesses while finishing high school in their field of study/interest. The exposure to an employment prospect introduces students to valuable work experience that will boost their skills and fulfill business needs.

In partnership with the Career & Technical Centers, we recruited 24 high school seniors (12 at the Wilkes Barre Area Career and Technical Center and 12 at the Schuylkill Technical Centers and 17 employers for a co-op program that combined a Workplace Boot Camp with part-time jobs paying up to \$10.15 per hour. All co-op students participated in the Workplace Boot Camp covering a variety of hard and soft skills needed for career success, including resume writing, workplace etiquette, pre-apprenticeships and apprenticeships, networking, financial literacy, goal setting, and FAFSA and scholarship applications. This program aids employers by closing the skills gap between job seekers and employers so that valuable resources can be directed toward growth-oriented goals. The program offered workplace shadowing, career mentoring, career awareness activities, industry tours, and internships. Students gained academic credit for internships and earned market wages. One co-op student earned \$22.90/hour working an electrical co-op at MK Gavlick, Inc.

Through the *Invest in Your Future* Project, we helped coordinate two Career Awareness Fairs that brought together 46 employers and 1,600 high school students to learn about career pathways and local employment opportunities. The Career Awareness Fairs also introduce students to the educational resources available in their communities.

## **3. Innovations in Management Apprenticeship Program**

In October 2019, the Greater Pittston Chamber of Commerce registered the **Innovations in Management Apprenticeship** program with the Commonwealth of Pennsylvania, for which the L/S WDB acted as the fiscal agent. This earn-and-learn model program is designed to benefit all businesses by focusing on management development skills regardless of industry. However, the regional workforce area is focusing on four industry sectors: financial services, food processing, healthcare, and manufacturing. We intend to expand the program to logistics and transportation, building and construction, and energy. Learning objectives include effective team leadership and communication, development of performance goals, standards and feedback, conflict resolution, effective discipline, and delegation. Apprentices who complete the program earn 16 college credits and a Small Business Skills Diploma from Luzerne County Community College (LCCC) that can be applied toward a Certificate of Specialization in Business Management and/or to the Business Management Technology Associates of Applied Science Degree. Currently, two employers committed to this apprenticeship—FNCB Bank and McDonald's. McDonald's encourages its apprentices to further their education through their own Archways to Opportunity program.

Following the success of this pilot program, L/S WDB collaborated with the Pocono Counties Workforce Development Board and the Lackawanna County Workforce Development Board. Each Board combined

their \$30,000 grant to expand the *Innovation in Management Apprenticeship* program. In this expanded initiative, L/S WDB was the lead applicant and fiscal agent. This second stage of the program focused on having Apprenticeship Ambassadors promote the management apprenticeships throughout the seven-county Northeast Pennsylvania region with the goal of securing commitments from 10-15 additional employers. Once again, enrolled participants complete a customized curriculum designed by the Greater Pittston Chamber and Luzerne County Community College that addressed four critical components: First Line Supervisory Principles; Psychology: The Person and the Workplace; Management/Supervisory Skills; and Business Communications.

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

**1. Reemployment Services and Eligibility Assessment Program (RESEA) Customer Feedback:**

PA CareerLink® participant Nancy Kaminski was profiled for the Reemployment Services and Eligibility Assessment Program. On advice from her Career Advisor, Nancy attended several workshops presented by the WIOA Title I staff. After attending the resume writing and interviewing workshops, she was offered a position with Luzerne County Government. Nancy told her PA CareerLink® workshop instructor: “I studied the job description like you said and really planned my answers to address each duty described. I also planned out what I would say to ‘why do you want this job?’ and questions about weaknesses and strengths. . . . I also did that ‘hero stance’ you talked about before I walked into the courthouse for the interview! Thank you, thank you, for your classes. They were a great help because of you. Just know how much you help people.”

**2. SLIP Testimonials:**

- **Memunatu D.**, an Administrative Assistant at the Schuylkill Intermediate Unit, said “In being able to return to the same internship I held last year, I valued being able to build from preexisting projects and delve deeper into the solutions I previously created.”
- **Sandon B.**, an Engineering Intern at Pride Mobility Corporation, said “What I valued most about this internship was how I got to do a lot of hands-on work. Personally, I learn and retain more information when I get to do these kinds of things. It also showed me how tolerances affect parts in an assembly.”
- **Jordan P.**, a Research Writing Assistant at the Commission on Economic Opportunity, said “I have learned all that CEO has to offer and the potential employment opportunities they can provide after completing the internship.”
- **Brian H.**, a General Office Intern at CHUBB, said “Being treated like a professional and given real work better prepared me for graduation.”
- **Daviane W.**, a Supply Management Intern at InterMetro Industries, said “I value all the experience that I was able to gain through this internship. I think I have really changed as a person and have matured overall.”

**3. Dislocated Worker On-The-Job Training (OJT) Success Story**

Each program year, we assist many Adult and Dislocated Workers in eliminating their barriers to long-term employment. This essential goal of the WIOA Title I program results in numerous success stories, all of which are unique to the individuals we serve. For example, in PY2015 Shane Clifton lost his job when the Rubbermaid plant closed. He attended a number of workshops at the PA CareerLink® Schuylkill County designed to make himself more marketable and was soon hired at manufacturer Tredegar through the

WIOA OJT program. In his position as an Extrusion Technician, he made \$17.64 per hour. In less than three years, Shane was promoted to Safety Ambassador, making substantially more. Then, just a year later, on February 1, 2019, he was promoted to Safety Coordinator, almost doubling his initial wage to nearly \$70,000.

**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 L/S WDB understands the severe shortage of skilled workers in the candidate pipeline in this era of "full employment." The solution is to develop traditionally underutilized individuals to fill these sustainable-wage jobs. With this in mind, L/S WDB submitted for and was awarded \$500,000 to assist justice-involved young adults in obtaining employment following their incarceration. Re-entry citizens represent an untapped opportunity for training and placement, as evidenced by Governor Wolf's launch of the Pennsylvania Reentry Council (PRC). While WIOA Title I funds cover this demographic, obtaining additional funding through Project **REAL** (**R**econnect, **E**ngage, **A**dvocate, and **L**ead) allows us to work closely with 50 young adults and help match them to jobs with second-chance employers. In our 2019 survey, 100 of 100 responding employers agreed to interview returning citizens. To ensure the success of this program, the L/S WDB is working with county probation officials to assist in the preparation of motivated and qualifying young adults and connect them with quality employers. Employment helps formerly incarcerated people gain economic stability after release and reduces the likelihood of recidivism.

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

**1. Virtual Reality Technology to Engage Youth**

The PA CareerLink® Schuylkill County WIOA and TANF Youth programs use a state-of-the-art Virtual Reality headset to engage youth in soft skills job training and life skills acquisition. It can be challenging to entice youth to finish their GED coursework and register for their test. As an incentive, youth who complete their GED lessons can use the Virtual Reality system. Frequently, they choose to use it to explore some of our entertaining software, such as:

- **City Car Driving:** This simulator is useful for our students who don't have access to a vehicle and want to learn how to drive.
- **Google Earth:** This allows users to explore the planet; walk the streets of many major world cities or fly above mountains and canyons.
- **The Body VR:** Users are transported into the human body to experience how various systems work. Exploration of cells and anatomy can spark interest in healthcare careers.
- **The Lab:** Youth experience STEM topics from amazing perspectives; such as learning about CT scans from the inside of the human body, or experiencing the solar system by floating through space.
- **Nefertari: Journey to Eternity:** This experience traverses the ancient Egyptian tomb of a queen, presenting lessons on history, art, archeology, and anthropology.
- **Richie's Plank Experience:** Helps users conquer their fear of heights and improve their balance.

The PA CareerLink® Schuylkill County uses Virtual Reality as a learning tool in all youth programs. Many modules teach soft skills through realistic experiences and expose youth to situations that allow them to practice making good decisions. Software includes:

- **Keep Talking and Nobody Explodes:** Teaches communication, teamwork, and time management.
- **Black Hat Operative:** Teaches communication and team building.
- **Custom-designed modules from NSENA:** Topics including communication, job interviews, daily tasks (shopping for items on a list using a bank card, cooking an egg, doing laundry, crossing a street safely, avoiding conflict, diffusing a tense situation, behavior management, and decision making. A popular and useful module allows users to practice anger management at a fast food restaurant.

## **2. Your Employability Skills (YES) Program**

**The Your Employability Skills** is a L/S WDB-endorsed program featuring two-hour workshops addressing 22 subjects that prepare students to be successful on the job. Subjects address all of the WIOA mandated required elements, including communication, customer service, job applications/resumes, interview skills, substance abuse, sexual harassment, conflict resolution, time management, financial literacy, entrepreneurship, safety, and the dangers of social media. The L/S Youth Programs have a partnership with the Northeast Pennsylvania Manufacturers and Employers Council. The workshops begin in August and continue weekly throughout the program year. Each youth completing the curriculum receives a certificate, and the credential is documented in his/her student file and in CWDS.

## **3. GED Testing and ACT WorkKeys®**

The PA CareerLink® Luzerne County at Wilkes-Barre became the first online GED test site in Luzerne County in May 2014; the Hazleton office soon followed. LCCC uses these locations as a test site for their Title II ALTA participants. Since 2014, these locations have administered 2,495 tests. Approximately 74% of the testers have been WIOA Youth participants; the rest have been enrolled in ALTA and EARN. Since the program began, 295 WIOA Title I Youth have earned their GED, a valuable step in launching their chosen career pathways.

The L/S WDB also endorses ACT WorkKeys® as a valuable work-readiness tool. WorkKeys® assessments are the foundation to workforce solutions and measure a range of hard and soft skills relevant to any occupation, at any level, and across industries. The L/S WDB requires WorkKeys® assessments for WIOA Title I Youth, Adults and Dislocated Workers participating in individual training programs (ITAs). We have had great success in implementing this coursework. Not only have many of our program participants gained their *National Career Readiness Certificates* (ACT WorkKeys NCRC®) following testing, but a significant number have also attained platinum scores—the highest level possible—indicating mastery of the skills needed to be successful in today's workplace. We view this outcome as indicative of the strength of our programming. To date, 49 employers in the Luzerne/Schuylkill workforce area have endorsed WorkKeys®.

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

**1. Measurable Skills Gains for Youth:** The L/S WDB appreciates the necessity of documenting measurable skills gains (MSG) for all youth program participants. It is important to us address MSG in a way that makes it a useful metric for determining program success.

Currently, a student who enters a WIOA Youth program earns a positive MSG in the initial program year. Although, the student remains enrolled through subsequent program quarters, the issuance of quarterly

outcomes for MSG is not a true reflection of the law, since WIOA stipulates the MSG is a ***Program Year goal***, not a snapshot reflection of a given quarter.

Please consider MSG to be calculated on a program year basis rather than a quarterly basis. (TEGL 10-16).

**2. Median Wage:** According to WIOA, the 2nd quarter following exit, median wage is a common measure category. Staff inquired to PA DOL about requesting a waiver for youth programs to be evaluated on a dollar per hour goal and not a median wage. We believe a reevaluation of this baseline will more accurately reflect the success of program.

If youth programs are held accountable for the median wage, the 2<sup>nd</sup> quarter following exit, staff need access to employer wage records. Currently, there is no way of tracking the total wage of exited participants over a three-month period. If an hourly rate increase is considered, we could document through individual pay stubs. WIOA Title I Youth Providers do not have access to employer wage records. Access to employer wage records could help us track this important measurement.

**3. Continued guidance on how to properly handle job postings by third parties:** Given that ***all*** employers may post jobs on the PA CareerLink® website, *scam* postings are an ongoing concern for staff and customers. While staff have learned many important distinctions for identifying fraud postings through the Scam Prevention Training provided by the BWPO, additional guidance is appreciated with regard to rejecting postings/business folders created by third parties. Third parties contracted by employers to post open job openings do not necessarily use their own credentials but persist in using the employer's credentials.



# Montgomery County Workforce Development Board 2019 Annual Report

## Accomplishments

The Montgomery County Workforce Development Board hosted its 6<sup>th</sup> annual ManuFest and More event in March with representation from 70 employers and exhibitors and 1,200 students from 38 different schools at the Greater Philadelphia Expo Center. The goal of this event is to highlight the manufacturing industry, and the building trades and the diverse range of available occupations and career pathways to get students, parents and educators on the same page with some of Montgomery County's most in-demand sectors. Attendees had the opportunity to meet with educational institutions and participate in hands on activities relating to skills in manufacturing and the building trades including a robotics demonstration.



In September, the Montgomery County Workforce Development Board hosted the first annual Healthcare Career Expo. This event drew over 600 students to learn about educational opportunities and career pathways in healthcare, Montgomery County's largest industry of employment. There were team building activities, hands-on demonstrations and a tour of an ambulance. The event was held at the Montgomery County Community College in their state-of-the-art Health Sciences building. This afforded attendees the opportunity to see one of their available post-secondary options first-hand, in addition to exhibitor representation from other local colleges and universities.



Montgomery County's Workforce Development Board continues to broaden partnerships within the community. In October 2019, the 3<sup>rd</sup> annual Building Bridges: Workforce Partnerships in Action event took place with a theme of breaking barriers. Over 80 workforce stakeholders from across the county attended the event to network, listen to the partner showcase, participate in 30-minute wellness clinics, and hear from Deputy Secretary Cipriani. This year's event honored one partner with the Bridge Builder Award for her dedication to serving those in Montgomery County. A new addition in 2019 was the presentation of a participant success story and all of the different agencies that helped her bridge the gap from overcoming her barriers to gaining family sustaining employment.



## Testimonials

Joshua went to the MontcoWorks\*NOW Program, Montgomery County's WIOA youth provider in January 2019, seeking a new direction in life at the age of 22. He had recently spent several months in the county correctional facility and was placed on adult probation upon release. Josh's employment and career aspirations were severely hindered due to the non-violent felony 3 and misdemeanor charges that he received during his first and only criminal offense. He participated in many weeks of educational testing, assessments, and meetings with his career coach. He received support with navigating his criminal background and mentored on not letting his past dictate his future. Despite the lengthy, and at times, frustrating process, Josh stayed the course. Soon, he was enrolled into a Paid Work Experience at the Norristown Municipality Public Works Department. Early on, Josh's worksite supervisor reported that he exceeded all expectations. Josh arrived to work 20 minutes early every day, learned very quickly, and had perfect attendance throughout the program. The Municipality was so pleased that they hired Josh part-time with a starting wage of \$19.72 per hour. Josh's hard work and determination did not stop there. He continued making it to work each day with outstanding effort and performance. In September 2019, the Municipality offered Josh a full-time, permanent position with full healthcare benefits and union status.

Kathleen, mother of a young toddler, was just beginning the road to her sobriety from substance abuse when she enrolled in the Montgomery County EARN Program. Kathleen was motivated to make positive changes in her life and wanted to pursue a career that offered opportunities to grow, both personally and professionally, and that would also bring financial stability. Working with her career coach, Kathleen explored career pathway options and became interested in a career in Medical Billing and Coding. Following a referral to the PA CareerLink® Montgomery County and WIOA co-enrollment, Kathleen enrolled in the Medical Biller Specialist training at Montgomery County Community College. With the help from her instructor, who offered tutoring in the evenings and on weekends, Kathleen passed the exam in May 2019 to become a Certified Billing and Coding Specialist. She prepared for job search by attending employability skills workshops, resume consultations, and mock interviews with EARN staff. She geared up to attend the 12th Annual PA CareerLink® Montgomery County Job Fair. The Business Services Team suggested that she meet with a recruiter from Merakey, an organization that specializes in offering supportive services to individuals who struggle with substance abuse. Her hard work paid off as Kathleen accepted an offer of full-time employment at Merakey as an Office Administrator in Lansdale, PA. Her starting wage was \$12.00 per hour, plus benefits and recently, Kathleen received a raise increasing her wage to \$14.00 per hour. Merakey is a leading provider of education and human services to individuals with special needs. It was a great fit personally for Kathleen as she was seeking a career path in the healthcare industry. Kathleen keeps in contact with her EARN Career Coach and reports that she likes the work that she is doing and the mission of the company. Kathleen maintains her sobriety, has gained a sense of security, and feels more confident in herself and in her future.

Below is the link that features Kathleen's story prior to her enrollment in the EARN Program.

<https://www.youtube.com/watch?v=ALnPleDNIBU>



## **Challenges**

Ensuring Montgomery County employers have access to a reliable, skilled workforce, both now and in the future, is an ongoing challenge. In 2020, 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 at the PA CareerLink® Montgomery County assist with barrier remediation, with a focus on underserved populations. Providing Montgomery County job seekers with access to the resources needed to develop their skills and gain success ensures employers a thriving workforce. To that end, we have made the decision to relocate the PA CareerLink® Montgomery County into the Human Services Center just over one mile away. This will afford customers the ability to access an abundance of resources as the building serves as a hub for community connections and referrals. Customers will be able to tap into resources from County departments including Children and Youth, Drug and Alcohol, Early Learning Resource Center, Health, Aging and Adult, Housing and Community Development, and much more all in the same building.

## **Promising/Innovative Practices**

The Montgomery County Workforce Development Board awarded a contract to Full Circle Computing to develop and maintain a platform to deliver online workshops on similar topics that are presented onsite. The goal is to provide customers the opportunity to view the content without having to travel into the center. The hours of the online workshops also vary outside of traditional office hours which allows individuals to participate after school or work. Of the 122 surveyed customers that participated in online workshops, 100% found the content “useful” or “super useful” and 100% said they would consider attending additional online workshops. When asked what customers liked best about the online workshop they attended, one respondent wrote “I love that I can learn at home and the instructor was very helpful and I could ask questions without running out of time when you have a full class of people.”

With the use of EARN performance funds, we held the inaugural Multi-Generation Program for EARN participants and their families to learn in a collaborative and fun environment. It was an eight-week program that included family dinner, safe and secure childcare, academic and social emotional instruction, and a rigorous Customer Service Boot Camp. The program consisted of 5 clients and 12 children. The Multi-Generation Program helped prepare participants to secure a career in a desirable field of employment with competitive wages. The future is bright for such a hard-working group of individuals that are bravely balancing their family, personal and professional lives! Below is a link to a video that provides testimonials from participants, their children, and the staff that were involved in the program. <https://www.montcopa.org/2115/Employment-Advancement-and-Retention-Net>

## North Central Workforce Development Board 2019 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 2019. Of the many great initiatives, the three we will highlight include: the PAsmart Registered Apprenticeship Program, What's So Cool About Manufacturing Video Contest, and our Camp Exploration. We will also identify how these accomplishments are helping us reach the five goals of the WIOA Combined State Plan.

#### PAsmart Registered Apprenticeship program

Hunter's Garage LLC of Hyde, PA (Clearfield County), has implemented a Registered Apprenticeship program for an Automotive Service Technician which was approved on September 12, 2019. The sponsor of this program, Hunter's Garage, also participated in the Pennsylvania State Local Internship Program

and has transitioned their former intern into their apprentice. What makes this success story so unique is that Hunter's Garage

truly exemplifies what it means to empower employees, to strive for more and excel in their careers. This

competency-based,

Registered

Apprenticeship

program consists of

4,000 hours of on-the-job-training which will

be conducted under

direct-supervision of

the mentor,

supplemented with 311

hours of related technical instruction. We asked Hunter's Garage to summarize what their Registered Apprenticeship program means to their business and here is what they had to say: "A registered apprenticeship program mandates organized structure to an educational program that serves to elevate our business and therefore our community by offering a professional, well rounded program geared to change the auto repair industry as a whole. Registered apprenticeship programs are the essential key to solving the skilled employee deficit nightmare, plaguing employers across our state and nation by growing and nurturing our apprentices into highly skilled, hands on employees that share in our passion." Hunter's Garage recognizes that having a highly-skilled workforce is the foundation of their business, which is why they have invested in a Registered Apprenticeship program. The program sponsor also sees this as an opportunity for recruiting future apprentices, as they realize the value it can bring to both their



organization and an employee. By implementing an Automotive Service Technician - Registered Apprenticeship program, Hunter's Garage becomes the second sponsor of this particular occupation in the entire state of Pennsylvania. With that said, we are proud to have served a role in expanding non-traditional apprenticeship programs, particularly in the North Central Region.

Workforce Solutions was fortunate to receive \$149,413 in Registered Apprenticeship funding under the Governor's PAsmart Initiative. We have been able to assist a number of companies in implementing RA programs. At least 113 employers have been exposed to the idea of RA, through emails, phone calls, employer visits, etc. We have had five RAs approved including: Hunter's Garage, SGL Carbon, Alpha Precision Group, Zippo, and Christ the King Manor with at least two more in the process. The work we have accomplished through our Registered Apprenticeship efforts, obviously, meets the goal of the WIOA Combined State Plan (2020-24 WIOA Combined State Plan Draft) to increase career pathways and apprenticeships in Pennsylvania.

### **What's So Cool About Manufacturing Video Contest**

Workforce Solutions for North Central PA is leading the way to bring education, industry, workforce and economic development and other partners together to hold the 4<sup>th</sup> annual event for the North Central PA Region in 2019-20. There are 12 schools and companies participating in this year's event. Staff oversee and implement the entire event with the help of an advisory committee comprised of economic development agencies, community development agencies and employers. We have been successful in ensuring the sustainability of the program through employer's sponsorship therefore if grant funding is not available we will be able to implement the contest each year. This contest is a way to engage our middle school students, teachers, administrators, our partners and the community and highlight the importance of the manufacturing industry in our region. This project lines up nicely with the WIOA Combined State Plan Goal of Sector Strategies and Employer Engagement (2020-24 WIOA Combined State Plan Draft).



#### About the Contest:

*The Dream It Do It PA Student Manufacturing Video Contest* originated from the “**Skill-Up the Student Pipeline Grant**” which was awarded to MRC by Governor Tom Corbett several years ago. The purpose of the Grant was to address the growing need for skilled workers for the mid to high level technical jobs in Advanced Manufacturing. The Grant efforts included raising awareness among students, parents and educators with an accurate depiction of today's manufacturing environments and career choices. Manufacturing jobs have exciting career paths, excellent pay, engaging work environments and are in high demand! Please visit [www.whatssocool.org](http://www.whatssocool.org) for more information about the Video Contest and other Dream It Do It PA Activities and resources.



2018-19 Overall Video Award Winner – Fretz Middle School (Bradford) and Zippo Manufacturing

#### **Program Outcomes:**

- Create regional awareness of careers in manufacturing

- Engage industry and education to enhance classroom curriculums
- Provide teacher professional development
- Peer-to-peer marketing by students through media pieces
- Address the need for a *skilled workforce* within the manufacturing industry
- Promote STEM education

#### Program Timeline:

**April 2019- Sept. 7, 2019:** Companies and school districts recruited; teacher, coaches and student teams identified

**October 2019 – Week of October 14<sup>th</sup>** - Training and pre-production for teacher coaches

**November:** Production and submission check points

**December-February:** Post-production and submission check points

**March 11, 2020:** Awards Ceremony (for students, school administrators, companies, sponsors, community members, parents, etc.!) – 9:30am -2:00 pm at the St Marys Area High School.

#### Camp Exploration - A Pathway to Careers in Healthcare and Social Assistance

In 2019, Workforce Solutions collaborated with area health professionals to design a camp for students known as Camp Exploration. The purpose of the camp is to allow students entering into 8<sup>th</sup> grade to 12<sup>th</sup> grade the chance to explore careers in the health science and social service areas. Funding for this camp was provided from the Business Education Partnership (BEP) grant and donations made from area partners, allowing students to attend for free.



The First Camp Exploration was held on August 12<sup>th</sup> – August 16<sup>th</sup>, 2019 at the BC3 Brockway Campus. Ten students attended the camp each day from 9 am to 3:30 pm. Students were introduced to nursing, rehab, behavioral health and many more careers. They also participated in hands on activities such as: infection control with glo-germ simulation, sensitivity training, suicide awareness, and other activities. All students also received CPR certification prior to the close of camp.



Feedback was captured at the end of the camp experience. The students all asked to return to camp the following year, stating they had learned a lot and would like more opportunities to continue to explore their future careers. With this in mind, we were set to begin planning next year's camp to include an option for the returning students.

Camp Exploration will return this summer on June 15<sup>th</sup>- June 19<sup>th</sup>, 2020. This year the camp will include a year 2 program for the returning 10 students and will also accommodate 20 first-year students. The first-year students will follow a

similar schedule set to the original camp, while the second-year students will complete job shadowing experiences for 2 of their top career choices and attend an open-heart surgery at Allegheny Health in Pittsburgh. In addition, both classes will attend leadership skills and workability trainings to assist them



when entering the workforce. This initiative touches on many of the goals in the Draft WIOA Combined State Plan including: Career Pathways, Sector Strategies, and Youth.

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

When Martina first came to the PA CareerLink®, she was very unsure about what she wanted to do. She just wanted to start out by doing a work experience to make some money as she thought about her future plans. She got hired at the Emporium Senior Center for her work experience. Martina is still working at the Senior Center. Every time I go in to check on her, her supervisor has very kind words to say about her and her work ethic. Something that stands out to her supervisor is how extraordinarily well Martina gets along with the elderly individuals.



Since Martina has started her work experience, she has figured out what she wants to do. Due to working at the senior center, she realized that she wants to go to CNA class and work at a nursing home. Martina continues to enjoy going to work and doing everything that she can to put a smile on the attendees at the Emporium Senior Center.

Kelly Buchmiller was pregnant with twins and raising her other three children on her own when the father of the twins was incarcerated. She later ended the relationship when he returned to the community due to not wanting the children, Skylah (12), Haley (10), William (7), and twins, Donovan and Javon (6) to be around his substance abuse issues. With a strong desire to create a better life for her children, Kelly was accepted into Penn State. The first two weeks into her first semester, one of the six-month old twins, Donovan, was life-flighted with breathing problems and low oxygen levels. Kelly was unable to continue her schooling. She attempted part-time jobs in retail, but found it difficult to keep a position due to her son's illnesses and hospitalizations.



Kelly explored the Welding and Fabrication Technology program from Triangle Tech which worked with her children's school schedules and better yet, there would be less homework. Kelly reports she, "didn't think of it (Welding) being a male-dominated field...I just thought it was interesting." Triangle Tech referred her to Thomas Bundy, WIOA Title I Talent Development Specialist at the PA CareerLink® Clearfield County at DuBois. She was enrolled as a WIOA Adult. Kelly completed workshops at the PA CareerLink® as requested and did well on the TABE assessment. She was able to receive an Individualized Training Account in the amount of \$4,500 for her tuition at Triangle Tech and started training on June 26, 2018. By September 20, 2018 she had missed 23.3 hours of school due to continued hospitalizations of Donovan as they attempted to ascertain a diagnosis and treatment for him. Triangle Tech worked with Kelly to assist her in finishing her program while her son went through three surgeries and frequent illness.

In spite of all her personal issues, Kelly completed her training with a 3.19 QPA. She graduated Triangle Tech with her Associate's on October 4, 2019. Kelly became employed on October 21 at Miller Fabrication Inc. in Brookville. She works from 5 a.m. until 4 p.m. and travels from her home in Sabula. She is one of few women in her field but feels her co-workers treat her with respect.

Kelly exemplifies hard work and tenacity which enabled her to be successful. She has not allowed circumstances to dictate her life, but learned acceptance and how to make her plans fit into the life she is living.

Audrey was referred to the PA CareerLink® for services by Clarion County Career Center in September of 2017. She had been accepted into the training provider's part time practical nurse program. Audrey was working part time at a doctor's office as a scribe but wanted to continue her education to be able to work with the patients. The part time program met 2 to 3 times a week for approximately two years. Audrey chose this program in order to be able to work while achieving this goal. Audrey's position was eliminated when she started planning for school. With a need to work 20 hours a week to get assistance with day care Audrey started a part time job at a local restaurant but she still needed a few hours a week. She began a work experience at the PA CareerLink® of Jefferson County to provide the additional hours to comply with the 20 hours needed for day care. Audrey progressed well in her training achieving grades between 92 and 100 percent. Once the new Taco Bell restaurant opened in Punxsutawney area, Audrey started to work there and ended her work experience at the PA CareerLink®. At Taco Bell she could work nights and weekends while attending class and clinical experiences. Audrey progressed through her training well dealing with young children, changes in her personal life, and employment changes. In September 2019 as the end of her training came closer, Audrey found employment with Penn Highlands at the Brookville Hospital as a Personal Care Attendant. This was a decision that would ultimately help her future employment. In October of 2019 Audrey graduated Magna Cum Laude from Clarion County Career Center - Practical Nursing program with a 3.5 GPA. She successfully passed her state board licensing certification in November and began her employment as a Licensed Practical Nurse. Her dream of working hands on with patients was now a reality.



**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**

One of the biggest challenges that we faced this past program year was the proposed changes to the SLIP Program. The change proposed was to increase the number of youth served as WIOA eligible to 40%. This program has been such a huge success in our region, both for employers and our youth. Each year we have an overwhelming request from employers to participate in the program and never have enough funds to support all of the intern requests. We also view this program as a great youth retention strategy. It gives our young people an opportunity to see first-hand the real career opportunities in our region and has led to many great successes. Many youth have been offered full-time employment as a result of their internship. The State WDB should be proud of such a great innovative program that you support each year. We ask that if programs, like SLIP, need to be evolving and changing that local boards be more involved in future design changes.

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

The Workforce Delivery System Committee of the WDB recognized for many years the need to employ a full-time individual to assist in welcoming individuals, managing the Career Resource Center, performing triage, and increasing referrals at each of our PA CareerLink® centers. All of the partners stepped up and committed to covering the cost of these positions in the RSABs. The Workforce Navigator positions were then created. Navigators were hired in October 2019 and have already proven to be a huge success to our system and our customers. Having professional, well-trained individuals assisting customers has been invaluable for our region.



Pictured above – from left to right, sitting – Tom Bogacki, Sharon Engle, and Todd Vanderburgh; standing – Brenda Caltagarone, Lora Cope, Liza Miller, Donna Hottel. Dawn Nasoni. and Michele Korstiens

PA CareerLink® staff requested a region-wide meeting in order to meet and get to know each other better and gain more knowledge of the complex processes in the workforce development system. In response



to this request, Workforce Solutions hosted a PA CareerLink® Partner Meeting at the Red Fern on November 22, 2019. Not only were all PA CareerLink® staff invited but all mandated partners and their respective directors were also. The day included an overview of the workforce system, grants, policies, and the MOU. All partners participated with many PA CareerLink® staff presenting their valuable program information. Feedback from staff was positive with requests to make this a regular event.

### **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 are participating on committees of the board in order to provide a local/board perspective. We also appreciate that local boards have been invited to present at each quarterly State WDB Meeting. 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 2019 Annual Report**

### **Accomplishments**

Over the course of the year, the Northern Tier Workforce Development Board continued to develop and expand multiple innovative projects, including the expansion of the BEP project, the Fit4Work Reengagement Project and broadening work-based opportunities for our youth population. These initiatives support efforts in reaching the goals of the state's WIOA Combined State Plan and strengthens partnerships with local business, education, community and economic development partners.

