



2020 Annual Report

March 1, 2021

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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, 2021

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 2020 Annual Report to the Governor and General Assembly. This report satisfies PA WDB'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 PA WDB'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', written over a white background.

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

Cc:

The Honorable Senator Camera Bartolotta, Chair, Senate Labor & 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 Gerald Mullery, Democratic Chair, House Labor & Industry Committee

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Introduction

Overview

The Pennsylvania Workforce Development Board (PA WDB) is the governor's business-led, industry-driven policy advisor on workforce development aligned with the commonwealth's education and economic development goals. The PA WDB'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 PA WDB 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 job seekers and employers, but there is flexibility 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 approved by the PA WDB 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.

States are required to submit a modification two years into the four-year plan. Pennsylvania has embarked on this process and will continue to work on the plan throughout 2021 into the beginning of 2022. The upcoming plan modification will address changes to Pennsylvania's workforce strategy as it tackles the challenges brought on by the COVID-19 pandemic and corresponding recession, as well as examine state priorities as they relate to diversity, equity, and inclusion. Pennsylvania also intends to include the Supplemental Nutrition Assistance Program (SNAP) as a partner program in the modification.

Program Year 2019 Performance

WIOA Core Program Performance Update

During the most recent Federal Program Year 2019 (July 1, 2019 to June 30, 2020), 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.

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) every two years for the next two program years. 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 2019 WIOA Title I Adult, Dislocated Worker, and Youth, and Title III Wagner-Peyser

WIOA Program	PY 19 Negotiated Performance Level	PY 19 Actual Performance Level
Title I Adult		
Employment Rate (2 nd Quarter)	73%	76.7%
Employment Rate (4 th Quarter)	70%	74.8%
Median Earnings (2 nd Quarter)	\$5,300	\$6,160
Credential Attainment Rate	55%	70.9%
Measurable Skill Gains	Baseline	47.4%
Title I Dislocated Worker		
Employment Rate (2 nd Quarter)	75%	84.5%
Employment Rate (4 th Quarter)	76%	83.6%
Median Earnings (2 nd Quarter)	\$7,300	\$8,777
Credential Attainment Rate	57%	75.1%
Measurable Skill Gains	Baseline	37.8%
Title I Youth		
Employment Rate (2 nd Quarter)	65%	70.4%
Employment Rate (4 th Quarter)	58%	70.0%
Median Earnings (2 nd Quarter)	Baseline	\$3,283
Credential Attainment Rate	72%	68.8%
Measurable Skill Gains	Baseline	53.5%
Title III Wagner-Peyser		
Employment Rate (2 nd Quarter)	61%	70.0%
Employment Rate (4 th Quarter)	62%	69.3%
Median Earnings (2 nd Quarter)	\$5,000	\$6,378

Source: Center for Workforce Information and Analysis (CWIA)

Table 2. Performance for Federal Program Year 2019 WIOA Title II Adult Basic Education

WIOA Program	PY 19 Negotiated Performance Level	PY 19 Actual Performance Level
Title II Adult Basic Education		
Employment Rate (2 nd Quarter)	Baseline	52.36%
Employment Rate (4 th Quarter)	Baseline	52.32%
Median Earnings (2 nd Quarter)	Baseline	\$5,120.66
Credential Attainment Rate	Baseline	20.32%
Measurable Skill Gains*	48%	28.69%

***Title II Measurable Skill Gains**

The Measurable Skill Gains outcome for Title II in PY 2019-20 dropped 15 percent from PY 2018-19’s outcome. This drop is largely a result of the COVID-19 pandemic and shutdown.

Participants in Title II adult education and family literacy activities can demonstrate measurable skill gains in three ways:

1. An educational functioning level gain based on administration of a pre-test and post-test of a standardized assessment after reaching sufficient number of attendance hours.
2. An educational functioning level gain achieved by exiting the program and enrolling in postsecondary education prior to the end of the program year (June 30).
3. Earning a high school equivalency credential prior to the end of the program year (June 30).

Most participants demonstrate Measurable Skill Gains in the latter part of the program year (July 1 - June 30). The COVID-19 shutdown, from mid-March through early to mid-June 2020, closed in-person services at programs, community-based GED and HiSET testing centers, and postsecondary institutions. As a result, participants did not have access to the means of demonstrating Measurable Skill Gains.

Table 3. Performance for Federal Program Year 2019 WIOA Title IV Vocational Rehabilitation**

WIOA Program	PY 19 Performance Level
Title IV State Vocational Rehabilitation-Career Services	
Participants Served	25,059
Participants Exited	12,262
Funds Expended	\$15.7 Million
Cost Per Participant Served	\$626
Title IV State Vocational Rehabilitation-Training Services	
Participants Served	10,653
Participants Exited	2,519
Funds Expended	\$15.0 Million
Cost Per Participant Served	\$1,407
Other Summary Information	
Percent Co-enrolled in more than one WIOA Core Program	5.8%
Total Statewide	
Participants Served	35,569
Participants Exited	13,041

**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. DOL 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 develop additional measures beyond the mandated federal measures to gauge effectiveness in serving employers in the workforce development system. In August 2017, the PA WDB 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 2019 Workforce Development Expenditures

Table 4. Expenditures for Program Year 2019 Workforce Development Programs

Line Item	Program	Expenditure
Federal		
WIOA Title I	Adult	\$28.6 Million
WIOA Title I	Youth	\$31.1 Million
WIOA Title I	Dislocated Worker	\$33.1 Million
WIOA Title II	Adult Basic Education	\$28.0 Million
WIOA Title III	Wagner-Peyser	\$26.7 Million
WIOA Title IV	Vocational Rehabilitation	\$143.1 Million
WIOA Statewide Activities	Business Education Partnerships	\$2.4 Million
	State/Local Internship Program	\$4.7 Million
	Youth Reentry	\$2.7 Million
WIOA Administration		\$5.5 Million
	Subtotal Federal	\$305.9 Million
State		
New Choices/New Options		\$750,000
Re-Employment Fund	Center for Workforce Information & Analysis	\$300,000
	DCNR Conservation Corps (Outdoor Corps)	\$5.1 Million
	Labor & Industry Administration	\$210,000
	Subtotal State	\$6.4 Million
	Total Federal and State	\$312.3 Million

2020 Accomplishments

Progress on Implementing the New WIOA Combined State Plan

Pennsylvania's four-year Combined State Plan was submitted to U.S. DOL for approval on April 1, 2020; and took effect 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 Pennsylvania 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.

Pennsylvania has made significant progress implementing the goals and associated sub-goals outlined in the current WIOA Combined State Plan. Some of the 2020 highlights of this progress include:

- Goal 2.1 relates to the support and promotion of Next Generation Industry Partnerships. Pennsylvania awarded grants to 28 partnerships across eight industry sectors, to support business identified priorities, including, but not limited to, incumbent worker training, career awareness activities, and business to business connections. Pennsylvania also hosted monthly community of practice calls for partnerships to share best practices across the partnership network.
- Goals 3.1 and 4.3 focused on better utilization of evidence and evaluation in workforce development programs. The PA WDB adopted definitions of evidence tiers in May 2020, and surveyed workforce development programs throughout the fall of 2020. The findings of these surveys will be incorporated into enhanced support and technical assistance to state-supported workforce development programs related to evidence and evaluation practices and be incorporated into future discretionary funding opportunities throughout 2021.
- Goals 3.4 and 3.5 focused on the inclusion of several workforce development programs into the local and regional WIOA planning process, including AmeriCorps, YouthBuild, and Job Corps programs. These are now required elements of the local planning process in all local areas where these programs are operating.
- Goal 4.8 focused convening of an interagency workgroup to identify opportunities for collaboration across the workforce development system and to decrease duplicative efforts in serving shared customers.

WIOA Waivers

A well-conceived WIOA waiver plan is a benefit to Pennsylvania as it helps our public workforce development system, at the state and local area levels, with desired funding flexibility or the suspension of regulatory barriers that prevent individuals and businesses from maximizing workforce development programs and services. After WIOA's implementation, the U.S. DOL allowed states to apply for WIOA Title I waivers. WIOA indicates waiver plans are associated with the WIOA Combined State Plan; accordingly, waivers terminate concurrently with the state plan.

Waivers are customized to account for Pennsylvania's unique, statewide strategic approach as well as respecting the commonwealth's twenty-three (23) local areas' governance concerns. It's noted Pennsylvania waivers are written so that local workforce development boards may choose to employ the waiver.

On August 20, 2020, Pennsylvania submitted a waiver to allow flexibility in the use of funds reserved by the governor to provide statewide rapid response activities under WIOA Section 134(a)(2)(A) and to also provide statewide employment and training activities under WIOA Section 134(a)(2)(B) and WIOA Section 134(a)(3), including disaster-relief employment to affected areas.

On November 13, 2020, the U.S. DOL approved Pennsylvania's submission.

This waiver recognizes there are opportunities for L&I to aid if a declared disaster occurs. A major source of disaster assistance workforce development-oriented funds is often made available if the event is declared a disaster by a federal agency. This waiver allows the commonwealth to quickly respond to local areas requesting disaster assistance by using unobligated WIOA governor's reserved funds while adding greater fund utilization flexibility.

PAsmart Background and Initiatives

In 2020, 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 third year, 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.

The 2019-20 governor's PAsmart *Growing Registered Apprenticeships and Pre-Apprenticeships* initiative provided up to \$6.6 million in three competitive grant opportunities to expand and diversify the

apprenticeship model to include non-traditional occupations, non-traditional program models, and nontraditional populations.

- **\$2 million** is available to build a diverse talent pipeline into the building and construction trades.
- **\$3 million** is available to build a diverse talent pipeline and expand Registered Apprenticeships and Pre-Apprenticeship in non-traditional industries (i.e. beyond the building and construction trades), with an emphasis on Health Care, Manufacturing, and Information Technology.
- **\$1.6 million** is available to support Registered Apprenticeships and Pre-Apprenticeship through ambassador networks across Pennsylvania.

In addition to supporting the commonwealth's Registered Apprenticeship goal, the PAsmart grants also support the Apprenticeship and Training Office's (ATO's) strategic goals, including:

- Developing a strong talent pipeline of individuals that are well-positioned to succeed in Registered Apprenticeship and Pre-Apprenticeship as a career pathway opportunity.
- Promoting diversity and inclusion in Registered Apprenticeship and Pre-Apprenticeship, both in the people and industries they serve, including women, minorities, individuals with disabilities, veterans, socio-economic disadvantaged individuals, individuals who speak English as a second language and individuals who were previously incarcerated, or individuals experiencing multiple barriers to employment;
- Scaling up the volume of new and existing Registered Apprenticeship and Pre-Apprenticeship programs and occupations through the Group Sponsorship model to support small- and medium-sized companies with the administration and planning associated with Registered Apprenticeship and Pre-Apprenticeship.
- Developing regional Apprenticeship Networks to support consortiums of employers, intermediaries, training providers, and other partners all working to develop a community of practice and strong system of Registered Apprenticeship and Pre-Apprenticeship.
- Supporting efficient and effective use of workforce development resources by promoting larger cohorts to train multiple Registered Apprentices and Pre-Apprentices at the same time; and
- Identifying and share best practices in the commonwealth and across the nation to share with stakeholders.

PAsmart Framework Principles and Funding Priorities

The PA WDB developed the PAsmart Framework Principles and Funding Priorities to guide the Pennsylvania 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.

PAsmart PY 2018 and PY 2019 Grant Updates:

In March 2020, PAsmart PY 2019 funding was scheduled to be awarded to grant recipients. However, due to the COVID-19 pandemic, funding had to be rescinded for reallocation to other needs. As the Commonwealth of Pennsylvania navigated its way through the pandemic, many grantees working through projects supported by PAsmart PY 2018 funding had to shift gears, adapting to the situation to be able to move forward. This switch in direction showed many challenges for the grantees, but they pressed on, serving participants to the best of their abilities. The challenges created a need for thirty-three of forty-nine grants to be extended through June 2021. Today, the extended grantees are back on track with their projects and the ATO is revamping their connection to them, assisting with technical support, and ensuring a smooth transition as we approach the end of the grant. Currently, of the \$5,680,401 awarded to grantees, \$4,153,661 has been expended. The ATO is working on collecting current data on the total number of participants served.

In October 2020, the Commonwealth of Pennsylvania recognized funding that was rescinded for PAsmart PY 2019 was still available. Steps were taken to move forward with releasing and awarding funding to the original grantees for their projects. On October 26, 2020, award letters were sent to 25 grantees in efforts to serve 2500 employers, apprentices, and pre-apprentices.

- Seven grantees selected to support building a diverse talent pipeline into the building and construction trades.
- Fourteen grantees selected for building a diverse talent pipeline and expanding Registered Apprenticeships and Pre-Apprenticeship in non-traditional industries (i.e. beyond the building and construction trades), with an emphasis on Health Care, Manufacturing, and Information Technology.
- Four grantees were selected to support the already established Ambassador Networks for Registered Apprenticeships and Pre-Apprenticeship across Pennsylvania.

In December 2020, PAsmart PY 2019 grantees received their Fully Executed Grant Agreements and Notices of Obligation which allowed them to begin their projects. The grant agreements were written to allow grantees to use funding for any activity beginning March 2020, the original start date of the grant. This allowed grantees to show their progress for quarter ending December 2020. In their quarterly report, grantees updated timelines, shared barriers, successes, goals, and numbers served to date. In the short time that the grant has been issued, PAsmart PY 2019 grantees have served 73 employers, 168 apprentices, and 185 pre-apprentices: expending \$299,348 of the more than \$6.3 million. Overall, grantees are on their way to implementing their projects despite the COVID-19 pandemic. We look forward to much success with this grant.

Next Generation Industry Partnership Grants

Across Pennsylvania, there is a communal vision for economic vitality, global competitiveness and expanding opportunity. Next Generation Industry Partnerships (Next Gen IPs) are a vehicle to bring collaboration between education, workforce, economic development and answer the call of being responsive to the needs of business and industry - now, more than ever. Pennsylvania has a long history of successfully supporting Next Gen IPs that bring together business leaders from the same sector to tackle shared economic and workforce development needs. Pennsylvania has been nationally recognized for its success in achieving outcomes for employers as well as workers. The PA WDB, L&I, the PA Department of Community and Economic Development (DCED), the PA Department of Education (PDE), and the Team Pennsylvania Foundation have all come together to support industry partnerships around the state. This interagency team developed Next Gen IP Statewide Metrics, which are being used to create measurable outcomes and ensure quality programs and strategies across the state. These metrics will help inform future industry partnerships and sector strategies.

PAsmart Next Gen IP Grants

In January 2021, Governor Wolf awarded \$4.7 million (funding from PY 2019 - 2020) to fund 28 PAsmart Next Gen IPs. These grants supported projects in eight industry sectors to include: Advanced Manufacturing, Building and Construction, Business Services, Education, Energy, Healthcare, Hospitality, Leisure and Entertainment, and Logistics and Transportation.

In addition to these metrics, the commonwealth collected information from Next Gen IP Conveners. In PY 2019, the partnerships have trained more than 2,141 individuals across several organizations and industries to include Manufacturing, Healthcare, Energy, Hospitality and Entertainment, Logistics and Transportation and Technology.

According to feedback solicited directly from the businesses leading industry partnerships, the following highlights have been the most common outcomes of partnership participation for business member and their organizations:

- Business-to-Business (B2B) platforms created across same industries, going beyond geopolitical lines
- Career Awareness programs directly with education partners
- Building Gender Equity
- Onboarding Millennials
- The Expungement Project
- Cybersecurity - protecting your business
- Next Generation Managers

Additionally, the commonwealth has deployed specialized training for Next Gen IP Conveners, Core Groups and Support Teams. Trainings include:

- Community of Practice calls (facilitated by state team) – monthly peer networking calls designed for practitioners to share experiences with peers across the state, ask questions of one another, and exchange ideas and strategies for successfully launching and sustaining partnerships.
- Specialized support, including facilitation training, coaching and sustainability measures
- Professional development

U.S. DOL Co-Enrollment Cohort

Pennsylvania's Co-enrollment Cohort team concluded its participation in the federal portion of this initiative in 2019. However, as planned, co-enrollment-related priorities have continued to be developed and executed at the state level since that time.

Co-enrollment Training Module

Staff from PDE's Bureau of Postsecondary and Adult Education, Division of Adult Education, together with staff members from two Title II-funded professional development projects, led an interagency workgroup to develop an online cross-training module for workforce development system partner programs at the state, regional, and local levels, including PA CareerLink® staff. The Division of Adult Education invested \$13,500 in Title II state leadership funding for the development of the first module, *Introduction to the PA CareerLink® System*, as a proof of concept. This introductory module is the first in a full series of modules focused on the activities and services provided by the PA CareerLink® partner programs and other workforce development system partners.

The workgroup solicited input from staff of various partner programs at the WDB Symposium in September 2019 and worked with subject matter experts from two local workforce boards and state staff from Office of Vocational Rehabilitation (OVR), L&I, and PDE to develop the instructional design plan for the first module. The module was presented at the quarterly PA WDB meeting on August 12, 2020.