#### **Northern Tier Career Coaches – Business Education Partnership**

The Northern Tier Career Coach program started the fifth year of operation through the Business Education Partnership (BEP). The program connects students to local business, providing career exploration activities, connecting to career pathways, exploring training opportunities and building relationships between students and local business to provide work-based experiences. NTRPDC and the Northern Tier Workforce Development Board now employ six career coaches who provide career services to students in fifteen schools including two career and technology centers (CTCs).

Career coaches have been instrumental in educating students about career opportunities and skills needed for jobs, connecting students and employers and assisting education with the development of the Pennsylvania Department of Education's required 339 planning and career portfolios. The BEP supports a coach in each school one day per week, which does not meet the demands for most of the schools. As a solution, the Northern Tier Workforce Development Board gave districts an option to purchase more days per week to support the additional time in their schools. Three schools have opted for additional days, requiring an increase in coaching staff, bringing our total to six. One school even has a career coach five days a week.

In 2019, the number of students seen by Career Coaches was over 10,000 (students may participate in more than one activity) and students were connected with over 234 local employers. Over 40 events were organized throughout the year including, but not limited to, career fairs, entrepreneurial panels, college fairs and tours, apprenticeship presentations and alumni career days. A total of 55 job shadowing opportunities were provided, and this number is expected to double in the next school year.

Including elementary and younger learners is an ongoing goal of the program. The addition of career coaches allowed for time in the elementary schools and coaches met with 738 elementary students. The expansion of the program has provided opportunity for the coaches to become more involved with elementary-aged students, providing them education through career projects to get them excited about the different existing opportunities. For example, a career coach organized a "How it's Made" career day for an elementary school inviting business to attend and do presentations for students about their products. More than 200 elementary students in grades K-6 participated in the event and all produced projects after the event to process what they learned, which counts toward evidence-based goals. Success of the program is shown by the number of students worked with, connection to employers,

evidence-based material documented for their career portfolios, and the commitment from the local education system.

#### **Fit4Work Reengagement Project**

Fit4Work is designed to improve life and work readiness skills for individuals with severe barriers including incarceration and substance abuse. Fit4Work includes orientation to PA CareerLink® services, individualized sessions with career advisors to identify barriers and determine steps needed to prepare for employment and classroom instruction. Classroom instruction focuses on personal management, soft skills, managing finances, workplace education, career exploration and employer expectations. These steps can be taken together or separately and for incarcerated individuals are offered both pre and post-release. Fit4Work has served over 300 individuals pre-release since program inception. The Fit4Work classroom completion rate is 83% with 105 graduates and the entered employment rate is 50%.

In 2019, the Northern Tier Workforce Board partnered with the Domestic Relations department to increase services to those with child support obligations, some of which had been incarcerated or were in danger of being incarcerated due to lack of payment. This partnership resulted in increased referrals from Domestic Relations and higher numbers of the child support population being served. The Northern Tier Workforce Development Board staff also partnered with Domestic Relations to present the Fit4Work project at the Domestic Relations Association of Pennsylvania's annual conference in September.

Upon completion of Fit4Work, graduates may participate in a supervised work-based experience while working to overcome barriers. Graduates continue to meet with a career advisor and job developer to find permanent, full-time employment. This program assists in creating a pipeline of workers that traditionally may have been overlooked due to their background. This program started through a Strategic Innovation Grant and has since been incorporated into our WIOA programs. The Northern Tier Workforce Board continuously seeks out opportunities to expand this program and engage additional partners in order to provide a vast comprehensive level of service.

#### **Work-based learning opportunities for youth**

A third accomplishment would be providing our youth with more work-based opportunities each passing year. In addition to WIOA and TANF youth, the State/Local Internship program (SLIP) has provided an opportunity for youth, who may not otherwise participate in our programs, to be matched according to skills and interests with local employers to participate in an internship during the summer months. This program, along with the career coach program, has helped open the door and foster relationships with a larger pool of employers and ensure we are working with youth at a variety of stages in their career development.

### **Impact of Workforce Development Programs/Success Stories**

Jennifer is a single mother of three children, ages 5, 7 and 12 and was looking for work or training that would lead to a job that could support her and her family. Once enrolled in the Adult program, she worked with her Career Advisor to explore her career options. After researching jobs in demand, she decided upon a nursing program through the Susquehanna Career and Technical Center (SCCTC). Jennifer worked very hard to successfully transition to her expanded role as a full-time mother and student. Jennifer was awarded the Clara Barton Award for Excellence in Nursing and completed her training. She has obtained full-time employment with the Hershey Medical Center as a Licensed Practical Nurse.

In August 2019, the Northern Tier Workforce Development Board was asked to submit a nomination for a TANF Youth Development Program participant to speak about their successful participation in the

program at the annual OFA TANF Summit in Washington, DC. Alyssa, a junior at Penn State University and 2019 summer intern at Trehab, Inc. was selected to speak about her experience at the national conference in September. Alyssa worked as a TANF assistant and led a group of 10 high school students through a six-week paid work experience. She acted as a mentor, supporting the students and teaching job skills when needed. She also was responsible for meeting with the student's supervisors, timesheet submission, maintaining files and organizing academic enrichment activities. Breanna Repard, Tioga County Trehab, Inc.

Site Supervisor said, "Alyssa always has a 'challenge-accepted' attitude and she went above and beyond all expectations." Alyssa discussed her personal

journey alongside three other panelists before an audience of more than

400. The event was an opportunity for Alyssa to share her experience and how the TANF program can assist young adults. Alyssa is studying Biobehavioral Health at Penn State and plans to pursue a nursing degree upon graduation.



Alyssa Remley (L) and Breanna Repard

Kayde was referred to the Fit4 Work program by her State Parole Officer. At the time she was living temporarily at the local mission center that houses the homeless. Kayde had a high school diploma but, no photo ID or driver's license. Her criminal background included assault charges in both New York and Pennsylvania. She had worked in construction but, her dream job was to help people. Kayde initially exhibited great difficulty getting along with others in the workplace. Upon completion of the Fit4Work program, Kayde worked on a supervised transitional work crew for several months. The Crewleader worked diligently with Kayde to teach her how to successfully interact with others on the job. As Kayde progressed, she showed that she was a very hard worker and exhibited some leadership qualities. Kayde participated in weekly job club and actively searched for work. With the assistance of her crewleader and job developer she was able to learn how to conduct an interview with her background and also to cope with repeated rejections during her job search. After a lot of hard work and several interviews, Kayde was able to secure a full-time housekeeping position at the County Manor. Her supervisors report that she is doing a great job!

## Challenges

Due to the rural nature of the Northern Tier region, transportation has always been and continues to be a significant barrier for many of the residents. The Northern Tier region is a 4,000-square mile rural area with its population located in small communities across vast areas of agricultural land and forests. Access to public transportation is restrictive or nonexistent. Limited fixed bus routes are available in Bradford, Sullivan and Tioga Counties along with a taxi service. Susquehanna and Wyoming Counties have access to a Shared-Ride transportation service. Shared rides and taxi service can prove to be cost prohibitive when transportation is needed across several miles for multiple days. Bus routes are often not conducive to traditional work hours and are not available during non-traditional work hours. Individuals often cannot accept work due to their location and inability to get to the workplace at the designated time, often depending on others for a ride. Others are unable to maintain employment because they do not have reliable transportation.

Transportation proves to be a barrier for many of our PA CareerLink® customers and we see a significant amount of our EARN clients unable to complete required classroom hours. As a solution the Northern Tier piloted a Van Ride program in Tioga County, which has the highest number of EARN enrollments. The van service is to transport participants to the EARN learning center on a priority basis. First priority is given to those that do not have access to public transportation through the bus service and second priority it to those participants spending more than one hour each way using public transit. The goal of the project is

to increase EARN participation which leads to greater success of program completion and employment. Close to 50 EARN clients have utilized the van services resulting in over 1,700 rides which has increased participation significantly.

In addition to the van pilot project, the Northern Tier WDB is part of a local transportation committee that is working to provide a volunteer ride system. Supported by grant funding, the system will focus on riders that are determined to be a victim of abuse. The goal of the project is that after initial implementation, the model will be expanded to others in the community that need assistance with transportation.

In an effort to provide career development services to those in our region that are unable to travel to one of our PA CareerLink® sites, staff offer mobile service throughout the region. Staff are housed in various locations throughout their respective county. These sites may vary from the town library to the local McDonalds. A PA CareerLink® staff person is available to provide assistance, including CWDS registrations, job search, resume writing and referrals. Dates and locations are advertised and shared with local partners. Over 100 additional customers were served in 2019 through mobile service.

### **Innovative/Promising Practices**

The Northern Tier Workforce Development Board partnered with the Northern Tier Regional Planning and Development Commission (NTRPDC) to assist in coordination and operation of the “What’s So Cool About Manufacturing? (WSCM) contest in 2019. The WSCM student video contest is a statewide initiative giving students across the state an opportunity to connect directly with manufacturers to discover what is “cool” about today’s manufacturing while recording their experiences through a documentary video production. The contest was created to generate excitement that draws students toward considering manufacturing career paths to strengthen the emerging workforce.

Seven schools were matched with local manufacturers to film and produce a video for a regional competition. Voters submitted their favorites online, generating over 10,000 votes. The students were celebrated at an awards ceremony in April at the local movie theatre. Over 200 attended the ceremony viewing the videos on the big screen. Wellsboro’s Rock Butler Middle School was the Viewer’s Choice and overall winner featuring MetalKraft Industries. The winning students represented the Northern Tier region at the statewide competition on April 30.



*Above: Students from Wellsboro’s Rock L. Butler Middle School tour MetalKraft Industries, Inc.*

Other participating schools and manufacturers were Troy with Cummings Lumber, North Penn–Liberty with Cummings Veneer, Towanda with Global Tungsten Products, Northeast Bradford with Repsol, Wyalusing with Mestek/Arrow United and North Penn Mansfield with Keystone North.

The project is underway for 2020 and has increased to 13 schools and manufacturers. This collaboration was a great example of workforce and economic development working together to engage our education and business partners. View the student videos at <https://www.whatssocool.org/contests/northern-tier/>

### **Areas of Guidance**

More readily available training for both program and fiscal staff including the CWDS system operations and uses and generation of ad hoc reporting would be very beneficial.

## Northwest Workforce Development Board 2019 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.**

NWPA Job Connect serves Clarion, Crawford, Erie, Forest, Venango and Warren counties. While serving these 6 counties over the last year, we made a lot of progress, but below are some of our greatest accomplishments.

The NWPA Job Connect region received an **Economic Transition National Dislocated Worker Grant** of about \$900k to help dislocated workers in retail, leisure, hospitality, service, trade, transportation, and logistics sectors enroll in training programs in High Priority Occupations (HPO). At the end of December 2019, 45 participants were impacted through the grant, which vastly exceeds the original goal of 30. Northwest PA CareerLink® Talent Development Specialists (TDS) continue to cultivate Individual Employment Plans (IEP) for potential participants, at which time they are informed of the opportunity to have 100% training costs covered through the Economic Transition grant. Those eligible and interested follow normal procedure of identifying training and are then enrolled into programs that support the High Priority Occupations in the local area. The barrier of unaffordability has thus been removed, since the grant funds cover 100% of the training costs. This opportunity has opened additional doors for those that may not have otherwise been able to afford those trainings.

April 1, 2019 Northwest PA CareerLink® implemented and launched the **Incumbent Worker Training (IWT)** grant as a pilot program. This program helped to provide funding to the region's local businesses in order to customize and upgrade their employees' skills and knowledge. Presentations, email marketing, workshops and other outreach efforts were conducted in order to ensure that as many local businesses as possible were aware of the IWT program. Due to the fact that this was a pilot, funding was limited (\$30,000) and priority was given to small or rural businesses within targeted industries. The two companies have since reported increased sales, employment growth and wage growth since the participating in the IWT grant. The IWT and OJT programs serve as leading programs in the area, are market relevant and provide timely training driven by industry need and choice of training providers. The IWT has been a powerful tool for workforce investment in leveraging considerable federal funds for targeted training for in demand skills, thus achieving greater use of limited public sector training funds. All the businesses receiving training grants are within the local targeted industries, ensuring investment in wealth-generating jobs for the area supported by NWPA Job Connect's economic growth.

Thus, the NWPA Job Connect community has been able to make progress towards the broad goal for establishing career paths for those that may not have been able to achieve otherwise, as well as strengthening and building strong relationships with community employers in HPO industries.

NWPA Job Connect region was also just recently awarded **Youth Reentry Demonstration Project** in collaboration with our regional partner West Central. The project will recruit youth ages 18-24 who were previously involved with the justice system or incarcerated and preparing for imminent release. Engaging

youth in advanced training, post-secondary education, and employment and reducing recidivism are the main objectives of the project. The project will also help participants without a high school diploma enroll in literacy instruction and explore and identify different career paths.

The board continues to develop strong partnerships to aid our local youth in development and retention to the area in order to support the state's broad goal of increasing opportunities for youth.

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

**Acutec Precision Aerospace, Inc.** is a manufacturing company in Crawford county. They initiated a call to mobile service delivery Talent Development Specialist, to discuss ongoing efforts with Work Release inmates from the Crawford County Jail. The specialist shared, "I explained that we provide all the services we would provide to anyone outside of jail. Most frequently, after an assessment, I place the inmates into a resume workshop, and work on interview skills with them. I discussed with Acutec certain offenses that would disqualify applicants, ensuring we are maximizing everyone's time and effort. On their end, Acutec will continue working with our Business Solutions Team for WorkKeys Assessments and would be interested in these potential new hires with or without an OJT. The next hiring group would be August 26th and we will work to find inmate/work release candidates for that group."

Business Solutions Consultants (BSC) also proctored WorkKeys at Acutec. Eleven potential hires took the exam and eight were offered machinist positions. Five of those candidates qualified for On the Job Training due to their lack of skills or no experience in the manufacturing industry. WIOA registrations were completed and OJT contracts began on August 26<sup>th</sup>, 2019. Approximately \$22,000 in executed funds assisted the candidates in gaining the skills necessary to gain sustainability both professionally and financially. Three universal placements were also obtained. Acutec has been appreciative of the opportunities made available to them through PA CareerLink® and Business Solutions Staff.

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Each month an elderly woman in Erie provides dinner for 15 youth that have troubling background. The youth refer to themselves as "**Mrs. Diane's Misfits**" and look up to her as a grandmother. Mrs. Diane after learning about the WIOA youth program invited two **Youth Talent Development Specialists** to these dinners to speak about the program and the interested youth through the WIOA Youth Program. As part of the counseling TDSs asked the youth what their life goals and aspirations were. One young lady, Haley, stood up and stated that she wanted to own a bakery one day, as she loved to bake with her grandmother. The TDS shared an opportunity with a local bakery located in Erie's first indoor market. The bakery owner was feeling overwhelmed as an entrepreneur and employee of her business. The ability to hire an employee and provide needed work experience to an underserved individual in the community was a win-win. A bus pass was provided to Haley through supportive services to help her get to work. Haley was also enrolled in the Title II Adult Basic Education course to obtain her GED and has since referred her sister and two friends to the WIOA Youth program.

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The **Career JumpStart (CJS)** program funded by a **Workforce Innovation Fund (WIF)** grant serves clients with severe barriers to employment by providing transportation, childcare, soft skills education, and other custom services to those eligible for the program. Many of these individuals are intimidated or do not have the means to visit PA CareerLink® locations so the mobile delivery makes it convenient for customers to participate. A partner agency John E. Horan Garden Apartments Community Center (JEHGA) part of



Erie County's Housing Authority offers subsidized housing for low income individuals often relying on public assistance and/or TANF.

Career JumpStart staff met nine residents of the JEHGA. All nine were young, single mothers who were either unemployed or underemployed. Case managers met with all the participants individually to assess their needs and goals. The CJS case managers then provided all programmatic services on-site including TABE assessment, individualized career readiness, and goal planning making it easy for the nine to stay engaged. JEHGA provided additional wrap around services, including encouraging participants to sign their children up for activities, craft projects or the Community Center childcare.

Participants successfully met the benchmarks and activities required in the CJS program at their own pace. CJS provided supportive services to reduce or eliminate barriers that could cause an already overwhelmed individual to leave the training things like car repair assistance, gas cards, or referrals to Dress for Success for work clothing, etc. The Career JumpStart program offered occupational training in Medical Office Associate Certification training program provided by Penn State. This training was available via interactive online platform that allowed participants to complete the lessons at their own pace from their home and/or JEHGA Community Center. Regular case management sessions, lots of encouragement, and continued support from both JEHGA and CJS, all nine participants successfully completed the certificate program from Penn State. All but one participant was able to use the tools and new skills learned to secure employment in a field related to training. In August 2019, JEHGA coordinated a graduation event for all the participants.



**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.**

Communication Issues with the Oil City Office shared with PennDOT plagued the PA CareerLink® operation making it difficult for clients and staff alike. Without notice or input from the One Stop Operator, Title I or other partners at the PA CareerLink® office in Oil City, a new phone system was installed in September 2019. For several weeks, calls could not be received or made, making it difficult for customers to contact any partner. The phone system still does not work properly, as there is no voice mail capability, but is being addressed by the state. In addition, on 11/4/19 the parking lot at the Oil City office was closed for a construction project at the PennDOT building, again without notice. Construction is estimated to last 16 months and once completed, will eliminate most of the parking that previously existed at the site. The shortage of parking for PA CareerLink® impacts both customers and staff.



NWPA Job Connect is continually challenged with streamlining and establishing career pathways for youth to fill the local employment pipeline. Working with employers and youth clients, Business Solutions Consultants at PA CareerLink® are establishing pipeline opportunities that begin with paid work experiences for youth. Successful clients then transition to on-the-job training opportunities leading eventually to full employment. This pipeline helps employers considering an additional position or a new employee to find capable candidates and transition them to employment.

The NWPA Job Connect region consist of 6 counties largely without sufficient public transportation, posing a challenge for clients to be able to reach the local assistance agencies and career services events, such as job fairs. The region continues to expand mobile and virtual service delivery options to better serve clients in all areas of the region. Plans for utilizing and leveraging innovative technology such as Ring, electronic kiosks, and virtual job fairs, NWPA Job Connect anticipates the continuous improvement of service delivery throughout the region.

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

NWPA Job Connect and PA CareerLink® staff meet regularly with their **regional partner**, West Central Job Partnership to share best practices, strategize regional coordination, and plan shared grant proposals. This effort has led to several joint grant submittals and funding for the 8-county area.

In 2017 the NWPA Job Connect Board adopted and implemented the mobile service delivery model. This program has been able to provide Title I (Adult/Dislocated Worker, Business Solutions, Youth and TANF Youth) services to those that may have barriers making it difficult to travel to a traditional brick-and-mortar site. Over the last year, numerous efforts have been made to begin implementing more technology to better serve our vastly diverse region of highly populated and very rural areas. Thus, the development of a **Virtual Service Delivery Plan** has been developed to include the tactics below.

SARA or similar technology is an innovative tool that will be used locally by Title I, Title II and Title III providers for more efficient case management and many areas across the nation have already been using this technology to better serve their clients. The tool will help automate and standardize case notes and will seamlessly integrate with the systems of record. The anticipated rollout will be program or fiscal year 2020.

In today's everchanging world the need to meet people where they are is increasing. The NWPA Job Connect region recognizes this and has begun to address some of the barriers of those not able to attend physical job fairs. Some barriers include the individual working during the hours of the job fair, lack of vehicle, childcare hours, or the bus ride is too long or nonexistent for many of the rural populations in the local area. A Virtual Job Fair will enable more employers to participate by eliminating the barriers of devoting resources to man a booth. This also allows employers to engage with more people than ever before. The virtual job fair platform is customizable to target specific audiences or industries and the technology will have the ability to run multiple job fairs simultaneously. The Virtual Job Fair is also planned to roll out in 2020.

The WIOA, Title I and Adult Basic Education Title II providers have partnered together to seamlessly integrate Title I into the Title II classes. Currently Title II utilizes a chat feature (with translation) that will be replicated and implemented by Title I to better serve clients and partners. This feature will provide immediate contact for any customer and is similar to the chat feature on many websites today.

The virtual service delivery plan utilizes innovation to break down barriers for clients, especially those of rural counties with limited transportation.

NWPA Job Connect is also in the infancy of establishing a kiosk check-in system to be utilized at the entry of each of the two comprehensive sites as well as by the mobile team. This system will take the place of the paper sign in process. Implementation of this system is expected to allow PA CareerLink® to serve clients in a more efficient manner. The system is intended not only to provide a more accurate count of our foot traffic and enable staff to better determine how our resources should be allocated but it will also feature an automated e-mail process that will connect PA CareerLink® clients directly to our partners based on their self-determined needs. This simple system will provide clients with the best experience possible.

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

The NWPA Job Connect would like guidance in gaining knowledge to better serve our 6 counties with limited resources in order to better accomplish the following:

- Administering multiple grants as applicant and fiscal agent including monthly calls, coordination and collection of information from multiple partners, quarterly reports, monitoring requests/visits as deemed necessary by the grant source
- Lacking administrative dollars in grants when the area doesn't take program dollars for administration
- Local ability to turn away grant requests from partners that are not in alignment with the Local Plan or past experience has not been positive
- Required letter of support without the requirement to provide narrative in advance to ensure alignment with the Local Plan and follow up to inform local areas of the award of the grants to the partners
- Short timelines for grant proposal submissions and letters of support for partners, multiple grants and support letters due in November – January holiday timeframe overtaxing the system

## Philadelphia Works 2018 Annual Report to the Pennsylvania Workforce Development Board

### Overview

Philadelphia Works is the local workforce development board for Philadelphia county. In calendar year 2019, we served more than 46,300 unique customers in the fully integrated PA CareerLink® Philadelphia system including 3,296 WIOA Registered Customers and 5,396 EARN customers. We also served 5,105 youth during calendar year 2019 – 3,674 during the summer.

Philadelphia Works received significant state funding in calendar year 2019:

Grant Title	Total
PA Smart Pre-apprenticeship Program	\$ 40,000
PA Smart Apprenticeship Ambassador Grant	\$300,000
Teacher in the Workplace	\$200,000
Business Education Partnership	\$120,000
Youth State Local Internship Program (SLIP)	\$497,773
PA Smart Next Gen Industry Partnership Funds	\$277,038

### Top 3 Accomplishments in 2019 that advance goals of the Pennsylvania’s WIOA Combined State Plan

1. **The Citizens Bank Regional Maritime Training Center** officially opened on October 3, 2019. The Maritime Training Center is a collaborative among PhilaPort, Citizens Bank, the Collegiate Consortium for Workforce and Economic Development and Philadelphia Works. Citizen Bank invested \$175,000 to create the center and expand training opportunities for maritime workers using immersive classrooms, simulator-based and hands-on learning opportunities to improve safety, efficiency and productivity. Philadelphia Works committed training funds that provided training in Pedestal Crane, Overhead Rigging, CDL and Forklift Training for 28 trainees. More trainings are scheduled for winter 2020.



2. On February 8, Philadelphia Works joined leadership from Community College of Philadelphia (CCP) to cut the ribbon at the new **PA CareerLink® Philadelphia Job Resource Hub at Community College of Philadelphia's Northeast Philadelphia Regional Center**. The new Hub serves as an access point to services for job seekers and employers located in the Northeast, a section of the city that has proven harder to reach through the 4 main PA CareerLink® Philadelphia Centers. The goal is to connect both job seekers and employers to help fuel the growth of residents and businesses while helping to align PA CareerLink® services with CCP programs.

The Hub features a computer lab with access to digital services provided at a typical PA CareerLink® Philadelphia Center. There is a full-time Community Workforce Connector for one-on-one job search assistance, resume development, and referral to training programs. The Hub will also serve as a recruitment center for local employers. Recruitment events and other employer services will be hosted on a regular basis.



3. In response to the impending closure of Hahnemann University Hospital, the City of Philadelphia, in collaboration with Philadelphia Works, Inc. and Hahnemann's human resources department hosted a comprehensive career and resource fair on July 25, 2019 for Hahnemann employees. **Hire Hahnemann** attracted over 190 employers – more than double the amount targeted by Philadelphia Works when creating this resource fair. Over 2,500 employees of the health system lost their jobs after the closure after the owner, Philadelphia Academic Health System, filed for Chapter 11

bankruptcy. There were over 800 career seekers who attended and a confirmed 250 received offers of employment as a direct result of attending the career fair.



### Top 3 Stories of the Impact of workforce development Programs and services in 2019

1. In April 2019, Philadelphia Works, in partnership with the City of Philadelphia, announced a **TANF Youth Development Program Expansion** investment of approximately \$1.5 million to support fourteen new and existing year-round youth workforce programs. The programs were funded to serve over 2,000 youth ages 12-24 and offer a variety of valuable services such as paid work experiences, occupational training, career readiness workshops, and career exposure opportunities.

This investment continued Philadelphia Works' efforts to increase opportunities for youth and grow the youth workforce development system provider network. Most providers leveraged this additional funding to enhance existing programs by increasing capacity and supports to youth and young adults leading to positive outcomes. All funded programs support the goals in the Mayor's Citywide Workforce Development Strategy, *Fueling Philadelphia's Talent Engine* and several programs also support the City's violence prevention strategy, the *Philadelphia Roadmap to Safer Communities*.

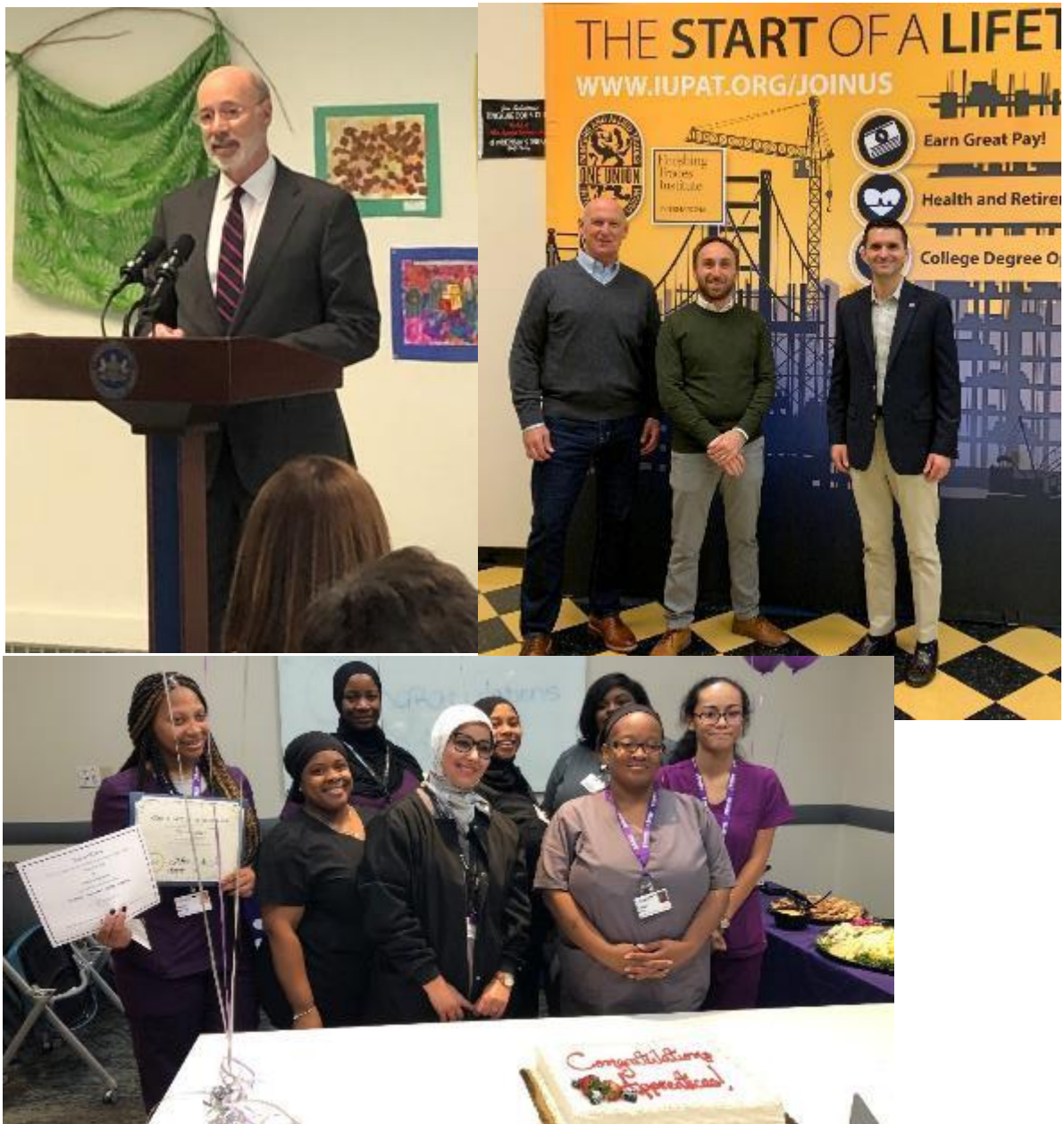
Additionally, in alignment with strategies above, summer programs via WorkReady® Philadelphia had the ability to begin paid work experiences as early as June 17, 2019 extending their opportunities from six to eight weeks in duration. The School District of Philadelphia is started their summer break earlier than in past years. This early start for WorkReady Summer allowed some youth, especially those supporting the Philadelphia Parks and Recreation summer camp system, to connect to summer employment opportunities earlier.





2. Through discretionary grants and WIOA funding, Philadelphia Works provided technical assistance and support to a number of new and current **Registered Apprenticeship and Registered Pre-Apprenticeship programs** in the occupations of Direct Support Professional, Registered Behavior Technician, Medical Assistant, Pharmacy Technician, Early Childhood Education Teacher, Biomedical Research Technician, Computer Support Specialist, IT Generalist, and Industrial Manufacturing Technician. Also, Philadelphia Works and Keystone Development Partnership launched the first cohort of the **Apprenticeship Navigator Registered Apprenticeship** program, which is supported by a PAsmart Registered Apprenticeship Ambassador Network grant and trains PA CareerLink and organizational staff to be apprenticeship intermediaries in a year-long, formal apprenticeship.

Lastly, Philadelphia Works and ApprenticeshipPHL collaborative partners ([apprenticeshipphl.org](http://apprenticeshipphl.org)) held the largest ever National Apprenticeship Week (NAW) in the Southeast PA region with fifteen in-person and on-line events, as well as an extensive digital campaign with videos (Mayor Jim Kenney Kicks Off NAW 2019 in Philadelphia, Apprenticeship Works for the Building Trades, Apprenticeship Works for Healthcare, and NBC10 NAW 2019 Interview with Patrick Clancy) and relevant content (Five Ways Apprenticeships Help Increase Diversity and Three Ways Philadelphia Works Supports Apprenticeship).



3. For the second year, Governor Wolf announced the availability of **Teacher in the Workplace** grants to connect classrooms and businesses helping schools prepare students for the changing 21st century economy. All programs include: 1) development of partnership and initiatives to align business, education and community organizations to implement Teacher in the Workplace opportunities; 2) on-site learning in one or more workplace environments; and 3) time for the educator to connect workplace skills into their curriculum and classroom instruction. Four Teacher in the Workplace projects continued to receive funding in Philadelphia in partnership with the following agencies: District 1199c Training and Upgrading Fund, Legacy Pathways LLC, New Foundations Charter School, and Philadelphia Education Fund. Employers are from the STEM



and healthcare industries. Program activity included, but was not limited to, recruitment, orientation, and/or externship programming.