Additionally, Pennsylvania will continue to work on expansion and other methods to increase co-enrollment in its workforce programs and associated policies, such as the recent federally required Trade Act policy updates related to co-enrollment.

U.S. DOL Credential Attainment Cohort

In late 2019, Pennsylvania was selected by U.S. DOL as one of nine state teams to join an 8-month Credential Attainment Cohort opportunity to explore different methods for determining which degrees, certificates, certifications, and licenses qualify as credentials under WIOA, address common and state-specific challenges related to the WIOA performance indicator, and contribute to the development of system-wide Capstone and Decision-Tree Tool resources to assist other states confronting similar credential attainment challenges.

Pennsylvania's team is comprised of representatives from the PA WDB and the PA Departments of Education and L&I, including OVR. Participation in this cohort also aligned 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 opportunities. As a final part of the federal cohort framework, which concluded in June 2020, states were also charged with developing credential attainment action plans to execute as an on-going implementation process at the state level. That work has continued through the end of the 2020 calendar year to the present.

U.S. DOL Evaluation Peer Learning Cohort

In July 2020, the U.S. DOL's Employment and Training Administration (ETA) announced a new technical assistance opportunity to support state workforce development professionals with evaluation planning activities and using evidence-based research.

Pennsylvania was selected as one of six state teams to participate in the Evaluation Peer Learning Cohort (EvalPLC). The team is being coordinated by the PA WDB and includes representatives from L&I (including OVR) and PDE, as well as a representative from a local workforce development board (South Central).

In addition to peer collaboration and support, the EvalPLC further affords each state team the opportunity to:

- Learn from one another through the use of two self-assessment tools, work with a technical assistance coach to help assess a state's readiness to conduct rigorous, relevant, independent, and transparent evaluations, and draw upon subject matter experts who can provide support.
- Work together to provide advice and relevant examples of strategies and activities to help states develop evaluation action plans that support evidence-based policy and practices.
- Include state representatives from the 2019 EvalPLC, to share their experiences during the 2020 session.
- Continue to expand the network of this federal-state partnership for evidence development and program improvement.

The federal cohort activity began in October 2020 and continues through March 2021.

Engaging Local Workforce Development Boards

Throughout 2020, the PA WDB continued to engage and collaborate with LWDBs through a variety of means, 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.
- Holding weekly virtual meetings/calls with LWDBs, L&I Workforce, L&I Unemployment Compensation, other state agency partners, and representatives from the Pennsylvania Workforce Development Association (PWDA) to share updates and ideas, particularly those related to the COVID-19 pandemic.
- Attending PWDA Board Meetings and Policy Committee meetings, as invited, and participating and presenting at PWDA conferences.
- 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 2020, the PA WDB identified several ways to improve its organizational effectiveness and engagement with workforce development partners, including:

- 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 to make progress with the WIOA-related goals of the new Combined State Plan.
- Continuing to maintain positive, effective working relationships with workforce development stakeholders at the federal, state, and local levels.

2021 Priorities

WIOA Combined State Plan Implementation Workplan and 2-Year Modification Process

In early 2019, the PA WDB began the year-long process to update the WIOA Combined State Plan. This process 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.

The new state plan took effect on July 1, 2020, the PA WDB and its standing committees have taken the lead on ensuring that consistent progress is made toward the achievement of the plan’s clearly identified measurables and benchmarks. This began, 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.

The PA WDB is coordinating the tracking of all key performance indicators related to the workforce development system across agencies, including the reporting out on this progress.

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 L&I and PDE, 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.

These groups continued meeting throughout 2020 to collaborate on plan implementation progress across the workforce development system. These groups are also engaged on identifying changes that will be made to the four-year plan when the required two-year modification is submitted.

COVID-19 Pandemic Workforce Response

The initial outbreak of the pandemic forced all 60+ American Job Centers (PA CareerLink®) to close brick-and-mortar sites for the safety of staff and customers during the month of March 2020. However, in April of 2020 the L&I provided guidance to all workforce areas on restoring, as quickly as possible, re-employment services to job seekers and employer services to local businesses. There was a two-prong approach to this guidance; expansion of virtual services to job seekers/employers and maintaining limited capacity of in-person services for customers that have limited digital proficiency and/or access to broadband.

To expand virtual services, the L&I encouraged local workforce areas to expand usage of virtual platforms such as Zoom®, Microsoft Teams®, WebEx, Skype®, and Google® Meet (to name a few) that allows for one-on-one appointments, group workshops, and virtual events such as job fairs. L&I also redesigned the public facing PA CareerLink® website (www.pacareerlink.pa.gov) with a customer centered focus. Prior to the pandemic, a monthly average of 355,000 Pennsylvanians used online services, however, the number of online users has almost tripled since the month of April 2020. While increasing the virtual footprint, the PA CareerLink® has provided in-person access to vulnerable Pennsylvanians that do not have access to broadband. More than 40 brick-and-mortar sites opened their doors, following safety protocols to provide in-person services. Many workforce areas have adopted new techniques to help their customers, to include "curbside assistance, drive-thru job fairs/recruitment for employers, and lending equipment to customers for re-employment services. This effort results to about 30,000 staff assisted services per month throughout the state.

L&I's Rapid Response Team continues to work alongside PA CareerLink® to connect customers who are temporarily or permanently losing employment. Around 330+ Worker Adjustment & Retraining Notifications (WARN) have been issued in Pennsylvania with about 146 of these being permanent closures. A total of around 58,000 workers have been affected by these layoffs and many are working with PA CareerLink® staff to search for new employment and/or training opportunities.

For Calendar Year 2021 the workforce system is investing heavily on outreach efforts. The unemployment rate in Pennsylvania hovers around 6.6%, which means that many Pennsylvanians are still in need of re-employment services. On January 25th, 2021, all 60+ PA CareerLink® sites will begin an outreach campaign to reach out to customers who are in danger of exhausting all unemployment compensation (UC) benefits by March 2021. The aim of this outreach is to connect with customers and help them develop a plan of action prior to running out of funds. Labor Market Information, along with Business Service Teams will be used to connect customers with employers who are eager to hire. Additionally, the Reemployment

Services and Eligibility Program (RESEA) was reinstated on January 19th, 2021 at all PA CareerLink[®] sites to help customers who just started to file for UC benefits and may be at risk of exhaustion of benefits prior to employment. L&I's outreach efforts to connect with customers who begin filing for benefits as well as customers that are exhausting all benefits will cover a wide spectrum of Pennsylvanians that need re-employment services but may be unaware of how PA CareerLink[®] is operating during the pandemic. Finally, L&I will be working with workforce partners to increase employer services throughout the state. During the 1st quarter of 2021 a new online access point will be available on www.pacareerlink.pa.gov that will enable employers to connect directly with their local Business Service Team for employer services. This direct approach will eliminate unnecessary steps for a business to connect with a local PA CareerLink[®].

Workforce System Evaluation Activities

Pennsylvania has prioritized stronger collection of evidence for the purposes of enhanced evaluation of workforce development programs across the commonwealth. The first step in this process was the adoption of definitions of evidence categories by the PA WDB in May 2020.

Based on those categories, a survey was sent to workforce development partner programs across Pennsylvania to determine the current state of those programs with respect to their ability to collect evidence and evaluate their programs, as well as identify opportunities to expand capacity to conduct such evaluations.

Pennsylvania will incorporate these findings to shape future funding opportunities, and to enhance state support and technical assistance for programs as we build our evaluation capacity.

Appendices

Appendix A: Local Performance for Program Year 2019

Table 5. Local Performance for Program Year 2019 WIOA Title I Adult (4th Quarter PY Year-to-Date)

Adult Program Location Code/Name	Employment Rate (2nd Quarter)			Employment Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	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	-
Central Region															
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	-
Lehigh Valley Region															
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	-
North Central Region															
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	-
Northeast Region															
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	-
Northern Tier Region															
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	-
Northwest Region															
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	-
South Central Region															
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	-
Southeast Region															
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	-
Southern Alleghenies Region															
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	-
Southwest Region															
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	-

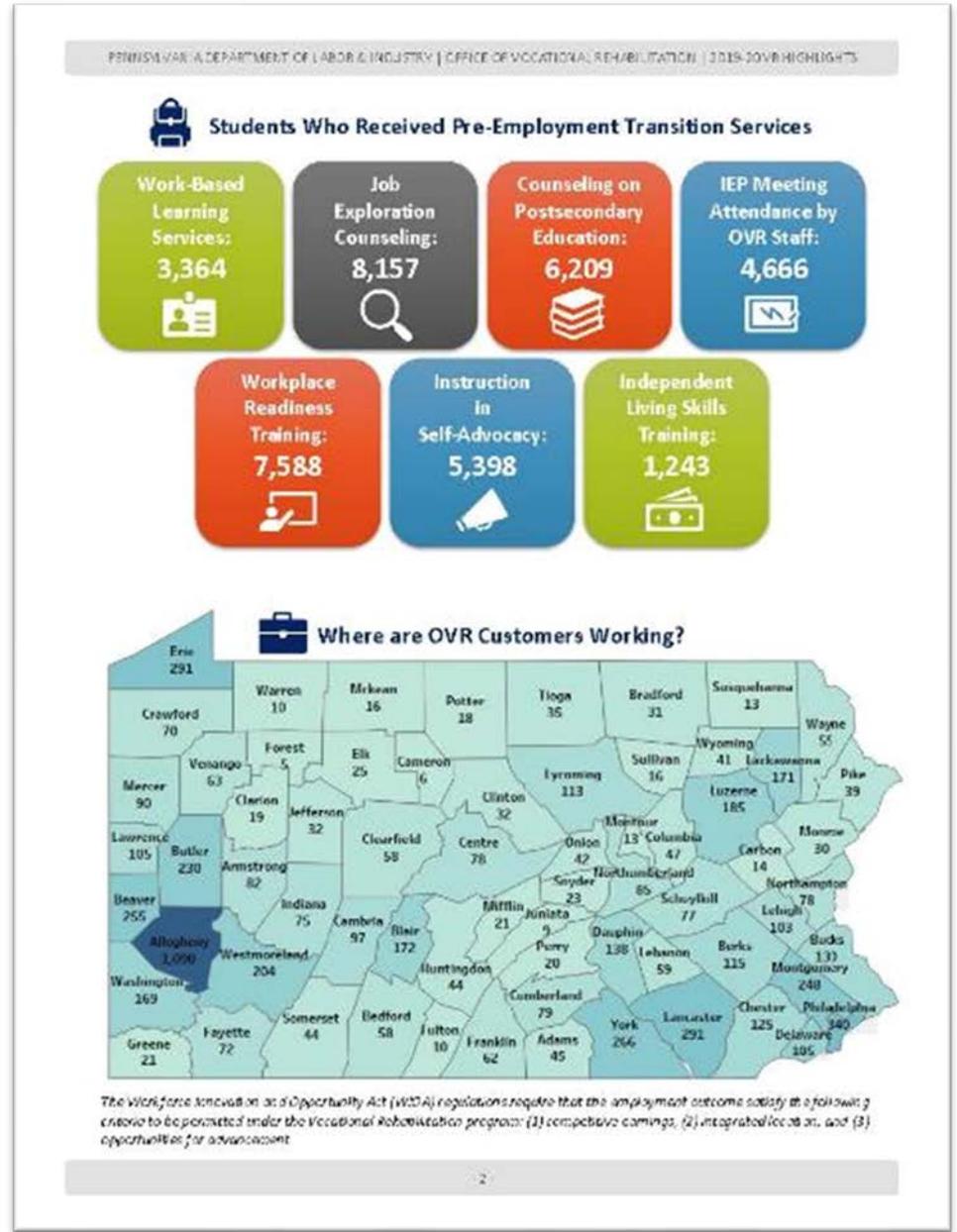
Table 6. Local Performance for Program Year 2019 WIOA Title I Youth (4th Quarter PY Year-to-Date)

Youth Program	Employment & Education Rate (2nd Quarter)			Employment & Education Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	68.5%	65.0%	105.4%	68.5%	58.0%	118.1%	\$2,877	Baseline	-	65.6%	72.0%	91.1%	58.1%	Baseline	-
Central Region															
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	-
Lehigh Valley Region															
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	-
North Central Region															
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	-
Northeast Region															
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	-
Northern Tier Region															
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	-
Northwest Region															
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	-
South Central Region															
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	-
Southeast Region															
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	-
Southern Alleghenies Region															
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	-
Southwest Region															
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 2019 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	-	
Central Region																
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	-	
Lehigh Valley Region																
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	-	
North Central Region																
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	-	
Northeast Region																
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	-	
Northern Tier Region																
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	-	
Northwest Region																
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	-	
South Central Region																
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	-	
Southeast Region																
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	-	
Southern Alleghenies Region																
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	-	
Southwest Region																
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	jeffrey.brown@wakefern.com	856-471-2032	Business
Tom Wolf	Governor	Commonwealth of Pennsylvania 225 Capitol Building Harrisburg, PA 17120		717-787-2500	Governor
Idayat Adewunmi	President	Timi Pharmaceuticals 6555 Green Street, Suite 3 Philadelphia, PA 19119	timipharma@gmail.com	347-574-4754	Business
Joseph J. Alex	President	Alex Color Company 17th and Market Streets Ashland, PA 17921	joalex@alexcolor.com	570-875-3300	Business
Denise Andahazy	VP and Chief HR Officer	CSS Industries 2015 West Front Street Berwick, PA 18707	denise.andahazy@cssindustries.com	570-759-7272	Business
Shannon Austin	Executive Director	PA Department of Labor & Industry Office of Vocational Rehabilitation 651 Boas Street, Rm 1723 Harrisburg, PA 17121	shaAustin@pa.gov	717-783-3784	Lead State Official
Camera Bartolotta	Senator	PA Senate 19 East Wing, Senate Box 203046 Harrisburg, PA 17120-3046	cbartolotta@pasen.gov	(717) 787-1463	General Assembly
Tim Bean	CFO	Control Chief Corporation 200 Williams Street Bradford, PA 16701	tbean@controlchief.com	814-362-6811 814-598-6777	Business
Jennifer Berrier	Acting Secretary	PA Department of Labor & Industry 651 Boas Street, Room 1700 Harrisburg, PA 17121	jerberrier@pa.gov	717-705-2630	Lead State Official
Richard Bloomingdale	President	Pennsylvania AFL-CIO 600 N. 2 nd Street Harrisburg, PA 17101	president@paafclcio.org	717-231-2841	Labor/CBO/ Youth/ED
Julene Champion	VP Recruitment, Organization Development & Learning	Geisinger 100 N. Academy Ave. Danville, PA 17822	jchampion@geisinger.edu	570-214-9725	Business
Morgan Cephas	Representative	PA House of Representatives 103 East Wing, PO Box 202192 Harrisburg, PA 17120	mcephas@pahouse.net	717-783-2192	General Assembly
Dennis Davin	Secretary	PA Department of Community & Economic Development 400 North Street, 4th Floor Harrisburg, PA 17120	ddavin@pa.gov	717-720-1355	State Agency Official

Name	Title	Organization and Address	Email	Phone	Membership Category
Wendie DiMatteo-Holsinger	CEO	ASK Foods Inc. 101 East Main Street, PO Box 388 Palmyra, PA 17078	wdimatteo@askfoods.com	717-838-3530 Ext. 111	Business
Patrick Eiding	President	AFL-CIO Philadelphia Council 22 South 22nd Street, Suite 2 Philadelphia, PA 19103	peiding@philaficio.org	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	ctownsend@pyninc.org	484-904-2418	Labor/CBO/ Youth/ED
Brian Funkhouser	President and CEO	Buchart Horn Inc./BASCO Associates The Russell E. Horn Building 445 W Philadelphia St, PO Box 15040 York, PA 17405	bfunkhouser@BH-BA.com	717-852-1446	Business
Nick Gilson	Founder and CEO	Gilson Brands 6985 New Berlin Highway Winfield, PA 17889	nick@gilsonsnow.com	570-798-9102	Business
James Harper, Jr.	Business Manager	Laborers Local 413 222 Penn Street Chester, PA 19013	jharperjr@laborers413.com	610-872-5328	Labor/CBO/ Youth/Ed
Robert J. Harvie, Jr.	Commissioner	County of Bucks, Office of Commissioners 55 East Court Street Doylestown, PA 18901	CommHarvie@buckscounty.org	215-348-6424	Local Elected Official
Brad Hollabaugh	President	Hollabaugh Bros., Inc. 545 Carlisle Road Biglerville, PA 17307	brad@hollabaughbros.com	717-677-5494	Business
Sarah Hollister	Deputy Director of Education Policy	City of Philadelphia, Mayor's Office of Education	Sarah.hollister@phila.gov	215-686-0333	Labor/CBO/ Youth/Ed
Timothy James	Tech Lead/Manager	Google 303 Kelton Place Cranberry Township, PA 16066	trjames@google.com	412-897-4238	Business
Marguerite Kline	HR Director	Berks Heim Nursing and Rehabilitation PO Box 1495 Reading, PA 19603	mcline@countyofberks.com	610-376-4841	Business
Carrie Lenze	Global Continuous Improvement Director	Morgan Advanced Materials 441 Hall Avenue Saint Marys, PA 15857	carrie.lenze@gmail.com	814-335-4986	Business
Ryan Mackenzie	Representative	PA House of Representatives 160A East Wing PO Box 202134 Harrisburg, PA 17120	rmackenzie@pahousegop.com	717-787-1000	General Assembly