#### **Local Workforce Development Area Challenges in 2019**

1. The closure of the Philadelphia Energy Solutions has impacts far beyond the approximately 1,000 skilled workers who lost or will lose their jobs shortly. Industrial construction companies from across the region who provided contingency labor at the refinery are facing work shortages for their staff. Locating companies affected by the PES closure is difficult and has implications across the PA Southeast region.
2. We continue to see the loss of work in clerical positions across Philadelphia as the early effects of the automation reduce these lower-skill administrative positions. Transitioning workers to higher skilled jobs within the same company or with another employer requires taking advantage of current skills and matching these with in-demand higher-level skills. Attracting workers losing their jobs into the PA CareerLink® system for services is challenging.

## Innovations

**Women in Nontraditional Careers, WINC**, is a collaborative of labor, workforce development, and related stakeholders. As a subgrantee for the US DOL Women in Apprenticeship and Nontraditional Occupations (WANTO) grant, Philadelphia Works created a new career exploration webpage that introduces young women and adults to construction, manufacturing and transit careers in the Philadelphia region. Visitors to [wincproject.org](http://wincproject.org) can take a quiz to assess whether they are a good fit for those careers, watch a video of women apprentices, download an apprenticeship application schedule and find links to local training opportunities.

On May 24<sup>th</sup>, JobWorks **TechWorks** training program graduated its inaugural cohort of PA CareerLink® students. TechWorks, which is one of 16 courses offered through Philadelphia Works Vocational Skills Training (VST) Initiatives, offered a unique opportunity for eight customers to develop the skills and credentials required for in-demand, entry-level IT positions in Philadelphia. Over the 12-week course, students worked toward three stackable IT credentials: CompTIA's IT Fundamentals, CompTIA's A+ Certification, and Apple's Mac Integration Basics, setting them up to become Computer User Support Specialists. Beyond traditional instruction, students engaged with the course material through e-learning modules, videos, an online discussion group, readings, practice assessments, and lots of hands-on practice. Additionally, students received instruction around essential literacy and business soft skills, culminating in a business communications credential.

On October 18<sup>th</sup> **Philabundance** held its graduation ceremony for the latest class of Philabundance Community Kitchen (PCK) students, which included six PA CareerLink® Philadelphia students among the 16 graduates. This 14-week vocational skills training program has garnered respect throughout Philadelphia as a model for preparing graduates with limited work history for success in a commercial kitchen. With a strong essential skills component to its program and long-standing relationships with Philadelphia restaurants, PCK successfully connects graduates to full-time employment in commercial kitchens across Philadelphia. Fourteen of the sixteen October graduates had received job offers before graduation.

## Areas where Philadelphia Works would benefit from additional State guidance

- Co-enrollment tracking and documentation – especially for youth
- Use of WIOA incumbent worker training funds to subsidize the tuition costs for Career & Technical Educators seeking teaching certifications in the School District of Philadelphia
- Streamlining the Eligible Training Provider List process to help attract diverse training across the City in in-demand occupations.

## Pocono Counties Workforce Development Board 2019 Annual Report

The Pocono Counties Workforce Development Area is comprised of the Counties of Carbon, Monroe, Pike, and Wayne located in Northeast Pennsylvania. Overall, it is home to approximately 335,000 citizens. Like many rural WDAs throughout Pennsylvania, the size of the area served by our Board, along with the diversity of the labor markets our residents utilize for the employment needs presents unique challenges.

With a 2016 labor force of 161,400, the largest sector in the WDA is Government (which includes education and law enforcement) and employs 19,730 workers, representing 16% of the Gross Regional Product (GRP), with average earnings of \$73,922. The next largest sectors include Retail Trade (employs 16,043 workers, represents 7% of the GRP, with average earnings of \$29,424) and Accommodation and Food Service (employs 15,935 workers, represents 6% of the GRP, with average earnings of \$22,672).

The WDB offers significant workforce development services to the area's employers and jobseekers through the staff and resources available targeting six core programs: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser, and Vocational Rehabilitation. Since the inception of the Pocono Counties Consortium, the Board has continued to devote resources to support service locations in all 4 counties, to ensure that all residents have equal access to the services provided by or workforce development system. Jobseekers and employers can access these services at a PA CareerLink® center located in Carbon or Monroe Counties or an affiliate site located in Pike or Wayne Counties. Overall, the WDB offers a customer-focused and a career-driven process to assure that jobseekers' and employers' training and employment needs are met with quality outcomes.

With the inception of the Workforce Innovation and Opportunity Act (WIOA), the WDB has begun efforts to streamline the employment and training services available to businesses and jobseekers. It is applying a two-fold approach to help drive the strategy and decision-making processes:

- 1. Data Driven.** The WDB constantly monitors labor market data to gain a thorough understanding of the skills and abilities of the available labor force as well as the workforce needs and requirements of the regions' employers.
- 2. Hands-On.** The WDB and its PA CareerLink® Business Service Teams (BSTs) regularly meet with employers to collect information to better understand their specific workforce development needs.

Overall, the WDB fosters meaningful relationships with key education providers including community colleges, universities, technical schools, local school districts, and other training institutions. These partners provide the Board with opportunities to bridge learning and skills gaps that exist between jobseekers and key industry partners.

The economic future of the local area is dependent on a workforce that is globally competitive. The Board is committed to continue building a workforce system that is universal, accountable, market-driven, and aligned with economic development and education efforts. It is also committed to a regional strategy of interaction and cooperation with the Lackawanna County, Luzerne/Schuylkill, and Northern Tier Workforce Development Boards that are also located in Northeastern Pennsylvania.

The WDB's strategic vision is to support regional economic growth and self-reliance through a comprehensive youth, adult and dislocated worker service delivery system. The system identifies barriers to employment and addresses the skill gaps of the region's jobseekers. The over-arching mission is to equip jobseekers with the necessary skills and credentials to attain or return to self-sufficient employment, including established career pathways to high priority occupations.

The following goals and initiatives have been established to achieve the vision:

The WDB developed a strategic alignment with its local school districts to educate youth about high demand career opportunities and postsecondary training options. The goal is to provide youth with the knowledge necessary to pursue viable options that lead to attainment of industry recognized credentials, career pathways and high priority occupations that pay family-sustaining wages. PA CareerLink® Monroe County participates as a key player in the Monroe County Career Pathway Community Coalition to foster a county wide Mentoring/Internship Program and is the recipient of the Business Education Partnership Grant. This Coalition is creating a Professional Skills Certificate Program and a County wide Internship Program for high school students and will serve all four school districts. Business Education partnership grants, as well as Teacher in the Workplace resources, are utilized by other Chambers of Commerce and other Workforce Development partners throughout the Pocono Counties WDA.

The WDB maintains meaningful relationships with local training providers (i.e., Career and Technical Centers, Community Colleges, Universities, and others). These partnerships enable it to explore opportunities to bridge learning and skills gaps that exist between jobseekers and key industry partners. Conversations with employers and training providers help to identify the region's critical workforce training needs information that may not be up-to-date in the most recent labor market data available. The goal is to share pertinent labor market information that aids the local training provider in the development of short-term training programs resulting in the attainment of in-demand industry recognized credentials. This goal is intended to offer jobseekers opportunities to quickly find self-sufficient employment. Pocono WDB and CareerLink® and affiliate site Career staff have been active participants in the Perkins Needs Assessment planning and employer engagement efforts conducted by the Luzerne, Northampton and Lehigh/Carbon Community Colleges and the Monroe and Carbon Career & Technical Institutes. These efforts are part of the WDB's efforts to assist local training providers in understanding and aligning their training services to meet the needs of both the secondary and continuing education students as well as the regions employers' skilled workforce needs.

The WDB and PA CareerLink® staff facilitate meetings with manufacturing employers to promote and discuss the benefits of developing and registering apprenticeship programs as a key workforce development strategy. Employers are aligned with existing funding resources and organizations that support and assist the employers' efforts to develop and register an apprenticeship program that provides their workers with the knowledge and competencies needed in industry. Registered Apprenticeship programs offer jobseekers the opportunity to earn as they learn, while attaining industry recognized credentials and career pathway opportunities.

Because the economic future of the Pocono Counties WDA is tied to all of the adjacent Northeastern Pennsylvania WDAs, as well as labor markets in New Jersey and New York, the Pocono Counties WDB has developed strong regional planning and collaborative approaches with the other WDAs, including Boards serving Luzerne/Schuylkill, Lackawanna, and the Northern Tier. This regional approach to address the needs of all regional WDA's in Northeastern Pennsylvania includes Industry Partnerships for Advanced Manufacturing, Health Care, and other key industries in our region. The recently approved Northeastern Pennsylvania Regional Plan demonstrates our commitment to aligning the resources of

the region to meet the economic and workforce development needs of our WDA along with the other Workforce Development Areas within Northeastern PA.

### **Alignment with the goals of the State's WIOA Combined State Plan**

The following are the top three accomplishments of the Board towards these goals.

Due to the continued tight labor market, the Pocono Counties WDB adopted new policies to support efforts to target employment and training resources to some underserved labor market populations.

#### **Incumbent Worker Policy**

The Pocono Counties WDB developed an Incumbent Worker Policy as a tool to assist our employers in upgrading the skill levels and helping to retain and increase the productivity and earnings of their current workforce. This new policy will provide additional resources to our Business Service Teams along with our ongoing and continued efforts to assist the incumbent workforce through Industry Partnership activity in our region.

#### **Transitional Employment Policy**

This policy addresses a gap in our service strategy faced by many of our Adult and Youth who are attempting to re-enter the labor market after a period of incarceration. Staff from all 4 county PA CareerLink® or affiliate sites are active members of their respective County Offender Re-Entry taskforces. Coordination of workforce development resources with local criminal justice staff working with these citizens is a critical step in efforts to assist them in successfully finding employment in their communities and reducing the recidivism rates of this population. The lack of recent work history, along with the other employment barriers faced by these citizens because of their backgrounds and records reduces their chances to successfully re-enter the workforce. By providing some short-term employment opportunities to this population, the Board hopes this approach will improve the chances to find suitable permanent employment opportunities.

#### **Youth Offender Re-Entry Program Support**

The Board decided to devote significant Title I Youth funding to provide Re-entry Services to youth offenders in Carbon, Monroe, Pike, and Wayne Counties. As a targeted priority youth category under Title I, these resources will assist many youths, ages 18-24, who are involved in the criminal justice system or re-entering their communities after incarceration in securing employment or training services necessary to successfully reintegrate with their communities and avoid reoffending.

### **Top three success stories/testimonials**

As always, there were a large number of achievements for participants assisted by the staff providing job seeker services in our WDA. We have taken the liberty of including a fourth, to highlight the services for all 3 WIOA target populations plus the success of another priority customer group, our Veterans.



### **Adult Participant #1**

A homeless woman and her autistic adult son came to the PA CareerLink® affiliate office in Pike County for assistance. They were familiar with the office because the young man had previously participated in a Summer Youth Employment and Training Program. Pike County Workforce Development Agency Title I staff connected them with other County agencies for emergency shelter and the Public Assistance Office for emergency Food Stamps and Medical Assistance. The young man was especially struggling because he did not have money for his medications and doctor's appointments. Staff contacted a local employer and both mom and son were immediately hired as part-time dishwashers. The young man was determined eligible for paid work experience and was placed at a local grocery store. He has been very successful there and has accepted a full-time permanent position. Mom received resume, job search and referral assistance in the CRC and is now working two jobs. The Pike County Family Promise program assisted with a security deposit plus the first month's rent and the family now has permanent housing. Local churches provided many of the household necessities. This is great example of how a PA CareerLink® can serve as a true one-stop and leverage local resources to support families in need.

### **Youth Participant #2**

An Out-of-School Youth came to our PA CareerLink® Monroe County who wanted nothing more than to obtain some sort of education that would allow him to have the skills need to sustain a living wage. This bright young individual was diagnosed with a disability which created another barrier to finding employment. He was so thankful to have PA CareerLink® provide him the extra support he needed to get a certification. He successfully completed Northampton Community College's Line worker program in June. He decided to work with a company that gives him the flexibility to live where he wanted. He was hired by RGNEXT in Florida as an Antenna Technician making \$32.94 per hour and is working full time with benefits.

### **Dislocated Worker Participant #3**

Participant#3 came through Job Training as a Dislocated Worker back in October. He finished the process for funding quickly and went on to McCann Business Schools CDL-A program. After finishing his courses in a timely manner, he found work as a driver for WW Transport. He let his counselor know that the instructors at McCann asked him to return to them once he had three years of driving experience with his CDL-A to apply for an instructor's position. They told him based on his actions during training, and his habit of helping other students, he would be a good fit for their company as a driving instructor once he had the necessary experience.

### **Veteran Participant**

Pike County had a Veteran who came to their center seeking some help in returning to the workforce. Due to a service-related injury he was unable to go return to his field of HVAC due to recent surgery to repair damage to his lungs. He served in the Airforce from 1976-1982 and was on a B52 that crashed, and he received some chemical burns to his lungs. He is classified at 10% and receives a small payment from the Air Force. Pike County Workforce Development Agency Title I staff assisted him with completing online applications with local companies, but he was very concerned about his diminished lung capacity. He was referred to and met with our area's DVOP (Disabled Veteran Outreach Program) Specialist and the Pike County Veterans Affairs office for additional assistance and a review of the 10% determination. Lowes



called him for an interview and he did get the position and hours he wanted, and it will not interfere with his lung limitations.

### **Local Workforce Development Challenges**

The challenges remain the same for a WDA in rural areas of the State. The dispersed population and employment opportunities in an area encompassing 2,322 square miles are not unique to the Pocono Counties WDA, but the lack of viable transportation options means our job seekers will continue to provide their own transportation to access the labor markets in our region. The limited training providers in our region is also a particularly difficult obstacle to address for both job seekers and employers. Any State policies or resources aimed at expanding or supporting post-secondary and continuing education programs in our region would be most helpful. Changes to Labor & Industry policies that would allow more training programs to be added to the Eligible Training Provider List would be helpful, especially since meeting the skilled workforce needs of Pennsylvania's employers is a primary goal of the State Plan.

### **Demonstrated Innovative and promising practices**

The Pocono Counties WDA has been an active partner in the State/Local Internship Program (SLIP) since its inception. Last year, through the resources supplied by the State we were able to expand our reach to establish Internships throughout the 4 counties served by our WDA network. This innovative program initiated by Harrisburg has been very warmly received by both participating interns and the employer community. This has been a very useful tool in supporting Career exploration and Career Pathways initiatives in our area. Especially since it allows us to assist a part of our emerging workforce outside of the targeted Youth categories served by other Department of Labor programs and services.

### **Areas where the LDB would benefit from additional State Guidance**

Due to recent efforts to redirect some resources to targeted populations such as incumbent workers, youth and adult offenders, and local efforts to expand the availability of both registered Apprenticeship and Pre-Apprenticeship opportunities, any State guidance on these topics would be of great assistance.

## South Central Workforce Development Board 2019 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) Engage! business services team**

The Engage! Program became the foundation of our Regional Business Services plan to strengthen relationships and promote collaboration throughout the region. The program included our PREP partners, workforce and economic development resource partners and schools.

PY 2018 End of Year Results:

- Engage Surveys Completed – 464
- Referrals to Partners – 369
- Action Plans Developed – 442
- Action Plans Accepted for Implementation – 391

To grow the program, South Central promoted best practices such as:

- (a) The addition of two Industry Specialist positions to support Engage! and all business-facing initiatives.
- (b) Joint Business Calls / Administrative Support / Business Callers Training.
- (c) Engage business callers attending monthly BST meetings at PA CareerLink® locations to review Engage! prospect lists, promote teamwork and eliminate employer fatigue.
- (d) Quarterly Regional Business Services Team Meetings brought over 45 partner organizations and 80 people to share information and unite to strengthen initiatives and regional projects.

Based on the strength of the PY2018 Engage! program, SCPaWorks was awarded \$811,589 for PY2019 covering 07/01/2019 – 06/30/2020 with a total of 609 Engage! business outreach and retention calls planned, and several new partners added to the program.

**(2) Developing Youth program**

In addition to the traditional K-12 support provided by youth vendors, SCPaWorks has initiated outreach directly with school districts to identify impactful ways the workforce development system can support schools with ACT 339, career education standards, and the Future Ready Index. Several pilot projects have been initiated and the feedback from schools has been very positive. One of our primary requests of each district is to help identify those students who do not have a career/education plan beyond graduation. These students are a priority for exposure to the PA CareerLink® and workforce development system tools that continue to be available to them post-graduation.

### (3) Grants

Beyond the regular formula funded programs, SCPaWorks has brought in an additional \$3,121,101.00 of grant funds to expand services.

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

- (1) Ms. Casiano enrolled with EARN the week of April 22, 2019. When Ms. Casiano arrived at the center, she was nervous and unsure of the goals she wanted to pursue. She struggled with limited language but once the team gathered to discuss her barriers and what was preventing her from maintaining employment, they introduced Ms. Casiano to the Rosetta Stone Language Learning software program. The EDSI team got together and developed a plan for Ms. Casiano's success in the center. They presented her with a tutorial on the software and the features it has and explained how she would benefit from it. Ms. Casiano did not hesitate to take advantage of the program and immediately began practice to build her languages. Her language skills increased throughout the first three weeks in the EARN center. The staff saw so much potential in Ms. Casiano and allowed her the opportunity to participate in the Customer Service Boot Camp which she completed successfully, and with the certification she obtained through this training, she immediately gained employment in hospitality.
- (2) Since the day of Ms. Longing's enrollment, she has always taken the initiative in assisting the staff here in the EARN center as well as assisting our participants without hesitation. Ms. Longino managed to overcome barriers that would have hindered her from gaining employment and being homeless. Ms. Longinus has always showed up with greeting the staff and having a great big smile. Ms. Longino was successful in competing the customer service boot camp with praises from the instructor of how well she did in the class. Ms. Longino's employment goal was to gain a long-term position as a customer service representative, with a salary rate of twelve dollars an hour and great benefits. She was consistent in applying for these positions and meeting with the business service representative for job opportunities. Ms. Longino is now currently employed with the Commonwealth of Pa-Clerical Pool and hopes to advance with the employer. Ms. Longino's is also being offered receptionist position with employer LW Consultants with a pay rate of eighteen dollars an hour a position she had already interviewed for. Ms. Longino exemplifies all of the qualities an employer looks for in a candidate and would not have a difficult time in seeking future job opportunities. We have nothing but great things to say about Ms. Longino and see nothing but success in her future.
- (3) Amber enrolled into the EARN program at the PA CareerLink® Capitol Region in June of 2019. Interested in clerical and administrative work, Amber struggled to find a position that would support her family and work with her needs surrounding scheduling and transportation. While searching for the right position, Amber availed herself of the Customer Service Bootcamp and completed the program in July. She also worked diligently with her Employment Consultant to identify her strengths via the CareerScope assessment and dual enrollment into WIOA programs. While completed her job search, Amber developed a great relationship with the Business Service team. It was through the team's connection with a local employer, Hamilton Health Center, that Amber was able to apply her customer service administrative skills using on the job training funding through WIOA. In September, she was offered a full-time position at Hamilton Health

Center. Amber continues to excel at Hamilton Health Center and looks forward to growing within the company. She is very grateful to the team at capitol Region for their guidance and support.

**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) Labor pool – the historically low unemployment rate has created challenges as we seek to recruit participants for training opportunities.
- (2) Understaffing – Both the State and our vendors have consistently operated without a full staff complement.

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

- (1) Streamlined reception within the PA CareerLink® to provide high quality customer service to all job seekers. The Customer Service Representatives and front desk staff are working in partnership to support individuals with a new *WorkPath Planner* document. Customers are provided individualized recommendations for next steps. First, all job seekers are directed to a High Priority Occupation workshop. The Business Service team shares a current snapshot of which companies are hiring and an in depth look at several occupations sought by local priority industries. Attendees are challenged to evaluate the options for a best lifestyle fit prior to job search or making education decisions.
- (2) Developed a partnership with Harrisburg University (HU) to purchase services for TANF youth. The “Raspberry Pi” computer science class provides an opportunity for students to assemble their own computer while learning about hardware components and how they interact. Additionally, they learn about computer programming, functions, variables, data types, and the operating system Linux.

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

Assistance connecting resources of both L&I and PDE as we work directly with the school systems to provide support with Career exploration and readiness.

## **Southern Alleghenies Workforce Development Board 2019 Annual Report**

The Southern Alleghenies Workforce Development Board, in collaboration with its workforce development partners throughout the six-county region, is pleased to share the following accomplishments and success stories. Noteworthy on their own, these stories also serve to promote many of the Commonwealth's broad goals outlined in the WIOA Combined State Plan. These include:

- Investing in talent and skills for targeted industries in strategic partnership with employers and educational institutions;
- Increased work-based learning opportunities for youth;
- Establishing career pathways.

### **Accomplishments in Innovation:**

#### **Blair County PA CareerLink® Relocates to Altoona Area Public Library**

On July 1, 2019, the PA CareerLink® in Blair County made a strategic relocation to the Altoona Area Public Library. The move had multiple far-reaching impacts in our service to the community, local workforce and area youth. The Altoona Public Library is located in the heart of the Altoona Area school district and next door to the Greater Altoona Career & Technology Center. The move enabled access to public transportation, a previously missing key need for our clients, and is now in easy walking distance for after school Youth programming and Tech center training. The library staff has partnered with PA CareerLink® Youth staff on programming and successfully signed up 30 students for the Learn & Earn program in their very first collaboration. The PA CareerLink® team and the library team were both offering basic digital literacy classes, a skill so often lacking in our client base. By partnering together, the library has doubled their enrollment and now teaches all of the classes, enabling more time for PA CareerLink® staff to work with clients on other programming. We expect more stories like this to come as we move forward. From a purely financial perspective, the move is saving partners \$64.7K in annual shared expenses for a location that is more accessible to a target population identified by a zip code study done with a GIS, Geographic Information System. A win-win! As a final note: our PA CareerLink® benefited greatly from the media coverage and buzz created from the relocation. The press and local officials have reengaged with the facility, getting the word out in many new ways, which is very good for our PA CareerLink® branding.



### **The Power of Partnerships:**

#### **Leveraging Partner Power to Solve Regional Needs**

Over the past year, Blair County closed multiple plants leaving almost 600 workers out of jobs. In addition to the fast work by our state Rapid Response Team, the PA CareerLink® developed multiple new ways to try to address the additional job seekers in the market. First, in order to handle the initial influx of people, Blair partnered with the Cambria County PA CareerLink®, setting up our first multiple day registration that enabled mass, fast PA CareerLink® system registrations that would normally have been scheduled out for weeks with that many people. Next, since the big layoffs impacted so many families in the community, PA CareerLink® partnered in a unique new way with Southern Alleghenies Workforce Development Board (SAWDB), the Chamber of Commerce, and the economic development agency to create large scale job fairs that offered the laid off workers exclusive time with hiring companies prior to opening to the public.

These “impromptu” job fairs were set up to give primary access to companies that were hiring for positions that matched the laid off workers skills -- which created significant numbers of interviews and hires within our local labor shed. These job fairs were set up in an easy access area of the community and an example of the impact: the first fair enabled 100 employers to attend and close to 500 jobseeker attendees. (This is roughly 18% of our entire available labor pool!) In addition to the job fairs, we got our first look at “what happens when we reach staff capacity,” the place where laid off workers come in faster than PA CareerLink® staff can process, particularly from a Trade Adjustment Act (TAA) perspective. There is a focus group working on this issue right now, testing and documenting processes that would allow for case re-assignments to counties with available capacity using virtual meeting technology. Finally, these flexible reactions to the changes in the marketplace were noticed and covered extensively by local media, offering us additional branding opportunity and a path to getting the word out to employers and the entire job seeking community about what PA CareerLink® can offer.



### **Great Outreach Program**

New this year, Employment & Training Inc., the WIOA Title One provider for Huntingdon and Fulton counties, partnered with Youth Forestry Camp #3, Tuscarora Intermediate Unit #11, the Bureau of Juvenile Justice, and the Office of Vocational Rehabilitation to offer career development education to youth incarcerated at YFC #3. Five youth, each with GEDs, were served through the program. The youth learned career skills, including interview preparation, resume preparation, budgeting, and professionalism. The youth also each created a three to five-minute presentation they shared with their classmates, school officials, and service provider staff. The program is expected to continue at YFC #3 through the end of the



2019-2020 fiscal year. The program, in cooperation with Bureau of Juvenile Justice and ResCare, may also be adapted for the Loysville Youth Development Center.

### **Attacking Poverty with Understanding**

In 2019, the PA CareerLink® Business Services Team partnered with Juniata College, the Huntingdon County Chamber of Commerce, and the Center for Community Action to offer a poverty simulation training to area employers, professionals and area educators. The poverty simulation training, a four-hour workshop, was held at Juniata College. The Poverty Simulation training was offered at no cost to all participants with additional in-kind support from Huntingdon County Chamber of Commerce and Juniata College and financial support from the Southern Alleghenies Workforce Development Board. Social work students from the college assisted with coordinating the event as part of their senior internship. The commitment of the staff to better understand the barriers customers face day to day came to realization as part of their participation in this very powerful and impactful simulation.

A robust transitional work experience program for adults and dislocated workers was also an outgrowth of the SAWDB's emphasis on an increased understanding of and remediation of poverty. To date some 50 individuals with significant barriers to employment have had the opportunity to earn and learn, with many of them securing full-time employment following their completion of the work experience program.



### **Employer-Driven Approaches Create Success**

Global/SFC Valve is an exemplary supporter of Somerset County workforce/economic development having served on the Manufacturing Industry Partnership for a number of years. Working with the PA CareerLink®, Global has five employees who have utilized the On-the-Job Training Program, two of those in the past year. Global is a testament to the value of hiring local skilled workers and training them as needed. They have hired workers over the age of 55 with great success.

Global is a tremendous advocate for Somerset County youth and workforce education. At the Somerset County Technology Center (SCTC), Global has a strong presence on the Machine Technology Occupational Advisory Committee. Bob Kirst/Global donated precision measuring equipment to SCTC and provided personal instructor training. SCTC now has a precision measuring room, a direct result of Bob's input and expertise. Global welcomes hiring students of the SCTC as they complete cooperative education requirements. They have sponsored many community initiatives and school projects: Flight 93; USS Somerset; Laurel Highlands Education and Robotics; and middle school contest teams for What's Cool About Manufacturing.

Supporting Southern Alleghenies' Business Education Partnership (BEP) grant and the Chamber of Commerce's Success in Somerset County Program, Global is a frequent participant in high school programs and industry tours. They welcome student groups and teachers to tour their facility and learn about opportunities for family sustaining careers. They are actively involved in the Teacher in the Workplace effort, hosting 23 county teachers this past summer. Also, last summer, they employed two college engineering students in the State/Local Internship Program (SLIP) through the PA CareerLink®. In the photo is OJT participant Dean Hoggard with his supervisor.

### **Regional Success Stories:**



Chris K. came to the PA CareerLink® in Huntingdon County as a RESEA customer; he was referred to WIOA Dislocated services through Employment & Training, Inc. As a 35-year-old single father of an 11-year-old son, he had worked at a local hotel in housekeeping for the past two years making \$8.05 per hour. He lost his job in June 2019, and qualified for unemployment compensation. Chris faced significant barriers to reemployment; he had dropped out of high school after 9<sup>th</sup> grade and was later incarcerated (2012-2016) on felony conspiracy and drug possession charges. He secured his GED while incarcerated but given his history, not having a vehicle or driver's license, he was unable to land a self-sustaining career. Thanks to a pilot program supported by the Southern Alleghenies Workforce Development Board, Adult Transitional Work Experience,

Christ was given an opportunity for a fresh start. He was placed at the local economic development agency, Huntingdon County Business & Industry (HCBI), a site within walking distance of his home, as a maintenance worker. HCBI staff reports spoke highly of Chris; he proved to be reliable, energetic, pleasant work with and willing to tackle a wide variety of tasks, from painting the entire building to collecting the garbage. Chris completed his work experience in early January 2020, and immediately secured employment with a local agency as a caregiver to persons with disabilities. He was able to secure this position by proving he could be reliable and motivated, and he had the support and glowing references from leaders in the local business community. His new employer, Cory Sisto of IFC Services noted "Chris made a strong impression on all those he worked or interacted with. He was reliable, always at work as scheduled- independent of barriers that he may have faced in getting there. Chris came with strong personal recommendations to HCBI and he lived up to the expectations. As his work experience neared its end, it was clear that Chris was driven to work hard. I respected his work ethic, his strong interpersonal skills, and his personal story of overcoming obstacles and desire to help others. These are all traits that would serve him well in supporting individuals with unique intellectual and behavioral health needs. For that reason, we extended an opportunity for employment within IFC Services starting at \$11.00 per hour.'

### **Maurice Reed**

The PA CareerLink® is leveraging resources by partnering with our local Economic Development Agency JARI.

Maurice Reed went to Johnstown Area Regional Industries requesting a seat in the Neighborhood Assistance Program free CDL training. He was working sporadically in a job that paid a low wage and only worked when he was called out. Part of the curriculum is a Resume class provided by the PA CareerLink®. After attending the resume workshop Maurice inquired about other services at the PA CareerLink® and he immediately met with a career planner and was enrolled in WIOA Title I services. His updated resume was provided to the Business Services Coordinator who forwarded it onto McAneny Brothers, a company that heavily utilizes PA CareerLink® services. Maurice interviewed for the position and was hired on permanently through the On-the-Job Training program. Through this partnership and leveraging resources the participant and employer had very positive results.



I can't express enough how thankful I am for programs like JARI and Career link they help me change my life. I'm happier with my new life style and my family, friends and kids are to. They are very proud of the progress I made and how I was able to change my life with the help and support and respect from everyone that was involved. It all started with JARI and the grant money that they receive to be able to help out people like myself that came from a dead end job and feeling unappreciated for the time,work,and effort I put in on an everyday basis.

Now my kids look up to me even more, I can afford to keep my house and was able to buy a new car for the first time in my life at the age of 35. I've become more self sufficient and proud of my work and the place I work at and the people I work for. They treat me more like family then an employee. McAneny Brothers welcomed me with open arms and were willing to give me even more training to prepare me for the work I would be doing and it all started at a place called JARI and the NAP program. I'm forever grateful for the help and support they were able to give me. Others, I could only hope and pray that they continue to bless and help others like myself to learn there self worth and that they continue to receive help from the state so they can continue on there journey to provide excellent support and help to others to get a career and not just a job.

My name is Maurice Reed and I approve this message.

## Brandi Hall

Brandi Hall enrolled in the Adult Literacy program at the PA CareerLink® Bedford County in February 2018, and shortly after also enrolled in the WIOA Title I program for career planning services. It was her goal to improve her math skills so that she could pass the TEAS test and enroll in an LPN (Licensed Practical Nursing) program that August 2018. Ms. Hall worked diligently, passed the TEAS, and started her path toward her LPN license. She continued to work with the adult literacy teacher throughout the fall as she refined strategies to fulfill and succeed in her tremendous school requirements as well as balance her home life with her three young children.



Ms. Hall continued to work with the adult literacy instructor up until her transition to becoming a full-time LPN student. Each quarter, Ms. Hall showed diligence and commitment to successfully completing the program. Ms. Hall graduated from the LPN program after one year in September 2019. Ms. Hall was awarded her diploma along with two additional certificates of achievement for excellent clinical nursing practice she applied throughout the program. Shortly after in

October 2019, Ms. Hall was able to successfully pass and earn her state board exam licensure for LPN practices.

Over the following weeks, Ms. Hall continued to come to the PA CareerLink® Bedford office to work one-on-one with the adult career planner on revising her professional resume, developing a cover letter, completing a mock interview, and applying for job leads in her new career path. In January 2020, Ms. Hall was hired as a full-time LPN at UPMC Bedford Memorial Hospital in the Medical/Surgery department. Ms. Hall was very appreciative and thankful for the support and assistance provided to her from all of the team partners at the PA CareerLink® Bedford office, and plans to recommend our services to individuals also looking for a career change or desire to succeed.

## Southwest Corner Workforce Development Board 2019 Annual Report

All SCWDB activities support the five broad goals of the Pennsylvania's WIOA Combined State Plan. These goals include career pathways and apprenticeships; sector strategies and employer engagement; youth services, continuous improvement of the workforce system; and strengthening the one-stop system. From making services across the for SCWDB PACL centers universal, to data collection, to youth and employer outreach, SCWDB activities forward the mission of the Pennsylvania plan. The following highlights are just a snapshot of the work done in 2019. SCWDB looks to build upon these successes, continue regional partnerships, and expand community outreach and connection to apprenticeship opportunities in 2020.

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

### **Opioid Program**

SCWDB is a proud participant in the Commonwealth of Pennsylvania National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis. The federal agencies selected to run the competitively-procured pilot program in six states. In Pennsylvania, the Department of Labor & Industry chose four workforce development areas to provide local services. The program supports innovative practices that increase access to support services for individuals with opioid use disorder (OUD), keep people engaged in treatment and recovery, and help prevent overdose-related deaths. Two main goals of the project are to increase the number of Certified Recovery Specialists (CRS) in the communities and to assist first responders in communities hard-hit by the crisis with training funds for new emergency medical service providers. The Certified Recovery Specialist is a 54-hour, peer support program designed to meet the current educational requirements for the CRS credentials set forth by the Pennsylvania Certification Board (PCB). Participants receive training on Education and Advocacy, Recovery Management, Confidentiality, Professional Ethics and Responsibility, and Addiction. Through the first year of program operations, SCWDB has had great successes.

Trainings are done through incumbent worker training and traditional ITAs through the opioid program funds and leveraged with WIOA formula dollars through co-enrollment. Highlights of the training done to this point include:

CRS/FCRS	86
EMT	16
Advanced EMT	12
Paramedic	11
Pre-Apprenticeship Intro to the Construction Trades	1
CDL-A	2
Heavy Equipment Operator	1
Computer Aided Drafting	1
Welding	3
Healthcare Administration	1
OJT	2
Services, Not Training	4
TOTAL	140 individuals served



With guidance from state project manager, SCWDB has submitted request for additional funds under this project. Request focuses on program liaison, frontline PA CareerLink® staff training, and rollout of training developed in Philadelphia that will assist emergency room workers on dealing with this population. Also, application supports the Commonwealth's request to extend the funding through June 30, 2021.

### **Incumbent Worker Training Implementation**

A SCWDB success from 2018 was the development of an Incumbent Worker Policy for WIOA programs. A maximum of 20% of an area's WIOA Adult and Dislocated Worker allocation can be used on activities such as incumbent worker. This policy was passed by the full SCWDB in November 2018 and program providers immediately began offering this option to area employers. Employers receiving funds for incumbent worker training are required to pay for the nonfederal share of the cost of providing such training. In accordance with WIOA Sec. 134 (d)(4) (CD), SCWDB has established the non-federal share of such cost based on the size of the workforce as follows:

- At least 10 percent of the cost for employers with 50 or fewer employees;
- At least 25 percent of the cost for employers with 51 to 100 employees; and
- At least 50 percent of the cost for employers with more than 100 employees.

Wages paid to the participant while in training can be included as part of this share – no more than 50% of the required match. This is considered in-kind match. The remaining amount must be cash match.

Local employers have been thrilled with this option for upskilling their employees to remain competitive and provide entry level openings and increase their workforce. To date, 13 employers have participated in incumbent worker activities training with 93 employees receiving training.

### **PACL Go and See**

SCWDB believes in the power of professional development in all aspects of workforce, including our own. Annually, management tries to offer professional development to all staff, including PACL partners. In 2019, SCWDB planned to include WDB members in these activities. Through a discussion with the SCWDB Board Chair, plans for a PACL "go and see" were developed and discussed at the February 26, 2019 SCWDB meeting.

Plans included inviting members to one of the local PACL centers in the area and walk through what a visitor in coming for service may encounter. This included kiosk check in, CRC enrollment, program options and oversight, and a description of how funding streams and partner services are coordinated. The idea was that by spending a day with the staff partners, Board members would better understand the services, programs, and operations in which they discuss at Board meetings.

Sessions were held at each center over the course of a few months. Feedback from the members who were able to attend was positive. Members stated amazement by all the different services and providers in one place. They were happy to see that job seekers could get access to job search, help with GED, schools, and so much more from one location. Also, there is a misconception or lack of



awareness of what goes on and it was impressive. Members also reported that while many perceptions exist as to a center, in actuality the sites are friendly, open, modern, and accepting to everyone, with positive feelings in the offices. The SCWDB Chair particularly liked the high priority job board that provided very useful information to job seekers. SCWDB management considers this professional development exercise a success and looks to repeat in the future for new members and those who were not able to participate.

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

**WIOA Adult Participant:**

Just one week after completing a five-year sentence at SCI Somerset on a felony conviction, 28-year-old J.M. came to PA CareerLink® Beaver County looking for work. Having worked mostly as a short order cook prior to his incarceration, J.M. was now faced with overcoming the employment challenges of being long-term unemployed and having a felony conviction.

While looking for job opportunities in the PA CareerLink® career resource center (CRC), J.M. noticed several job postings for CDL drivers. After discussing this with the PA CareerLink® staff member who was assisting him, she provided him with information about local CDL training programs and referred him to Job Training for Beaver County's (JTBC) eligibility interviewer to complete a WIOA eligibility application. Upon completion of his WIOA eligibility application, J.M. was referred to Colleen, a WIOA case manager who coincidentally was the very woman who assisted him in the career resource center!

Within 3 weeks of his initial visit to PA CareerLink®, J.M. received a WIOA individual training account (ITA) to enroll in All-State Career School's 4-week Class A CDL Preparatory Program which he successfully completed on January 7, 2019. After graduation, J.M. returned to JTBC for job search assistance. He received one-on-one assistance developing a resume to reflect his new skills and was provided with job leads for local trucking companies.

On January 28, 2019 J.M. accepted a full-time CDL driver job with Elite Gasfield Services based in Midland, Beaver County, PA earning \$16.00 per hour. Since that time, he has received \$1 per hour pay increases at 90 and 180 days. In November of 2019, J.M. was promoted to a driver trainer and is scheduled to receive an additional \$1 per hour increase at his 1-year anniversary on January 28, 2020. J.M. is thrilled with his new career and is very thankful for the assistance he received from JTBC and PA CareerLink®. "I really couldn't have asked for anything more. I was enrolled in training just 3 weeks after going to PA CareerLink. The ITA and transportation stipend I received along with the support from Colleen and the JTBC staff enabled me to quickly begin a new career."

**WIOA Youth Participant:**

R.W. is a 23-year-old Penn Commercial Business/Technical School graduate of the Commercial Driver's License program. It was with excellence that he completed this program and obtained a commercial driving position at TJD Energy Services with a starting salary of \$20.00/hr. Within the next few weeks his salary will be increased to \$24.00/hr. R.W. is the embodiment of perseverance and is highly motivated and driven to succeed.

It was 2014 when R.W. was involved in an unfortunate circumstance that landed him in the criminal justice system. At just 18 years old, R.W. was sentenced to 3-6 years in a juvenile prison. R.W. experienced trials that many would hesitate to endure, but he used his situation as motivation to excel in personal, educational, and occupational areas of his life. While serving, R.W. took advantage of the Young Adult Offenders Program established by Governor Wolf to build upon his current foundation and enhance his future. In his words, "the program at the juvenile prison motivated me" and it is this motivation that drives his desire to inspire and speak into the lives of those who share a similar story. He aspires to set an example of how you have the power to make your future not your situation, your past, or those around you. His testimony alone is one that reflects great determination in overcoming the obstacles that can be discouraging in continuing and creating a future of success and joy.

Southwest Training Services, Inc. provided an individual training account for R.W.'s education at Penn Commercial Business/Technical School. In order to receive this funding, the participant must meet both eligibility and suitability standards. R.W. surpassed the suitability assessment as he is an exemplary individual with great aptitudes and character. R.W. also completed numerous workshops focused on Financial Literacy and Customer Service to further his employability.

**NEG – Opioid Program Participant:**

A.A. came to the PA CareerLink® Washington County with the Opioid Grant Liaison to discuss opportunities for training with Southwest Training Services, Inc. She was in recovery from Opioid addiction, had lost her children, and home due to addiction. A.A. was staying at the City Mission in Washington. While trying to stay on her road to recovery and get her children back, she knew she needed a career path that was reliable so that she would get a job. Right away, she decided the career that best met her needs and what she would enjoy was truck driving.

A.A. then got accepted into Penn Commercial for their CDL-A training program. She was very excited and posted pictures on Facebook of her acceptance letter for family and friends to see. Not long before starting school and getting ready to start her new path, her car, parked at the City Mission, got broken into and all her personal belongings were stolen. A.A. came to the PA CareerLink® with the Grant Liaison and told her case manager from Southwest Training Services, Inc. the situation. She had nothing except the clothes she was wearing that day. The case manager, along with the Opioid Liaison, took her shopping to buy her clothes and personal items so that she could attend school. While shopping, she was thankful and even got emotional about how grateful she was, and she could not remember the last time she got nice new things for herself. A.A. started training at Penn Commercial and was the only one in her class to pass the permit test and the CDL-A license the first time around!

A.A. also had a job offer right after training. Before starting her new job in Kansas City, Kansas, she needed warm clothes and boots. The case manager again took her shopping to buy all the things she needed for employment using the remainder of supportive services funds available to her. A.A. has been very grateful. She explained that we have all helped her in gaining an education, creating a better life for her, and most importantly getting her kids back. She explained without this program she would not be in the place she is and able to provide a life for her family that she never could have

before. Before leaving the office, A.A., full of emotion, said her final goodbyes, gave everyone a hug, and thanked them for all they have done for her. Today, A.A. is working at Trans Am Trucking in Kansas City, Kansas making \$64,000 a year, working 40 + hours a week. She also gets to see her children and is building a life she said she could have only dreamed of. A.A. said if she could leave people in her situation with anything, she would tell them to never give up on your dreams even when you think your life is over.

- **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;**

Dislocated workers interested in training, upskilling, career changes, and/or apprenticeships have become difficult to identify. From what is heard from colleagues across the state, the Southwest Corner is not alone in this. As there is a push for technology and skilled workers to fill the current needs of employers, SCWDB providers have made more efforts to reach the dislocated workers early and explain the benefits of program participation. Empathy must also be used as these individuals are frightened for their future and the well-being of their families. This is not an easy time in their lives and must be treated with respect and care. With dislocations coming at unexpected times, SCWDB is ready to meet the needs of the affected workforce with anything they may need. However, staff is now well aware of the challenges that may come with this population of workers.

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

#### **Opioid Liaison**

SCWDB is a proud participant in the Commonwealth of Pennsylvania National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis. The federal agencies selected to run the competitively-procured pilot program in six states. In Pennsylvania, the Department of Labor & Industry chose four workforce development areas to provide local services. The program supports innovative practices that increase access to support services for individuals with opioid use disorder (OUD), keep people engaged in treatment and recovery, and help prevent overdose-related deaths. Two main goals of the project are to increase the number of Certified Recovery Specialists (CRS) in the communities and to assist first responders in communities hard-hit by the crisis with training funds for new emergency medical service providers. The primary catalyst of this success can be traced to the efforts of the SCWDB Opioid Program Liaison. The SCWDB Opioid Program Liaison operates between the program, training, and community service organizations on a one-on-one basis. All project portions have been successful in this first year of grant operations.

The SCWDB Opioid Program Liaison works one-on-one with not only referring partners, but with potential participants. This individual works extremely hard to thoroughly explain the benefits of the program, the expectations of both the program and the participant, and builds a sense of trust. This is vital in program operations and this intensive and personalized customer service is driving recruitment and participation into the program.

The first CRS class orchestrated through the grant by the SCWDB Opioid Program Liaison had 29 individuals registered, which the local training provider reported was the largest group for the training they have ever experienced. Of this initial group, 17 individuals completed all necessary hours and near 100% passed their CRS examination, 8 registered for the follow-up class to make up missed hours and lessons, and only 1 of the original group did not complete the training. Additional classes have been operated throughout all 3 SCWDB counties, with similar successes.

Having an individual “between” WIOA programs and County/community service organizations has proven to be extremely successful. The efforts of the SCWDB Opioid Program Liaison, as long as the ability to build trust in the community, has been the key to success. As SCWDB develops other programs with community partners, this type of liaison will be considered.

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

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

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## Three Rivers Workforce Development Board 2019 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 and PartnerUp®** (aligns with the Governor's Goal #3): The Learn & Earn summer youth employment program is 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 several public and private sources.

Learn & Earn provides meaningful work experience and career exposure to low-income young people, 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.

Partner4Work also continues to be a key driver and partner in the **PartnerUp®** program to offer career-readiness classes and a pipeline to jobs for high school students. This forward-thinking program developed by PNC (the first of its kind in Pittsburgh) provides young job seekers with hands-on education programs and employer training seminars that prepare job seekers for real-world entry-level positions. Additionally, this program introduces recent high-school graduates to partner companies that help make the program possible. Graduates of the program have been hired at PNC, Allegheny Health Network, Comcast, People Gas, Giant Eagle, and others. The PartnerUp® program is expected to expand into neighboring Western PA counties in 2020.

**BankWork\$, Intro to the Construction Trades, and Strategic Industry Engagement** (aligns with the Governor's Goal #1, #2, #4): In 2019, under the leadership of CEO Earl Buford, the Board of Directors, and in partnership labor organizations, training providers and trade schools, community agencies and economic development organizations, Partner4Work continues to make significant strides in building and expanding strategic partnerships in nine key industries including financial services, construction, transportation and logistics, and others.

As examples of industry engagement successes, Partner4Work, the PA Bankers Association, and 13 of the region's largest financial institutions brought **BankWork\$** to the region to build a diverse talent pipeline and provide career pathway opportunities for disadvantaged populations. This nationally

recognized program, launched in the fall of 2019, strategically equips individuals with the skills necessary for entry-level positions in retail banking. Of the first graduating class, 80 percent remain employed as of today. At least four cohorts are expected to be trained through **BankWork\$** in 2020.



Operated by the Builders Guild of Western PA, the Intro to the Construction Trades (I2TT) program is the region's only industry-recognized, registered pre-apprenticeship program for the construction trades. The I2TT curriculum aligns with North America's Building Trades Union's Multi-Craft Core (MC3) program, endorsed nationwide by the construction industry. Through an articulation agreement developed by Partner4Work and the Builders Guild, the I2TT program provides graduates guaranteed placement into one of 16 affiliated trade unions as apprentices or journeyman laborers. The I2TT program creates a guaranteed pathway to high-demand jobs with family-sustaining wages for low-income individuals with barriers to employment and delivers a diverse pipeline of skilled talent for the industry.

**Workforce Clearinghouse development** (aligns with the Governor's Goal #1, #2, #4): Partner4Work (P4W) in close collaboration with the Pittsburgh Arena Real Estate Redevelopment, the Allegheny County Airport Authority, and the Pittsburgh Regional Building and Construction Trades Council, will lead and implement a workforce development strategy that



simultaneously attends to the needs of residents and employers engaged in all phases of the development of the former Civic Arena 28-acre site located in the City's Lower Hill District and the Terminal Building at the Pittsburgh International Airport.

As the designated First Source entity for these projects, Partner4Work will serve as the clearinghouse for training and employment opportunities associated with both the construction phase and end-use jobs. Partner4Work will establish a pipeline of interested candidates into the Intro to the Construction Trades program by coordinating with PA CareerLink® Pittsburgh/Allegheny County and organizations such as the A. Philip Randolph Institute, ensuring a supply of skilled workers to meet the needs of the industry.

Additionally, Partner4Work and Literacy Pittsburgh, the adult basic education provider for the Pittsburgh region, will develop and implement a construction math tutoring program to support interested residents who have skills gaps in meeting the basic entrance requirements for the I2TT program. Partner4Work will work closely with the developers and SEIU 32BJ to identify post-construction employment opportunities (e.g. "end-use jobs") on the Lower Hill Redevelopment and Terminal Building sites. As end-use jobs are identified, Partner4Work will develop and implement workforce development strategies customized to the specific occupations required.

For end-use jobs that represent unionized labor, such as building maintenance and hospitality, Partner4Work will coordinate closely with SEIU 32BJ, UNITE HERE Local 57, and the Allegheny County Labor Council to identify one or more pre-employment training programs of choice that will equip individuals with the necessary skills for employment in the targeted occupations.

## **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 empowers 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 2019, Learn & Earn connected nearly 2,000 youth to summer employment opportunities combined with a work-readiness curriculum.

Ninety-four percent of participants completed the 6-week program, an increase from the previous year. Partner4Work competitively procured 26 government, business, and non-profit organizations to provide creative and engaging work experiences. Between them, these organizations built relationships with more than 330 work- sites to broaden the horizons of youth, set them up for life after high school, help them transition to college and training programs, and prepare them for the working world. The following is an example from a participant, initials K.M:

*"The provider I worked with helped me to start my own business and get my name out in the community. Soon I'll be vending at events and she'll continue to help me out with this even after the summer is over. I had the chance to meet many professionals that will benefit my career in the future."*

### **Introduction to the Construction Trades (I2TT)**

In March of 2019, Partner4Work, together with the Builders Guild of Western Pennsylvania, announced the kickoff of a redesigned building and construction trades pre-apprenticeship program, Introduction to the Construction Trades (I2TT). I2TT fully prepares individuals in the region with the skills necessary to

successfully complete construction trades apprenticeship training programs and develop meaningful long-term careers.

Participants receive state-of-the-art training, tools, and theory used by the building and construction industry. Introduction to the Construction Trades also places a dedicated focus on diversifying the professional workplace by recruiting minorities and women. Before beginning the program, 23 participants were displaced/unemployed. By November 2019, 73 people graduated from the program, 60 now work through either a union, direct contractor or PennDOT trainee program and earn between \$16.00 to \$25.00 per hour with fully paid health care and pensions. Former participant and now professional Insulator, initials M.G., describes the impact on his family:

*"Before 'Intro to the Trades' I was bouncing from job-to-job --nothing seemed to be the right fit for me. But after I learned about I2TT from PA CareerLink®, I thought this might be my chance to actually build a real career. Now, I have the knowledge to walk confidently onto Construction jobs and reliably provide for my family. Last year I purchased my first home and couldn't be more proud!"*

### **BankWork\$®**

Partner4Work, in collaboration with PA Bankers Association, Citizens Bank and several of the region's leading financial institutions launched the nationally recognized Bankwork\$® training program in the Pittsburgh region. Developed by the banking sector, BankWork\$® is designed to prepare individuals with barriers to employment to become qualified candidates for tellers, customer service representatives, and personal banker positions. In addition to the technical skills needed to succeed on the job, the free eight-week program provides students

soft-skills training, coaching and mentoring, information about career pathways, interview prep, and other hands-on activities. Of the 19 students, 13 were female, nine were male, three were trilingual, and 17 were of a diverse ethnic background. As of Feb. 6, 2020, 15 graduates were employed with remaining graduates in the various stages of prep, interview, and hiring processes. Our training partner, the Energy Innovation Center Institute, continues to work with and coordinate on behalf of the graduates to see that all 19 individuals are hired. The second cohort began in late January 2020. Former student and now personal banker, initials S.F., shared her experience:

*"BankWork\$® showed me that it's never too late to start again. After juggling multiple jobs for several years, I began to give up on my career. BankWork\$® helped get me back on track by teaching me new skills and preparing me for a real opportunity in banking. I now have a steady income and can work one full-time job."*

### **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**

#### **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 business intelligence gathering 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 Industry Partnerships. In addition, Partner4Work, along with our partners in the Southwest region and Midwest Urban Strategies (MUS), continues to support dislocated workers with

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 and retrain individuals 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. Partner4Work is optimistic and looks forward to working with the Department in making local access to wage data possible over the coming year.

#### **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.

#### **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. We welcome opportunities for continued dialogue and coordination between local boards and the Commonwealth on workforce policy and guidance. Where possible, Partner4Work encourages the Commonwealth to maintain local flexibility permitted and envisioned under WIOA during the development of state policy. Such flexibility is important to addressing unique needs of job seekers and employers in local areas and enabling local boards to innovate/pilot new programs and models.

## **Tri-County Workforce Development Board 2019 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 partnership for addressing the issue of reentry and preparing people for work. Several local stakeholders including workforce, criminal justice, social services, and education met to create a program that includes case management and pre-employment training. The Workforce Board then secured a grant from the PA Department of Labor & Industry for a Youth Reentry Demonstration project. The Board is looking forward to seeing the results of this effort during the new year.

The second accomplishment consists of evolving the Tri-County Manufacturing Industry Partnership into a Next Generation Partnership. The partnership is now in 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 stake in solutions. The focus is on industry competitiveness and growth. This gives the partners the ability to respond with coordinated approach.

The third accomplishment involves the Tri-County Business-Education Partnership. Because of the need for workers, employers and educator have wanted to join forces to plan more opportunities for youth regarding career awareness, internships, apprenticeships, and job shadowing. Last year, the local area provided funds for 15 projects by 9 providers with Business-Education Partnership funding. There were 4,378 students served, 222 school personnel involved, and 111 employers involved in the activities. There were also 75 parents and 41 community members involved. In addition, three county-wide career fairs were held which served 1,498 students, 68 school personnel, 180 employers, 13 parents, and 168 community members.

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 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 are the success stories for the Tri-County Workforce Development Board.

**Sherry ATKISON** - Sherry came to the PA CareerLink® Butler County due to the company she worked for having a mass layoff. The good news was Sherry was eligible for training through the Trade Adjustment Assistance (TAA) program as well as additional training, job search assistance, and other services through the WIOA Title I Dislocated Worker program. Unfortunately, she had been through trade impacted lay-offs twice before. Since most of her career was in the manufacturing industry and having experienced multiple mass lay-offs, Sherry decided it was time to pursue an interest she had and began to work with prior to her last lay-off. While working in her position at her last employer, she was tasked with creating and designing digital signage for the monitors and jumbotrons throughout the facility welcoming guests and displaying company information. She really enjoyed this and decided to attain her associate degree at Butler County Community College for Graphic Design through the TAA services of the BWPO staff. Knowing she could also utilize Career T.R.A.C.K. services for job search assistance as well, she dual enrolled in the Dislocated Worker program.

Sherry started classes in 2017 and graduated with an associate degree in May 2019. While attending the weekly Job Club, Sherry was able to learn about the WIOA Transitional Jobs program for those who are long term unemployed. She wanted to take advantage of this opportunity to get herself back into the work environment. She also attained a Customer Service and Sales Certification from the National Retail Federation. Through these successes, Sherry began to regain confidence in herself. It was during her transitional job in the PA CareerLink® at the front desk that Sherry began to put her newly gained knowledge and skills in graphic design to work. When not helping customers, she updated promotional brochures and electronic signage for the PA CareerLink® as well as assisted in the creation of a PowerPoint training for a reentry workshop. All of her training and hard work came together when Sherry was hired as the Adult Literacy Secretary at Butler County Community College and started on June 12, 2019. We are pleased to have her working with one of the PA CareerLink® partner agencies.

**Amanda Wilson** – Amanda is the consummate health care professional: a compassionate and empathetic individual who has a genuine interest in the well-being of others. Amanda also remembers how others have assisted her, and she pays it forward in terms of volunteer opportunities and in the work place. In September 2018, Amanda enrolled in the Employment Advancement and Retention Network (EARN) program in Butler County. She arrived as a determined, goal-oriented individual with sights on becoming a certified Medical Assistant. With that goal accomplished within two months, Amanda has now worked for Allegheny Health Network since November. Amanda completed the EARN retention program. Amanda set EARN goals of achieving her American Association of Medical Assistants (AAMA) credential, researching employers, finding a job in the health care field, and building a career path. Considerable job search preparation, resume, interview, portfolio, and employer research were completed. She studied and successfully passed the AAMA examination in October. EARN also assisted with car repair efforts, resources for work clothing, transportation mileage, retention incentives and child care. Amanda also updated her background clearances and First Aid certifications. A can-do attitude motivates the Butler

resident to make the best of any difficult situation. Amanda set a five-year goal plan to obtain an educational degree, build a stable life and career, and to get back on her feet. She has accomplished all of her goals during that time.

“I came to Butler with no car, no job, a six-week old and an eight-year old. I began riding the bus and started my five-year goal plan,” Amanda recalled. Amanda graduated from Butler County Community College last year with an Associate Degree in Applied Science as a Medical Assistant, graduating with magna cum laude honors. During her studies, she participated with the KEYS program and in federal work study at the Academic Center for Enrichment, with AmeriCorps at Center for Community Resources, and completed an externship with Butler Health System. She has volunteered with local organizations including Dress for Success, American Red Cross, American Cancer Society and Grapevine Center. Today her children are ages 14 and 5, and Amanda works full-time as a certified Medical Assistant with Cranberry Internal Medicine, part of the Allegheny Health Network. Her ultimate goal is to become a registered nurse for cancer patients. Amanda has established a career that will enable her to have a productive, healthy life for herself and her children. Amanda plans to continue giving back and caring for others in the next chapter of her life.

**Nicole Simms** - As the school year was winding-down, Career TRACK was recruiting for a Summer Work Crew seeking laborers who’d be working outside in the heat of summer. Indiana Area High School Learning Support Teacher Tara Pangonis referred a young lady who was enrolled in the Culinary Program at Indiana County Technology Center (ICTC). Even though the work crew and culinary training appeared to have very little in common, Ms. Pangonis felt that this student, Nicole Simms, would greatly benefit from work experience. She touted Nicole as having a positive attitude and strong work ethic, as well as being a classroom leader. Ms. Pangonis even bragged that Nicole was a top student in her culinary class despite some struggles with her basic academic skills. She further described Nicole as a “kind, helpful, honest student” who volunteered in the high school’s Life Skills Classroom and with the Miracle League at the YMCA of Indiana County.

After this glowing recommendation, the Youth Case Manager met with Nicole and she enthusiastically agreed to participate on the work crew. That summer, she was without a doubt the most reliable worker on our crew. In fact, Nicole only missed one day of work that entire summer...and that was for her senior pictures! After the summer program ended, Nicole then enrolled in the ‘year-round’ TANF program during the school year. Her placement this time was at a brand-new worksite that appeared to be a better match for her culinary training...the CH Fields Craft Kitchen in the newly-opened Hilton Garden Inn at IUP. Nicole’s duties primarily involved bussing tables and washing dishes in evenings after school, but she also filled-in with other kitchen duties if called-upon. In her evaluation at the end of the school year, then-hotel manager Briana Tomack remarked that Nicole was a “reliable, dependable worker who has a great attitude and willingness to learn new things.”

Nicole successfully completed the Culinary Program at ICTC and graduated from Indiana Area Senior High School, but she didn’t take the usual summer break that many of her classmates did. She was anxious to return to work and began participating in Career T.R.A.C.K.’s Out-of-School Internship Program. Management at the CH Fields Craft Kitchen eagerly welcomed her back. The internship provided Nicole with added duties and responsibilities in the food preparation areas which better coincided with her

culinary training. At the end of her internship, Head Chef Caleb McNany rewarded her continued hard work with an evaluation score of 48/50...and a job offer! At the conclusion of her Out-of-School Internship, Nicole then began a permanent part-time position at the restaurant.

Nicole is still hard-at-work in the CH Fields kitchen. These days, she's a full-time staff member working as a Line Cook at the restaurant. It was reported that Nicole continues to be one of their most reliable and dependable employees who often fills-in when needed. Nicole also continues to embrace new responsibilities, including the training of new kitchen staff. Who better to mentor new hires than someone who's worked in nearly every capacity in the kitchen since the restaurant opened? Nicole has worked hard to successfully complete each Career T.R.A.C.K. Youth Program in which she's participated. Her solid work ethic, positive attitude, and enthusiasm are traits that any employer would value and appreciate.

**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. This program then led to the development of a Basic Health Care Skills program with Butler County Community College, Indiana County Technology Center, West Central WDB, and the Tri-County WDB. 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.

A best practice for the EARN Program is its internal policy of self-monitoring EARN files on a quarterly basis as well as when a client is terminated from the program for any reason. An EARN staff member looks at every file for every client in that program year to review whether all files are in order and compliant with our program policies and procedures, all required documentation is in the file, that forms are completed correctly and with required signatures. THE EARN staff member checks that hours entered into the CWDS system are consistent with the hours that are on attendance sheets and pay stubs. It is determined if clients were opened and closed in activities in the proper manner and within required timeframes. If any discrepancies are found, they are corrected immediately and reviewed by the Program Manager prior to the next formal DHS state monitoring visit. Tri-County EARN has consistently been praised in state monitoring on the orderliness, completeness and accuracy of client files compared to other programs in the state.

**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 2019 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: WCJP continues to work toward ensuring that a variety of program options are available to meet job seeker and employer needs in our local and regional communities. WCJP continues to be flexible to meet the Governor's goal of **developing career pathways** and the needs of the everchanging workforce. Available program options have been streamlined within the PA CareerLink® centers to serve all populations including: WIOA Adults, Dislocated Workers, and Youth; TANF cash (EARN) and SNAP recipients; those involved with judicial system/corrections; RESEA; UC recipients; TRADE; and OVR eligible job seekers. Streamlining the system for all to utilize assists job seekers in resolving barriers to employment, and enables staff to communicate employer needs, expectations, and job openings to all job seekers. Career exploration and labor market information resources in the PA CareerLink® centers help individuals make informed choices regarding occupational choices and the avenues (ITAs, OJTs, job placement assistance, etc.) to attain their employment goals.