Name	Title	Organization and Address	Email	Phone	Membership Category
Bob McAuliffe	Director	United Steel Workers District 10 1945 Lincoln Highway North Versailles, PA 15137	rmcauliffe@usw.org	412-824-8140	Labor/CBO/ Youth/Ed
Teresa Miller	Secretary	PA Department of Human Services 625 Forster Street, Room 333 Harrisburg, PA 17120	teresamill@pa.gov	717-787-2600	State Agency Official
Henry Nicholas	President	AFSCME Hospital and Health Care Employees 1319 Locust Street Philadelphia, PA 19107	president1199C@aol.com henrynicholas@email.com	215-735-1300	Labor/CBO/ Youth/Ed
Noe Ortega	Acting Secretary	PA Department of Education 333 Market Street, 10th Floor Harrisburg, PA 17126	nortega@pa.gov	717-783-9780	Lead State Official
Jodi Pace	HR Manager	AFP Advanced Food Products LLC 158 West Jackson Street New Holland, PA 17557	jodi.pace@afpllc.com	717-355-8807	Business
Michael Pipe	Commissioner	Centre County Willowbank Office Building 420 Holmes Street Bellefonte, PA 16823	mpipe@centrecountypa.gov	814-355-6700	Local Elected Official
Tom Redden	Business Agent	Steamfitters Local Union 420 14420 Townsend Road Philadelphia, PA 19154	tredden@lu420.com	215-734-9513, cell	Labor/CBO/ Youth/Ed
Russell Redding	Secretary	PA Department of Agriculture 2301 North Cameron Street Harrisburg, PA 17110	rredding@pa.gov	717-772-2853	State Agency Official
Gregg Riefenstahl	Manager - Recruiting and Selection	Penske 2675 Morgantown Road Reading, PA 19607	gregg.riefenstahl@penske.com	610-796-4305	Business
JoAnne Ryan	President and CEO	Alpha Sintered Metals 95 Mason Run Road Ridgway, PA 15853	jryan@alphasintered.com	814-773-3191	Business
Robert Scaer	Chairman and CEO	Gannett Fleming 207 Senate Avenue Camp Hill, PA 17011	rscaer@gfnet.com	717-763-7211	Business
Frank Sirianni	President	PA State Building Trades Council 904 North 2nd Street Harrisburg, PA 17102	pa.bldg@verizon.net	717-233-5726	Labor/CBO/ Youth/Ed
Meg Snead	Secretary of Policy and Planning	Office of Governor Tom Wolf 238 Main Capitol Building Harrisburg, PA 17120	msnead@pa.gov	717-772-3820	State Agency Official

Name	Title	Organization and Address	Email	Phone	Membership Category
John "Ski" Sygielski	President	Harrisburg Area Community College One HACC Drive Harrisburg, PA 17110	ski@hacc.edu	717-736-4100	Labor/CBO/ Youth/Ed
Robert Torres	Secretary	PA Department of Aging 555 Walnut Street, 5 th Floor Harrisburg, PA 17101	rotorres@pa.gov	717-767-3812	State Agency Official
Jessica Trybus	Founder and Chief Games Officer	Simcoach Games 40 24th Street, 2nd Floor Pittsburgh, PA 15222	jtrybus@simcoachgames.com	412-901-6950, cell	Business
Dionne Wallace- Oakley	SVP-Human Resources	Erie Insurance 100 Erie Insurance Place Erie, PA 16530	dionne.wallaceoakley@erieinsurance.com	814-870-6965	Business
Laura Wand	Formerly VP and General Manager, Applied HVAC Equipment	Formerly Johnson Controls International, PLC	Laura.t.wand@gmail.com	717-779-8812	Business
Yvette Watts	CEO	Watts Facility Solutions The Enterprise Center 4548 Market Street, Suite LL09 Philadelphia, PA 19139	ybw@wattswindowcleaning.com	215-243-4106	Business
John Wetzel	Secretary	PA Department of Corrections 1920 Technology Parkway Mechanicsburg, PA 17050	jowetzel@pa.gov	717-728-4109	State Agency Official
Lindsey Williams	Senator	Pennsylvania Senate 366 Main Capitol, Senate Box 203038 Harrisburg, PA 17120	senatorlindseywilliams@pasenate.com	717-787-6538	General Assembly
Matt Yarnell	President	SEIU Healthcare PA 1500 North Second Street Harrisburg, PA 17102	matt.yarnell@seiuhcpa.org	714-238-3030	Labor/CBO/ Youth/Ed

Appendix C: Statewide Eligible Training Provider List

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
A Rising Tide Academy	1405 Earl L Core RD 1024	Morgantown	WV
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
Alta3 Research, Inc.	4 BONNYWICK DR	HARRISBURG	PA
Fortis Institute Scranton	517 ASH ST	SCRANTON	PA
Fortis Institute	166 SLOCUM ST	FORTY FORT	PA
The Main Line School of Real Estate	175 STRAFFORD AVE STE 1	WAYNE	PA
Celebrate Us Workforce Training	637 College Ave	Lancaster	PA
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
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	155 TRI COUNTY PKWY STE 240	CINCINNATI	OH
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	Perkasio	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	631 IRON CITY DR	PITTSBURGH	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
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
CareBridge Academy	448 N 10Th ST Ste 401	Philadelphia	PA
CDE Career Institute	2942 ROUTE 611	TANNERSVILLE	PA
CDE Career Institute	2942 Route 611	Tannersville	PA
Career Line Training Center, LLC	7650 Birkmire DR	Fairview	PA
Career Technology Center of Lackawanna County	3201 ROCKWELL AVE	SCRANTON	PA
CA BOCES	1825 WINDFALL RD	OLEAN	NY
CCAC Washington County Center	1500 W CHESTNUT ST	WASHINGTON	PA
CDL ED Training Incorporated	102 CHESTER ST	LANCASTER	PA
Celebrate Us Workforce Training	59 E MARKET ST	YORK	PA
Central Penn College	1905 OLD PHILADELPHIA PIKE	LANCASTER	PA
Central Pennsylvania College	600 Valley Road	Summerdale	PA
Central Pennsylvania College	600 Valley Road	Summerdale	PA
Central Pennsylvania College	600 Valley Road	Summerdale	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
Chester County OIC	22 N 5TH AVE	COATESVILLE	PA
CHOFFIN CAREER & TECHNICAL CTR	200 E WOOD ST	YOUNGSTOWN	OH
CLARION COUNTY CAREER CENTER	447 CAREER LN	SHIPPENVILLE	PA
CLARION COUNTY CAREER CENTER	490 CAREER LN	SHIPPENVILLE	PA
Clarion University of PA	6022 Glades Pike	Somerset	PA
Clarion University of PA	840 WOOD ST	CLARION	PA
Clarion University of Pennsylvania - Venango	1801 W 1ST ST	OIL CITY	PA
Clarion University of Pennsylvania - Venango	6022 Glades Pike	Somerset	PA
Clarion University of Pennsylvania - Venango	840 Wood ST	Clarion	PA

Clearfield County Career & Technology Center	1620 CREEK RD	CLEARFIELD	PA
Clearfield County Career & Technology Center	1620 River RD	Clearfield	PA
Coding Clarified LLC	2271 E Sundown DR	Coeur D Alene	ID
Columbia Montour Area Voc Tech Sch	5050 SWEPPENHEISER DR	BLOOMSBURG	PA
CCAC [Community College Allegheny County] - Boyce	1000 MCKEE RD	OAKDALE	PA
CCAC [Community College Allegheny County] - Boyce	1500 W Chestnut ST	Washington	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 West Hills Center	1000 MCKEE RD	OAKDALE	PA
COMMUNITY COLLEGE ALLEGHENY COUNTY	800 ALLEGHENY AVE	PITTSBURGH	PA
COMMUNITY COLLEGE ALLEGHENY COUNTY	808 RIDGE AVE	PITTSBURGH	PA
Community College of Allegheny County	1000 MCKEE RD	OAKDALE	PA
Community College of Allegheny County	800 ALLEGHENY AVE	PITTSBURGH	PA
Community College of Allegheny County	8701 PERRY HWY	PITTSBURGH	PA
Community College of Beaver County - Monaca	1 CAMPUS DR	MONACA	PA
Community College of Beaver County - Monaca	1 Campus Drive	MONACA	PA
Community College of Philadelphia	1700 SPRING GARDEN ST	PHILADELPHIA	PA
Congreso	2800 N AMERICAN ST	PHILADELPHIA	PA
CHCI	101 JOHN ROBERT THOMAS DR	EXTON	PA
Corning Community College	1 ACADEMIC DR	CORNING	NY
Corning Community College	318 Madison Ave	Elmira	NY
Corry Higher Education Council	221 N Center ST	Corry	PA
Crawford County Area Vocational Technical School	860 THURSTON RD	MEADVILLE	PA
Cumberland Perry Area Vocational Technical School	110 OLD WILLOW MILL RD	MECHANICSBURG	PA
Currents Culture and Language Services	15 Rex RD	Merion Station	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	3062 S 61ST ST	PHILADELPHIA	PA
Delaware County Community College - Media	901 MEDIA LINE RD	MEDIA	PA
Kinetic Potential	1801 McCormick DR Ste 350	Upper Marlboro	MD
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
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 Coordinating Agency	106 W CLEARFIELD ST	PHILADELPHIA	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
ETI Technical College	2076 YOUNGSTOWN WARREN RD	NILES	OH
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
Fayette Institute of Commerce and Technology	45 W KERR ST	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
Freedom Thinkers Academy	1220 Valley RD	Villanova	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
Gannon University	109 UNIVERSITY SQ	ERIE	PA
NEW HORIZONS CLC OF PITTSBURGH	3 Parkway Ctr	Pittsburgh	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
Greene County Career and Technology Center	60 ZIMMERMAN DR	WAYNESBURG	PA
HACC- HCR Manor Care	800 Court St	Sunbury	PA
Harcum College	750 MONTGOMERY AVE	BRYN MAWR	PA
HACC	102 Chester ST	Lancaster	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]	1 HACC DR	HARRISBURG	PA
HACC [Harrisburg Area Community College]	731 OLD HARRISBURG RD	GETTYSBURG	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 Luthera	1075 OLD HARRISBURG RD	GETTYSBURG	PA
HACC [Harrisburg Area Community College]- CCTA	1523 N 4TH ST	HARRISBURG	PA
Harrisburg Area Community College	600 Schoolhouse RD	Danville	PA
Harrisburg Area Community College	101 Leader DR	Williamsport	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	3201 River RD	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 (HACC)	1200 Tel Hai Cir	Honey Brook	PA
Harrisburg Area Community College (HACC)	1500 N 3Rd ST	Harrisburg	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
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
Jobworks Inc	2424 E York ST Ste 301J	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
Justified Coding & Billing	2914 Berkley ST	Camden	NJ
Keystone College	1 COLLEGE GRN	LA PLUME	PA
Kutztown University of Pennsylvania	15200 KUTZTOWN RD	KUTZTOWN	PA
Kutztown University of Pennsylvania	PO Box 730	Kutztown	PA
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 ST	Hazleton	PA
Lackawanna College Lake Region Center	8 SILK MILL DR	HAWLEY	PA
Lackawanna College Sunbury Center	1145 N 4TH ST	SUNBURY	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 - Willow Street	1730 HANS HERR DR	WILLOW STREET	PA
Lancaster County Career & Technology Center - Willow Street	422 BEAVER VALLEY PIKE	WILLOW STREET	PA
Lancaster County Career and Technology Center - Mount Joy	432 OLD MARKET ST	MOUNT JOY	PA
Lancaster County Career and Technology Center - Mount Joy	PO BOX 537 432 OLD MARKET ST	MOUNT JOY	PA
Laurel Business Institute	PO Box 877	Uniontown	PA
Laurel Technical Institute	200 STERLING AVE	SHARON	PA
Laurel Technical Institute	2370 BROADWAY RD	HERMITAGE	PA
Laurel Technical Institute, LLC	11618 COTTON RD	MEADVILLE	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 Carbon Community College - Tamaqua	234 HIGH ST	TAMAQUA	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 Technical School Practical Nursing Program at Lawrenc	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
Lower Bucks Public Safety Training Center	2912 River RD	Croydon	PA
Luzerne County Community College	1333 S PROSPECT ST	NANTICOKE	PA
MedCerts	13955 FARMINGTON RD	LIVONIA	MI
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
Monroe Career & Technical Institute	194 LAUREL LAKE RD	BARTONSVILLE	PA
Monroe County Commissioners	100 GYPSUM RD STE 100	STROUDSBURG	PA
Montgomery County Community College - Central Campus	340 DEKALB PIKE	BLUE BELL	PA
Montgomery County OIC	1101 ARCH ST FL 2	NORRISTOWN	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
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	511 E 3RD ST	BETHLEHEM	PA
Northampton Community College- Bethlehem (ETPP)	3835 Green Pond RD	Bethlehem	PA
Northampton Community College- Bethlehem (ETPP)	511 E 3RD ST	BETHLEHEM	PA
NORTHERN TIER CAREER CENTER	120 CAREER CENTER LN	TOWANDA	PA
NSB Trainers	103 ROTARY DR	WEST HAZLETON	PA
NuPaths	1500 Spring Garden ST	Philadelphia	PA
NuPaths	226 Market St.	Harrisburg	PA
NuPaths	326 MARKET ST	HARRISBURG	PA
NuPaths	1500 SPRING GARDEN ST	PHILADELPHIA	PA
Johnson College	3427 N MAIN AVE	SCRANTON	PA
OHIO VALLEY BUSINESS COLLEGE INC	15258 STATE ROUTE 170	EAST LIVERPOOL	OH
Over All Training	5424 Harlan ST	Philadelphia	PA

Penn Commercial, Inc.	242 OAK SPRING RD	WASHINGTON	PA
Penn State University - Beaver	100 University DR	Monaca	PA
Penn State University - Hazleton	76 UNIVERSITY DR	HAZLETON	PA
PENNCO TECH	3815 OTTER ST	BRISTOL	PA
Pennsylvania College of Technology	22 WALNUT ST	WELLSBORO	PA
Pennsylvania College of Technology Williamsport	1 COLLEGE AVE	WILLIAMSPORT	PA
Pennsylvania Highlands Community College	6022 GLADES PIKE	SOMERSET	PA
Pennsylvania Highlands Community College - Johnstown	6311 MARGY DR	HUNTINGDON	PA
Pennsylvania Highlands Community College - Johnstown	101 COMMUNITY COLLEGE WAY	JOHNSTOWN	PA
Pennsylvania Highlands Community College - Johnstown	881 HILLS PLZ STE 450	EBENSBURG	PA
Pennsylvania Highlands Community College - Johnstown	5580 GOODS LN	ALTOONA	PA
Penn State	44 UNIVERSITY DR	DALLAS	PA
Penn State - Abington Campus	1600 WOODLAND RD	ABINGTON	PA
PENN STATE LEHIGH VALLEY	2809 Saucon Valley RD	Center Valley	PA
Penn State University - DuBois	1 COLLEGE PL	DU BOIS	PA
Penn State University - Fayette	2201 UNIVERSITY DR	LEMONT FURNACE	PA
Per Scholas	3675 MARKET ST	PHILADELPHIA	PA
Performance Training Solutions, LLC	7791 TAYLOR RD SW STE A	REYNOLDSBURG	OH
District 1199C Training	100 S BROAD ST	PHILADELPHIA	PA
District 1199C Training	1319 LOCUST ST	PHILADELPHIA	PA
PITTSBURGH COMMUNITY SERVICES, INC.- WORK READY	249 N CRAIG ST	PITTSBURGH	PA
PITTSBURGH COMMUNITY SERVICES, INC.- WORK READY	Oakland on Center Ave and Southside	Pittsburgh	PA
Jump Start	5 ALLEGHENY COUNTY AIRPORT	WEST MIFFLIN	PA
Jump Start	197 Dunn Station RD	Prosperity	PA
Jump Start	3354 MAIN ST	WEIRTON	WV
Pittsburgh Institute of Aeronautics	14516 PENNSYLVANIA AVE	HAGERSTOWN	MD
Pittsburgh Institute of Aeronautics	1453 YOUNGSTOWN KINGSVILLE RD NE	VIENNA	OH
Pittsburgh Institute of Aeronautics	5 ALLEGHENY COUNTY AIRPORT	WEST MIFFLIN	PA
PITTSBURGH TECHNICAL COLLEGE	1111 MCKEE RD	OAKDALE	PA
Point Park University	201 WOOD ST	PITTSBURGH	PA
Precision Manufacturing Institute	764 BESSEMER ST STE 105	MEADVILLE	PA
PrimeTech Training	69 BROADWAY	JIM THORPE	PA
PrimeTech Training	Scotrun Plaza	Scotrun	PA
PrimeTech Training	69 BROADWAY	JIM THORPE	PA

PrimeTech Training Inc.	101 S PROGRESS AVE	POTTSVILLE	PA
PrimeTech Training Inc.	100 N WILKES BARRE BLVD	WILKES BARRE	PA
Public Health Management Corporation	4111 Lancaster Ave	Philadelphia	PA
Public Health Management Corporation	4111 Lancaster Ave 1500 Market ST	Philadelphia	PA
Reading Area Community College - Reading	PO BOX 1706 10 S 2ND ST	READING	PA
Reading Area Community College -Career Programs	10 S 2ND ST	READING	PA
Reading Area Community College -Career Programs	10 S 2ND ST	READING	PA
Reading Area Community College -Career Programs	PO BOX 1706 10 S 2ND ST	READING	PA
Reading Area Community College- Manufacturing/IT	10 S 2ND ST	READING	PA
Close The Gap	1742 Yadely Drive	West Chester	PA
Revolutionary Education Center	1619 MAIN ST	OLYPHANT	PA
Roadmaster Drivers School of Pennsylvania, Inc.	4219 Fritch DR	Bethlehem	PA
RCY CDL Training LLC.	4900 5TH STREET HWY	TEMPLE	PA
Rosedale Technical College	215 BEECHAM DR STE 2	PITTSBURGH	PA
Northern Pennsylvania Regional College	119 MARKET ST	WARREN	PA
Northern Pennsylvania Regional College	219 Edison Bates DR	Port Allegany	PA
Northern Pennsylvania Regional College	300 2ND AVE STE 5	WARREN	PA
Northern Pennsylvania Regional College	300 2Nd Ave Ste 500	Warren	PA
Northern Pennsylvania Regional College	300 Market ST Ste 5	Warren	PA
Schuylkill Technology Center - North Campus	101 TECHNOLOGY DR	FRACKVILLE	PA
Schuylkill Technology Center - North Campus	15 MAPLE AVE	MAR LIN	PA
Shelly Truck Driving School	400 MULBERRY ST	YORK	PA
Shippensburg University	1871 OLD MAIN DR	SHIPPENSBURG	PA
Professional Drivers Academy	2300 HOUSELS RUN RD	MILTON	PA
Slippery Rock Unviersity of Pennsylvania	1 MORROW WAY	SLIPPERY ROCK	PA
Somerset County Technology Center	281 TECHNOLOGY DR	SOMERSET	PA
South Hills School of Business & Technology - State College	480 WAUPELANI DR	STATE COLLEGE	PA
South Hills School of Business & Technology - Altoona	508 58TH ST	ALTOONA	PA
Springhouse Education & Consulting Services	707 EAGLEVIEW BLVD STE 207	EXTON	PA
Standard Business Services	239 1/2 5TH AVE	FREEDOM	PA
Sharon Regional Medical Center	740 E STATE ST	SHARON	PA
Berks Technical Institute	2205 RIDGEWOOD RD	READING	PA
McCann School of Business and Technology	2200 N Irving ST	Allentown	PA
McCann School of Business and Technology	7495 WESTBRANCH HWY	LEWISBURG	PA
SUN Area Technical Institute	815 MARKET ST	NEW BERLIN	PA

SUN Area Technical Institute	PO BOX 527 815 MARKET ST	NEW BERLIN	PA
Susquehanna County Career and Technology Center	2380 ELK LAKE SCHOOL RD	SPRINGVILLE	PA
Sussex County Community College	1 COLLEGE HILL RD	NEWTON	NJ
All State Career School	1200 LEBANON RD STE 101	WEST MIFFLIN	PA
Tack Operator Training, LLC	692 E BUTLER RD	BUTLER	PA
Tech Elevator	30 S 17Th ST Ste 217	Philadelphia	PA
Tech Elevator	901 PENNSYLVANIA AVE STE 3A	PITTSBURGH	PA
TEMPLE UNIV HBG CENTER	234 STRAWBERRY SQ	HARRISBURG	PA
Temple University / Center for Community Partnerships	1301 Cecil B Moore Ave	Philadelphia	PA
Thaddeus Stevens College of Technology	750 E KING ST	LANCASTER	PA
The Ding King Training Institute, Inc.	1018 S Batesville RD	Greer	SC
The Ding King Training Institute, Inc.	134 Bridgeville RD Monticello Ny	Monticello	NY
The Ding King Training Institute, Inc.	3186 AIRWAY AVE STE L	COSTA MESA	CA
The Education Institute for Early Intervention, Inc (EIEI)	1098 Macdade BLVD	Chester	PA
The Education Institute for Early Intervention, Inc (EIEI)	1936 MacDade Boulevard	Chester	PA
The Manufacturers' Association	320 BUSSEY RD FL 2	EMIGSVILLE	PA
Penn State Behrend	5451 MERWIN LN	ERIE	PA
Penn State Wilkes-Barre Northern Tier Center	1 Elizabeth ST Ste 2A	Towanda	PA
The Rapha School, LLC	17 GRIFFITH DR	HOME	PA
Lebanon County Career School	755 Cumberland ST	Lebanon	PA
Lebanon County Career School	755 E Cumberland ST	Lebanon	PA
Lebanon County Career School	755 East Cumberland Street	LEBANON	PA
SAGE Technical Services	1701 NORTH ST	ENDICOTT	NY
The Wellness Institute of Chester County, LLC	403D GORDON DR	EXTON	PA
Thomas Jefferson University IEHP	901 Walnut ST Ste 1101	Philadelphia	PA
Trans American Technical Institute	109 TRANS AMER RD	JERMYN	PA
Keystone Diesel Institute	647 EVANS CITY RD	BUTLER	PA
Keystone Diesel Institute	647 EVANS CITY RD BLDG 101	BUTLER	PA
Triangle Tech	3184 AIRPORT RD	BETHLEHEM	PA
Triangle Tech Inc.	1669 OPPORTUNITY AVE	CHAMBERSBURG	PA
Triangle Tech, Inc.	225 TANNERY ROW RD	FALLS CREEK	PA
Triangle Tech, Inc.	222 E PITTSBURGH ST	GREENSBURG	PA
Triangle Tech, Inc.	1940 PERRYSVILLE AVE	PITTSBURGH	PA
Triangle Tech, Inc.	191 PERFORMANCE RD	SUNBURY	PA

Trinity Academy of Professional Barbering & Beauty	3115 ROUTE 611	STROUDSBURG	PA
UNIQUE System Skills LLC.	505 W HOLLIS ST STE 105	NASHUA	NH
United Career Institute, Inc	8957 State Route 30 Suite 101-A	Irwin	PA
University of Pittsburgh - Manufacturing Assistance Center	7800 Susquehanna ST Ste 104	Pittsburgh	PA
University of Pittsburgh at Bradford	300 CAMPUS DR	BRADFORD	PA
UPMC Jameson School of Nursing	2414 WILMINGTON RD	NEW CASTLE	PA
VENANGO TECHNOLOGY CTR	1 VO TECH DR	OIL CITY	PA
Venango Technology Center	1 VO TECH DR	OIL CITY	PA
Villanova University, The College of Professional Studies	800 E LANCASTER AVE	VILLANOVA	PA
Visible Edge Institute	38 TECHNOLOGY WAY	NASHUA	NH
Warren County Community College	445 MARSHALL ST	PHILLIPSBURG	NJ
Warren County Technical School	1500 STATE ROUTE 57 W	WASHINGTON	NJ
Welder Training & Testing Institute	729 E HIGHLAND ST	ALLENTOWN	PA
I.T.T.I	2251 FRALEY ST	PHILADELPHIA	PA
UNITED CAREER INSTITUTE MOUNT BRADDOCK	1015 INDUSTRIAL PARK DR	MOUNT BRADDOCK	PA
Western Area Career & Technology Center	688 WESTERN AVE	CANONSBURG	PA
Westmoreland County Community College - Youngwood	145 PAVILION LN	YOUNGWOOD	PA
Wilkes Barre Area Career & Technical Center	350 JUMPER RD	WILKES BARRE	PA
Wilkes Barre Area Career & Technical Center	350 JUMPER RD PO BOX 1699	WILKES BARRE	PA
York County School of Technology	2179 S QUEEN ST	YORK	PA
YTI Career Institute	3050 HEMPLAND RD	LANCASTER	PA
YTI Career Institute	3200 E Pleasant Valley BLVD	Altoona	PA

Appendix D: Local Workforce Development Board Annual Reports

Berks County Workforce Development Board 2020 Annual Report

Top Three Accomplishments for 2020

- **Immediate and Effective PA CareerLink® Berks County COVID-19 Response**

"Pre-COVID", high quality programs offered to customers of the PA CareerLink® Berks County were designed primarily for effective in-person service delivery. As the world suddenly changed in mid-March 2020, our local programs quickly transitioned to offering nearly all customer services virtually. PA CareerLink® Berks County program managers immediately equipped their team members with the proper tools and technology to work remotely as PCs, monitors, laptops, and other technology tools were ordered and distributed to staff. Our experienced and creative program staff worked with their managers to adjust programming for greatest benefit to customers in the new virtual environment as moving instructional content online was swiftly accomplished. Staff reached out pro-actively to PA CareerLink® Berks County partners and other community agencies to identify additional supportive services on behalf of their customers pandemic-related needs related to sudden homelessness, unemployment, domestic violence, and mental health challenges. There were a few hurdles when it came to connecting new customers to services due to ensuring personal identifiable information (PII) would remain confidential while determining eligibility; however, these challenges were quickly resolved by adopting of Adobe and NeoCertified virtual document tools.

Our local PA CareerLink® Berks County Administrator and her management team stepped up to the challenge of coordinating all necessary service and safety maintenance for the facility driven by changing circumstances as the pandemic progressed through our community in waves throughout the year. For example, customer phone calls to the front desk needed to be redirected to staff working remotely so a new digital phone system that offered the ability to transfer calls to staff cell phones was quickly procured and put into place.

A modified reopening of the PA CareerLink® Berks County to the public on a "by appointment only" basis in mid-July 2020 was possible through a multi-phased, strategic approach to services and operations. Keeping in mind that in a pandemic, it could be necessary to ease and/or reinforce measures at any given time, the Assistant Director of the Berks County Workforce Development Board, the PA CareerLink® Berks County Administrator, and the program team managers established a weekly reopening meeting to discuss what operations and service delivery would look like during the pandemic as local conditions evolved. Careful planning considered most recent CDC guidance as well as specific recommendations from Governor Wolf's administration. With the modified reopening, building hours were expanded to accommodate additional appointment times for customers while allowing maximum social distancing among customers and staff. This led to a thoughtful multi-phased reopening plan incorporating the establishment of (1) a local pandemic safety team, (2) clear pandemic safety procedures, (3) health and contact screenings, (4) capacity control responsibilities and protocols, (5) a return to work guide for impacted staff members, and (6) a team schedule that divided staff into two mutually exclusive teams to mitigate any potential spread of virus exposure. Appointment times and sanitization schedules were coordinated amongst all management team members. Signage for "appointment

only” messaging was created and phone system messages, website messages, and social media messages were changed to reflect appointment only services.

As a result of this extensive planning and coordination with local partners, the PA CareerLink® Berks County was able to offer local customers our full range of program services in a convenient and safe manner throughout this challenging year. At the same time, we learned valuable lessons that will continue to inform PA CareerLink® Berks County operations into 2021:

- A measured, multi phased reopening plan works very well.
- A team schedule broken out into two teams helps to mitigate the spread of the virus.
- Our pandemic safety procedures have also helped to mitigate the spread of the virus.
- The physical facility requires constant attention and maintenance during the pandemic.
- Community outreach and collaboration, though a theme pre-COVID, is more essential than ever to attract and retain new customers in virtual services.
- Given our new capacity to offer extensive virtual services, we will continue to offer such convenient access to PA CareerLink® Berks County customers after the pandemic has passed.

- **Employer Best Practices Employee Development and Retention Report 2020**

In response to broader skills gaps across industry sectors and just prior to the arrival of the pandemic, the Berks County Workforce Development Board (WDB) contracted with Educational Data Systems, Inc. (EDSI) to conduct a comprehensive study of current employer recruitment, retention, development, satisfaction and engagement best practices in Berks County. Driven by strategy sessions of the WDB’s Executive Committee, the goal of this competitively procured contract was to help the WDB better understand local employer best practices in response to ongoing talent challenges. The emphasis of the contract’s statement of work was on identifying successful employer strategies leading to lower turnover, higher employee satisfaction, and improved talent development. More than 150 employers in the region participated in the study. Respondents completed a Talent Assessment rating themselves on five key talent metrics: employee retention, employee development, employee attraction, talent and culture, and overall talent strategies. After completing the assessment, employers were invited to participate in focus groups to discuss specific best practices. After launching the project in early March 2020, the scope of the project was expanded to review of how employer best practices might have been impacted by COVID-19.

The most important recommendation from the study was to integrate its findings and recommendations into the WDB’s annual goals and future strategic plans such as this one. Following receipt of the report, the WDB directed the PA CareerLink® Berks County Business Services Team (BST) to initiate follow up conversations with employers who participated in the study. Accordingly, the BST completed structured engagements with 20 local employers during November and December 2020. These “business calling” engagements aimed at encouraging and assisting each employer to implement applicable employee retention and development best practices identified in the report and to identify areas where further customized support for each individual employer is needed. Our BST will continue this employer engagement “best practice” in 2021.

- **Career Ready Berks**

To promote wider-scale engagement between local employers and our 18 public school districts, the Berks County WDB continues to champion and secure financial support for our exemplary

Career Ready Berks (CRB) alliance. Through an innovative and well-strategized model of oversight, the alliance brings multiple stakeholders and their collective expertise to the table to coordinate the development and delivery of distinct and complementary career exploration activities under one universal “enterprise umbrella.” One successful implementation of the alliance’s strategies has been the creation of a coordinated resource tool – the *Career Ready Berks* online platform brings career information and opportunities to all 70,000 K-12 students in Berks County. Equity in career planning for all Berks students and their families is a foundational principal of CRB. Regardless of school district or economic circumstances, all Berks County students, parents, and educators have equal access to the Career Ready Berks platform which comprehensively disseminates information about exploration and out-of-classroom business-education activities. Through careful planning and design, these essential career education activities reinforce structured curriculum aligned to careers (including registered apprenticeships), that fall within the five broad career clusters defined by the PA Dept. of Education (Arts & Communication; Business, Finance & IT; Engineering & Industrial Technology; Human Services; Science & Health). Nearly 300 experiences are available from over 175 employer providers including the new “Solve-It Berks” interdisciplinary, project-based program facilitated by student interns affiliated with Albright College’s Science Research Institute (SRI). In response to the challenges of the current pandemic, CRB now offers a number of pandemic-safe “virtual” student experiences, including:

- Virtual Internships
- Virtual Field Trips/Company Tours
- Virtual Informational/Mock Interview
- Virtual Classroom/Career-Day Speakers

This proven and fully “scalable” CRB del is recognized by the PA Department of Education (PDE) as a model K-14 education best practice that has now been adopted and adapted to local business-education collaborative needs in local areas across the state.

Success Stories

CarbonLite

Our PA CareerLink® Berks County Business Services Team’s relationship with CarbonLite, an innovative “green” plastics recycling facility, started in early June 2019 as the company began construction on its new East Coast manufacturing facility located just outside the city of Reading, PA. Initial discussions explored how the Business Services Team (BST) could assist CarbonLite with finding potential candidates for consideration for the business’s many new job openings - specifically production workers and maintenance personnel. When considering Reading, PA as a potential location for their future facility, CarbonLite clearly expressed their willingness to recruit individuals with limited English speaking, reading, and writing skills. During the initial start-up phase of CarbonLite’s recruitment, the BST was able to help the company’s local HR Team connect with local colleges, universities, training providers and community partners to identify applicants qualified for their management and skill trade openings. In addition, our BST assisted the company’s recruiting effort through successful job fairs & onsite recruitments, outreach activities, screening of applicants, and connecting with community organizations.

CarbonLite’s initial start-up schedule experienced operational delays and setbacks with the March 2020 arrival of COVID-19 in Berks County ranging from shipping delays of heavy machinery from overseas providers; halted construction due to state-imposed health & safety restrictions; and the inability to send newly-hired individuals for critical training at the company’s Texas facility due to travel restrictions. As a result, CarbonLite was forced to push back the planned opening of their new facility and temporarily put

a hold on additional hiring for three months. However, by mid-June most of the barriers to the completion of the new facility faded and CarbonLite was able to renew aggressive recruitment efforts through the summer and fall of 2020. When the company's initial post-lockdown recruitment efforts did not provide the number of candidates necessary to fill the company's needs, the local HR Team once again conferred with members of the BST to discuss ways that other employers were thinking "outside of the box" to increase applicant traffic within continued pandemic restrictions. While many of the BSTs recommendations were beneficial, it was ultimately concluded that, due to our local pandemic safety protocols, the PA CareerLink® Berks County was still unable to offer on-site recruitments.