Accomplishment #2: The local workforce development system has made great strides to accomplish the Commonwealth's goals of **investing in talent and skills for targeted industries in strategic partnership with employers and educational partners** and **engaging employers to strengthen the connection of education and training and the economy, increase investment in critical skills, and increase jobs that pay**. Individualized Career Services include assessments to identify job seeker strengths, literacy needs, and work readiness levels. Assessment results are used to optimize Individual Employment Plan (IEP) goals including obtainment of credentials; thereby working toward the Governor's goal of 60% of PA's labor force having postsecondary credentials by 2025. Employer needs to fill positions are heard and identified through various avenues, such as: Employer Advisory Council meetings in each county and community outreach by the Business Services Teams. The local Workforce Development Board (WDB) applies for many grants in addition to WIOA funding to bring business and education together to identify employer needs and discuss how educational programs can be created and/or modified to meet those needs. Examples of those additional state and federal grants awarded to the local WDB include: the American Apprenticeship Initiative (AAI); Workforce Opportunities for Rural Communities (WORC); Next Gen Industry Partnerships; State/Local Internship Program (SLIP); Strategic Innovation Grant (SIG); Business Education Partnership (BEP); and most recently the Youth Reentry Demonstration Project. BEP funds were utilized to host a Business and Industry Career Fair in each of the two counties in the workforce development area. Many businesses, industry specific employers, and post-secondary schools/training facilities interact with the ninth and tenth grade students from all 20 school districts to provide information on high priority occupations and post-secondary training programs in the local area.

Accomplishment #3: The WDB and the Youth Committee continues to meet the Commonwealth's goal of **Increasing Work Based Learning (WBL) Opportunities for Youth**. The WDB recognizes the challenges faced by older youth and young adults regarding the need to understand employer expectations of individuals hired by their companies. Therefore, WCJP programming continues to focus on career readiness preparation which includes WBL opportunities for youth and young adults in the local businesses. WCJP blends multiple funding streams (WIOA Youth, TANF Youth, SLIP, SIG, BEP, AAI, etc.) to increase the number of youth eligible to receive WBL opportunities which helps them understand

employer expectations. Through outreach and continuous year-round placements into WBL positions, our community employers are very supportive of hosting youth and providing much needed mentoring and workplace experiences for youth and young adults.

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

1. Hodge Foundry in Greenville, PA has been a lead employer partner in workforce development programs focused on career pathways and registered apprenticeship models. Through the Greater Oh-Penn Apprenticeship network through the US DOL American Apprenticeship Initiative grant. Hodge has hired several successful graduates from the Manufacturing Pre-Apprenticeship Program through West Central Job Partnership in partnership with the Tri-County Workforce Investment Board and Butler County Community College. They profiled one such success story of Maggie, a Coremaker Apprentice, in a video shared on [WCJP's Facebook Page](#). Maggie shares her experience and notes that “with the apprenticeship programs they have a very good opportunity of growth and advancement with this company. It moves you around to a lot of different areas in the plant, so you learn everything. It’s not just the same thing every day – there’s always something new, there’s always something different, and that’s what I like about it.”
2. Christopher C. lost his job as a manager in the financial services industry. After assessing his transferable work skills, interest areas and the Labor Market Information for the local area, Christopher decided he needed a career change. His career exploration at the PA CareerLink® Mercer County included researching occupations in manufacturing, security and healthcare sectors. Christopher’s decided to pursue a long-time dream of becoming a Licensed Practical Nurse. He applied and was accepted into the LPN program at Mercer County Career Center. His case manager assisted him in completing an Individual Training Account application and was approved for WIOA funding for his training program. Christopher was an exemplary student and did extremely well in all four levels of his training. With high achievements from training, a solid work history, a greatly improved resume, a gold level National Career Readiness Certificate (obtained by taking the WorkKeys® assessment during career exploration), he was able to obtain full time employment after graduation. He was hired at St. Paul’s Senior Living Community as an LPN earning \$16.50 per hour with benefits.



- During Summer 2019, WCJP helped to place 41 Interns at 25 different employers through the State/Local Internship Program and Strategic Innovation Grant. A number of participants and companies shared their stories on social media during National Intern Day for the #PASummerInterns Campaign. Interns' responses on the most valuable part of their internship included:

"I loved the opportunities I was given. They really displayed their trust in me by giving me interesting and engaging work to ensure I would learn and benefit from the tasks I was observing/completing." – Derek R. Public Defender Office Intern

"Getting real experience in the true work force. Learning the appropriate causal work attire and language is a great skill I earned. Not to mention the organization and time management in order to succeed well." – Sloan S. Manufacturing Customer Service Intern



Employer and intern feedback were very positive. Several of the businesses extended offers to hire or even have the individuals work as they were finishing their programs of study. The connection between employment and what the interns are learning will help them to advance in their career pathway more quickly or better refine their career goals before entering their selected field.

**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:**

Challenges remain to be the engagement of the disconnected youth population. WCJP continues to use many avenues of outreach including social media, posting flyers in places that youth frequent, working with corrections, OVR, and Title II Literacy providers to recruit youth involved with those agencies, offering incentives for their accomplishments, providing Work Based Learning opportunities, ITAs, and OJTs.

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

Once per quarter, WCJP and the Northwest PA WDA convene a Keystone Edge Regional meeting to discuss issues, combined projects, and future endeavors needed to best serve our region. Once per quarter WCJP

meets with our Ohio partners in the Oh-Penn region to maintain communication regarding services affecting job seekers and employers who have access to both state's services.

General Motors closed the 6 million square foot Lordstown, OH plant in March 2019. Because the plant was located so close to the PA border, many of the 1,607 hourly and salaried employees who lost their jobs were PA residents. NW PA's Regional Rapid Response Coordinator and OH's counterpart worked to plan a strategy to provide the best Rapid Response (RR) information to all affected employees. A transition center was established in the UAW Local 1112 hall in Warren, OH. PA CareerLink® Mercer County and the Trumbull County (OH) Job & Family Services provided staff to attend several RR sessions held at the union hall to provide information on services available at the various locations of the American Job Center Network centers that offer those services. PA CareerLink® Mercer County staff also attended the Lordstown Job Fair held at the Eastwood Mall in Niles, OH.

**Any areas where the LWDB would benefit from additional state guidance:**

None identified at this time.



## Westmoreland-Fayette Workforce Development Board 2019 Annual Report

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

### Career Pathways

The Westmoreland-Fayette Workforce Board has implemented the first step in creating a comprehensive career pathway system combining education, counseling, and support services from multiple programs.

The Career Pathways Class is a 20-hour class offered in the PA CareerLink® Westmoreland. The purpose of the Career Pathways classes is to help participants identify the local high priority jobs in the area and design a pathway for each participant. The class consists of self-exploration, career exploration, refresh of literacy, numeracy, soft skills and goal setting. The class also assists in building time management skills, and interview preparation.

Career Pathways classes started at the PA CareerLink® Westmoreland in Youngwood, in November 2018. Classes for the PA CareerLink® Fayette in Lemont Furnace. started in February 2019. Since the classes have started, a total of 201 clients have attended the classes (93 in Lemont Furnace and 108 in Youngwood). Below is a general breakdown of career interests and training considerations.

Career/Training Interest	Number at PACareerLink® Westmoreland	Number PACareerLink® Fayette
Certified Driver's License (CDL)	62	50
Licensed Practical Nurse (LPM)	3	15
Certified Nurse's Assistant (CNA)	0	2
Heating, Ventilation, Air Conditioning (HVAC)	1	3
Manufacturing	8	1
Information Technology (IT)	3	1
MedCerts	15	1
Certified Recovery Specialist (CRS)	4	5
Lean Six Sigma	4	0
Welding	2	7
Human Resources	1	0
Accounting	1	2

Project Management	1	0
Architectural Drafting	1	0
Heavy Equipment	0	1
Electrician	0	3
Certified Medical Assistant	0	2
On-The-Job Training (OJT)	1	0
Job Searching Only	1	0
<b>TOTALS</b>	<b>108</b>	<b>93</b>

Participants who enroll into the Career Pathways class consist of those who may be right out of high school and with no future career plan, dislocated workers who are exploring their next steps and considering training, and those who are working but not making enough to support themselves or their families and are underemployed.

A primary focus for the class is completing the student portfolio and establishing a mentoring relationship with the instructor and taking the next step on their career path.

### **Dads Matter Transportation Partnership**

The Westmoreland-Fayette Workforce Development Board has partnered with the Private Industry Council on investing in talent & skills in the transportation industry in a strategic partnership with employers and an educational institution.

The Private Industry Council of Westmoreland/Fayette, Inc (PIC) is responsible for administering the federal Fatherhood program in Westmoreland, Fayette and Washington Counties within Southwestern Pennsylvania. The program is designed to support fathers in barrier removal that impact their ability to be actively involved in their child's life. The goals of the program include improved family interaction, responsibility, health and nurturing. Additional focus of the grant is to increase economic stability and mobility, reduction of poverty, and reduced recidivism. Programing, including workforce development, fatherhood curriculum, supportive services, and barrier removal tools are directed at targeted populations that need support, education and guidance to fully engage in their role as a father. Going into our fifth year the program successfully completed over 900 dads.

The Dads Matter core curriculum is evidenced-based and is designed to promote responsible fatherhood. The workforce development portion of the grant was designed to provide industry recognized stackable credentials that offer a career pathway to family sustaining employment. Some of the offerings funded by the grant include Forklift certification, OSHA 10, Safeland/Safegulf, Commercial Driver's License, Heavy Equipment (Bulldozer Certification), SBIRT (Screening, Brief Intervention and Referral to Treatment), Transportation Logistics, Ergonomics, Health and Wellness on the Job, Financial Restoration, ServeSafe, and Furnace and Insulation Installation.

As we entered the fourth year of funding, we were provided an opportunity to obtain additional workforce development funding that would be targeted to the CDL program. The reason for targeting that industry was based on our assessment of a growing opportunity for our fathers to receive a certification that would immediately provide a family sustainable wage while also offering schedules that enable them to engage

with their children. During this we began to assemble employers from the operating counties that provided guidance and direction to the allocation of these funds and sub-certifications to the CDL license, such as Hazmat endorsement that would provide additional benefit while gaining entry into the field. At this point our program participants also benefited by partnering with the Westmoreland & Fayette Workforce Investment Board and the Fayette County Redevelopment Authority Local Share Account program. WIB funding and workforce development leadership directly through the form of an Individual Training Account and supportive service funds and guidance allowed additional fathers to gain entry to a growing field. Leveraging funds and successful placement provided the impetus for the Douglas Education Center CDL program to expand into Fayette County at the Connellsville Airport and provide a central location for county residents to gain the certification to meet the demand of the county employers for CDL graduates. In a basic return on investment demonstration we provide a clear example of successful partnership involvement that provided direct and indirect financial, social and community-based advancement for the employers and residents of our counties.

Demonstrated by public investment from the U.S. Department of Health and Human Services, the Westmoreland-Fayette Workforce Investment Board, Fayette County Local Share Account and private investment in the first year we were able to enroll 40 individuals. The following will provide a breakdown of the results.

- 28 enrollees obtained their CDL License and Hazmat endorsement
- 27 were employed in the field of truck driving

Investment in the CDL 7- week program and Endorsement totaled	\$218,400
Dads Matter program contribution	\$191,400
Westmoreland-Fayette Workforce Board contribution	\$27,000

The 27 hires from the program combined to average \$22.37 per hour for an entry level 40- hour work week. Please note that 25 of the 27 hires also obtained over-time that varied between employee and is not calculated within the ROI outcome. The resulting above illustrated average hourly rate based on a 40-hour week is \$46,529.60 annually. The average benefit package additionally results in \$4,860 per person for a combined year one total of \$51,389.60.

Total overall year one annual salary generated for residents of Westmoreland and Fayette County from the training investment of \$218,400 equates to \$1,387,519.20 million dollars. If one were to take just the gross wage and not include the benefits of \$46,529.60 multiplied by the 27 hires the gross salary is \$1,256,299.20. Average taxes paid for these hires would be as follows:  
Federal Income Tax rate of .15% x \$1,256,299.20 = \$188,444.88 in Federal Taxes

Going forward the ROI will be built out to collect other data that will enable us to calculate an average for accrued overtime, salary increases and employment movement. Additionally, we will calculate based on trainee geographic location and employer location an average of generated tax dollars, community impact and educational and employer impact.

### **Teacher in The Workplace**

The Westmoreland-Fayette Workforce Investment Board received funding from the Pennsylvania Department of Labor to provide two Teacher in the Workplace (TIW) Programs in the 2018-2019 school year. Based on our strong Business and Education Partnerships that exists in both Westmoreland and

Fayette County it was determined that we would provide the TIW programs on a county-wide basis that would allow a larger impact on our school districts, students, and employers in our region. While each program was run separately in each county and had unique parts to each, both programs focused on exposing teachers in the K-12 system to 2 high-priority occupations in Manufacturing and Healthcare. Both programs allowed high school teachers the opportunity to learn about our regional needs, visit local employers, job-shadow a local employer, and build out classroom instruction that focused on career readiness learning and experiences for students in the K-12 system. The goal was to engage 25 teachers from districts in each county including the Career and Technology Centers (CTC's). The main obstacle we faced and overcame involved how the districts would be able to support a large number of teachers being out of the schools on the same day due to a local substitute teacher shortage in our region. In both counties, we met and exceeded our goals. In Fayette County, we had 25 teachers from all 6 school districts and the 2 CTC's and partnered with over 20 local businesses and organizations. In Westmoreland County, we had 51 teachers from 10 school districts and 3 CTC's participate and were supported by 26 local businesses and organizations.



The success of these programs, and the drive to continue and expand these programs, led us to apply and receive additional TIW funds. The programs in each county remain focused on building out systemic programs to build stronger K-12 curriculum that is relevant to local industry employer needs. We have enrolled 73 new teachers in both counties and have involvement from 17 school districts and 5 CTC's in our local workforce area. Through our regional Teacher in the Workplace Programs we have impacted a total of 149 teachers from 18 school districts and 5 CTC's and over 60 employers, 2 Intermediate Units, multiple economic development organizations and workforce development agencies.

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

#### **Career Pathway Testimonials**

"Cory was laid off from his job in July 2019 and with a family of 6 depending on him, he decided to go back to school for his CDL. He heard about the training assistance provided by the PA CareerLink® when



he first signed up for unemployment and attended the Reemployment Services and Eligibility Assessment (RESEA) Program learning of all the services available to him. Cory then attended the Career Pathways class where he learned about the importance of setting goals and to keep moving forward. In August, Cory attended Central Westmoreland Career and Technology Center SAGE Truck Driving School to receive his CDL A license. He really enjoyed the CDL classes learning driving regulations while in the classroom and learning about the truck, i.e., pre-trip inspections and one-on-one driving instruction with experienced instructors on the road. He learned basic skills on how to handle backing up the trailer, but his instructors taught him the tricks of the trade which made him feel more relaxed. He is currently employed at Glassmere Fuel Service and will be delivering a variety of products including gasoline, propane and diesel and is excited about the next chapter in his life.”

“Monica completed her rehabilitation program in April of 2018 and started training through the PA CareerLink® Fayette County. Monica is in recovery from drug and alcohol addiction. She was new to the area and living in a halfway house in Uniontown, called Good Works Life Recovery House. Through various agencies coming in and speaking about continuing education and training she was referred to the PA CareerLink® Fayette County. With the help of the PA CareerLink® Fayette County staff Monica was approved for funding and enrolled into the Certified Nursing Assistant Training program at Fayette County Career and Technical Institute taking the steps required to start her training which included attending the Career Pathways Classes. Monica started training March 2019 and completed the program in May 2019. Monica while in training was provided with much needed income. Monica passed her Certified Nursing Assistant State Examination and is now a full-time employee at Uniontown Healthcare and Rehabilitation Center. Due to her success in the Career Pathways classes and the staff at PA CareerLink® Fayette, Monica has continued her sobriety enjoying a career that she enjoys, stating, “I have a career I enjoy; my life is full and I'm very grateful.”

Jason had worked in the medical device industry and after 13 years of working with the same company as a quality engineer found himself out of work. The job search process is not easy and most of the jobs that he applied for received no response. Almost all of your job applications are online now and processed through an ATS System (Applicant Tracking System) to sort through resumes looking for keywords. If you don't know how to format your resume properly and enter the right information, your application will never make it past this system and reach an actual person.

Jason signed up for the Career Pathways Class offered at the Westmoreland CareerLink in September to do a self-assessment to help put him in the right direction and get his resume set up, so it will get noticed. He also took advantage of the Lean Six Sigma Blackbelt Training that was approved and funded through the Westmoreland-Fayette Workforce Development Board. After this session he started getting more responses and interviews and in December he started his new contract job as a quality engineer with ABB Group where they make high voltage products for the power industry. He will be helping them update their operating procedures. His advice to other job seekers is to be open minded and listen to advice from the people familiar with the hiring process. Always look at change, whether it be a new job or any other type of change, as an opportunity to learn and better yourself.

### **Integration of Workforce Services Testimonials**

Due to a recent lay off from his previous employment a Veteran came to the PA CareerLink® Fayette office. He was greeted and assessed in the Customer Resource Center where he was identified as a skilled machinist. Once he had a work ready resume, he was referred to our Local Veteran Employment Representative. This veteran felt that even though he was 70 years old he had the skill and work ethic to

be enticing to employers as a candidate for employment. Our LVER promoted Dennis to numerous companies in the area for Machinist positions. It turned out that this Veteran was correct. One of the companies that was targeted by our LVER was J.F. Burns Machine Company. They were very interested in hiring him, but his skills needed updated to be successful in the position. After communications between the employer and our staff this Veteran was offered a position as a CNC Machinist". A Title I Account Representative expertly worked with the employer to create an OJT Training Plan. Also, a Title I Employment Specialist, assisted in determining the Veteran's eligibility as a Dislocated Worker. This Veteran started working on March 18th under the OJT Contract where he will be learning more advanced CNC Machining applications. His story debunks the myth of automatic age discrimination and the desire for employers to hire skilled workers that they are willing to train to advance those skills. It also highlights the great teamwork of the PA CareerLink®. Our Partners from BWPO and Title I staff of the Private Industry Council worked together to ensure that both the Veteran and the Employer received the services that they needed and were happy with the outcome. At 70 years old, this Veteran's placement shows that you are never too old to start over, especially with a little help from the PA CareerLink®.

**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.**

One of the challenges at-risk populations have in securing employment or participating in training is the lack of reliable transportation. The Board is very supportive of the Keystone Economic Development and Workforce Command Center's recent report identifying transportation as a barrier to matching workers to employers. Public transit was identified as one of the top three disadvantages of living in our local area. Many areas of Westmoreland and Fayette County are accessible exclusively by automobile putting greater stress on existing infrastructure.

A Board project is to work with local transit agencies to modify and optimize routes to increase frequency and ensure connections to employment centers, key destinations and within communities.

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

The Westmoreland-Fayette Workforce Development Board has been an active member of the Partnership for Regional Economic Performance (PREP) the last several program years. PREP is the Southwest PA regional consortium of local economic development, workforce development, Industrial Resource Center (Catalyst Connection) and small business development center professionals. The Board has enhanced our partnership by conducting ENGAGE! surveys and reviews. ENGAGE! is an industry-driven initiative that connects our workforce professionals to better assist business with their next-step resources to grow or sustain their workforce. This effort has put Board staff in the position to better align training and placement resources with the needs of local business. This presents the opportunity to strengthen data sharing and more effectively use data to measure return on investment and allow for continuous improvement.

**Area where the LWDB would benefit from additional state guidance.**

Numerous new staff in local areas would benefit from training in all areas of WIOA, strategic operations.

## Appendix E: Local Workforce Development Board Membership and Contact Information

### Berks County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Kristi Gage-Linderman	COO	Gage Personnel Employment Services	<a href="mailto:k.gage@gagepersonnel.com">k.gage@gagepersonnel.com</a>	610-376-1771	Small business
Russell Showers	Chief Human Resources Officer	Tower Health	<a href="mailto:russell.showers@readinghealth.org">russell.showers@readinghealth.org</a>	484-628-5023	Business
Debra Antol	Director of Human Resources	Sweet Street Desserts, Inc	<a href="mailto:deb@sweetstreet.com">deb@sweetstreet.com</a>	610-921-8113	Business
Jenny Bastista	Human Resources Manager	L&H Signs Inc.	<a href="mailto:jennyb@lhsigns.com">jennyb@lhsigns.com</a>	610-898-5266	Small business
Marianne Brown Egolf	General Manager	F. M. Brown's Sons, Inc.	<a href="mailto:marianneegolf@fmbrown.com">marianneegolf@fmbrown.com</a>	610-678-4567 Ext. 203	Small business
Michael Fischetti	VP, Human Resources	Cambridge-Lee Industries, LLC	<a href="mailto:MFischetti@camlee.com">MFischetti@camlee.com</a>	610-916-7742	Business
Robert Harrop	VP, Personnel	East Penn Manufacturing Co, Inc	<a href="mailto:bharrop@dekabatteries.com">bharrop@dekabatteries.com</a>	610-682-6361 Ext. 2342	Business
Joanne Judge	Partner	Stevens & Lee	<a href="mailto:jmj@stevenslee.com">jmj@stevenslee.com</a>	610-478-2226	Business
Lewis McCoy Jr	Director, Human Resources	SSM Group, Inc	<a href="mailto:lou.mccoy@ssmgroup.com">lou.mccoy@ssmgroup.com</a>	610-621-2009	Business
John Morahan	President	Penn State Health System / St Joseph	<a href="mailto:jmorahan@pennstatehealth.psu.edu">jmorahan@pennstatehealth.psu.edu</a>	610-378-2300	Business

Michael Rowley	Partner & COO	Herbein & Company, Inc	<a href="mailto:mjrowley@herbein.com">mjrowley@herbein.com</a>	610-378-1175	Small business
Mark Schlott	Executive VP of Operations / COO	R.M. Palmer Company	<a href="mailto:mark@rmpalmer.com">mark@rmpalmer.com</a>	610-372-8971 Ext. 302	Business
Karyn Troxell	Corporate HR Director	Penske Truck Leasing	<a href="mailto:karyn.troxell@penske.com">karyn.troxell@penske.com</a>	610-796-4325	Business
Barry Unger	President	Vision Mechanical, Inc	<a href="mailto:barryunger@visionmechanical.com">barryunger@visionmechanical.com</a>	610-376-6700	Small business
Peggy Kershner	Co-Executive Director	Berks Connections/Pretrial Services	<a href="mailto:pkershner@bcpsreentry.org">pkershner@bcpsreentry.org</a>	484-260-3860	Community-based organizations
Thomas W. McNelis	President/CEO	Threshold Rehabilitation Services Inc.	<a href="mailto:tmcnelis@trsinc.org">tmcnelis@trsinc.org</a>	610-777-7691 Ext. 102	Community-based organizations
Mark Pinkasavage	Training Director	IBEW Local 743	<a href="mailto:jatcpink@comcast.net">jatcpink@comcast.net</a>	610-777-3100	Labor organizations and joint labor-management apprenticeship program
William C. Dorward	Business Agent	Sheet Metal Workers Local 19	<a href="mailto:bdorward2@LU19.com">bdorward2@LU19.com</a>	610-633-6494	Labor organizations and joint labor-management apprenticeship program
Pablo Tejada	Director of Organizational Development	Boys & Girls Clubs of America	<a href="mailto:Ptejada@bgca.org">Ptejada@bgca.org</a>	917-902-9104	Community-based organizations
Auria Bradley	Director of Literacy Programs	Reading Area Community College	<a href="mailto:abradley@racc.edu">abradley@racc.edu</a>	610-372-4721 Ext. 5120	Organizations addressing youth employment and adult education and literacy
Anne Zayaitz	Provost & Vice President for Academic	Kutztown University of Pennsylvania	<a href="mailto:zayaitz@kutztown.edu">zayaitz@kutztown.edu</a>	610-683-4155	Institutions of higher education

	Affairs				
Carole Homolash	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:cahomolash@pa.gov">cahomolash@pa.gov</a>	610-621-5800 Ext. 103	Title I of the Rehabilitation Act
Thomas McKeon	Executive Director	Berks County Industrial Development Authority	<a href="mailto:tmckeon@berksida.com">tmckeon@berksida.com</a>	610-478-6341	Economic and community development
James Nichols	Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:jnichols@pa.gov">jnichols@pa.gov</a>	610-988-1378	State employment service under Wagner-Peyser
Tammy White	President	United Way of Berks County	<a href="mailto:tammyw@uwberks.org">tammyw@uwberks.org</a>	610-685-4562	Economic and community development
John DeVere	Principal	Education & Training Solutions, LLC	<a href="mailto:john.devere.ets@gmail.com">john.devere.ets@gmail.com</a>	610-775-3966	Optional members

## Bucks County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Dennis Jones	Regional Manager	USS Real Estate	<a href="mailto:dmjones@uss.com">dmjones@uss.com</a>	215-736-4068	Business
Jorden "Pete" Krauss	Executive Director	Bucks County Industrial Development Authority	<a href="mailto:jpkrauss@buckscountyida.com">jpkrauss@buckscountyida.com</a>	267-880-6070	Economic and community development
Marcine Schiehser	Vice President of Human Resources	Vertical Screen	<a href="mailto:mschiehser@verticalscreen.com">mschiehser@verticalscreen.com</a>	888-291-1369	Business
Gregory Krug	President	Lampire Biological Laboratories	<a href="mailto:gkrug@lampire.com">gkrug@lampire.com</a>	215-795-2968	Small business
Kyle Cloman	President/CEO	Waste Gas Fabrication Co Inc.	<a href="mailto:Kcloman@wastegas.com">Kcloman@wastegas.com</a>	215-736-9240	Small business
Anita Diggs	Rehabilitation Supervisor	Office of Vocational Rehabilitation	<a href="mailto:adiggs@pa.gov">adiggs@pa.gov</a>	484-250-4340 Ext. 148	Title I of the Rehabilitation Act
Theodore Dorand	Manager External Affairs	PECO	<a href="mailto:theodore.dorand@peco-energy.com">theodore.dorand@peco-energy.com</a>	215-956-3082	Business
Marybeth Ferguson	Assistant Regional Director	Bureau of Workforce and Partnership Operations	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>	610-280-1027	State employment service under Wagner-Peyser
Maria Gallo	President	Delaware Valley University	<a href="mailto:maria.gallo@delval.edu">maria.gallo@delval.edu</a>	215-489-2946	Institutions of higher education



Mark Hoffman	Executive Director	Bucks County Intermediate Unit	<a href="mailto:mhoffman@bucksiu.org">mhoffman@bucksiu.org</a>	215-348-2940	Organizations addressing youth employment
James Horan	CEO	New Age Industries	<a href="mailto:JHoran@newageindustries.com">JHoran@newageindustries.com</a>	215-526-2142	Business
George Hutt	Business Representative	Laborers' International Union of North America - Local 57	<a href="mailto:ghutt@laborers57.org">ghutt@laborers57.org</a>	215-651-5452	Labor organizations
Gerald Kilhefner	President	Klover Contracting, Inc.	<a href="mailto:JKilhefner@kloverinc.com">JKilhefner@kloverinc.com</a>	215-536-7706	Small business
Erin Lukoss	Executive Director	Bucks County Opportunity Council	<a href="mailto:elukoss@bcoc.org">elukoss@bcoc.org</a>	215-345-8175 Ext. 205	Transportation, housing, and public assistance
Jeremy Myers	Owner	Neshaminy Creek Brewing Co.	<a href="mailto:neshaminycreekbrewing@gmail.com">neshaminycreekbrewing@gmail.com</a>	215-458-7081	Small business
Jan Rossi	Vice President of Human Resources	Grand View Health	<a href="mailto:jrossi@gvh.org">jrossi@gvh.org</a>	215-453-4600	Community-based organizations
Stephanie Shanblatt	President	Bucks County Community College	<a href="mailto:Stephanie.shanblatt@bucks.edu">Stephanie.shanblatt@bucks.edu</a>	215-968-8222	Adult education and literacy
Archana Sharma	Owner	Wazoodle Fabrics LLC	<a href="mailto:arch@wazoodle.com">arch@wazoodle.com</a>	215-244-2504	Small business
Renee Tiffany	Business Representative	International Union of Operating Engineers	<a href="mailto:Renee.Tiffany@IUOE542funds.com">Renee.Tiffany@IUOE542funds.com</a>	215-542-7500	Joint labor-management apprenticeship program

## Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jamie Aurand	Administrator	Susque-view Home	<a href="mailto:jaurand@susqueviewhome.com">jaurand@susqueviewhome.com</a>	570-893-5946	Small business
Jay Alexander	Immediate Past Chair, President	Wayne Township Landfill	<a href="mailto:jalex@waynetwplandfill.com">jalex@waynetwplandfill.com</a>	570-769-6977	Business
Jim Stopper	Treasurer, Chief Financial Officer	Evangelical Community Hospital	<a href="mailto:jstopper@evanhospital.com">jstopper@evanhospital.com</a>	570-522-2741	Business
Annette Camuso-Sarsfield	Chief Human Resource Officer	Playworld, a division of PlayPower, Inc.	<a href="mailto:annettec@playworld.com">annettec@playworld.com</a>	570-522-9800 Ext. 5312	Business
Sue Auman	Executive Director	Union-Snyder Community Action Agency	<a href="mailto:sauman@union-snydercaa.org">sauman@union-snydercaa.org</a>	570-374-0181	Community-based organizations
James Beamer	Business Manager	IBEW, Local 812	<a href="mailto:ibewlocalunion812@verizon.net">ibewlocalunion812@verizon.net</a>	570-368-8984	Labor organizations and joint labor-management apprenticeship program
Steve Bennett	Executive Director	Department of Human Services, Lycoming County Assistance Office	<a href="mailto:sbennett@pa.gov">sbennett@pa.gov</a>	570-327-3311	Transportation, housing, and public assistance
Michele Foust	Human Resources Director	Glenn O. Hawbaker	<a href="mailto:mvf@goh-inc.com">mvf@goh-inc.com</a>	814-235-2548	Business

Dean Girton	President	Girton Manufacturing	<a href="mailto:dean1@girton.com">dean1@girton.com</a>	570-458-5521	Small business
Bruce Jones	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:bruajones@pa.gov">bruajones@pa.gov</a>	570-327-3501	State employment service under Wagner-Peyser
Keith Koppenhaver	Business Representative	International Union of Operating Engineers Local #66	<a href="mailto:kkoppenhaver@iuoe66.org">kkoppenhaver@iuoe66.org</a>	814-765-7888	Labor organizations and joint labor-management apprenticeship program
Lynn Kuhns	President	Apex Homes	<a href="mailto:lkuhns@apexhomes.net">lkuhns@apexhomes.net</a>	570-837-2333	Small business
Jeff Lowry	Director, Talent Management	Geisinger Health System	<a href="mailto:jflowry@geisinger.edu">jflowry@geisinger.edu</a>	570-214-2267	Business
Jim Nemeth	Director of Human Resources	Autoneum	<a href="mailto:jim.nemeth@autoneum.com">jim.nemeth@autoneum.com</a>	570-784-4100	Business
Steven Stumbris	Director	Bucknell University Small Business Development Center	<a href="mailto:sstumbri@bucknell.edu">sstumbri@bucknell.edu</a>	570-577-3791	Economic and community development
Susan Swartz	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:sswartz@pa.gov">sswartz@pa.gov</a>	570-327-3600	Title I of the Rehabilitation Act
Todd Taylor	Director of Adult & Post-Secondary Education	Central PA Institute of Science & Technology	<a href="mailto:ttaylor@cpie.edu">ttaylor@cpie.edu</a>	814-359-2793	Institutions of higher education
Jenna Witherite	Director of Adult Education & Project Management	Central Intermediate Unit 10	<a href="mailto:jwitherite@ciu10.org">jwitherite@ciu10.org</a>	814-342-0884	Adult education and literacy
Tracie Witter	Regional Affairs Director	PPL Electric Utilities	<a href="mailto:tlwitter@pplweb.com">tlwitter@pplweb.com</a>	570-368-5235	Business