However, as an alternative to on-site recruitments, the BST offered to assist CarbonLite host a parking lot drive thru job fair at their new location on November 5, 2020. Through the BST's effort, the information regarding the upcoming event reached over 50,000 potential job seekers. The parking lot event itself proved quite successful with over 400 applicants turning out and more than enough qualified applicants to carry the company through the present phase of their staffing/recruitment plan. CarbonLite's local management team subsequently expressed their deep gratitude for the assistance of the BST, stating they never anticipated it would be possible to attract such a turnout for the event.

Lauren

Lauren came to the PA CareerLink® Berks County young adult program in late 2019 with a high school diploma and dreams for a better future but with almost no work history nor a clear sense of what careers or occupations interested her. With tailored support from program staff who saw her potential, Lauren passed the WorkKeys assessment with a Silver Level Certificate setting the stage for staff to place her in an initial paid work experience as an administrative assistant in the Dental Department of the Penn State St. Josephs' Health campus in downtown Reading. As part of the placement, program staff guided Lauren as she quickly obtained all necessary clearances and pre-placement tests and continued to complete her planned 360 hours in paid work. Near the end of the placement, Lauren reported to her case manager that while she enjoyed her placement, she learned that the healthcare environment was not something in which she was interested in pursuing as a long-term career path.

Lauren's second paid work experience was at C.H. Briggs, a building materials supplier, where she was placed in the Marketing Department. There, Lauren learned how to add items to the company's website, check inventory and stock, and add different sizes and colors to products already placed on the site. When the pandemic hit Berks County in March 2020, all on-site paid work experiences were put on hold in keeping with government health and safety guidance. However, C.H. Briggs saw such potential in Lauren that the company provided the computer hardware to permit her to continue her placement by working from home. This mutually beneficial accommodation enabled Lauren to complete her placement at C.H. Briggs in August of 2020 when she was hired as a permanent employee. Lauren is now working 30 hours a week and making \$11 an hour. She is collaborating with staff on bigger projects and learning all aspects of product marketing. Lauren was successfully exited from our young adult program and staff has full confidence that she will succeed in her new career field of interest.

Ana

Ana worked as a nurse at a hospital in Puerto Rico until she was forced to leave her home following the devastating earthquakes that killed many residents and severely damaged the island's infrastructure on January 7, 2020. Ana, accompanied by her two children, came to Berks County, PA seeking a new start. Though her English abilities were limited, she did not let that stop her in her journey toward self-sustainability. Following a referral from the state's Berks County Assistance Office (CAO), Ana enrolled in

our local EARN program housed at the PA CareerLink® Berks County. She enthusiastically embraced EARN's Customer Service Curriculum and was awarded her certification within her first 2-weeks with the program. Suddenly, the pandemic struck Berk County and it seemed as though the world halted in its tracks. However, Ana did not let the pandemic's disruption slow her down one bit. By early April 2020, she secured employment with Maxim Healthcare as a Home Health Aide, earning \$10/hr. There she completed an 8-module training course and received a certificate. Finally, amidst the chaos, she could see a light at the end of the tunnel.

Ana maintained her position with Maxim Healthcare for the remainder of 2020 but expressed to her EARN case worker the hardships incurred with the rigorous 7-days/week schedule her patient had asked of her and she was struggling to spend important time with her family. Ana began her job search anew, while still maintaining her job at Maxim. With a goal of returning to her love of nursing in a hospital setting, Ana applied to the County's second largest employer Tower Health System, providing her recently acquired credentials to supplement her nursing certificate from Puerto Rico. After multiple tries, she was able to speak with a recruiter and despite her limited English landed an interview with the hospital. As of the beginning of 2021, Ana was hired by Tower Health assigned to the maternity/delivery team at Reading Hospital.

Challenges

Lack of Available Workers to Meet Employer Demand / Low Job Seeker Engagement Amid Uncertainty Beginning in the third calendar quarter (July-September) of 2020, our PA CareerLink® Berks County Business Services Team (BST) has been inundated by calls from local employers in key industries (e.g. Manufacturing, Transportation & Warehousing, etc.) desperate to fill current job openings and reporting almost no responses to their online job postings. The BST and the WDB learned from many of these employers that they were significantly increasing their entry-level wages in response to the immediate lack of active jobseekers yet still are not receiving responses from candidates.

It's too early to know with certainty, but it appears that the pandemic has further exposed long-term structural challenges (including insufficient training and development of their incumbent workforce) that many employers will need to address sooner and more consistently in the year(s) ahead. Certainly, the extended and enhanced federal unemployment benefits provided under the Cares Act in response to the sudden and dramatic job losses during the first half of 2020 allowed some dislocated workers to initially delay engagement in actively seeking new employment until August. However, as those enhanced benefits began to expire during the second half of 2020, other factors converged to hold back unemployed residents from seeking readily available employment here in Berks County. In our view, these factors can be lumped under the general heading of "**Uncertainty**".

- The sudden shock of unanticipated furloughs/layoffs is always very hard for most individuals to recover from. In this case, many dislocated workers were expecting or hoping to go back to their old jobs and employers. As it became increasingly apparent that was not going to happen, these workers may have gotten "stuck" in place.
- Beginning in August, the growing uncertainty for workers with school age children regarding changing school schedules and delivery methods at our 18 local public-school districts had these workers struggling to balance work and family needs. Even those parents allowed by their employers to work from home sometimes found that they were not able to effectively juggle work demands while supervising learning for children who are not regularly at school.

Initial data shows that working mothers with school age children have been particularly squeezed out of the workplace.

- Some industries where jobs were plentiful in February 2020 (e.g. hospitality, food, entertainment, personal service, retail, and health care systems) were particularly hard hit following the arrival of the pandemic in mid-March. Workers in these sectors are often not eager to change careers to industries (e.g. manufacturing, construction, and transportation/logistics) where local job openings rebounded more quickly and became plentiful during the last five months of 2020. (Note: This will likely be a long-term challenge for us at the WDB in support of local employers who have many open positions to fill.)

The Berks County WDB expects that this paralyzing uncertainty will likely continue through at least the first quarter of 2021 with a dampening effect on labor market participation and continued recruiting headaches for employers.

Promising Practices

I. Fiscal Monitoring

The Berks Workforce Development Board (WDB) fiscal staff hosts an annual fiscal training with all sub-contractors before the start of our program/fiscal year each July 1. This training is updated each year to include federal fiscal regulations or policies, state fiscal policies, or contracted fiscal requirements that may impact the contractor during the next fiscal year. Topics are chosen based on the WDB's annual subcontractor fiscal monitoring results, state fiscal monitoring, subcontractor questions throughout the year, or newly added requirements from the federal, state, or local level. All forms that may be required under the contract are also reviewed including the local fiscal monitoring tool. We review what will be expected from each contractor during an annual fiscal monitoring including what documentation may be requested. This training provides the contractors an opportunity to ask questions if needed.

Due to disruption from the pandemic, the Berks fiscal staff held individualized training sessions by conference call for each contractor in July 2020. This required 12 initial training sessions; however, two of our contractors requested follow-up sessions as the contractors believed the training would be beneficial for other staff members to participate. This year's individualized training sessions made it easier for the contractor to ask specific questions relating to their contract or budgets which usually does not occur in a larger group setting. We are already seeing the benefits of this adjusted approach through improved and more consistent fiscal performance among our contractors.

II. WDB Coordination of Perkins V Local Workforce Needs Assessment

During the 2019-2020 school year, the WDB developed and led a process to analyze area needs and evaluate technical education programs concurrently for all three local institutions receiving federal Perkins V funding - Reading Area Community College (RACC), Reading Muhlenberg Career & Technology Center (RMCTC) and Berks Career & Technology Center (BCTC). The focus of this process was to review each institutions' programs and discuss their alignment with the county's workforce development priorities. A ranking rubric was developed by the Berks County WDB to evaluate the overall projected employment demand of program-related occupations versus the corresponding career/wage growth potential of the technical education programs at all three institutions. Our rubric was subsequently adopted as a best practice by many other local areas in the state for completing their own initial local needs assessment under Perkins V.

Request for Additional State Guidance

Updated State Cluster Analysis / Post-pandemic Statewide Industry Sector Analysis – To assist the Commonwealth and local WDBs in planning for post-pandemic recovery, it would be helpful for the Pennsylvania Workforce Development Board to engage local WDBs and our economic development partners in 2021 in a statewide review of key industry clusters and sectors in light of the disruption caused by the pandemic. Such a comprehensive and collaborative review could assist state and regional policy makers better target public workforce funds to greatest impact.

Bucks County Workforce Development Board 2020 Annual Report

The Bucks County Department of Workforce and Economic Development (WED) is pleased to submit its local annual report for 2020 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 \$86,000, which is \$25.8K above the national median household income (\$60.3K). Along with high wages, 23.6% of residents earned a bachelor's degree (4.5% above the national average). Despite the economic impact of the COVID-19 pandemic this past year, Bucks County shows incremental growth in Healthcare and Social Assistance, Manufacturing, Construction, Transportation, and Logistics.

On July 1, 2020, the WED (formerly known as the Bucks County Workforce Development Board) transitioned into county government, creating a new department with Economic Development. The transition has streamlined organizational and fiscal structure, improving the delivery of unduplicated, effective services for the community.

Top Three Accomplishments

The WED continued to progress towards all five strategic priorities defined by the WIOA Combined State Plan in a pandemic year marked by unprecedented challenges. Three notable achievements at the local level have made a significant impact on the Bucks County workforce.

First, PA CareerLink® Bucks County staff quickly pivoted to meeting job seekers' needs by offering virtual enrollments and online services beginning in March with a full offering of virtual services by June. Shifting one-stop programs such as resume workshops and job counseling ensured uninterrupted services while complying with State-issued social distancing mandates. Virtual services also helped mitigate transportation barriers for participants. This success has ensured virtual options will remain in a post-pandemic climate.

Second, the WED joined the newly formed Bucks County Reentry Coalition to work collaboratively behind the walls in response to employers who want to expand their applicant pools and offer career pathways to self-sufficiency. Their vision is for all returning citizens to successfully transition into the community by utilizing the necessary resources and support, to engage in prosocial behavior, and to remain free as law-abiding citizens. Coalition members created an accessible guide to raise awareness of available programs, facilitate connections to community resources, provide contact information, encourage communication with case managers and reentry specialists, and ease the process of reentry for formerly incarcerated individuals.

The WED has contracted with Vita Education Services to provide services to targeted populations, including incarcerated offenders, ex-offenders, youth in the juvenile detention center, and immigrants. Vita offers services for job readiness, resume building, and interview skills in settings accessible and appropriate for respective clients. Staff members provide appropriate referrals for WIOA enrollment or to partner agencies. An added benefit to this partnership is that increased staff serving these targeted populations have increased knowledge of WIOA services and better promote them to others. In this past program year, Vita has provided courses at the Youth Detention Center focused on career pathways.

Lastly, the Economic Transition Grant awarded from U.S. DOL has allowed the WED to train additional dislocated workers, many from the retail industry, in high priority occupations. Direct communications

with USDOL representatives have increased the WED staff's knowledge of federal monitoring and provided funds to serve approximately 200 individuals.

Top Three Stories of Workforce Development Impact

Impact Story One: David D., who enrolled under the Adult funding stream at the PA CareerLink® Bucks County, continues his self-sufficiency journey. David connected with resources for food, shelter, and a supportive environment focused on addressing his barriers, including homelessness. After revising his resume and working with a Business Services Team representative, David secured an On-the-Job Training (OJT) position at Action Pak, which led to full-time employment in September 2019 as a primary filling and blending specialist. David confirmed his tenth month of employment with Action Pack in January 2021. David was recently promoted to a supervisory position due to his determination to operate many Action Pack machines and support his team members. Since he is looking to secure employment with a manufacturer closer to his home, David works with the PA CareerLink® staff for job search assistance. He happily lives in a studio apartment and is saving money for his future.

Impact Story Two: In October 2019, Gianna D. came to PA CareerLink® having dropped out of her senior year at cyber school but was ready to pursue her General Education Diploma (GED). After attending Bucks County Community College Out-of-School Youth GED classes, Gianna passed all exams within two months and, inspired by a Workforce Development guest speaker, enrolled in the Metalworks program. After graduating in September 2020, she was offered multiple jobs and now is working full-time with benefits and a \$45,000 salary. Gianna is grateful to have a full-time job with benefits and enjoys the hours.

Impact Story Three: With his college plans on hold due to the pandemic, Carl B. secured an internship at Snipes Farm and Education Center through the State/Local Internship Program (SLIP) and Business/Education Grant. Snipes Farm is a non-profit 501(c)(3) organization serving the local community through growing food for people in need, with education programs in nutrition and the natural environment. A hard worker who methodically learns new skills, Carl took pride in his work, with careful attention to detail. After the grant period ended, Snipes Farm offered Carl employment through the end of 2020, as he had become a valued member of their team. Staff members were glad for his vegetable production help, as emergency food aid requests flooded community hunger-relief partners. Carl gained valuable work skills this year at Snipes Farm that will serve him in the future.

Local Workforce Development Challenges

The number of job openings in Manufacturing, Healthcare, and Logics continues to exceed the number of qualified candidates throughout Bucks County. The Business Services Team perceives this challenge as an ongoing trend that will continue in 2021 and has been exacerbated by the pandemic.

Bucks County has been able to increase the amount of Dislocated Worker funds available to provide training to individuals through grants with USDOL, Rapid Response, Regional partnerships, and Coronavirus Aid, Relief, and Economic Security Act (CARES) funds. However, the number of funds available to provide training to Adult enrollees are lacking. With increased funds, more Adult clients would be able to access training dollars resulting in increased services to employers by referring skilled individuals. Additional allocations would allow for hiring a program navigator, serving homeless participants as a case manager/job developer.

Out-of-School Youth (OSY) program recruitment has been a challenge in 2020 due to the pandemic. Many high schools have been encouraged to pass students instead of discussing grade repetition with them or

providing referrals to GED programs, which has resulted in decreased enrollment. Students who struggled with truancy and may not graduate have been referred to the program in the past.

Additionally, youth who have difficulty engaging online may have decreased interest in this program during the pandemic.

Promising Practices

Reentry efforts have resulted in successful information sessions, including the PennDOT recruitment held on December 3, 2020, through Zoom. The event was a collaboration between PA CareerLink® Bucks County, Bucks County Correctional Facility, Bucks County Probation and Parole, PennDOT, and union representatives from the Highway Construction trade. In attendance were 23 incarcerated individuals from the Bucks County Correctional Facility and 16 jobseekers from Bucks County Adult Probation and Parole.

Attendees learned about opportunities through the OJT program with PennDOT in Bucks County and throughout Pennsylvania. They also received an overview of how to apply for positions with PennDOT and the positions within the various unions that make up the Highway Construction industry. Open positions included laborers, carpenters, radio operators, clerks, timekeepers, and Commercial Driver's License (CDL) drivers. During the information session, a representative from PA CareerLink® Bucks County provided a summary of job seekers' services and provided instructions on registering. Overall, the PennDOT recruitment event was deemed a success by all organizations that participated.

Request for Additional State Guidance

State guidance in the following areas would help staff better serve job seekers and employers:

- a streamlined process for outreach to Unemployment Compensation clients to maximize communications,
- training for ad hoc reports from the Commonwealth Workforce Development System for optimal data analysis,
- training from the Center for Workforce Information and Analysis on how performance is captured both timely and efficiently, and
- best practices regarding opportunities to increase entrepreneurial opportunities.

Central Workforce Development Board 2020 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 many accomplishments during the past calendar year but is most excited about the impact of those highlighted here.

Understanding Career Pathways: Parent Pathways Nights

In early March 2020, CPWDC in partnership with the PA CareerLink® In-School Youth program staff, Business Services Teams, and local school districts successfully hosted two of our four scheduled “Parent Pathways” nights prior to the schools closing due to COVID-19. The first event was held at the Columbia Montour Area Vo-Tech (CMVT). A total of 121 attendees made up of 57 parents/guardians and 64 students participated in the event while 44 vendors with over 60 representatives gathered in the gymnasium to meet with students and their parents/guardians to discuss the local career and education opportunities available. The second event was held at the SUN Area Technical Institute (SUN Tech). A total of 114 attendees consisting of 50 parents and 64 students participated while 29 unique vendors with over 40 representatives set up throughout the hallways of the school to meet and talk with students and their parents/guardians.

Vendors at both events included representatives of healthcare, manufacturing, building and construction, architecture, transportation, retail, the armed forces, PA state police, and post-secondary education and training providers.



The two events were similar but had very unique aspects. The event at the CMVT was held in partnership with The Foundation of the Columbia Montour Chamber. CPWDC facilitated two presentation sessions at this event where we presented “Redefining the goal” by Dr. Kevin Fleming, a video with language geared towards parents. We then were able to present CPWDC’s www.pathtocareers.org website and showcase how parents can help their students search for career experiences that are available within their communities. Following this, our partner from the Foundation of the Columbia Montour Chamber reviewed the Pennsylvania Chamber of Commerce’s Your Career Starts HERE Career Calculator (https://starttheconversationhere.com/career_calculator/). The calculator is a tool to help students make informed choices regarding postsecondary options by identifying their chosen career field, the school they would like to attend, and identifying loan terms to calculate monthly income, average student loan payment, and what is left to pay for other living expenses.

The event at SUN Tech allowed us to also showcase resources in an auditorium setting. CPWDC again presented “Redefining the Goal” and the Path to Careers website. Guest speaker, Hans Meeder of NC3T, joined us to provide additional data, resources, and tips for parents to help them employ career smart parenting. A meal was served at both events to encourage participation.

Prosperity out of a Pandemic



Sector Strategies and Business Engagement

Within the last year, the Central PA Manufacturing Partnership has made significant progress and impact. Following a meeting in October 2019, the Partnership collectively decided to brand itself “MADE in Central PA”.

Enthusiasm around the Partnership and the Partnership’s impact truly gained steam when the COVID-19 pandemic struck the region. Within the first week of things shutting down, the Partnership met virtually to put together a game plan to adjust their production and meet the needs of the community. With the assistance of CPWDC, the Partnership quickly pulled together a joint virtual meeting with the Central PA Healthcare Partnership members, elected officials from the federal, state and county levels, and various public support partners. After partnering with the Central Pennsylvania Healthcare Partnership to identify immediate concerns, the manufacturing Partnership activated their networks to rise to the occasion. Within the coming weeks and months, manufacturers switched their production lines to producing a broad range of critical materials--PPE, ventilator parts, bottles for hand sanitizer, to name a few. As the industry leaders led the charge, the Partnership’s support partners played their equal part in response to the industry needs, connecting manufacturers with each other to source necessary materials and connecting manufacturers with the Central PA Healthcare Partnership members to keep track of production specifications and products needed within the region.

As MADE In Central PA strengthened, one manufacturer faced pandemic related reduced workloads and their workforce faced looming layoffs. Other manufacturers experienced increased work orders and hired the workers in jeopardy of losing their jobs, creating a win-win for the businesses, affected workers, and the community.

The MADE in Central PA’s network continues to meet monthly to share best practices as they adapt to the ever-changing work environment. Rob Bargo, Vice President of Operations at Videon Central, attributes this quick, collaborative response to the foundational network of the Partnership convened by CPWDC. The Partnership’s continued response to the pandemic is proof that the region is no longer working in silos and is now tackling shared problems with a networked mindset.

Poised for Change: Continuous Improvement of the Workforce Development System

Although the PA CareerLink® offices closed the physical offices multiple times during 2020, access to programs and services never stopped. It just looked different.

CPWDC is proud of all the local PA CareerLink® partners who quickly adjusted to the virtual environment and calling customers daily to address their needs whether it was workforce related or to help them overcome food insecurities, stress and anxiety, or anything else they needed. While we may get wrapped up in the improvements of processes, CPWDC also wants to recognize our local partners and their teams for adapting services to meet the customers' needs, keeping everyone safe, and keeping customers engaged during a year of uncertainty.

One area for continuous improvement of the workforce development system consists of implementing new technology tools like Zoom, Google Classrooms, Microsoft Teams, DocuSign, Nearpod, etc. to connect with customers when in-person meetings could not occur safely. Now that we've started using new technologies to connect to customers virtually, we eliminated one of our largest barriers to accessing services: transportation. All of the regular in-person services like workshops, job fairs, business recruitment events, program enrollment, student career fairs, job shadows, and one-on-one case management have continued using these new tools.

Now that we've started using these technologies, CPWDC can't imagine a future without virtual services being available even when all of the PA CareerLink® offices are re-opened. The pandemic truly opened the door for a workforce system that goes beyond stepping into a building.

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

Dual Enrollment Success Stories: EARN and National Health Emergency Dislocated Worker Grant to Address the Opioid Crisis

As part of the Department of Labor & Industry's National Health Emergency Dislocated Worker Grant to Address the Opioid Crisis, CPWDC launched **Reboot**, a program to help individuals affected by the opioid crisis as they start over and successfully transition back to the community without relapse.

Amy's Story

After five years of addiction, Amy managed to successfully reach sobriety with two toddlers in tow and all before the age of 21. She has suffered mental health challenges and been personally impacted by domestic violence. She has had drug court success. When Amy joined the EARN program she was motivated and driven to put her past behind her. Her employment goal was to work in an office setting utilizing her previous experience as a counselor aide. Amy needed help with car repairs which were impacting her ability to gain employment. The EARN program and Amy's EARN workforce specialist (WFS) were able to assist to help her overcome her transportation barriers. She maintained close contact with her WFS and Job Developer and was also referred to the Reboot program for additional services. She participated in workshops and fully completed her EARN hours requirement. Amy worked diligently with the Job Developer to create a professional resume and participated in several mock interviews. Amy received coaching and confidence building for how to address her criminal history during the application and interview process. Ultimately Amy was able to secure employment as an Office Administrator with a small local company. She has since received two pay increases and a promotion to an Office Scheduler reporting directly to the owner of the business.

Amy keeps moving forward. She completed the EARN retention requirements but remained in program to complete the Certified Recovery Specialist (CRS) training. She will soon be taking the CRS exam and will work with the PA CareerLink® team for career growth opportunities. She was also able to save over \$7,000 in the past year, which allowed her to improve her credit and develop a relationship with a local bank. Amy is in the process of purchasing a minivan, but her biggest accomplishment was being able to buy her children Christmas presents. Amy's story shows how two PA CareerLink® programs working together can provide the support that gives someone an extra push to not only achieve their goals but to keep setting new ones.

Ginger's Story-

Ginger entered the EARN program with a felony drug background which eliminated her chance to stay in the cosmetology field. Ginger was referred to the EARN program to help her navigate getting back into the workforce. Ginger was referred to the Reboot program and attended EARN workshops, even after she was no longer eligible for TANF benefits. The EARN team continued to work with Ginger on developing a career path. Ginger identified that she wanted to work in drug and alcohol counseling to help others overcome the same struggles that she battled and signed up for the Certified Recovery Specialist (CRS) training. Ginger had over an hour drive each way to the training but was committed to improving her life. Ginger completed the training and will soon be taking the CRS exam. Staff speak highly of Ginger's motivation and accomplishments but Ginger attributes her success to the support she has received from the PA CareerLink® partners.

"I am incredibly grateful for the services I have received and continue to receive from PA CareerLink®. Both the EARN and Reboot programs have helped me tremendously with getting my life back on track when I wasn't sure which way to turn or where to even start.

In EARN I found motivation in the daily assignments. When I fully engaged myself, I had personal growth, mentally and emotionally. I even found myself looking forward to the experience. I also gained confidence with the kind words of the staff who were available to me at any point I needed their help. Their support was endless.

With participation in the Reboot program I am well on my way to a new career that I'm passionate about. I learned of a certification and the training needed to pursue it. Upon completion of the classes I am more confident and have a level of hope that I haven't experienced in many years.

My experience with both of these programs has helped me to see the light at the end of the tunnel. They've helped me to face my struggles and made those struggles less tedious to deal with. It was necessary for me at that point in my life to have someone guide me the right direction but let me make my own decisions and the staff did just that for me. For the first time in a long time, I can say that I'm proud of myself, and it's safe to say I wouldn't have had the accomplishments nor the progress that I have without them." – Ginger, EARN and Reboot Participant

PA CareerLink® Business Services Team and Department of Community and Economic Development ENGAGE! Referral Success

Brink's Welding & Fabrication

Brink's Welding & Fabrication faced a myriad of challenges in 2020. Early in 2020 the owner was strongly considering selling the business and then the COVID-19 pandemic hit as well. The PA CareerLink® Lycoming County Business Consultant began offering immediate workforce related services. Following an Engage! visit with the PA CareerLink® Business Consultant, the business was also connected with

critical resources from other Engage! partners including the Innovative Manufacturers' Center, SEDACOG, Bucknell's Small Business Development Center, and programs like WEDnetPA.

With consultation and resources from these partners, the company was able to significantly change their outlook in 2020. The company purchased Worthington Trailers, which will result in up to 50 new jobs. In addition, the company will create 4 additional jobs by adding an in-house powder coating operation and 30+ additional jobs due to becoming a Department of Defense contractor. In 2020, the business went from nearly closing to a state of significant expansion.

"In my current role, PA CareerLink® Lycoming County has played a pivotal role in my company's success. Theresa Kohler is my direct Business Consultant, and I have had the distinct pleasure of working with her for roughly 3+ years. She is an invaluable resource to myself and my team as we have faced adversity in a time of crisis and are now growing in a new time of uncertainty. Theresa, as part of the Lycoming County team, is always available to help me with my company and workforce development problems. If it were not for Theresa and her level of knowledge and quick responses, I would not have known of several programs currently within our community that are presently heavily responsible for the growth my company is presently experiencing.

I have dealt with PA CareerLink® in other counties, but I feel that the real gem and full talent pool is directly located here in the Central Susquehanna Valley. I have held on spot job fairs, received OJT, Out of School Youth applicants, and reviewing new and better processes to restructure my current business. I have been a part of multiple large-scale job fairs, numerous informational sessions to learn about opportunities that are currently being developed or are getting started.

I am very appreciative of the level of knowledge, dedication, and interaction that PA CareerLink® Lycoming County staff provides my team and me on almost a daily basis. I have grown accustomed to their customer service level and strive for excellence that I would be at a loss without this team by my side. Regards," - Dale Waugh, Chief Executive Operating Officer Brinks Welding

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.

Workforce development services in Central PA have a long-standing tradition of being in-person at the PA CareerLink®, local schools, libraries, businesses, and anywhere else that is convenient for business and jobseeker customers. That changed overnight on March 17, 2020. CPWDC had to rethink our whole business model to continue providing services knowing that we could not meet anyone in person. This had its challenges, but also sped up our ability and need to make our programs accessible in a virtual environment when customers needed us more than ever to navigate the new environment of searching for jobs and hiring during a pandemic. CPWDC and the local PA CareerLink® partners purchase new virtual tools like Zoom and DocuSign and used more tools we already had access to, like SharePoint and Microsoft Teams to connect with our customers and our workforce partner staff.

Moving all services to virtual had its benefits and challenges. The benefits are that it eliminates the need to travel to a PA CareerLink® which eliminates the transportation barrier that many customers have. It also allowed staff to assist customers regionally and not be tied to a specific county. For example, in-person workshops were quickly adapted to be available online with live instruction and one instructor could present to the entire workforce area instead of having multiple instructors teaching the same thing

on any given day. That allowed for the workshop instructors across the region to work together and update curriculum for virtual delivery while not overtaxing any instructor to do it all on their own.

The downside of the virtual only services is the limited access to high-speed internet in many parts of rural Central Pennsylvania. To help overcome this, some partners have been able to purchase or lend inexpensive laptops and mobile hotspots to customers, so they can participate in workforce services. CPWDC also had The Link mobile workforce center setup as a hotspot around the region, so customers could connect to the internet from their cars and meet with PA CareerLink® staff safely outside to register for services.

CPWDC also rented additional space for the PA CareerLink® Clinton County which would not allow for social distancing when the sites re-opened under their original footprint. CPWDC almost doubled the square footage of the site which allowed for social distancing when the site re-opened in fall 2020 and will allow for more in-person events in the future. CPWDC also increased the bandwidth of the Wi-Fi allowing customers to access free internet from the parking lot even when the site is closed. With support from the PA Dept. of Labor & Industry, we're planning to expand internet access to the parking lots in other Central PA CareerLink® offices in early 2021 to help overcome the lack of broadband and high costs for internet in the region.

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

CPWDC and PA CareerLink® program partners have implemented many innovative and promising practices over the past year enabling us to provide services even with the physical sites closed. This includes the use of new technology as outlined above.

Another innovative and promising practice to help overcome the challenges with COVID-19 was holding drive-thru job fairs. After a mass layoff of Shop Vac in Williamsport, the PA CareerLink® Lycoming County staff quickly organized a drive-thru job fair at Indian Park in Montoursville. Another drive through job fair was also held in Mifflin County. At both events, the businesses set up socially distanced booths outside and jobseekers were able to drive around and stop to talk to businesses they were interested in without getting out of their cars. At the end of the drive-thru loop, applicants were able to complete applications and turn them in before leaving the job fair. The Link mobile workforce center was also onsite to help jobseekers register on the PA CareerLink® website and to print resumes. This kept all parties safe while having an in-person meet and greet that can't be replicated over the internet.

Although we can never predict the weather, holding an outdoor job fair created a different environment that jobseekers and businesses both enjoyed. This may be something we continue in the future to highlight one of the best features of living and working in Central Pa, the beauty of the great outdoors!

Areas where the LWDB would benefit from additional state guidance.

CPWDC looks forward to learning how the state will implement the new "evidence" definitions and is interested in receiving guidance and technical assistance on how to evaluate the true success of our programs. While we have anecdotal information from customers indicating the impact of our programs, as documented in the successes above, we are interested in learning about new tools and resources the state may have or offer to local workforce development areas to have concrete, quantitative measures of

success and performance. It behooves us all to do what works and makes the greatest impact on our communities, and not just do what looks good and feels good on the surface.

Chester County Workforce Development Board 2020 Annual Report



The **Mission** of the Chester County Workforce Development Board (CCWDB) is to serve as the local entity, responsible for the strategic planning and promotion of an effective workforce development system in Chester County, responding to local and regional labor market needs. Twenty-six Board members join staff and providers in sharing the responsibility to achieve the **Vision** - to produce workers better equipped to compete in the global economy and to continue to be a destination of choice and a desirable place to invest, live, work, and raise a family.

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 narrative below references Chester County WDB's top three accomplishments during 2020.

Top Accomplishments in 2020

- **Continuity of Services: The PA CareerLink® Chester County and United Way Financial Stability Response to COVID-19**

The Chester County WDB continued to provide a true integrated one-stop model with the PA CareerLink® Chester County and the United Way Financial Stability Center. The unique partnership brings workforce development services and access to wrap-around supportive services under one umbrella with a holistic approach; encouraging Chester County job seekers to secure financial independence and establish self-sufficiency. The model of Chester County's One-Stop promotes referrals to a large selection of supportive services including but not limited to obtaining health insurance, financial coaching, counseling, applying for public assistance, and obtaining professional clothing for work.

In response to COVID-19, all of our partner programs successfully transitioned to a virtual delivery of services; the participants remained the priority. All teams adjusted to working remotely and quickly became proficient in Zoom meetings and virtual events. The County hosted several Town Halls, raising awareness of available programs and services for job seekers and employers. WDB staff arranged frequent meetings with providers and stakeholders to strategize and discuss program changes; staying connected with the community and leaning on active listening skills with process improvement in mind. In the fall, the Chester County WDB approved a contract with Full Circle Computing. All Chester County residents have access and all Title I Adult, Dislocated Workers and Youth, and EARN participants, are encouraged to utilize Full Circle's virtual, mobile,

online, remote e-learning classroom delivery platform that includes workshops on various topics related to career development and job search. This responsive initiative connects directly to our Local Plan and the Commonwealth's goal to *Strengthen the One-Stop Delivery System – to implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.*

Inclusion, reach, and response (to needs and demands) remained top priorities for Chester County in 2020. The County's WDB staff and other partner organizations are closely connected with the Department of Community Development's (DCD) Decade to Doorways (D2D) program (the county's Plan to End Homelessness) and a newly formed DCD Street Outreach Team. 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.

- **Youth Engagement and 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. 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, apprenticeships, and successful job placement through paid work experiences.

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 2020:

- I. **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.
- II. **Girls Exploring Tomorrow's Technology (GETT):** GETT celebrated its 20th anniversary in 2020. In response to COVID-19, GETT was re-engineered into an 8-month video series from November 2020 – June 2021. The 20th anniversary video series offers over 30 prerecorded videos and livestream events from employers with STEM activities and demonstrations. A new video will be released each week, with anticipated views reaching over 2,500 for the series; proudly expanding reach and providing access to so many.
- III. **Development and Completion of a Registered Apprenticeship:** In partnership with Philadelphia Works, a Direct Support Professional (DSP) opportunity for youth aged 21-24 was created within Devereux Behavioral Health. PathStone as the previous Title I Youth provider offered DSP Pre-Apprenticeship training for all recruited participants.
- IV. **Business Education Partnership grant activity:** In response to COVID-19, the Chester County Economic Development Council transitioned to providing remote youth activities focused on career exploration events including digital PowerPoints on healthcare occupations. Youth were able to participate in virtual college visitations to schools specializing in trade and healthcare occupations.