Suzanne White	Senior VP of HR & Organizational Development	Kish Bank	<a href="mailto:Suzanne.White@Kishbank.com">Suzanne.White@Kishbank.com</a>	717-667-9208	Business
Dave Zartman	President	Zartman Construction	<a href="mailto:dave@zartman.com">dave@zartman.com</a>	570-275-4400	Business

## Chester County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jennifer Duff	Chair, Operations Manager	Accenture	<a href="mailto:jduff306@gmail.com">jduff306@gmail.com</a>	484-753-4492	Business
Maria O'Connell	Vice Chair, Franchise Owner,	Express Employment Professionals	<a href="mailto:mariaoconnell@expresspros.com">mariaoconnell@expresspros.com</a>	484-329-7930	Small business
Bill Adams	President	International Brotherhood of Electrical Workers (IBEW) Local #654	<a href="mailto:badams@ibew654.com">badams@ibew654.com</a>	610-637-8532	Labor organizations
Joyce Chester	President & CEO	Chester County OIC	<a href="mailto:jchester@cc-oic.org">jchester@cc-oic.org</a>	610-692-2344	Community-based organizations
Kathi Cozzone	Commissioner	County of Chester	<a href="mailto:kcozzone@chesco.org">kcozzone@chesco.org</a>	610-344-6100	Optional members
Marybeth DiVincenzo	Senior Vice President	Chester County Economic Development Council	<a href="mailto:mdivincenzo@ccedcpa.com">mdivincenzo@ccedcpa.com</a>	610-458-5700	Economic and community development
Erik Gudmundson	Chief Technology Officer	Pegasus Technologies, LLC.	<a href="mailto:ErikFJC@gmail.com">ErikFJC@gmail.com</a>	610-444-8256	Small business
Diana Kimmich	Recruiting Manager	Analytical Graphics, Inc. (AGI)	<a href="mailto:dkimmich@agi.com">dkimmich@agi.com</a>	610-981-8158	Business
Chris Saello	Senior Vice President	United Way of Chester County	<a href="mailto:csaello@uwchestercounty.org">csaello@uwchestercounty.org</a>	610-429-9400	Community-based organizations
Meghan Klotzbach	Regulatory Manager	C.P. Yeatman & Sons, Inc.	<a href="mailto:meghan@organicmushrooms.com">meghan@organicmushrooms.com</a>	610-869-3595	Business

Karen Kozachyn	Dean	Delaware County Community College	<a href="mailto:kkozachyn@dccc.edu">kkozachyn@dccc.edu</a>	610-359-5362	Institutions of higher education
Marianne Martelli	Vice President of Operations	Chester County Chamber of Business & Industry	<a href="mailto:mmartelli@cccbi.org">mmartelli@cccbi.org</a>	610-725-9100	Business
Clark McHenry	Director of Human Resources	R-V Industries	<a href="mailto:elijah_clark02@yahoo.com">elijah_clark02@yahoo.com</a>	484-319-1996	Business
Janet Moran	Corporate Vice President	Krapf Group, Inc.	<a href="mailto:jmoran@krapfbus.com">jmoran@krapfbus.com</a>	610-431-1500	Business
Frances Pierce	Consultant	TalkWorks, Inc.	<a href="mailto:frangepierce@verizon.net">frangepierce@verizon.net</a>	610-280-3996	Optional members
Mike Pietrafitta	Director of Regional Electric Operations	PECO Energy	<a href="mailto:michael.pietrafitta@peco-energy.com">michael.pietrafitta@peco-energy.com</a>	610-725-7186	Business
Thomas Redden	Representative/President	Steamfitters Local 420 Philadelphia	<a href="mailto:tredden@lu420.com">tredden@lu420.com</a>	215-734-9513	Labor organizations
Michael Reese	Senior Vice President & Regional Manager	Fulton Bank	<a href="mailto:mreese@fultonbank.com">mreese@fultonbank.com</a>	610-918-8812	Business
Shanae Stallworth	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:sstallwort@pa.gov">sstallwort@pa.gov</a>	484-250-4340	Title I of the Rehabilitation Act
William Shaw	Executive Director	Life Transforming Ministries	<a href="mailto:bshaw@quietrevolution.org">bshaw@quietrevolution.org</a>	610-384-5393	Community-based organizations
Stephanie Sherwood	Small Business Program Manager	Weston Solutions	<a href="mailto:stephanie.sherwood@westonsolutions.com">stephanie.sherwood@westonsolutions.com</a>	610-701-3580	Business
Amanda Sundquist	Partner	Unruh, Turner, Burke & Frees, P.C.	<a href="mailto:asundquist@utbf.com">asundquist@utbf.com</a>	620-692-1371	Business



Walter Urban, Jr.	Site Administrator	PA CareerLink® Chester County	<a href="mailto:burban@chesco.org">burban@chesco.org</a>	610-280-1010	Optional members
Kirk Williard	Director of Career, Technical & Customized Educational Services	Chester County Intermediate Unit	<a href="mailto:kirkw@cciu.org">kirkw@cciu.org</a>	484-237-5109	Organizations addressing youth employment
Marybeth Ferguson	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>	610-280-1027	State employment service under Wagner-Peyser

## Delaware County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Albert Danish	Vice President	Doyle Alliance	<a href="mailto:adanish@doylealliancegroup.com">adanish@doylealliancegroup.com</a>	215-717-9509	Business
William Adams	President	Local Union #654	<a href="mailto:badams@ibew654.com">badams@ibew654.com</a>	610-494-2820	Labor organizations and joint labor-management apprenticeship program
Liz Bilotta	VP Human Resources	Crozer Keystone Health	<a href="mailto:elizabeth.bilotta@crozer.org">elizabeth.bilotta@crozer.org</a>	610-338-8241	Business
Michael Brady	President	LPL Financial	<a href="mailto:michael.brady@lpl.com">michael.brady@lpl.com</a>	484-472-7704	Small business
Dominic Cappelli, Jr.	Benefit Consultant	My Benefit Advisor	<a href="mailto:dcappelli@urbanefitadvisor.com">dcappelli@urbanefitadvisor.com</a>	610-701-1795	Business
Catherine Judge-Cardillo	Director	Mercy Health Corp of SEPA	<a href="mailto:ccardillo@trinity-health.org">ccardillo@trinity-health.org</a>	610-567-5319	Business
Edward Coleman	Exec. Director	Community Action Agency of Delaware County	<a href="mailto:colemane@caadc.org">colemane@caadc.org</a>	610-874-8451	Community-based organizations and organizations addressing youth employment
Brenda Dawson	President/CEO	Pathways PA	<a href="mailto:bdawson@pathwayspa.org">bdawson@pathwayspa.org</a>	610-543-5022 Ext. 224	Community-based organizations and organizations addressing youth employment
Adam Gattuso	Communication Leader	Monroe energy	<a href="mailto:Adam.gattuso@monroe-energy.com">Adam.gattuso@monroe-energy.com</a>	610-364-8406	Business

Laura Kasper	President/CEO	Monarch Staffing	<a href="mailto:lkaspe@monarchstaffing.com">lkaspe@monarchstaffing.com</a>	610-653-8800	Business
J. Patrick Killian	Exec. Director	Delaware County Commerce Center	<a href="mailto:jpkillian@delcopa.org">jpkillian@delcopa.org</a>	610-566-2225	Economic and community development
Karen Kozachyn	Dean, Workforce Dev. Community Education	Delaware County Community College	<a href="mailto:kkozachyn@dccc.edu">kkozachyn@dccc.edu</a>	610-359-5362	Institutions of higher education and organizations addressing youth employment
Michael Maddren	Sole Member	Maddren Law Office LLC	<a href="mailto:mike@maddrenlaw.com">mike@maddrenlaw.com</a>	610-891-4072	Small business
Patricia McFarland	President	Del. Cty. Chamber of Commerce	<a href="mailto:trish@delcochamber.org">trish@delcochamber.org</a>	610-565-3677	Business
Kate McGeever	Exec. Director	Del. Cty. Literacy Council	<a href="mailto:kmcgeever@delcoliteracy.org">kmcgeever@delcoliteracy.org</a>	610-876-4811	Adult education and literacy
Eileen Nelson	Senior Principal, Engineer	Stantec Consulting	<a href="mailto:Eileen.Nelson@stantec.com">Eileen.Nelson@stantec.com</a>	610-494-3636	Business
James Nichols	Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:jnichols@pa.gov">jnichols@pa.gov</a>	717-787-3354	State employment service under Wagner-Peyser
Charlie Priscopo	Business Agent	Operating Engineers Local 542	<a href="mailto:cpriscopo@comcast.net">cpriscopo@comcast.net</a>	610-633-0180	Labor organizations and joint labor-management apprenticeship program
Linda Robson	Exec. Dir.	Delaware Cty. Assistance Office	<a href="mailto:lrobson@pa.gov">lrobson@pa.gov</a>	610-447-5301	Organizations addressing youth employment

Christine Rodgers	Director	Office of Vocational Rehabilitation	<a href="mailto:croders@pa.gov">croders@pa.gov</a>	484-250-4340 Ext. 122	Title I of the Rehabilitation Act
William Santora	CEO	A & E Construction	<a href="mailto:bsantora@aeconstruction.com">bsantora@aeconstruction.com</a>	610-449-3152	Business
John Shelton	Board Member	NAACP	<a href="mailto:drsdst720@hotmail.com">drsdst720@hotmail.com</a>	610-874-5590	Optional members
Robert Simpson	Certified Public Accountant	Brinker & Simpson, CPA	<a href="mailto:rsimpson@brinkersimpson.com">rsimpson@brinkersimpson.com</a>	610-329-3202	Business
William Tysone	Director of University Relations	Penn State Brandywine	<a href="mailto:billtyson1@gmail.com">billtyson1@gmail.com</a>	610-787-1103	Institutions of higher education
Robert Vito	President	Unequal Technologies	<a href="mailto:vito@unequal.com">vito@unequal.com</a>	610-444-5900	Business

## Lackawanna County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Maureen Brennan	Finance Manager	Crew Systems Corporation	<a href="mailto:mbrennan@crewsys.com">mbrennan@crewsys.com</a>	570-281-9221	Business
Michael Narcavage	Community Relations Manager	Southwest Energy	<a href="mailto:Mike_Narcavage@SWN.com">Mike_Narcavage@SWN.com</a>	570-996-4329	Business
Melinda Arcuri	Director	Marywood University	<a href="mailto:arcuri@maryu.marywood.edu">arcuri@maryu.marywood.edu</a>	570-961-4558	Adult education and literacy
Thomas Baileys	Director	Career Technology Center of Lackawanna County	<a href="mailto:tbaileys@ctclc.edu">tbaileys@ctclc.edu</a>	570-346-8471	Local education agencies and community-based organizations
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:kebaker@pa.gov">kebaker@pa.gov</a>	814-641-6405	State employment service under Wagner-Peyser
William Bott	Owner	Billy Bott Custom Building Concrete & Title LLC	<a href="mailto:billybottconstruction@aol.com">billybottconstruction@aol.com</a>	570-383-3969	Small Business
William Boyle	Sr. Vice President/Chief Credit Officer	The Dime Bank	<a href="mailto:wboyle@thedimebank.com">wboyle@thedimebank.com</a>	570-647-7255	Business
Tracey Brundage	President	Keystone College	<a href="mailto:tbrundage@keystone.edu">tbrundage@keystone.edu</a>	570-945-8000	Institutions of higher education
William Cockerill	AFL-CIO Community Services liaison	Scranton Central Labor Union	<a href="mailto:bcockerill@uwlc.net">bcockerill@uwlc.net</a>	570-343-1267	Labor organizations
Thomas Donohue	VP/General Manager	Lamar Scranton	<a href="mailto:tdonohue@lamar.com">tdonohue@lamar.com</a>	570-347-2056 Ext. 104	Business

Eric Esoda	Executive Director	NEPIRC	<a href="mailto:eric@nepirc.com">eric@nepirc.com</a>	570-819-8966 Ext. 116	Economic and community development
Sandy Fasula	Owner/Partner	Fire & Ice Restaurant/Gerrity's Supermarkets	<a href="mailto:Sandyf1408@aol.com">Sandyf1408@aol.com</a>	570-237-0707	Business
Elizabeth Leo	Chief Human Resources Officer	Moses Taylor Hospital - Affiliate of Commonwealth Health	<a href="mailto:eleo@mth.org">eleo@mth.org</a>	570-770-6263	Business
Amy Luyster	Vice President	Greater Scranton Chamber of Commerce	<a href="mailto:aluyster@scrantonchamber.com">aluyster@scrantonchamber.com</a>	570-342-7711	Business
John McNulty	Mediator	NE Regional Director - PA Bureau of Mediation	<a href="mailto:jomcnulty@pa.gov">jomcnulty@pa.gov</a>	570-459-3881	Optional members
Alpesh Patel	Owner	Al's Quick Stop	<a href="mailto:AL@ALSQSTOP.COM">AL@ALSQSTOP.COM</a>	973-223-5555	Business
John Pesavento	Owner	Pesavento Monuments	<a href="mailto:john@pesaventomonuments.com">john@pesaventomonuments.com</a>	570-344-2613	Small business
Anna Rinaldi	HR Manager	Simona- America	<a href="mailto:anna.rinaldi@simona-america.com">anna.rinaldi@simona-america.com</a>	570-892-2750	Business
Eric Schubert	President	Greater Scranton Central Labor Union	<a href="mailto:e.schubert@afscme13.org">e.schubert@afscme13.org</a>	570-346-9440	Labor organizations
Drew Simpson	Council Representative & Area Manager	Keystone Mountain Lakes Regional Council of Carpenters Local Union 645	<a href="mailto:dsimpson@kmlcarpenters.org">dsimpson@kmlcarpenters.org</a>	570-335-3248	Joint labor-management apprenticeship program
Jon Tabatabaie	Realtor	ERA One Source Realty	<a href="mailto:jontabatabaie@yahoo.com">jontabatabaie@yahoo.com</a>	570-585-2808	Business
Maureen Taylor	District Administrator	Office of Vocational Rehabilitation - Bureau of	<a href="mailto:mautaylor@pa.gov">mautaylor@pa.gov</a>	570-826-2011	Title I of the Rehabilitation Act



		Blindness and Visual Services			
Stephen Uliana	Operations and Site Manager	Quadrant Engineered Plastics Products (EPP)	<a href="mailto:Stephen_UlianaPE@gplas.com">Stephen_UlianaPE@gplas.com</a>	570-558-6005	Business
Jim Wansacz	Executive Director	Scranton-Lackawanna Human Development Agency (SLHDA), Inc.	<a href="mailto:jwansacz@slhda.org">jwansacz@slhda.org</a>	570-963-6836	Community-based organizations

## Lancaster County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
James Black	HR Manager	Ross Technology Corp	<a href="mailto:jblack@rosstechnology.com">jblack@rosstechnology.com</a>	717-656-2200	Business
G. David Sload	President & CEO	Associated Builders and Contractors, Inc.	<a href="mailto:dave@abckeystone.org">dave@abckeystone.org</a>	717-653-8106	Small business
Keith Baker	Assistant Regional Director	PA Dept. of Labor & Industry	<a href="mailto:kebaker@pa.gov">kebaker@pa.gov</a>	814-641-6408 Ext. 127	State employment service under Wagner-Peyser
Thomas Baldrige	President, Sec./Treas.	Lancaster Chamber of Commerce & Industry	<a href="mailto:baldrige@lcci.com">baldrige@lcci.com</a>	717-397-3531	Economic and community development
Marlyn Barbosa	Program Director	Tec Centro	<a href="mailto:mbarbosa@sacapa.org">mbarbosa@sacapa.org</a>	717-397-6267	Community-based organizations
Brian Barnhart	Executive Director	Lancaster-Lebanon IU 13	<a href="mailto:Brian_barnhart@iu13.org">Brian_barnhart@iu13.org</a>	717-606-1761	Adult education and literacy
John Biemiller	EVP/COO	Economic Development Co. of Lancaster County	<a href="mailto:Biemiller@edclancaster.com">Biemiller@edclancaster.com</a>	717-397-4046	Economic and community development
Peter Caddick	Sr. Manager	CNH Industrial America, LLC	<a href="mailto:peter.caddicks@cnhind.com">peter.caddicks@cnhind.com</a>	717-355-1023	Business
Thomas Cislo	Vice President	Orrstown Bank	<a href="mailto:TCislo@orrstown.com">TCislo@orrstown.com</a>	717-517-0544	Business

Barry David	Chair, Applied Engineering, Safety & Technology Dept.	Millersville University	<a href="mailto:Barry.david@millersville.edu">Barry.david@millersville.edu</a>	717-871-7221	Institutions of higher education
Timothy Dunigan	Labor Representative	Johnson & Johnson	<a href="mailto:tdunigan@its.jnj.com">tdunigan@its.jnj.com</a>	717-951-1524	Labor organizations
Carl Freeman	Site Director	Mars Wrigley Elizabethtown	<a href="mailto:carl.freeman@effem.com">carl.freeman@effem.com</a>	717-367-0992	Business
Pete Higgins	Engineering Manager	Arconic Lancaster	<a href="mailto:Pete.Higgins@arconic.com">Pete.Higgins@arconic.com</a>	717-207-1641	Small business
Jean Martin	President	Lancaster United Labor Council	<a href="mailto:lancclc@verizon.net">lancclc@verizon.net</a>	717-392-2518	Labor organizations
John McGrann	Owner	Penn Stone	<a href="mailto:john@pennstone.com">john@pennstone.com</a>	717-397-5264	Small business
Allison Miles	Executive Director	Lancaster County Assistance Office	<a href="mailto:amiles@pa.gov">amiles@pa.gov</a>	717-299-7425	Transportation, housing, and public assistance
James Morgan	Continuous Improvement Manager	Tyson Foods Inc.	<a href="mailto:James.Morgan2@tyson.com">James.Morgan2@tyson.com</a>	717-355-5409	Business
Sandra Nonnenmocher	Manager	Trout, Ebersole & Groff, LLP	<a href="mailto:snonnenmocher@troutcpa.com">snonnenmocher@troutcpa.com</a>	717-569-2900	Small business
Jodi Pace	HR Manager	Advanced Food Products, LLC	<a href="mailto:jodi.pace@afpllc.com">jodi.pace@afpllc.com</a>	717-355-8807	Business
Brian Paterniti	Training Manager	The Manufacturer's Association	<a href="mailto:bpaterniti@mascpa.org">bpaterniti@mascpa.org</a>	717-843-3891	Joint labor-management apprenticeship program

Anthony Purcell	President	International Association of Machinists & Aerospace Workers Lodge 928	<a href="mailto:TONYJPURCELL@AOL.COM">TONYJPURCELL@AOL.COM</a>	717-330-4731	Joint labor-management apprenticeship program
Robert Rhoads	Chair, Executive VP	Roechling-Medical	<a href="mailto:R.Rhoads@premed.net">R.Rhoads@premed.net</a>	717-335-3700 Ext. 1119	Small business
Susan Richeson	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:sricheson@pa.gov">sricheson@pa.gov</a>	717-771-4407	Community-based organizations
Renee Sills	Talent Acquisition	Conestoga View and Nursing Rehabilitation	<a href="mailto:rsills@Ltcmail.com">rsills@Ltcmail.com</a>	717-299-7850	Business
Mike Sturla		PA House of Representatives		717-295-3157	Optional members
Jill Welch	Partner	Barley Snyder LLC		717-399-1521	Small business

## Lehigh Valley Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Larry Wiersch	Vice Chair, CEO	Cetronia Ambulance Corps.	<a href="mailto:wierschl@cetronia.org">wierschl@cetronia.org</a>	610-530-5502	Small business
Laurie Hackett	Manager, Community Relations & Philanthropy	Air Products	<a href="mailto:gostelj@airproducts.com">gostelj@airproducts.com</a>	610-481-6118	Small business
Danielle Adams	Chief Empowerment Officer	Queen Suite, LLC	<a href="mailto:danielle@queensuitecoach.com">danielle@queensuitecoach.com</a>	610-419-0335	Optional members
Paul Anthony	Business Manager	IBEW Local 375	<a href="mailto:panthony@ibew375.org">panthony@ibew375.org</a>	610-432-9762	Labor organizations
Catherine Bailey	President/CEO	Rea.deeming Beauty/Beauty Blender	<a href="mailto:catherine.bailey@beautyblender.com">catherine.bailey@beautyblender.com</a>	610-419-1690	Business
Ann Bieber	President	Lehigh Carbon Community College	<a href="mailto:abieber@lccc.edu">abieber@lccc.edu</a>	610-799-1581	Adult education and literacy
Jane Brooks	Senior Community Affairs Analyst	Highmark Blue Shield	<a href="mailto:jane.brooks@highmark.com">jane.brooks@highmark.com</a>	610-573-5407	Business
Catherine Campanaro	Administrative Manager	Bio Med Sciences, Inc.	<a href="mailto:cmc@silon.com">cmc@silon.com</a>	610-530-3193	Small business
Don Cunningham, Jr.	President/CEO	Lehigh Valley Economic Development Corporation	<a href="mailto:dcunningham@lehighvalley.org">dcunningham@lehighvalley.org</a>	610-266-7565	Economic and community development

Mark Erickson	President	Northampton Community College	<a href="mailto:merickson@northampton.edu">merickson@northampton.edu</a>	610-861-5458	Institutions of higher education
Patricia Hartwell	Director, Corporate HR	B. Braun Medical Inc.	<a href="mailto:pathartwell@bbraun.com">pathartwell@bbraun.com</a>	610-997-4950	Business
James Irwin	Staff Representative	AFSCME	<a href="mailto:j.irwin@afscme13.org">j.irwin@afscme13.org</a>	610-462-8789	Labor organizations
Janice Komisor	CEO	ProJeCt of Easton	<a href="mailto:jkomisor@projecteaston.org">jkomisor@projecteaston.org</a>	610-258-4361	Community-based organizations
Joseph Kovalchik	Superintendent	Northampton Area School District	<a href="mailto:kovalchj@nasdschools.org">kovalchj@nasdschools.org</a>	610-262-7811 Ext. 2020	Organizations addressing youth employment
Constance Kreitz (Hood)	Director of Human Resources	Follett, LLC	<a href="mailto:ckreitz@follettice.com">ckreitz@follettice.com</a>	610-333-8492	Business
Kurt Landes	President & General Manager	Lehigh Valley Iron Pigs	<a href="mailto:klandes@ironpigsbaseball.com">klandes@ironpigsbaseball.com</a>	610-841-1210	Business
John MacDonald	President	Allied Personnel Services	<a href="mailto:john@alliedps.com">john@alliedps.com</a>	610-821-0220	Small business
Denise Maiatico	Vice President	Meyer Jabara Hotels of the Lehigh Valley	<a href="mailto:dmaiatico@mijhotels.com">dmaiatico@mijhotels.com</a>	610-730-4002	Business
Timothy Mulligan	President/CEO	Communities in Schools of Lehigh Valley	<a href="mailto:mulligant@cislv.org">mulligant@cislv.org</a>	484-834-8830	Organizations addressing youth employment
Lisa Nesbitt	Executive Director	Northampton County Department of Human Services	<a href="mailto:lnesbitt@state.pa.us">lnesbitt@state.pa.us</a>	610-250-1801	Organizations addressing youth employment
Jim Nichols	Regional Director	Bureau of Workforce Partnership and Operations	<a href="mailto:jnichols@pa.gov">jnichols@pa.gov</a>	610-988-1378	State employment service under Wagner-Peyser
Carol Obando-Derstine	Regional Affairs Director, Southeast Region	PPL Electric	<a href="mailto:cobando-derstine@pplweb.com">cobando-derstine@pplweb.com</a>	610-774-5249	Business

Owen O'Neil	Executive Director	LANTA	<a href="mailto:oneil@lantabus.com">oneil@lantabus.com</a>	610-435-4052	Transportation, housing, and public assistance
Stephen Patterson	Senior VP/ Business Development Officer	Fulton Bank	<a href="mailto:spatterson@fultonbank.com">spatterson@fultonbank.com</a>	610-332-7103	Business
Gregg Potter	Executive Vice President	Lehigh Valley Labor Council AFL-CIO	<a href="mailto:potterfb@msn.com">potterfb@msn.com</a>	610-266-0710	Labor organizations
James Reilley	President/ Business Agent	International Union of Operating Engineers, Local 542	<a href="mailto:ilocal542@yahoo.com">ilocal542@yahoo.com</a>	610-562-3900	Joint labor-management apprenticeship program
Keith Reynold	President	Reynolds Business Systems, Inc.	<a href="mailto:kreynolds@reynoldsbusiness.com">kreynolds@reynoldsbusiness.com</a>	610-398-9080	Business
Debi Rice	President	Fun-Nominal Events	<a href="mailto:debi@fun-nominalevents.com">debi@fun-nominalevents.com</a>	484-239-4925	Optional members
Sharon Scheirer	College Relations/ Onboarding/ Employee Career Development	St. Luke's University Health Network	<a href="mailto:sharon.scheirer@sluhn.org">sharon.scheirer@sluhn.org</a>	610-954-3825	Business
Susan Storm	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:sustorm@pa.gov">sustorm@pa.gov</a>	610-821-6441	Title I of the Rehabilitation Act
David Wolff	Vice President	Kressler, Wolff & Miller	<a href="mailto:dwolff@kwmmail.com">dwolff@kwmmail.com</a>	610-258-9181 Ext. 114	Small business
Michael Woodland	Co-Owner	Dan's Camera City	<a href="mailto:mwoodland@danscamera.com">mwoodland@danscamera.com</a>	610-434-2313 Ext. 341	Small business
Carol Young	Vice President, Personnel	Lutron Electronics Co., Inc.	<a href="mailto:cyoung@lutron.com">cyoung@lutron.com</a>	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	<a href="mailto:karen.kenderdine@midpennbank.com">karen.kenderdine@midpennbank.com</a>	570-544-4788	Business
Mary Malone	Executive Director	Greater Hazleton Chamber of Commerce		570-455-1509	Small business
Joseph Aquilina	Corporate Outreach Liaison	Lehigh Valley Health Network	<a href="mailto:Joseph.Aquilina@lvhn.org">Joseph.Aquilina@lvhn.org</a>	570-501-6805	Business
Jane Ashton	Director of Continuing Education	Penn State University - Wilkes-Barre Campus	<a href="mailto:jua12@psu.edu">jua12@psu.edu</a>	570-675-2171	Organizations addressing youth employment and institutions of higher education
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership and Operations	<a href="mailto:kebaker@pa.gov">kebaker@pa.gov</a>	814-641-6408 Ext.127	State employment service under Wagner-Peyser
Robert Carl	Executive Director	Schuylkill Chamber of Commerce	<a href="mailto:rcarl@schuylkillchamber.com">rcarl@schuylkillchamber.com</a>	570-622-1942	Small business
Chris Dende	Vice President, Human Resources	Mrs. T's Pierogies/Ateeco, Inc.	<a href="mailto:cdende@PIEROGIES.COM">cdende@PIEROGIES.COM</a>	570-462-2745	Business
Frank Koller	HR Manager	Sapa Industrial Extrusions Cressona Operation	<a href="mailto:Frank.Koller@sapagroup.com">Frank.Koller@sapagroup.com</a>	570-385-8558	Business
Gregory Koons	Assistant Executive Director	Luzerne Intermediate Unit 18	<a href="mailto:gkoons@liu18.org">gkoons@liu18.org</a>	570-899-7935	Adult education and literacy and organizations addressing youth employment

Michelle Mikitish	Executive Vice President	Greater Pittston Chamber of Commerce	<a href="mailto:mmikitish@pittstonchamber.org">mmikitish@pittstonchamber.org</a>	570-655-1424	Small business
Heather Nelson	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:hnelson@pa.gov">hnelson@pa.gov</a>	570-826-2011	Title I of the Rehabilitation Act
John Powers, Jr.	Chief Executive Officer	Ash/Tec Inc.	<a href="mailto:jpowers@ash-tec.com">jpowers@ash-tec.com</a>	570-682-0933	Business
Darlene Robbins	President	NEPA Manufacturers & Employers Association	<a href="mailto:drobbins@nepamaea.com">drobbins@nepamaea.com</a>	570-622-0992	Economic and community development
Michael Saporito	Vice President	USW Local 15253	<a href="mailto:isaporito@aol.com">isaporito@aol.com</a>	570-829-6924	Labor organizations and joint labor-management apprenticeship program
William Schabener	Executive Director	Luzerne County Assistance Office	<a href="mailto:wschabener@state.pa.us">wschabener@state.pa.us</a>	570-826-2148	Transportation, housing, and public assistance and organizations addressing youth employment
David Schultz	Human Resource Manager	Philadelphia Macaroni Company	<a href="mailto:dschultz@philamacaroni.com">dschultz@philamacaroni.com</a>	570-547-9400	Business
Christopher Snyder	Representative	United Food & Commercial Workers Local 1776	<a href="mailto:csnyder@UFCW1776.org">csnyder@UFCW1776.org</a>	800-635-6994	Labor organizations and joint labor-management apprenticeship program
Paul Straka	Regional Director of Fiscal Services	Service Access & Management, Inc.	<a href="mailto:pstraka@sam-inc.org">pstraka@sam-inc.org</a>	570-516-5941	Business
Kristine Verba	Human Resource Manager	Wegman's	<a href="mailto:Kristine.Verba@wegmans.com">Kristine.Verba@wegmans.com</a>	570-544-8400	Business
Frank Zukas	President	Schuylkill Economic Development Corporation	<a href="mailto:fzukas@sed-co.com">fzukas@sed-co.com</a>	570-622-1943	Economic and community development

## Montgomery County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Suzanne Ryan	External Affairs Manager	PECO Energy	<a href="mailto:suzanne.ryan@peco-energy.com">suzanne.ryan@peco-energy.com</a>	610-941-1504	Business
Daniel Woodall	Business Manager	Laborer's International Union, Local Union #135	<a href="mailto:dwoodall135@comcast.net">dwoodall135@comcast.net</a>	610-279-4041	Labor organizations
Emad Abdelnaby	Senior Director US Marketing	Johnson & Johnson Medical Devices	<a href="mailto:eabdelna@its.jnj.com">eabdelna@its.jnj.com</a>	215-570-9852	Business
Jason Acree	President & Assistant Manager	LU126, IBEW	<a href="mailto:jacree@ibewlu126.com">jacree@ibewlu126.com</a> ; <a href="mailto:jacree27@hotmail.com">jacree27@hotmail.com</a>	610-489-1185	Labor organizations and joint labor-management apprenticeship program
Kathleen Arnold-Yerger	Executive Director	Montgomery County - Norristown Public Library	<a href="mailto:karnold-yerger@mclinc.org">karnold-yerger@mclinc.org</a>	610-278-5100 Ext. 140	Community-based organizations
Victoria Bastecki-Perez	Interim President and Provost	Montgomery County Community College	<a href="mailto:ybasteck@mc3.edu">ybasteck@mc3.edu</a>	215-641-6482	Institutions of higher education and organizations addressing youth employment
Susan Clauser	Director of Adult Education	Keystone Opportunities Center	<a href="mailto:Sclauser@keystoneopp.org">Sclauser@keystoneopp.org</a>	215-723-5430 Ext. 115	Adult education and literacy
Rochelle Culbreath	Public Government and Affairs Liaison	SEPTA	<a href="mailto:rculbreath@septa.org">rculbreath@septa.org</a>	215-580-3490	Business

Marybeth Ferguson	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>	610-280-1010	State employment service under Wagner-Peyser
Catherine Judge Cardillo	Director, Pennsylvania Advocacy	Trinity Health	<a href="mailto:ccardillo@trinity-health.org">ccardillo@trinity-health.org</a>	610-567-5319	Business
Pamela Kelly	President/CEO	Pennsuburban Chamber of Greater Montgomery County	<a href="mailto:pam@chambergmc.org">pam@chambergmc.org</a>	215-362-9200	Business
Wendy Klinghoffer	Executive Director	Eastern Montgomery County Chamber of Commerce	<a href="mailto:wendy@emccc.org">wendy@emccc.org</a>	215-887-5122	Small business
Peggy Lee-Clark	Executive Director	Pottstown Area Industrial Development, Inc. (PAID)	<a href="mailto:pleeclark@paidinc.org">pleeclark@paidinc.org</a>	610-326-2900 Ext. 223	Economic and community development
Richard Lewis	President and CEO	The Lewis Group	<a href="mailto:rlewis@discoverlewis.com">rlewis@discoverlewis.com</a>	610-495-6695	Business
Kyle Longacre	Program Administrator, College and Career Readiness	Montgomery County Intermediate Unit	<a href="mailto:klongacre@mciu.org">klongacre@mciu.org</a>	610-755-9354	Local education agencies and community-based organizations
Dorothy Miller	Lab Services Coordinator	Merck & Co., Inc.	<a href="mailto:dottie_miller@merck.com">dottie_miller@merck.com</a>	215-652-7800	Business
Barbara O'Malley	Deputy Chief Operating Officer	Montgomery County Commissioners Office	<a href="mailto:bomalley@montcopa.org">bomalley@montcopa.org</a>	610-278-3182	Economic and community development

Stephanie Perry	Assistant District Administrator for Norristown OVR	Norristown Office of Vocational Rehabilitation	<a href="mailto:stperry@pa.gov">stperry@pa.gov</a>	484-250-4340 Ext. 161	Title I of the Rehabilitation Act
Peggy Schmidt	Executive Director	The Partnership Transportation Management Association of Montgomery County	<a href="mailto:execdir@ptma-mc.org">execdir@ptma-mc.org</a>	215-997-9100	Transportation, housing, and public assistance
Karla Trotman	Executive Vice President	Electro Soft, Inc.	<a href="mailto:ktrotman@electrosoftinc.com">ktrotman@electrosoftinc.com</a>	215-654-0701	Business

## North Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Corine Christoff	VP, Human Resources	Alpha Precision Group	<a href="mailto:CChristoff@alphaprecisionpm.com">CChristoff@alphaprecisionpm.com</a>	814-773-3191	Small business
Kimberlea Whiting	Mortgage Loan Originator II	Citizens and Northern Bank	<a href="mailto:KimberleaW@cnbankpa.com">KimberleaW@cnbankpa.com</a>	814-486-1133	Small business
Catherine Bartruff	Chief Financial Officer	Allegheny Contracting LLC	<a href="mailto:officemgr@allcon.us">officemgr@allcon.us</a>	814-781-1301	Small business
John Sutika	President/CEO	Penn Highlands DuBois	<a href="mailto:jssutika@phhealthcare.org">jssutika@phhealthcare.org</a>	814-486-1113	Business
Tonya Coursey	Customer Service Counselor II	First Citizens Community Bank	<a href="mailto:tcoursey@firstcitizensbank.com">tcoursey@firstcitizensbank.com</a>	814-772-2524	Small business
Keli Rounsville	Human Resource Generalist	American Refining Group, Inc.	<a href="mailto:KRounsville@amref.com">KRounsville@amref.com</a>	814-375-3385	Small business
Alla Marie Bunny Comilla	Senior Director of Human Resources	Zippo Manufacturing Company	<a href="mailto:bcomilla@zippo.com">bcomilla@zippo.com</a>	814-848-7572	Business
George Salter	Plant Manager	Keystone Automatic Technologies, Inc.	<a href="mailto:george@keyautotech.com">george@keyautotech.com</a>	814-368-1392	Small business
Elizabeth Kweder	Market Development Manager	Coca Cola Refreshments	<a href="mailto:ekweder@abartacocacola.com">ekweder@abartacocacola.com</a>	814-368-2983	Small business
David Miller	President	Miller Welding & Machine Co.	<a href="mailto:dmiller@millerwelding.com">dmiller@millerwelding.com</a>	814-486-0513 Ext. 121	Small business

Michael Hoskavich	Training Director/ Marketing Dept.	ICC Ammo	<a href="mailto:mikeh@iccammo.com">mikeh@iccammo.com</a>	814-603-1482	Small business
Kelly Davis	Coordinator of Special Programs	Seneca Highlands IU-9	<a href="mailto:kdavis@iu9.org">kdavis@iu9.org</a>	814-220-1001	Adult education and literacy
Buddy Franklin	Assistant Business Manager	International Brotherhood of Electrical Workers Local Union #5	<a href="mailto:bfranklin@ibew5.org">bfranklin@ibew5.org</a>	814-938-6820	Labor organizations and Joint labor-management apprenticeship program
Greg Lezanic	Executive Director	PA Dept. of Public Welfare Clearfield County Assistance Office	<a href="mailto:glezanic@pa.gov">glezanic@pa.gov</a>	814-887-5512	Community-based organizations
Brad Lashinskiy	Program Director, Launchbox	Penn State DuBois	<a href="mailto:bwl128@psu.edu">bwl128@psu.edu</a>	412-432-1400	Economic and community development
Leslie Neal	Elk County Director of Veterans Affairs	County of Elk	<a href="mailto:lnear@countyofelkpa.com">lnear@countyofelkpa.com</a>	814-205-1134	Community-based organizations
Jeffrey Miller	Assistant Business Manager	Clearfield, Elk, Cameron & Jefferson Central Labor Council I.B.E.W., Local No. 5	<a href="mailto:jeff@ibew5.org">jeff@ibew5.org</a>	814-375-4704	Labor organizations and Joint labor-management apprenticeship program
Scott McBride	Chancellor and Chief Academic Officer	Penn State DuBois	<a href="mailto:msm355@psu.edu">msm355@psu.edu</a>	814-776-5370	Institutions of higher education
Robert Cardamone	Executive Director	Punxsutawney Area Chamber of Commerce, Inc.	<a href="mailto:chamber@punxsutawney.com">chamber@punxsutawney.com</a>	814-762-8126	Community-based organizations
Christina Palmer	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:chpalmer@pa.gov">chpalmer@pa.gov</a>	814-375-4705	Title I of the Rehabilitation Act



## Northern Tier Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Craig Harting	Chair, CEO	Sullivan County Rural Electric Cooperative, Inc.	<a href="mailto:craigh@epix.net">craigh@epix.net</a>	570-924-3381	Small business
Amy Gilbert	Vice Chair, Sr. Stakeholder Relations Advisor	Repsol Oil & Gas USA, LLC.	<a href="mailto:agilbert@repsol.com">agilbert@repsol.com</a>	607-562-4029	Business
Samuel Anderson	Vice President of Store Operations	Pump N Pantry	<a href="mailto:sanderson@pumpnpantry.com">sanderson@pumpnpantry.com</a>	570-278-1129	Business
Krystle Bristol	President	Solid Ground Services, Inc.	<a href="mailto:krystle@solidgroundcorp.com">krystle@solidgroundcorp.com</a>	570-529-0878	Small business
Michael Brust	Training Director	IBEW Local #81	<a href="mailto:mbrust@ibew81.org">mbrust@ibew81.org</a>	570-344-5711	Joint labor-management apprenticeship program
Colleen Engler	Sr. Vice President of Human Resources	Guardian Elder Care	<a href="mailto:cengler@guardianeldercare.net">cengler@guardianeldercare.net</a>	570-651-3952	Business
Thomas Freeman	Regional Manager	Blue Ridge Communications	<a href="mailto:tfreeman@pencor.com">tfreeman@pencor.com</a>	570-662-2935	Business
Brad Georgetti	Human Resources Manager	Deer Park Lumber	<a href="mailto:brad@deerparklumberinc.com">brad@deerparklumberinc.com</a>	570-836-1133	Business
Mark Haas	GIS Specialist/Economic Development Officer	Sullivan County	<a href="mailto:mhaas@sullivancounty-pa.us">mhaas@sullivancounty-pa.us</a>	570-946-8733	Economic and community development

Jonah Howe	Public Relations Manager	Chief Oil & Gas LLC	<a href="mailto:jhowe@chiefog.com">jhowe@chiefog.com</a>	570-651-9825	Business
Jackie Johnson	Business and Community Liaison	Red Rock Job Corps	<a href="mailto:johnson.jackiej@jobcorps.org">johnson.jackiej@jobcorps.org</a>	570-477-0206	Organizations addressing youth employment
Bruce Jones	Assistant Regional Director	Bureau of Workforce Partnership and Operations	<a href="mailto:brujones@pa.gov">brujones@pa.gov</a>	570-327-3501	State employment service under Wagner-Peyser
Mike Narcavage	Senior Government and Community Affairs Manager	Southwestern Energy	<a href="mailto:mike_narcavage@swn.com">mike_narcavage@swn.com</a>	570-996-4329	Business
Heather Nelson	Assistant District Administrator	Office of Vocational Rehabilitation	<a href="mailto:hnelson@pa.gov">hnelson@pa.gov</a>	570-704-7820	Title I of the Rehabilitation Act
Jody Place	Manager, External Affairs	First Energy	<a href="mailto:jplace@firstenergycorp.com">jplace@firstenergycorp.com</a>	570-265-1222	Business
Karen Russell	Owner & President	Keystone North	<a href="mailto:karenjrussell@hotmail.com">karenjrussell@hotmail.com</a>	570-662-3882	Small business
Ronald Vogel, Jr.	SEIU/PSSU Local 668 Member	Bureau of Workforce Partnership & Operations - Rapid Response Coordination Services	<a href="mailto:ronvogel@pa.gov">ronvogel@pa.gov</a>	570-614-5994	Labor organizations
Linda Walsh	Board Member	Bradford County Action, Inc.	<a href="mailto:jbw50@epix.net">jbw50@epix.net</a>	570-265-4434	Community-based organizations and adult education and literacy
Michael Wilson	President	AFSCME Local 2363	<a href="mailto:mwilson@mansfield.edu">mwilson@mansfield.edu</a>	570-337-7505	Labor organizations

Deb Wivell	Personal Care Home Administrator	UPMC Susquehanna The Laurels	<a href="mailto:dwivell@susquehannahealth.org">dwivell@susquehannahealth.org</a>	570-723-6870	Business
Donna Yale	Education Program Associate	Penn State Wilkes-Barre	<a href="mailto:dyale@psu.edu">dyale@psu.edu</a>	570-268-7777	Institutions of higher education

## Northwest Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jim Decker	President/CEO	Warren County Chamber of Business & Industry	<a href="mailto:jdecker@wccbi.org">jdecker@wccbi.org</a>	814-723-3050	Business
Tyrone Clark	Vice President	3iNetworking, Inc.	<a href="mailto:tclark@mgcerie.com">tclark@mgcerie.com</a>	814-899-8381	Small business
Mike Chevalier	President	Preferred Systems, Inc.	<a href="mailto:mike@preferrededucation.com">mike@preferrededucation.com</a>	814-456-0406	Small business
William Clark	Executive Director	Bollinger Enterprises	<a href="mailto:clarkw@beiwarren.com">clarkw@beiwarren.com</a>	814-723-9431	Business
Monica Daquilante	Director of Human Resources	Rouse	<a href="mailto:mdaquilante@rouse.org">mdaquilante@rouse.org</a>	724-525-9403	Business
Steven Davis	CEO/President	Clarion Hospital	<a href="mailto:sdavis@clarionhospital.org">sdavis@clarionhospital.org</a>	814-226-9500	Business
Jody Dixon	Senior HR Business Partner	Erie Insurance Group	<a href="mailto:jody.dixon@erieinsurance.com">jody.dixon@erieinsurance.com</a>	814-870-6945	Business
Brittany Eisenman	Region 6 Organization Director	PA Farm Bureau	<a href="mailto:breisenman@pfb.com">breisenman@pfb.com</a>	717-982-3280	Business
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnerships & Operations	<a href="mailto:lfannie@pa.gov">lfannie@pa.gov</a>	724-471-7235	State employment service under Wagner-Peyser

Ray Feroz	Professor of Special Education & Rehabilitation Sciences	Clarion University	<a href="mailto:rferoz@clarion.edu">rferoz@clarion.edu</a>	814-393-2052	Institutions of higher education
Jill Foys	Executive Director	Northwest Commission	<a href="mailto:jillf@northwestpa.org">jillf@northwestpa.org</a>	814-677-4800 Ext. 116	Economic and community development
Dave Henderson	Director	AFSCME Northwestern PA Public Employees Council 85	<a href="mailto:d.henderson@afscme13.org">d.henderson@afscme13.org</a>	814-437-7654	Labor organizations
Eric Henry	Owner	Meadville Area Ambulance Service	<a href="mailto:chief33@zoominternet.net">chief33@zoominternet.net</a>	814-724-7598	Business
Jack Hewitt	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:jhewitt@pa.gov">jhewitt@pa.gov</a>	814-871-4551	Title I of the Rehabilitation Act
Aldo Jackson	Executive Director - Erie Operations	Northern PA Regional College	<a href="mailto:ajackson@rrcnpa.org">ajackson@rrcnpa.org</a>	814-779-4096	Organizations addressing youth employment
Rich Krankota	Veterans Service Officer	Crawford County Veterans Services	<a href="mailto:rkrankota@co.crawford.pa.us">rkrankota@co.crawford.pa.us</a>	814-333-7314	Optional members
Lisa Miller	Founder & CEO	RGC: Resource and Governance Consulting	<a href="mailto:lmiller@resourceandgovernance.com">lmiller@resourceandgovernance.com</a>	814-490-9486	Small business
Erin Sekerak	Executive Director	Junior Achievement of Western PA, Northwest Region	<a href="mailto:esekerak@jwesternpa.org">esekerak@jwesternpa.org</a>	814-898-6395	Organizations addressing youth employment
Gary Shaw	President	PA Pride, LLC.	<a href="mailto:garyshaw@papride.net">garyshaw@papride.net</a>	814-670-0726 Ext. 304	Small business

Bradley Tisdale	Training Director	Steamfitters Union #449	Local <a href="mailto:bct@ua449.com">bct@ua449.com</a>	724-683-2100	Joint labor-management apprenticeship program
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## Philadelphia Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
William Strahan	EVP	Comcast Cable Communications	<a href="mailto:William.Strahan@comcast.com">William.Strahan@comcast.com</a>	215-286-7094	Business
Daniel Fitzpatrick	President	Citizens Bank of PA/NJ/DE	<a href="mailto:daniel.k.fitzpatrick@citizensbank.com">daniel.k.fitzpatrick@citizensbank.com</a>	215-351-1715	Business
Michelle Armstrong	Executive Director	School District of Philadelphia	<a href="mailto:mharmstrong@philasd.org">mharmstrong@philasd.org</a>	215-400-5917	Local education agencies and community-based organizations
Nolan Atkinson	Chief Diversity & Inclusion Officer	Office of Mayor James F. Kenney - City of Philadelphia	<a href="mailto:Nolan.Atkinson@phila.gov">Nolan.Atkinson@phila.gov</a>	215-686-2160	Optional members
Emily Bittenbender	Managing Partner	Bittenbender Construction LP			Business
Steven Bradley	President & CEO	Bradley & Bradley Associates Inc.	<a href="mailto:ssbradley@bradleyins.net">ssbradley@bradleyins.net</a>	215-629-5706	Business
Shari Brightful	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:sbrightful@pa.gov">sbrightful@pa.gov</a>	215-560-1972	Title I of the Rehabilitation Act
Manny Citron	Chief of Staff	Mayor's Office for Labor, City of Philadelphia	<a href="mailto:Manny.Citron@Phila.gov">Manny.Citron@Phila.gov</a>	215-686-2150	Optional members



David Crossed	Managing Partner	Navigate Corporation	<a href="mailto:dcrossed@navigatecorp.com">dcrossed@navigatecorp.com</a>	484-383-0606	Business
Brigitte Daniel	Executive Vice President	Wilco Electronics Systems, Inc.	<a href="mailto:bdaniel@wilcoinc.com">bdaniel@wilcoinc.com</a>	215-540-3930	Business
Patrick Eiding	President	Philadelphia Council AFL-CIO	<a href="mailto:peiding@philaafcio.org">peiding@philaafcio.org</a>	215-665-9800	Joint labor-management apprenticeship program
Harold Epps	Director of Commerce	City of Philadelphia, Department of Commerce	<a href="mailto:harold.epps@phila.gov">harold.epps@phila.gov</a>	215-683-2001	Economic and community development
Cheryl Feldman	Executive Director	District 1199c Training & Upgrading Fund	<a href="mailto:cfeldman@1199ctraining.org">cfeldman@1199ctraining.org</a>	215-568-2220	Adult education and literacy and Labor organizations
Beatriz Garces	Owner	Garces Dental Group	<a href="mailto:beatriz@garcesdentalgroup.com">beatriz@garcesdentalgroup.com</a>	215-923-1233	Small business
Donald Generals	President	Community College of Philadelphia	<a href="mailto:ggenerals@ccp.edu">ggenerals@ccp.edu</a>	215-751-8028	Institutions of higher education
Peter Gonzales	President & CEO	The Welcoming Center for New Pennsylvanians	<a href="mailto:peter@welcomingcenter.org">peter@welcomingcenter.org</a>	215-557-2843	Community-based organizations
Ed Grose	Executive Director	Greater Philadelphia Hotel Association	<a href="mailto:egrose@gpha.us">egrose@gpha.us</a>	215-557-0777	Optional members
Sheila Ireland	Executive Director	Office of Workforce Development, City of Philadelphia			Optional members
John Lasky	Chief Human Resources Officer	Temple University Health System	<a href="mailto:john.lasky@tuhs.temple.edu">john.lasky@tuhs.temple.edu</a>	215-707-6844	Business

Richard Lazer	Deputy Mayor, City of Philadelphia	Office of Mayor James F. Kenney, City of Philadelphia	<a href="mailto:rich.lazer@phila.gov">rich.lazer@phila.gov</a>	215-686-2163	Optional members
Gabriel Mandujano	Founder	Wash Cycle Laundry, Inc.	<a href="mailto:gmandujano@gmail.com">gmandujano@gmail.com</a>	215-459-6892	Small business
James Nichols	Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:jnichols@state.pa.us">jnichols@state.pa.us</a>	610-988-1378	State employment service under Wagner-Peyser
Douglas Oliver	Vice President of Communications	PECO-Exelon Company	<a href="mailto:Douglas.Oliver@exeloncorp.com">Douglas.Oliver@exeloncorp.com</a>	215-841-5223	Business
Orla Pease	Associate Vice President, Northeast Region	AECOM	<a href="mailto:orla.pease@aecom.com">orla.pease@aecom.com</a>	215-735-0832	Business
Norma Romero Mitchell	President & CEO	Benefits Plus Consulting Group	<a href="mailto:norma@consultbenefitsplus.com">norma@consultbenefitsplus.com</a>	215-564-0288	Business
John Stahl III	Administrator, Vice President	International Association of Heat and Frost Insulators and Allied Workers IAHFIAW JAC (LU14) Training Center	<a href="mailto:local14jac@aol.com">local14jac@aol.com</a>	215-289-4303	Labor organizations
Peter Tubolino	Area/General Manager	Siemens Industry, Inc., Building Technologies	<a href="mailto:peter.tubolino@seimens.com">peter.tubolino@seimens.com</a>	215-654-8040	Business
Bud Tyler	Vice President	The EF Precision Group	<a href="mailto:btyler@edgroup.com">btyler@edgroup.com</a>	215-449-3173	Business
Esteban Vera Jr.	Business Manager	Laborers Local #57			Labor organizations
April Walker	Director	Microsoft Technology Center			Business
Christina Wong	Director/ Producer	Comcast Technology Center	<a href="mailto:Christina.Wong@comcast.com">Christina.Wong@comcast.com</a>	215-286-1507	Business

## Pocono Counties Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Frank Revitt	Managing Director	Woodside Investments	<a href="mailto:frcpa@ptd.net">frcpa@ptd.net</a>	570-421-7702	Small business
Craig Zurn	President & CEO	Jim Thorpe Neighborhood Bank	<a href="mailto:C.Zurn@jtnb.com">C.Zurn@jtnb.com</a>	570-325-3631	Small business
Susan Storm	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:sustorm@pa.gov">sustorm@pa.gov</a>	610-821-6441	Title I of the Rehabilitation Act
Marybeth Ferguson	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:maryfergus@pa.gov">maryfergus@pa.gov</a>	610-280-1027	State employment service under Wagner-Peyser
Kim Miller	Executive Director	Carbon County Action Committee for Human Services	<a href="mailto:ccach@verizon.net">ccach@verizon.net</a>	610-377-6400	Community-based organizations
Terrence Purcell	Vice President, Market Development	Lehigh Valley Health Network	<a href="mailto:Terrence.purcell@lvhn.org">Terrence.purcell@lvhn.org</a>	484-862-3371	Business
Barbara Green	President	Blue Mountain Ski Area/Tuthill Inc.	<a href="mailto:bgreen@skiblue.com">bgreen@skiblue.com</a>	610-826-7700 Ext. 1215	Business
Bill Blake	Vice-President of Finance & Strategy	Vigon International, Inc.	<a href="mailto:bblake@vigon.com">bblake@vigon.com</a>	570-422-1638	Business
Joseph Ruvane	Owner	Barley Creek Brewing Co.	<a href="mailto:trip@barleycreek.com">trip@barleycreek.com</a>	570-629-9399	Small business
Charles Leonard	Executive Director	Pocono Mountains Economic Development	<a href="mailto:cleonard@pmedc.com">cleonard@pmedc.com</a>	570-839-1992	Economic and community development

		Corporation			
Sam D'Alessandro	Director of Engineering Services	RRR Hess Associates, Inc.	<a href="mailto:sdalessandro@rkrhess.com">sdalessandro@rkrhess.com</a>	570-421-1550	Business
Matthew Connell	Dean, Campus	Northampton Community College	<a href="mailto:mconnell@northampton.edu">mconnell@northampton.edu</a>	570-369-1938	Adult education and literacy and institutions of higher education
Richard Parry	Regional Representative	Bureau of Workforce Partnership & Operations - Rapid Response Services	<a href="mailto:rparry@pa.gov">rparry@pa.gov</a>	570-826-2379	Labor organizations
Michael Brust	Training Director	Scranton Electricians JATC	<a href="mailto:mbrust@ibew81.org">mbrust@ibew81.org</a>	570-319-1721	Joint labor-management apprenticeship program
Fred Mutzek	President	Spiral Tool Corporation	<a href="mailto:sales@stcind.com">sales@stcind.com</a>	570-409-1331	Small business
Deborah Fischer	President	Pike County Licensing	<a href="mailto:debpaulfischer@verizon.net">debpaulfischer@verizon.net</a>	570-296-8574	Small business
Derek Bellinger	Assistant Vice President	Wayne Bank	<a href="mailto:Derek.Bellinger@waynebank.com">Derek.Bellinger@waynebank.com</a>	570-616-7703	Small business
Ladora "Lori" Phillips	Assistant GM	Recreation Management Corp..	<a href="mailto:lori@ski-bigbear.com">lori@ski-bigbear.com</a>	570-226-8585 Ext. 1000	Business
Anthony Manzione	Owner	Manz1 Consulting	<a href="mailto:manzi1consulting@gmail.com">manzi1consulting@gmail.com</a>	570-390-9235	Small business

Anthony Herzog	President	Herzog-McNulty LLC	<a href="mailto:aherzog@ptd.net">aherzog@ptd.net</a>	570-253-5294	Small business
Mary Beth Wood	Executive Director	Wayne Economic Development Corporation	<a href="mailto:mbw@wedcorp.com">mbw@wedcorp.com</a>	570-253-2537	Economic and community development
Cynthia Matthews	Developmental Program Director	Wayne County Office of Behavioral & Developmental Programs	<a href="mailto:cmatthews@waynecountypa.gov">cmatthews@waynecountypa.gov</a>	570-253-9200	Community-based organizations
William Cockerill	Treasurer	Scranton Central Labor Union	<a href="mailto:bcockerill@uwlc.net">bcockerill@uwlc.net</a>	570-343-1267 Ext. 231	Labor organizations
Dan Card	District Manager	Waste Management	<a href="mailto:dcard@wm.com">dcard@wm.com</a>	570-729-0115	Business

## South Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jeffrey Boswell	Managing Partner	Boswell, Tinter & Piccola	<a href="mailto:jboswell@btpalaw.com">jboswell@btpalaw.com</a>	717-236-9377	Small business
Michael Ross	President	Franklin County Area Development Corporation	<a href="mailto:mike@fcadc.com">mike@fcadc.com</a>	717-236-8282	Economic and community development
Andrew Williford	VP HR Operations Americas	Volvo Construction Equipment	<a href="mailto:andy.williford@volvo.com">andy.williford@volvo.com</a>	717-532-9181	Business
Francis Achampong	Chancellor	Penn State Mont Alto	<a href="mailto:fka3@psu.edu">fka3@psu.edu</a>	717-749-6061	Institutions of higher education
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:kebaker@pa.gov">kebaker@pa.gov</a>	814-641-6408	State employment service under Wagner-Peyser
Robert Batory	Senior VP/Chief Human Resources Officer	WellSpan Health	<a href="mailto:rbatory@wellspan.org">rbatory@wellspan.org</a>	717-851-2062	Business
Lynne Beeson	Administrative Director	Summit Health	<a href="mailto:lbeeson@summithealth.org">lbeeson@summithealth.org</a>	717-267-7904	Business
Matthew Campbell	Safety/HR	Clouse Trucking, Inc.	<a href="mailto:mhcamel@gmail.com">mhcamel@gmail.com</a>	717-249-2418	Small business

Jorge Flores De Valgaz		Sanitation Solutions Plus, LLC	<a href="mailto:jflores@sanitationsolutionsplus.com">jflores@sanitationsolutionsplus.com</a>	877-248-6099	Business
Carl Phinney	Principal/Owner	Opportunity Construction, LLC	<a href="mailto:principal@opportunityconstructionllc.com">principal@opportunityconstructionllc.com</a>	717-461-0780	Small business
Sharon Hagenberger	Supervisor of Adult Education	Lincoln Intermediate Unit #12	<a href="mailto:sahagenberger@iu12.org">sahagenberger@iu12.org</a>	717-624-6411	Adult education and literacy
Lauren Holubec	Director, Career & Technical Education	HACC	<a href="mailto:lsholube@hacc.edu">lsholube@hacc.edu</a>	717-736-4212	Organizations addressing youth employment
Tracie Maille	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:tmaille@pa.gov">tmaille@pa.gov</a>	717-787-7502	Title I of the Rehabilitation Act
Tom Palisin	Executive Director	Manufacturers Association	<a href="mailto:tpalisin@mascpa.org">tpalisin@mascpa.org</a>	717-843-3891	Joint labor-management apprenticeship program
Alesia Reese	Corporate Employee Relations Manager	Knouse Foods	<a href="mailto:areese@knouse.com">areese@knouse.com</a>	717-677-9115	Business
Stephen Selby	Business Manager	IBEW Local 229	<a href="mailto:sselby@ibew229.org">sselby@ibew229.org</a>	717-843-8368	Labor organizations
Michael Strausbaugh	Union President	SKF USA	<a href="mailto:mikestrausbaugh@hotmail.com">mikestrausbaugh@hotmail.com</a>	717-479-1717	Labor organizations
Kenneth Tuckey	President	Tuckey Companies	<a href="mailto:ktuckey@tuckey.com">ktuckey@tuckey.com</a>	717-249-3733	Business



Jamien Harvey	Executive Director	Camp Curtain YMCA	<a href="mailto:j.harvey@ymcaharrisburg.org">j.harvey@ymcaharrisburg.org</a>	717-238-9622	Community-based organizations
Melissa Ural	VP Human Resources	HB Global, LLC	<a href="mailto:mural@hbmclure.com">mural@hbmclure.com</a>	717-232-4328	Business
Robin Russell	Market Manager	Manpower	<a href="mailto:robin.russell@manpower.com">robin.russell@manpower.com</a>	717-258-1945	Business

## Southern Alleghenies Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jesper Nielsen	CEO	Croyle-Nielsen Therapeutic Associates	<a href="mailto:jesper@c-nta.com">jesper@c-nta.com</a>	814-266-3196	Small business
Sharon Clapper	Owner	Clapper Industries, Inc.	<a href="mailto:sclapper@clappertables.com">sclapper@clappertables.com</a>	814-634-9183	Small business
Michele Bonerigo	Business Program Manager	In-Shore Technologies	<a href="mailto:michele.bonerigo@inshoretech.com">michele.bonerigo@inshoretech.com</a>	814-361-3610	Small business
Robert Parsons	President	B & B Designed Systems	<a href="mailto:parsonsb@bbsystemsinc.com">parsonsb@bbsystemsinc.com</a>	814-259-3991	Small business
Sherri Steward	HR Manager	NPC	<a href="mailto:sherri.steward@npcweb.com">sherri.steward@npcweb.com</a>	814-239-8787	Business
Cheryl Rose	HR Manager	Fulton County Medical Center	<a href="mailto:crose@fcmcpa.org">crose@fcmcpa.org</a>	717-485-6144	Business
Debra Flori	Director of HR	Conemaugh Health Systems	<a href="mailto:dflori@conemaugh.org">dflori@conemaugh.org</a>	814-534-3995	Business
Ron Aldom	Director	Somerset County Chamber of Commerce	<a href="mailto:raldom@somersetcountychamber.com">raldom@somersetcountychamber.com</a>	814-445-6431	Small business
Shawn Kaufman	Director of HR	Riggs Industries	<a href="mailto:sdk@riggsindustries.com">sdk@riggsindustries.com</a>	814-629-2172	Business
Julia Brulia	HR Manager	Gateway Travel Plaza	<a href="mailto:brulia.julia@gatewaytravelplaza.com">brulia.julia@gatewaytravelplaza.com</a>	814-735-7223	Business
Brock Kull	VP/Managing Director	Manpower Inc. of Altoona	<a href="mailto:brock.kull@manpower.com">brock.kull@manpower.com</a>	814-944-8976	Business
Rosalie Danchanko	Executive Director	Johnstown Free Medical Clinic	<a href="mailto:rdanchan@conemaugh.org">rdanchan@conemaugh.org</a>	814-534-6242	Business