3. **Employer Activities**

The Commonwealth's goal for *Sector Strategies and Employer Engagement* closely aligns with the strategic planning and daily activities of Chester County's Business Services Team and our accomplished Industry Partnerships. The goal reads: *'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.'*

The PA CareerLink® Chester County and the United Way Financial Stability Center maintains an active Business Services Team (BST) with participation by designated representatives from each workforce partner. In response to COVID-19, the BST met more than twenty times (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 were encouraged to refer job seekers and employers to relevant Chester County programs and virtual recruitment events.

The Chester County Workforce Development Board continues to fund and support the Hire One program. The mission is to identify and facilitate effective linkages among job seekers and companies hiring in Chester County and across the region. A collaborative Hire One taskforce, made up of Chester County Economic Development Council staff and employer partners, and a number of other committed Chester County organizations, develops key strategies for successfully connecting job seekers to hiring employers. In 2020, Hire One transitioned to deliver 1:1 coaching sessions virtually as well as a virtual networking event with engaging breakout sessions with employers. Positive feedback was received by all in attendance and a similar event will be hosted in early spring 2021.

In addition to the Hire One initiative, the Chester County Workforce Development Board also continues to support four active Industry Partnership (IPs), which play a critical role in engaging 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. Nearly \$200,000 was supplied to area employers for use of Incumbent Worker Training as a means of lay-off aversion.

Top Three Stories/Testimonials of Workforce Program and Services

1. Referral from Hire One program leads to Economic Transition Success

A referral from Chester County's Hire One program to the Economic Transition Grant (ETG) program, (administered by the Title I team at the PA CareerLink® Chester County and the United Way Financial Stability Center), served as a re-launch of sorts for program participant, Veronica A. Veronica shared her company went through a restructuring that resulted in the elimination of her position at the end of 2019. The ETG program provided more than a training grant, counsel, and financial support; it gave Veronica HOPE, renewed focus, and a much-needed boost of confidence. She felt encouraged and ready to focus her employment journey on her career goals. Over the course of several months, she completed the Data Analysis for Professionals program and Professional Scrum Master training at Springhouse Education & Consulting Services, earning a PSM 1 certification. Veronica completed her training in May 2020 and continued her diligent job search and networking. With support from the ETG program, she continued to receive financial

navigation services and assistance with food costs, transportation, and utility payments. Less than two months later, Veronica eagerly shared great news that she found a new job in a strong company in the field of her choice. Veronica is earning \$42/hour and offered sincere thanks for the opportunities provided by the Economic Transition Grant. We are pleased to share this success story and reference collaborative impact from several Chester County WDB supported programs: Title I services from EDSI, Financial Navigation services from Open Hearth (primary partners from the PA CareerLink® Chester County and the United Way Financial Stability Center) and the Chester County Economic Development Council's Hire One program.

2. New Title I Youth Provider finds their stride with their inaugural Virtual Work Experience Program

Following a competitive RFP process, EDSI was selected as the provider of Title I Youth services. EDSI reports: "One of our first success stories as we started with the Career Corps program in Chester County goes to *Thomas*. Taking full advantage of our virtual service offerings during the pandemic, *Thomas* has completed 6 workshops and the assignments that come with them, all while completing his GED. He will participate in our Virtual Work Experience program, where he will earn a certificate in Information Technology and will network with a host of local employers throughout the 6-week program. *Thomas* has worked his way up in 6 months' time and is interested in IT, Real Estate and Business development as a potential career path."



3. Enhanced One-Stop Operator expectations and selected a new provider

In 2020, we facilitated a Request for Proposal that 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. When drafting the RFP, our RFP Committee, comprised of WDB staff and dedicated WDB members, paid special attention to our Local Plan and the Commonwealth's goal for "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.*" We enhanced the expectations for our One-Stop Operator and determined new criteria for scoring proposals and measuring success with regard to performance outcomes.

While the PA CareerLink® Chester County and the United Way Financial Stability Center office in Exton is considered a centralized location, the County spans more than 759 square miles. The distance between the PA CareerLink® Chester County and the United Way Financial Stability Center and a large part of the population has created a geographic barrier. Open Hearth, Inc., our One-Stop Operator, has challenged partners to share the responsibility of expanding access to programs and services. The One-Stop operator is focused on facilitating team building, encouraging cross-training and information sharing, expanding the use of a cross-functional referral tool.

Chester County WDB Challenges during 2020 and Solutions to Address

One of the biggest on-going challenges facing the Chester County Workforce Development Board is the (increasing) shortage of workers in key industries. Chester County's manufacturing industry and the technology sector have more openings than job seekers to fill positions. Incumbent worker training in high priority tech occupations will continue to be a key strategy for layoff aversion and addressing the re-skilling crisis in Chester County in 2021.

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. While transportation remains an issue, some temporary and long-term solutions have been investigated and put into practice. As an effect of the Governor's 'Stay at Home Order,' the Transportation Management Association of Chester County (TMACC) reported that bus ridership decreased by more than a third. TMACC put a Zero Fare Policy into place (thru June 29, 2020) and is seeking funding to establish a permanent Zero Fare system. Topics like this are discussed in detail during the WDB sub-committee - Addressing Barriers Committee meetings. Committee membership has expanded to include representatives from community organizations like TMACC.

Throughout the pandemic, PA CareerLink® Chester County and the United Way Financial Stability Center staff fielded complaints and concerns from residents seeking unemployment guidance. Staff continued to direct residents to the toll-free number, web chats, and e-mail, but it remained a challenge to not have more readily available updates or assistance to provide to those in need. We encountered many disgruntled customers and feared it would impact the reputation of the PA CareerLink® Chester County and the United Way Financial Stability Center as being a viable resource for job seekers in need.

Demonstrated Innovative and Promising Practices

The closure of the PA CareerLink®, due to COVID-19, required an adjustment to remain in contact with job seekers and collect data to determine current needs. Constant contact is utilized and serves as an essential tool in staying connected during the pandemic. Feedback from Constant Contact surveys revealed the need to offer programs and services during non-business hours. Partners responded by developing new workshops with offerings during evening hours on a regular basis.

Areas for Additional State Guidance

The Chester County WDB regularly receives assistance from the PA Department of Labor & Industry teams and the PA Workforce Development Board. The calls that Mike White and team facilitate are a great way for workforce partners around the state to stay informed and connected.

We were thrilled to learn our Industry Partnership funding awards were restored. However, based on our County's year-end close, we are unable to allow billing for any expenses incurred prior to January 1 of the current calendar year. The delay presents an obstacle for our provider and fiscal agent staff.

We look forward to providing expanded training offerings and options for our job seekers that connect with our local area's high priority occupations. Despite a lower unemployment rate than our colleagues across the state, we acknowledge there is still work to be done. We will remain resourceful and innovative in serving residents and employers in need.

Delaware County Workforce Development Board 2020 Annual Report

Top three accomplishments from the 2020 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan;

During 2020, the Delaware County Workforce Development Board (DCWDB) increased work to develop career pathways and grow apprenticeship opportunities in the County. In early 2020, DCWDB partnered with EDSI to develop apprenticeship opportunities. This effort included the newly elected County Council and the Delaware County Community College. When COVID-19 forced the work to move to remote operations, the project shifted to a comprehensive study of the current apprenticeship landscape and best practices for fostering more. In the fall EDSI presented their findings to the DCWDB, the Delaware County Chamber of Commerce, and the Commerce Center (Economic Development). This work in 2020 has laid the groundwork for expanding work-based training opportunities in 2021.

A second accomplishment from 2020 was the collaborative actions of the two PA CareerLink® sites to respond to the COVID-19 crisis. The crisis accelerated PA CareerLink® staff's efforts to present comprehensive and consistent information to jobseekers and to maximize the impact of PA CareerLink® partners and program providers. One of the first indicators of this work was the move to online orientation that used the same PowerPoint presentation as a guide. Though multiple staff conducted orientation for jobseekers, the content was consistent. A second effort that continues into 2021, is to use CWDS for referrals to PA CareerLink® partners and to program providers. Through this process PA CareerLink® staff, including assessment and orientation staff, have been trained on the eligibility, service priority, and program offerings of each partner and provider. The DCWDB initiated quarterly partner and provider meetings to continue the increased coordinated and continuous program improvement efforts for the PA CareerLink® services.

A third accomplishment that will continue into 2021 is an increased focus on collaborative employer engagement. Both the Commerce Center (Economic Development) and the DCWDB transitioned to new leadership during 2020. These changes have led to renewed focus on collaboratively engaging employers. Examples of successes include the coordinate efforts to push CARES Act funding to local business. The grant program was led by the Commerce Center and Chamber of Commerce, but the DCWDB was part of the planning and communication. The Chamber, Commerce Center, and DCWDB work together to ensure staff are cross-trained and employers receive consistent and comprehensive information about services and opportunities.

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

Teresa Connelly, a 55-year-old, long-time resident of Delaware County was unemployed and decided to enroll in a job support program. Delaware County Literacy Council's Back to Work program (Title I) assists unemployed older adults in Delaware County find full-time employment. After a referral from a local support organization "Joseph's People," Teresa was immediately connected to Elaine Herbert the Employment Coach at the Delaware County Literacy Council. Teresa was offered free services that would prepare her for a professional job search necessary to reach her long-awaited goal of returning to the workforce industry. Teresa had over 30 years of work history in retail; after being on unemployment

compensation for an extended time, she made the decision to attempt to return to the healthcare industry utilizing her previous training and limited experience as a medical office assistant.

With the help and encouragement of her Employment Coach Elaine, Theresa was successful in attaining a position in a Physician's Office as a Medical Office Assistant. She will now gain updated training and a new path to work in healthcare.

The Veteran Program staff have had significant success in connecting Veterans to gainful employment. Most recently the Veteran Program team was working with a Veteran who had recently transitioned from homelessness to permanent housing but lacked income to sustain his housing. The Veteran was helped to identify his skills and goals then completed two online applications. The first application was for a Fulfillment Center position at Amazon in Logan Township, NJ. The other was for a warehouse position at the UPS in the Philadelphia International Airport. Upon successful application submission, the Veteran scheduled interviews for both positions. He practiced with a mock interview and prepared a plan for the day of the interview to ensure a positive outcome. The Veteran was offered both positions and selected the position at Amazon. During the follow up call with Amazon, the Veteran mentioned that he had a similar role in the past, which enabled him to negotiate a higher salary. The Veteran is currently employed, stably housed, and equipped with a renewed confidence to thrive in the future.

Laura is a 21-year-old who worked as a part-time Nurse Assistant. She enjoyed the work but struggled with the low pay and inconsistent schedule. She turned to the PA CareerLink® Chester City for help to move up the healthcare career pathway. She met with Andrea Graves and attended an orientation to learn about the various career opportunities she could access. After visiting multiple training programs, she chose the License Practical Nursing program at the Delaware County Intermediate Unit. She used Adult Individual Training Account funds to pay for her training. She completed the year-long training in the summer of 2020 and quickly secured full-time work at a local children's hospital.

Any local workforce development challenges in the 2020 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

Like everyone around the world, the DCWDB's main challenge in 2020 was responding to the COVID-19 pandemic. The initial shut down, flood of Unemployment Compensation questions, and the need to move services online were significant challenges. The DCWDB staff, PA CareerLink® staff, and partner and provider staff rose to the challenge to meet the customers' needs.

Despite the physical distance during the COVID-19 pandemic, all parts of the workforce development system worked to coordinate and align services. Staff from the DCCC and PA CareerLink® Chester City collaborated to move in-person orientations to an online format that used a consistent PowerPoint. All program providers and PA CareerLink® partners were encouraged to use CWDS Referral system so that the PA CareerLink® assessment staff could ensure referrals were completed despite asynchronous program hours. Finally, Program Providers were able to move their programs to an online format.

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

The DCWDB is working to more closely support individuals who are involved in various system, including the justice system, foster care system, addiction and recovery, to improve their outcomes. Delaware County is conducting a comprehensive planning project to support Re-entering Citizens. Workforce Development is a critical component of this work and will implement best practices to support Re-entering Citizens.

The PA CareerLink® Chester City participated in the Rapid Response pilot program to offer proactive, personalized outreach to Unemployment Compensation recipients. This was a very valuable experience that the DCWDB is applying to UC Exhaustees. PA CareerLink® staff are parsing the lists of UC Exhaustees for specific characteristics then reach out to them about specific opportunities. For example, there are OJT opportunities at a local manufacturer. PA CareerLink® created a list of UC recipients who have manufacturing experience and will contact those individuals with information about the OJT.

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

Guidance on emerging best practices is always welcome.

Lackawanna County Workforce Development Board 2020 Annual Report



The Lackawanna County Workforce Development Board (WDB) is again pleased to submit its Local Area Annual Report to the Commonwealth of Pennsylvania. Located in the northeast sector of Pennsylvania, Lackawanna County was created on August 13, 1878, upon gaining independence from Luzerne County, and is named for the Lackawanna River which runs through its boundaries. Lackawanna County also has the distinction of being the last of the 67 counties created within the state. The Lackawanna County Workforce Development Area is designated as a single-County area; however, the Workforce Development Board cooperates as part of the Northeast Consortium of Workforce Boards, comprised of the Luzerne/Schuylkill, Pocono Counties, and Northern Tier boards (12-county area), thus, supporting regional conformity in the provision of employment and training service across Northeastern Pennsylvania.

Calendar Year 2020 began like any other year with a robust schedule of activities, substantial numbers of daily visitors/customers to the PA CareerLink® Lackawanna County, and a bustling economy. Nothing was prevalent to predict/suggest the devastation that was imminent which would add new language to our vocabularies (social distancing), change our methods of communicating (ZOOM, SKYPE, Microsoft Teams), and require a transformation in the techniques of providing training and other services to our customers (virtual platforms/learning). As workforce professionals, it was thrust upon us all to quickly “reinvent the wheel” in an attempt to assist those most in need as the economy plummeted, unemployment numbers sharply spiked, and the world, as we knew it, changed, in all likelihood, forever. One-Stop centers across Pennsylvania shuttered their doors, as did business and industry, restaurants, retail outlets, and other public areas in Mid-March, all foreseeing this as a short-term respite. And, yet, months passed with no change. It must be said that we struggled, initially, but regained our footing and can report the following accomplishments:

Following 3 ½ months of shutdown, the PA CareerLink® Lackawanna County reopened to the general public with full services and full partner staffing on July 6, 2020, following a strict protocol of *Operating Procedures* (located on the WDB’s website – www.lcwdb.org). With nervous anticipation, all went smoothly. Lower than originally expected customer numbers prevailed throughout the remainder of the year; however, staff continued to contact business and industry to ascertain their immediate needs, began the development of a weekly PA CareerLink® Lackawanna County newsletter, continued external contacts to over 5,000 individuals through Constant Contact, and provided guidance to those experiencing problems with unemployment compensation acquisition, helped others adjust to virtual learning processes, and assisted those in need of a career change due to the pandemic. The PA CareerLink® Lackawanna County was, once again, up and running and functioning as comprehensive One-Stop. As the end of the year neared, business and industry began returning to actual in-person recruitment sessions (following all COVID-19 protocol) on-site at the Center. Of those visits, 8 individuals were offered and accepted employment.

A second major accomplishment occurred during July and August. Traditionally, the Lackawanna County Workforce Development Area, utilizing Transitional Assistance for Needy Families (TANF) funding, conducts a summer work experience project for approximately 100 youngsters with placements in local offices, schools, non-profits, etc. Realizing that these sites were not readily available due to the pandemic and wanting not to scrap the project, commencing in early June, over a period of 2 weeks, 50 young adults were recruited and enrolled, counseled as to COVID-19 restrictions, and scheduled at 4 worksites across

the City of Scranton and Lackawanna County: the Lackawanna Valley Heritage Trail, McDade Park, Nay Aug Park, and Connell Park. With teams of 5-7 workers per crew and an assigned crew leader to each team, these four areas saw major improvements that included garbage and brush removal, graffiti coverings, newly painted fences, picnic area restorations, and the like. We also found time to provide each participant with information on career awareness (including interest inventories), soft skills and workplace requirements, and financial literacy, all at their outdoor sites. The youngsters gained valuable work experience and earned a few dollars to put in their pockets. They learned that a hard day's work comes with financial benefits. They learned how to work under supervision and get along with their peers. These public parks and outdoor recreational areas were beautified for all of our citizens. A citizen's comment in the 8/22/2020 edition of the Scranton Times/Tribune says it all: "A group of high school students performed maintenance on the trail recently in West Scranton and did a marvelous job. They always wear bright orange T-shirts. The trail looks even more beautiful because of the diligent work of these students. They deserve praise."

A final accomplishment is seen in the transformation of service provision under our Business Education Partnership (BEP) grant. Our local area employs a BEP Project Manager who, traditionally, provides in-person instruction in all of our 10 Lackawanna County school districts in the areas of soft skills (across all 10 grade classes) and career awareness (primarily aimed at the intermediate level). Reaching approximately 5,000 students yearly, this individual was charged with developing virtual presentations to replace the traditional hand-on activities. Rising to the occasion, and as can be viewed on the Board's website (www.lcwdb.org), virtual platforms are now available that can be utilized not only by individual teachers/instructors (as they continue virtual classroom learning) but also presented live via ZOOM by the BEP Project Manager.