Gloria Carbaugh	HR Manager	Huntingdon Fiberglass Prod.	<a href="mailto:gloria.carbaugh@huntingdonfiberglass.com">gloria.carbaugh@huntingdonfiberglass.com</a>	814-641-8210	Business
Johannah Miller	HR Manager	REI	<a href="mailto:johopki@rei.com">johopki@rei.com</a>	814-624-4421	Business
Danielle McGrath	HR Manager	Corle Building Systems, Inc.	<a href="mailto:dmcgrath@corle.com">dmcgrath@corle.com</a>	814-276-9611	Small business
David Redick	Senior Director	CVS Health	<a href="mailto:david.redick@CVShealth.com">david.redick@CVShealth.com</a>	814-289-2266	Business
William Findley		Retired-LMI analyst	<a href="mailto:carnut1@atlanticbb.net">carnut1@atlanticbb.net</a>	814-255-4794	Optional members
Robert Kutz	President	AFL-CIO Community Services Blair Community Service Agency	<a href="mailto:bobkloco5@aol.com">bobkloco5@aol.com</a>	814-944-4081	Labor organizations
Dave Cary	Executive Director	Central PA Area Labor Fed & AFSCME Council 83	<a href="mailto:d.cary@afscme13.org">d.cary@afscme13.org</a>	814-696-0255	Labor organizations
Rick Tomlinson	Council Representative	Regional Council of Carpenters	<a href="mailto:rtomlinson@kmlcarpenters.org">rtomlinson@kmlcarpenters.org</a>	814-693-0315	Joint labor-management apprenticeship program
Wendy Melius	Executive Director	Center for Community Action	<a href="mailto:wmelius@centerforcommunityaction.org">wmelius@centerforcommunityaction.org</a>	814-623-9129	Community-based organizations
Tina Pelesky	Program Manager	Bureau of Professional Occupations and Affairs	<a href="mailto:tpelesky@pa.gov">tpelesky@pa.gov</a>	717-307-8542	Optional members
David Mrozowski	Executive Director	Community Action Partnership for Somerset County	<a href="mailto:dmrozowski@capfsc.org">dmrozowski@capfsc.org</a>	814-445-9628	Community-based organizations
Gail Clapper	Executive Director	Big Brothers/Big Sisters of Blair County	<a href="mailto:blairbbbsdirect@aol.com">blairbbbsdirect@aol.com</a>	814-944-6129	Organizations addressing youth employment

Tina Swineford	Special Projects Coordinator	Altoona Area School District	<a href="mailto:tswineford@altoonasd.com">tswineford@altoonasd.com</a>	814-946-8753	Adult education and literacy
Dr. Steven Nunez	President	Pennsylvania Highlands Community College	<a href="mailto:snunez@pennhighlands.edu">snunez@pennhighlands.edu</a>	814-262-3820	Institutions of higher education
Linda Thomson	President	Johnstown Area Regional Industries	<a href="mailto:lthomson@jari.com">lthomson@jari.com</a>	814-535-8675	Economic and community development
Christine Lysinger	Director	Blair County Assistance Office	<a href="mailto:clysinger@pa.gov">clysinger@pa.gov</a>	814-946-7100	Transportation, housing, and public assistance
Colleen Woodring	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:cwoodring@pa.gov">cwoodring@pa.gov</a>	814-946-7240	Title I of the Rehabilitation Act
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:kebaker@pa.gov">kebaker@pa.gov</a>	814-641-6408	State employment service under Wagner-Peyser

## Southwest Corner Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Terry Wilttrout	President	Washington Health Systems Greene	<a href="mailto:twilttrout@whs.org">twilttrout@whs.org</a>	724-627-3101	Business
John Feraco	Director	Nova Chemicals Corporation	<a href="mailto:john.feraco@novachem.com">john.feraco@novachem.com</a>	724-770-2395	Business
Linda Andrews	Treasurer CLC	Washington Greene Central Labor Council	<a href="mailto:lindandrews@comcast.net">lindandrews@comcast.net</a>	724-228-7246	Labor organizations
Mark Beichner	Chief Operation Officer	AccuTrex Products, Inc.	<a href="mailto:markbeichner@accutrex.com">markbeichner@accutrex.com</a>	724-746-4300	Business
Darlene Bigler	Executive Director	Blueprints	<a href="mailto:dbigler@myblueprints.org">dbigler@myblueprints.org</a>	724-225-9550	Community-based organizations
Lori Como	Chief Program Officer	Literacy Pittsburgh	<a href="mailto:lcomo@literacypittsburgh.org">lcomo@literacypittsburgh.org</a>	412-393-7600	Adult education and literacy
James Fitzgerald	Manager, Major Projects	First Energy Corporation	<a href="mailto:jfitzgerald@firstenergycorp.com">jfitzgerald@firstenergycorp.com</a>	330-807-1036	Business
John Goberish	Dean of Workforce Development	Community College of Beaver County	<a href="mailto:john.gobersih@ccbc.edu">john.gobersih@ccbc.edu</a>	724-480-3450	Institutions of higher education
Katie Hager	Workforce Development Manager	DMI Companies	<a href="mailto:khager@dmicompanies.com">khager@dmicompanies.com</a>	724-310-1244	Business
Linda Hall	Planner	Beaver County Office on Aging	<a href="mailto:lhall@bcoa.us">lhall@bcoa.us</a>	724-728-7707	Community-based organizations

Erik Hilderbrand	Operation Manager	Service Pump & Supply	<a href="mailto:ehilderbrand@servicepump.com">ehilderbrand@servicepump.com</a>	724-873-1300	Business
Gregory Hojdila	Training Director	IBEW 712	<a href="mailto:jatc@wcpaejatc.org">jatc@wcpaejatc.org</a>	724-775-6920	Labor organizations and joint labor-management apprenticeship program
Mark Krupa	Administrative Director	Greene County CTC	<a href="mailto:krupam@greenectc.org">krupam@greenectc.org</a>	724-627-3106 Ext. 202	Local education agencies and community-based organizations
John Lackovic	Plant Director	Corelle Brands, LLC	<a href="mailto:lackovicjl@worldkitchen.com">lackovicjl@worldkitchen.com</a>	724-489-2292	Business
Polly Mangan	Director, Human Services	C3Controls	<a href="mailto:pcapots@c2controls.com">pcapots@c2controls.com</a>	724-775-7926	Small business
Jeff Marshall	Chief Clerk	Greene County Chief Clerk	<a href="mailto:jmarshall@co.greene.pa.us">jmarshall@co.greene.pa.us</a>	724-852-5210	Economic and community development
Rick Okraszewski	Training Director	Keystone Mountain Lakes Regional Council of Carpenters	<a href="mailto:rickyo@kmlcarpenters.org">rickyo@kmlcarpenters.org</a>	412-262-1830	Labor organizations) and joint labor-management apprenticeship program
Darla Openbrier	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:dopenbrier@pa.gov">dopenbrier@pa.gov</a>	724-223-4430	Title I of the Rehabilitation Act
Sam Osten	President	Impact Guard, LLC	<a href="mailto:sosten@impact-guard.com">sosten@impact-guard.com</a>	724-318-8800	Business
Stephanie Paluda	Local Government & Community Affairs Specialist	EQT Corporation	<a href="mailto:spaluda@eqt.com">spaluda@eqt.com</a>	724-746-9368	Business

Donna Ramusivich	Quality/Risk Management Senior VP	Mon Valley Hospital	<a href="mailto:dramusivich@monvalleyhospital.com">dramusivich@monvalleyhospital.com</a>	724-258-1088	Business
Paul Rockage	Western Industrial General Manager	McCarl's Inc.	<a href="mailto:prockage@mccarl.com">prockage@mccarl.com</a>	724-843-5660	Business
Brandon Schaffer	Training Manager	Washington Penn Plastics	<a href="mailto:schaffer@washpenn.com">schaffer@washpenn.com</a>	724-206-4423	Business
Frank Staszko	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:fstaszko@pa.gov">fstaszko@pa.gov</a>	724-434-5627 Ext. 3106	State employment service under Wagner-Peyser
John Throckmorton	President	Digital Site Management, LLC	<a href="mailto:jthrockmorton@dsmlc.com">jthrockmorton@dsmlc.com</a>	800-354-6256	Small business
Lewis Villotti	President	Beaver County Corporation for Economic Development	<a href="mailto:lvillotti@beavercountyced.org">lvillotti@beavercountyced.org</a>	724-728-8610	Economic and community development
Brian Yaworsky	Executive Director	Housing Authority of Beaver County	<a href="mailto:hacbby@comcast.net">hacbby@comcast.net</a>	724-775-1220	Community-based organizations
Laural Ziemba	Director, Public Affairs	Range Resources	<a href="mailto:lziemba@rangeresources.com">lziemba@rangeresources.com</a>	724-743-6786	Business



### Three Rivers Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
David Malone	President and CEO	Gateway Financial	<a href="mailto:dmalone@gatewayfinancial.biz">dmalone@gatewayfinancial.biz</a>	412-497-1750	Business
Laura Ellsworth	Partner in Charge of Global Service Initiatives	Jones Day	<a href="mailto:lellsworth@jonesday.com">lellsworth@jonesday.com</a>	412-391-3939	Business
Kevin Acklin	Senior Vice President and Chief Counsel	Pittsburgh Penguins	<a href="mailto:kacklin@pittsburghpenguins.com">kacklin@pittsburghpenguins.com</a>	412-642-7367	Business
Will Allen	Managing Partner	Nascent Group Holdings	<a href="mailto:will@nascentgroupholdings.com">will@nascentgroupholdings.com</a>	937-594-8532	Small business
Rich Barcaskey	Executive Director	Constructor's Association of Western PA	<a href="mailto:richb@cawp.org">richb@cawp.org</a>	412-343-8000	Business
Joe Belechak	Principal	Accenture	<a href="mailto:jbelechak@zoominternet.net">jbelechak@zoominternet.net</a>	571-434-5003	Business
Natalie Bell	Talent Acquisition	UPMC	<a href="mailto:nagynm@upmc.edu">nagynm@upmc.edu</a>	412-454-8269	Business
Quintin Bullock	President	Community College of Allegheny County	<a href="mailto:qbullock@ccac.edu">qbullock@ccac.edu</a>	412-237-4413	Institutions of higher education
Chris Camino	Americas Leader	Amazon	<a href="mailto:ccamino@amazon.com">ccamino@amazon.com</a>	412-996-4484	Business

Debra Caplan	Executive in Residence	The Forbes Funds	<a href="mailto:dcaplan@forbesfunds.org">dcaplan@forbesfunds.org</a>	412-391-2155	Philanthropic organizations
Rich Casoli	Chief Operating Officer and VP of Business Operations	Beemac Trucking	<a href="mailto:rcasoli@beemac.com">rcasoli@beemac.com</a>	724-266-8781	Business
Marc Cherna	Director	Allegheny Department of Human Services	<a href="mailto:mchern@alleghenycounty.us">mchern@alleghenycounty.us</a>	412-350-5705	Transportation, housing, and public assistance and organizations addressing youth employment
Mary Frances Cooper	President and CEO	Carnegie Library System of Pittsburgh	<a href="mailto:coopermf@carnegielibrary.org">coopermf@carnegielibrary.org</a>	412-622-3129	Community-based organizations and organizations addressing youth employment
Dave Coplan	Executive Director	Human Services Center Corp., Mon Valley Providers Council	<a href="mailto:dcoplan@hsc-mvpc.org">dcoplan@hsc-mvpc.org</a>	412-829-7112	Organizations addressing youth employment
Tom Croft	Executive Director	Steel Valley Authority	<a href="mailto:t.w.croft@steelvalley.org">t.w.croft@steelvalley.org</a>	412-342-0534	Optional members
Ike Gittlen	Representative	United Steelworkers	<a href="mailto:igittlen@usw.org">igittlen@usw.org</a>	412-562-5005	Labor organizations
Carey Harris	CEO	Literacy Pittsburgh	<a href="mailto:charris@literacypittsburgh.org">charris@literacypittsburgh.org</a>	412-393-7600	Adult education and literacy
Marci Katona	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:mkatona@pa.gov">mkatona@pa.gov</a>	412-392-4953	Title I of the Rehabilitation Act

Darrin Kelly	President	Allegheny Fayette Central Labor Council	<a href="mailto:alclpgh@aol.com">alclpgh@aol.com</a>	412-281-7450	Labor organizations
Majestic Lane	Deputy Chief of Staff, Chief Equity Officer	Office of Mayor William Peduto, City of Pittsburgh	<a href="mailto:majestic.lane@pittsburghpa.gov">majestic.lane@pittsburghpa.gov</a>	412-255-4759	Organizations addressing youth employment and transportation, housing, and public assistance
Steve Massaro	President	Massaro Corporation	<a href="mailto:smassaro@massarocms.com">smassaro@massarocms.com</a>	412-963-2800	Business
Caitlin McLaughlin	Executive VP, Chief Talent Officer	PNC	<a href="mailto:caitlin.mclaughlin@pnc.com">caitlin.mclaughlin@pnc.com</a>	412-885-9297	Business
Tom Melcher	Business Manager	Pittsburgh Building Trades Council	<a href="mailto:tmelcher@pghbuildingtrades.org">tmelcher@pghbuildingtrades.org</a>	412-344-4775	Joint labor-management apprenticeship program
Brandon Mendoza	Executive Director	NAIOP Pittsburgh	<a href="mailto:bmendoza@naioppittsburgh.com">bmendoza@naioppittsburgh.com</a>	412-928-8303	Business
Jeff Nobers	Executive Director	Builders Guild of Western PA	<a href="mailto:njnobers@buildersguild.org">njnobers@buildersguild.org</a>	412-921-9000	Joint labor-management apprenticeship program
Scott Pipitone	President and CEO	Pipitone Group	<a href="mailto:spipitone@pipitongroup.com">spipitone@pipitongroup.com</a>	412-321-0879	Small business
Joshua Pollard	Founder	Omicelo	<a href="mailto:joshua.pollard@omicelo.com">joshua.pollard@omicelo.com</a>	917-617-8081	Business
Beth Powers	Senior Vice President and Chief HR Officer	ATI Metals	<a href="mailto:beth.powers@atimetals.com">beth.powers@atimetals.com</a>	412-394-2996	Business
Mark Rendulic	Market President	Citizens Bank	<a href="mailto:mark.rendulic@citizensbank.com">mark.rendulic@citizensbank.com</a>	724-787-5259	Business

Duke Rupert	Chief Operating Officer	Allegheny General Hospital	<a href="mailto:duke.rupert@ahn.org">duke.rupert@ahn.org</a>	412-359-3131	Business
Frank Staszko	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:fstaszko@pa.gov">fstaszko@pa.gov</a>	724-263-8784	State employment service under Wagner-Peyser
John Thomas	Chief Financial Officer	ECHO Realty	<a href="mailto:jthomas@echorealty.com">jthomas@echorealty.com</a>	412-968-1660	Business
Linda Topoleski	VP, Workforce Programs and Operations	Allegheny Conference on Community Development	<a href="mailto:ltopoleski@alleghenyconference.org">ltopoleski@alleghenyconference.org</a>	412-281-1890	Economic and community development
Nancy Washington	Director	Allegheny Housing Rehabilitation Corporation	<a href="mailto:ndw3@pitt.edu">ndw3@pitt.edu</a>	412-687-6200	Business
Sam Williamson	Chair	Urban Redevelopment Authority	<a href="mailto:swilliamson@seiu32bj.org">swilliamson@seiu32bj.org</a>	412-255-6600	Economic and community development

### Tri-County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jack Nelson	Owner	Nelson & Associates Insurance	<a href="mailto:jackn@nelsoninsurance.net">jackn@nelsoninsurance.net</a>	724-254-9276	Business
Philip Tack	Chairman of the Board	Quality Life Services	<a href="mailto:philetac@aol.com">philetac@aol.com</a>	724-445-3440	Business
Peter Kyne III	Owner	Eisler Landscaping	<a href="mailto:Pkyne3@EislerLandscapes.com">Pkyne3@EislerLandscapes.com</a>	724-777-0662	Business
Jesse Stoltz	Owner	Keystone Diesel, LLC	<a href="mailto:jesse@keystonediesel.com">jesse@keystonediesel.com</a>	724-612-1214	Business
Scott Covert	Training Coordinator	Penn United Technologies, Inc.	<a href="mailto:scott_covert@pennunited.com">scott_covert@pennunited.com</a>	724-352-1507	Business
Anna Hogg	Director of Ed & Clinical Advancement	Butler Health System	<a href="mailto:anna.hogg@butlerhealthsystem.org">anna.hogg@butlerhealthsystem.org</a>	724-284-5617	Business
Scott Docherty	President	CID Associates, Inc.	<a href="mailto:scott@cidbuildings.com">scott@cidbuildings.com</a>	724-353-0300	Small business
Chuck Wetmore	CEO/Owner	Kensington HPP, Inc.	<a href="mailto:cwetmore@kensingtonhpp.com">cwetmore@kensingtonhpp.com</a>	724-845-5411	Small business
Cliff Reese	Administrator	Kittanning Care Center	<a href="mailto:creese@mykittanningcarecenter.com">creese@mykittanningcarecenter.com</a>	724-545-2273	Business

Brian Kozlosky	Owner/CEO	2 Krew Security & Surveillance	<a href="mailto:brian@2krew.com">brian@2krew.com</a>	724-543-0274	Business
Denise McQuown-Hatter	President/CEO	Affinity Health Services, Inc.	<a href="mailto:dmh@affinityhealthservices.net">dmh@affinityhealthservices.net</a>	724-463-1010	Business
Walter Schroth	Owner	Schroth Industries, Inc.	<a href="mailto:L5driver@verizon.net">L5driver@verizon.net</a>	724-465-5701	Business
J.P. Habets	President	H&W Global Industries, Inc.	<a href="mailto:jp.habets@hwgii.com">jp.habets@hwgii.com</a>	724-459-5316	Business
Gladys Knox	Co-Owner/President	Wright-Knox Motor Lines	<a href="mailto:gladys@wrightknox.com">gladys@wrightknox.com</a>	814-446-5611	Business
Mark Hilliard	President	Indiana County of Commerce	<a href="mailto:mhilliard@indianacountycommerce.com">mhilliard@indianacountycommerce.com</a>	724-465-2511	Business
Paul Reinert Sr.	Apprenticeship Training Dir.	Joint Apprenticeship Training IBEW Local 5	<a href="mailto:reinertpaul@hotmail.com">reinertpaul@hotmail.com</a>	412-432-1145	Joint labor-management apprenticeship program
Steven Atwood	President	Iron Workers Local union #3	<a href="mailto:satwood@iwlocal3.com">satwood@iwlocal3.com</a>	412-227-6767	Labor organizations
Mark Toy	President	Laborers Local Union #952	<a href="mailto:localunion952@yahoo.com">localunion952@yahoo.com</a>	724-548-1524	Labor organizations
Ronald Bowersox	President	UMWA, District 2, Local 1412	<a href="mailto:umwarbowersox@yahoo.com">umwarbowersox@yahoo.com</a>	724-479-8692	Labor organizations
Kenneth Heilman	Executive Director	Armstrong Co. Community Action Agency	<a href="mailto:kenh@armstrongcap.com">kenh@armstrongcap.com</a>	724-548-3408	Community-based organizations
Warren Dixon	Regional Sales Manager	Out of Sight Shredding	<a href="mailto:wdixon@destroy4good.com">wdixon@destroy4good.com</a>	724-794-5511	Community-based organizations

Katherine Monko	Adult Program Coordinator	ARIN IU 28	<a href="mailto:kmonko@iu28.org">kmonko@iu28.org</a>	724-463-5300	Adult education and literacy
C. Scott Campbell	Coordinator of Assessment & Grant Initiatives	Butler County Community College	<a href="mailto:scott.campbell@bc3.edu">scott.campbell@bc3.edu</a>	724-282-8711	Institutions of higher education
Jennifer Eckels	WCCC Director - Indiana	Westmoreland County Community College	<a href="mailto:eckelsj@westmoreland.edu">eckelsj@westmoreland.edu</a>	724-925-5939	Institutions of higher education
Mark Gordon	Butler Co. Chief of Econ. Dev. And Planning	Butler County Department of Economic Development and Planning	<a href="mailto:Mgordon@co.butler.pa.us">Mgordon@co.butler.pa.us</a>	724-284-5300	Economic and community development
Michael Coonley	Ex. Director	Armstrong County Department of Economic Development	<a href="mailto:mpcoonley@co.armstrong.pa.us">mpcoonley@co.armstrong.pa.us</a>	724-548-1500	Economic and community development
Gail Steck	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:gsteck@pa.gov">gsteck@pa.gov</a>	724-656-3070	Title I of the Rehabilitation Act
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:lfannie@pa.gov">lfannie@pa.gov</a>	724-471-7235	State employment service under Wagner-Peyser
Wesley Kuchta	Director	Lenape Technical School	<a href="mailto:kuchwes@mylenape.net">kuchwes@mylenape.net</a>	724-763-7116	Optional members



## West Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Debby Van Kirk	Chief Financial Officer	Bruce & Merrilees, Inc.	<a href="mailto:dvankirk@bruceandmerrilees.com">dvankirk@bruceandmerrilees.com</a>	724-652-5566	Small business
Nathaniel Hamilla	Director	Avalon Springs Nursing Home	<a href="mailto:nhamilla@avalonspringsnursing.org">nhamilla@avalonspringsnursing.org</a>	724-662-5400	Small business
Tammy Barbati	Program Division Chief	West Central Job Partnership	<a href="mailto:tbarbati@wcjp.org">tbarbati@wcjp.org</a>	724-656-3165	Community-based organizations
Marc Buskirk	Vice President of Sales	Yourga Trucking, Inc.	<a href="mailto:jmbuskirk@Yourga.com">jmbuskirk@Yourga.com</a>	724-981-3600	Small business
Lisa Campbell	Interim Director of Workforce Development	Butler County Community College	<a href="mailto:lisa.campbell@bc3.edu">lisa.campbell@bc3.edu</a>	724-287-8711 Ext. 8290	Institutions of higher education
Joseph Clavelli	President	BCL Management Company		724-658-6361	Small business
John Davidson	Director of Human Resources	Joy Cone Company	<a href="mailto:john.davidson@joycone.com">john.davidson@joycone.com</a>	724-962-3422	Business
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:lfannie@pa.gov">lfannie@pa.gov</a>	724-471-7235	State employment service under Wagner-Peyser
Denise Grady	Chief Financial Officer	Berner International Corp.	<a href="mailto:dgrady@berner.com">dgrady@berner.com</a>	724-658-3551	Small business
Harry Grafton	President	Grafton Construction	<a href="mailto:graftoninc@comcast.net">graftoninc@comcast.net</a>	724-654-7201	Small business
Gary Grant	Owner	PABCOR	<a href="mailto:gary_grant@yahoo.com">gary_grant@yahoo.com</a>	724-652-1930	Small business
John Greenwood	Area Manager	First Energy Corporation	<a href="mailto:jgreenwood@firstenergycorp.com">jgreenwood@firstenergycorp.com</a>	724-598-4748	Small business

James Hill	Vice President	The Hill Railroad Car Company	<a href="mailto:jhill@hillrailcar.com">jhill@hillrailcar.com</a>	724-652-0822	Small business
Erin Houston	Executive Director	Shenango Valley Urban League	<a href="mailto:ehouston@neohio.twbc.com">ehouston@neohio.twbc.com</a>	724-981-5310	Community-based organizations
Tim Jablon	President	Wheatland Steel Processing	<a href="mailto:timj@wheatlandsteel.com">timj@wheatlandsteel.com</a>	724-981-4242	Small business
Brian Kassalen	Senior Partner	Arnett, Carbis, Toothman	<a href="mailto:brian.kassalen@actcpas.com">brian.kassalen@actcpas.com</a>	724-658-1565	Small business
Susan Lautenbacher	Chief Executive Officer	LARK Enterprises	<a href="mailto:slautenbacher@larkent.org">slautenbacher@larkent.org</a>	724-657-2001 Ext. 111	Community-based organizations
Gillian Maule	Executive Director	Adult Literacy Lawrence County	<a href="mailto:gillmaule@gmail.com">gillmaule@gmail.com</a>	724-654-1500	Adult education and literacy
Tony Miller	Director	Mercer County Career Center	<a href="mailto:tmiller@mercercccc.org">tmiller@mercercccc.org</a>	724-662-3000	Organizations addressing youth employment
Linda Nitch	Executive Director	Lawrence County Economic Development Corp.	<a href="mailto:nitch@lawrencecounty.com">nitch@lawrencecounty.com</a>	724-658-1488	Economic and community development
Holly Nogay	Executive Director	Mercer County Housing Authority	<a href="mailto:h.campbell@mchousing.net">h.campbell@mchousing.net</a>	724-342-4005	Transportation, housing, and public assistance
Alta Roqueplot	Human Resource Manager	Dairy Farmers of America	<a href="mailto:aroqueplot@dfamilk.com">aroqueplot@dfamilk.com</a>	724-901-5012	Small business
Randy Seitz	President/CEO	Penn-Northwest Development Corp.	<a href="mailto:rpseitz@penn-northwest.com">rpseitz@penn-northwest.com</a>	724-662-3705	Economic and community development
Gail Steck	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:gsteck@pa.gov">gsteck@pa.gov</a>	724-656-3070	Title I of the Rehabilitation Act
Frank Telesz Jr.	Business Manager	International Brotherhood of Electrical Workers Local Union 712	<a href="mailto:local712@ibew712.org">local712@ibew712.org</a>	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	<a href="mailto:jnhd31@comcast.net">jnhd31@comcast.net</a>	724-944-5165	Labor organizations

Hope Vaccaro	HR Director	Ellwood Group	<a href="mailto:hvaccaro@elwd.com">hvaccaro@elwd.com</a>	724-202-5002	Small business
Dominic Vadala	Trustee	Mercer County Central Labor Council	<a href="mailto:dominicvadala@yahoo.com">dominicvadala@yahoo.com</a>	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	<a href="mailto:brian.edmiston@tsititanium.com">brian.edmiston@tsititanium.com</a>	724-694-2716	Small business
Vicki Loucks	Vice President, Chief Operating Officer	Redstone Presbyterian Senior Care	<a href="mailto:vloucks@redstonehighlands.org">vloucks@redstonehighlands.org</a>	724-832-8400	Business
Lori Albright	President	Stellar Precision	<a href="mailto:labright@stellarprecision.com">labright@stellarprecision.com</a>	724-523-5559	Small business
Steve Columbus	Administrative Manager	Western PA Operating Engineers Joint Apprenticeship & Training	<a href="mailto:stevecolumbus@windstream.net">stevecolumbus@windstream.net</a>	724-668-2244 Ext. 302	Joint labor- management apprenticeship program
John Dalrymple	President	Hamill Manufacturing	<a href="mailto:john.dalrymple@hamillmfg.com">john.dalrymple@hamillmfg.com</a>	724-744-2131 Ext. 2540	Business
Charles Datz	President and Founder	PositReal Consultants	<a href="mailto:chardatz@aol.com">chardatz@aol.com</a>	724-838-7129	Optional members
Doug Decker	VP, Chief Operating Officer	Laurel Staffing	<a href="mailto:ddecker@laurel.edu">ddecker@laurel.edu</a>	724-562-1034	Business
Daniel Dunmeyer	Human Resource Manager	Omnova Solutions	<a href="mailto:Dan.dunmeyer@omnova.com">Dan.dunmeyer@omnova.com</a>	724-523-7429	Business
Marge Duranko	District Administrator	Office of Vocational Rehabilitation	<a href="mailto:Maduranko@pa.gov">Maduranko@pa.gov</a>	814-255-6771	Title I of the Rehabilitation Act

Laurie English	Sr. VP/CHRO Human Resources	Excela Health	<a href="mailto:lenglish@excelahealth.org">lenglish@excelahealth.org</a>	724-689-1947	Business
Terri Knupp-Grabiak	Manager, External Affairs	First Energy	<a href="mailto:tgrabiak@firstenergycorp.com">tgrabiak@firstenergycorp.com</a>	724-830-2951	Business
Julian Imbrescia	Vice President of Academic Affairs	Douglas Education Center	<a href="mailto:Julian@dec.edu">Julian@dec.edu</a>	724-853-2213	Optional members
James Jones	Plant Manager	Johnson Mathey	<a href="mailto:James.jones@jmusa.com">James.jones@jmusa.com</a>	724-564-7215	Business
Diane Liska	Director of Learning & Talent Management	Peoples Gas	<a href="mailto:Diane.liska@peoples-gas.com">Diane.liska@peoples-gas.com</a>	412-298-6872	Business
Bill Magda	Director of Community Development	Westmoreland County Community College	<a href="mailto:magdaw@westmoreland.edu">magdaw@westmoreland.edu</a>	724-925-4027	Community-based organizations
Donald Martin	Substitute Executive Director	Intermediate Unit 1	<a href="mailto:donwmartin@comcast.net">donwmartin@comcast.net</a>	724-812-1511	Adult education and literacy
Muriel Nuttall	Executive Director	Fayette County Chamber of Commerce	<a href="mailto:mnutall@fayettechamber.com">mnuttall@fayettechamber.com</a>	724-437-4571	Business
George Rattay	Union Representative Local #354	Allegheny County Labor Council AFL-CIO		412-554-1917	Labor organizations
Jason Rigone	Executive Director	Westmoreland County IDC	<a href="mailto:jrigone@co.westmoreland.pa.us">jrigone@co.westmoreland.pa.us</a>	724-830-3061	Economic and community development
Faye Rosatti	VP Commercial Relationship Manager	Standard Bank	<a href="mailto:frosatti@standardbankpa.com">frosatti@standardbankpa.com</a>	724-837-9701	Business
Jim Rugh	Human Resource Manager	Composidie	<a href="mailto:Jrugh@Composidie.com">Jrugh@Composidie.com</a>	724-727-3466	Business

Joe Segilia	STEM Education Consultant	Ford Business Machines, Inc.	<a href="mailto:jus4@psu.edu">jus4@psu.edu</a>	724-550-6491	Business
Tuesday Stanley	President	Westmoreland County Community College	<a href="mailto:stanley@westmoreland.edu">stanley@westmoreland.edu</a>	724-925-4001	Institutions of higher education
Jim Stark	CEO	Fayette County Community Action	<a href="mailto:jstark@fccaa.org">jstark@fccaa.org</a>	724-430-3011	Community-based organizations
Frank Staszko	Assistant Regional Director	Bureau of Workforce Partnership & Operations	<a href="mailto:fstaszko@pa.gov">fstaszko@pa.gov</a>	724-434-5627	State employment service under Wagner-Peyser
Ed Yankovich	International District #2 Vice President	United Mine Workers of America	<a href="mailto:eyankovich@umwa.org">eyankovich@umwa.org</a>	724-550-4400	Labor organizations
Tim Yurcisin	President & CEO	Private Industry Council of Westmorland/Fayette, Inc.	<a href="mailto:tyurcisin@privateindustrycouncil.com">tyurcisin@privateindustrycouncil.com</a>	724-836-2600	Community-based organizations