As always, 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 during the past year, reflect significant progress:

- A. *Sean* is a gentleman who enrolled in the WIOA Adult Program seeking to find a job to be able to support himself and his young daughter. At the time of his enrollment, he was employed as a Flagger but the hours varied and were not conducive to his role as a single parent. Interested in attaining a CDL-A tractor trailer driver's license, Sean had a criminal record that he feared would "hold him back" so he canvassed different employers to determine their hiring criteria prior to making a final decision on a training option. He received three offers contingent on his successful completion of training and receipt of a license. Throughout training, Sean received high praise from his selected training provider, Smith & Solomon Trucking, for his work ethic and willingness to learn and, due to his diligence, he completed his training earlier than expected, received his CDL-A license, and was hired by Coca Cola as a truck driver immediately prior to the onset of the pandemic. Due to the nature of his work, he was not laid-off and the pandemic worsened and continues with Coca Cola earning \$16.50 per hour while providing a stable home for himself and his daughter.
- B. *Robert*, a US Army Veteran of the Vietnam War era, who had received extensive assistance in obtaining services (housing, clothing, food and employment) in 2017 from the Disable Veteran's Outreach program staff at the PA CareerLink® Lackawanna County, reengaged with the DVOP staff in March, 2020, in need of additional help in re-obtainment of employment. Robert, still with only had an 8th grade education, no diploma, and few skills, was determined to succeed and began

completing job applications. With help from the DVOP staff, he quickly received two offers of employment and selected to accept a housekeeping position at the VA Medical Center in Wilkes Barre, PA, earning an initial wage of \$15.95 per hour. Due to his diligence, he has received an increase to \$17.95 per hour and is hopeful of moving into a painter's position at the Medical Center. He is now on his way to successful self-sufficiency.

- C. *Shaunese*, on referral from the Lackawanna County Department of Public Welfare, entered the Employment, Advancement, and Retention Network (EARN) Program in early 2020. A single mother of two, she held a Certified Nurse's Assistance (CNA) certification but was unable to accept employment due to the lack of suitable childcare and appropriate work clothing. EARN program staff worked closely with Shaunese to alleviate her fears and assisted in her obtainment of day care services through the United Neighborhood Center of Northeastern Pennsylvania. With removal of this obstacle, Shaunese swiftly obtained employment as a CNA at Mountain View Nursing Home at a starting salary of \$14.00 per hour. She has since received an increase to \$16.95 per hour. Upon her offer of employment, EARN staff referred Shaunese to *Dress for Success* who outfitted her accordingly for her new position.

At the on-set of 2020, a robust economy was a "job seekers market." Given the economic obstacles that business and industry has faced over the past 10-month period, for those employers that have weathered the storm, it still is. Employers are clamoring for workers. The immediate challenges facing the workforce system now, after all that has and is continuing to occur, is a lack of workers willing to venture out to seek employment, continuing/extended unemployment benefits for those who had lost their jobs, the reality of more virtual than in-person training options which are not always the preferred training method of choice, and an underlying fear of working in a crowded environment. Long-term, it is anticipated that some of these concerns will subside, but the timeline is fuzzy. The need for re-training can be predicted to increase as dislocated workers find it necessary to rethink their careers and move into redefined high-priority occupational areas. At present, health care is prominent with logistics and transportation high on the list. The local Workforce Development Board is stressing the availability of assistance to employers through On-The-Job Training (OJT) funding for new hires as well as continued 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. It should be also noted that, during the on-set and continuing pandemic during the Spring of 2020, PA CareerLink® Lackawanna County partner staff were diligent in their "work from home" by posting approximately 2,500 job orders, some with multiple job openings, in response to a comprehensive, coordinated outreach campaign.

Given all of the changes that occurred in 2020 and in looking to the future, the Lackawanna County Workforce Development Board foresaw a need to accentuate its menu of services. As a coordination of effort with the Greater Scranton Chamber of Commerce and the City of Scranton, in mid-summer, through a formal Request for Proposal (RFP) process, solicitation for a comprehensive platform of web-based learning commenced. Designed not to supplant, but to augment, well-established linkages with local educational/training providers, it was envisioned that this would provide a wide array of virtual training options/career services (including numerous professional certifications) to a broader universal population. Following the RFP process, in December 2020, the Lackawanna County Workforce Development Board approved a contract with *Metrix Learning – A New York Wired for Education (NYW)* solutions company located at the SUNY Polytechnic Institute in Albany, NY. In business for over 20 years, NYW leverages the power of technology to design and enhance training programs for job seekers, students, and incumbent workers. The system features over 6000 courses of study; tracking/reporting capabilities; assessment tools; 130 + certifications; career pathway tracks; 300+ skill tracks; and an

integrated job search tool. This new and innovative opportunity will become available in early 2021 to a projected target audience of students, young adults, adults, public assistance recipients, veterans, and others, and is envisioned as a stepping-stone to additional, formal educational ventures.

The Lackawanna County Workforce Development Area continues to welcome 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 bi-weekly conference calls with State officials and partner agencies during 2020, throughout the on-set and continuation of the pandemic, served to eliminate confusion and/or possible pitfalls and alleviate fears as we adapted to a new way of workplace life.

Lancaster County Workforce Development Board 2020 Annual Report

The Lancaster County Workforce Development Board (LCWDB) is proud to provide our 2020 Annual Report. The Board of Directors and staff of the Board are dedicated to continued engagement in innovative and strategic initiatives that address our current and future workforce needs.

2020 ushered in the implementation of a five- year strategic plan, a process that began in fall of 2018 when the LCWDB was awarded a Capacity Building grant by the Lancaster County Community Foundation. As described by Executive Director Cathy Rychalsky in the grant application process, “The Lancaster County Workforce Investment Board has experienced significant transition in the past two years. From staffing to regulations, to board make-up, the organization has changed. We would like to develop a strategic plan that aligns with Lancaster County needs and develop our board through this grant. We will hire a local qualified consultant to lead us through this endeavor”.

In 2019, key board staff and Board of Directors members engaged in a 10-month process that included stakeholder interviews, retreats, work-group sessions, revisions, and goals and tactics planning. The final plan was presented to the Executive Committee and Board of Directors in October 2019, with implementation already beginning.

Our [full strategic plan can be reviewed here](#), but highlights of the plan include:

- Plan dates 2019-2024 (5 year)
 - *Annual review for relevancy*
- Updated **Vision** and **Mission, Core Values**
- Dashboard for goal tracking/ progress
- Plan will enable staff to focus on initiatives related to goals and strategies
 - *Tactics aligned with years one, two, three, five*
- When to lead, convene, sit at table

The four strategic initiatives that will guide our priorities are: 1) **Effectively Convene and Collaborate** with our Workforce Partners, 2) **Innovative Resourcing** for workforce development in Lancaster County, 3) **Intentional Outreach and Communication** and 4) **Organizational integrity, sustainability, and business operations**.

2020 became the year of resiliency, change, challenge, and collaboration in Lancaster, PA. With the onsite of a global pandemic, we were committed to adhering to the directions and guidance from local and state government, sought to maintain the health and safety of our staff and customers as a priority, stayed dedicated to providing the county the most up-to-date data and statistics regarding the change in the labor force, and continued to drive innovation and change that addressed the needs of local business and jobseekers.

Key Accomplishments in 2020 include:

1. Lead Organization of Career Ready Lancaster!, a partnership of Business members, Educators, and Community Organizations whose mission is to connect people to careers by promoting career pathways, career exploration, work-based learning, and career resources to the community.
2. Implemented Incumbent Worker Training funds as a layoff aversion strategy to assist local businesses in retaining a skilled workforce.

3. Convener of Lancaster-Berks Construction Connection, a regional Next Gen Industry Partnership
4. PA CareerLink® Lancaster County Transition to 100% Remote Services. Virtually overnight in March 2020, the PA CareerLink® Operators, Staff and Partners, under direction of the LCWDB, developed a remote work plan. This plan included transition of services from in-person to virtual, implementing secure data transmission protocols, and communications.
5. Securing a Cares Act grant in the amount of \$300,000 in partnership with local agencies to provide additional supportive services to jobseekers during COVID-19.
6. Implementation of Career Connections, a monthly newsletter developed by the WDB that connects the community and workforce development.
7. Relaunch of SkillUp Lancaster, an e-learning platform free to any Lancaster County resident that includes access to over 5,000 business, desk-top and IT courses, as well as skill tracks that lead to industry recognized credentials. In 2020, 571 individuals completed 1300 courses.

Tied to the “Career Pathway and Apprenticeship” Goal in the state plan:

Workforce shortages and skills gaps continue to provide opportunities for the LCWDB to partner with business and education. Strategies aimed at creating and identifying career pathways and increasing apprenticeships in Lancaster include:

- Continuing to lead and develop Career Ready Lancaster! The partnership has weathered 2020 with a renewed focus on identifying career pathway gaps and providing solutions, connecting resources, and using data to make informed decisions.
- Invest over \$500,000 annually in On-the-Job Training, Individual Training Accounts, Incumbent Worker training, and SkillUp Lancaster and other innovative approaches to advancing Career Pathways in high demand occupations.
- Secure flexible funding to implement pilot programs and/or training programs that expand career pathways for those with barriers.

The LCWDB is a 2020 recipient of a State Apprenticeship Expansion grant. The purpose of this grant is to assist local areas with resources to grow apprenticeships. LCWDB has partnered with Keystone Development Partnership to support and train 5-7 local workforce intermediaries as Registered Apprenticeship Navigators. This program will create an alliance of trained workforce leaders to assist Lancaster County businesses create new apprenticeships. Our goal is to create a minimum of 2 new apprenticeships per year, over the next 3 years in Lancaster County.

LCWDB has also partnered with ABC Keystone and Lancaster secondary schools to sponsor students in an ABC Career Ready pre-apprenticeship. Utilizing Business-Education partnership funds, 22 students attended this program and earned industry recognized credentials. Some have applied for Registered Apprenticeships through ABC Keystone while others are continuing their education or have joined the workforce. Investing in programs like these encourage schools and businesses to adopt the successful apprenticeship model.

Sector Strategies and Employer Engagement” Goal:

The Business Services Team (BST) of PA CareerLink® Lancaster County regularly develops new initiatives to engage, serve, and better understand the needs of the local business community. We strive to provide successful workforce solutions while moving at the speed of business, always!

Over the last year, the COVID-19 pandemic presented the team with many challenges, requiring us to quickly adapt to a remote environment. BST successfully continued outreach and communication with businesses to understand employment needs, in addition to implementing new services to connect employers with candidates faster and in a virtual world.

Since March 2020, BST *created* a host of services included:

- 1) Employers Hiring List: job opportunities shared with job seekers. The list is updated regularly and includes the job location, hours, pay, requirements, a timeline of how soon a candidate can get started, and how to apply.
- 2) Virtual Recruitment Events: allow employers to promote their companies, share job descriptions, and connect with job seekers online. Virtual Recruitment Events are currently held through Zoom and streamed LIVE on the PA CareerLink® Lancaster County Facebook page
- 3) Virtual Job Fairs: provide employers with a virtual booth to promote their job openings. This allows employers to connect with candidates interested in their line of work, such as health care and human services, manufacturing, and more.
- 4) Virtual Interview Days: allows employers to meet and interview candidates already sourced and screened by BST. Prior to the Virtual Interview Day, BST will post the positions on the PA CareerLink® website and create an online registration form. Candidates that meet the basic requirements of the position can be scheduled a specific interview time.
- 5) Career Corner: is a weekly newsletter distributed to job seekers and community partners/organizations. The Career Corner includes jobs posted to the PA CareerLink® website, current On-the-Job Training opportunities, and hiring events.
- 6) Business Services Monthly Newsletter: This newsletter includes overviews of new services offered by BST, events employers can participate in, labor market information, and more.

Services that are *in progress*:

- 1) Candidate Catalog: is an electronic catalog distributed to employers monthly showcasing our clients' elevator speeches and skills. If an employer would like to connect with a candidate, he or she will reach out to BST with the PID of the candidate. BST will then send an introduction email between the employer and the client.
- 2) Virtual Networking Sessions: is a mix of employers and program participants. Attendees will remain anonymous throughout the entire session and will engage in a series of breakout sessions for job/candidate search brainstorming activities.
- 3) Virtual Employer Roundtables: are meeting to bring employers together to discuss ongoing barriers and challenges surrounding workforce. It will also serve as a platform to discuss best practices.
- 4) Ready2Work Industry Pathways: The Ready2Work program is going through an enhancement. Participants will be completing industry-specific trainings through Metrix Online Learning. Reviewed and approved by our training providers, these courses are geared towards preparing participants entering a training in a new career path.

Tied to the “Youth” goal in the State Plan:

It probably goes without saying that Lancaster County continues to struggle with finding in-person work-based learning opportunities for our Young Adults. Prior to the COVID-19 pandemic, our outreach and engagement made for meaningful connections between Youth and Business aligned with State priorities.

Today, our efforts are falling short, as many businesses are lacking the resources to offer any type of career exposure and awareness activities. However, we are determined to take full advantage of new initiatives.

For our program year ending June 30, 2020, a total of 55 individuals were enrolled in our Out-of-School Youth program. Of those, 30 participated in Paid Work Experience. We exited 54 individuals in the same time frame, with an average wage of \$12.45 and median wage (WIOA measure) of \$12.10. We have our Title I provider partnering with the Boys and Girls Club of Lancaster and will continue to identify ways to engage young adults in our community. From July 2, 2019 to June 30, 2020, we were able to provide 28 Long Term Career Exposure Activities to students in local Career and Technical Education programs with partnering high schools. Through this incentivized program, students were able to gain firsthand exposure to industries of interest, expand their networking and resume, and develop additional employability skills through mentorship and coaching. Several young adults continued to seek additional services PA CareerLink® Lancaster County. Thirty-six young adults participated virtually in our Young Adult Career Readiness Workshop. Two additional workshops were held in person prior to COVID-19. At this workshop, young adults are given strategic tools to build a resume with little to no work experience, taught how to write a good cover letter and what purpose it serves in seeking employment, how to ace an interview, and the appropriate follow up steps once an interview has been completed. Through our Career Counselor initiative, 75 Career Exposure Activities were presented to young adults including: Job shadowing, interviews of employers currently in their field of interest, college tours, financial literacy workshops, Surgery Live! through the Whittaker Center, Job Fair “speed dating” where students had the opportunity to meet with several employers in different fields to be exposed to jobs they may not have considered beforehand, Military Recruiters, and many more. This initiative focuses on “under-served” schools with the highest priority in our County. Three schools have a full-time Career Counselor on-site to support students develop realistic career plans. Finally, through the 2019 State/Local Internship Program (SLIP) funding an additional 31 young adults were placed in experiences at hosting businesses.

Through the 2020 SLIP funding an additional 37 young adults were placed in experience at hosting businesses. These businesses represent diverse industries including childcare, event coordination, customer service, information technology, web design, construction/architecture, retail, human services, clerical, photography/media, insurance, non-profit, health and wellness, and creative arts. In response to COVID-19, and related restrictions, Youth and Young Adult Programming, and employers led efforts to successfully provide remote work opportunities. Once again, employers have shared overwhelmingly positive feedback and have continued to return to take on paid work experience participants.

As already discussed, CRL! will be instrumental in providing several career awareness activities. In partnership with Lancaster Barnstormers, a full-day career awareness event is being planned for the Spring of 2021. We are working with Junior Achievement on their new platform and expect Youth and Young Adults from Lancaster County to find this to be a valuable resource.

Tied to the “Continuous improvement of the Workforce delivery system” Goal in the State Plan

Lancaster County is often considered a leader in collaboration. This could not be truer than it was in 2020. As the COVID-19 pandemic timeline continued to stretch longer, Community Leaders, Elected Officials, Training Providers, Non-Profit Executives, Philanthropic leaders, and Faith-based organizational leaders came together. Regular meetings occur to discuss how each of our organizations are supporting the businesses and the individuals and families affected by the pandemic. We recognize that now is the time to support one another while ensuring our resources touch every person and every business in need.

Input from our Business Community is driving the work around skill development and job opportunities. A recent initiative led by the LCWDB, in partnership with Community Action Partnership, Tec Centro, PA CareerLink® partners, and Lancaster Lebanon-Intermediate Unit 13 afforded nearly \$300,000 in CARES Act funding from the Chief Elected Officials to support individuals affected by COVID-19. These funds were specifically used to address barriers that keep individuals from going to work or keeping their job. We will be tracking those enrolled in this initiative for one-year and are excited to see how this model impacted our workforce system. LCWDB also implemented funding information sessions. The purpose of these sessions is to provide an overview of the funding requirements and procurement process of LCWDB grants. These information sessions will contribute to the strengthening of the Workforce Delivery System.

Tied to the “Developing the one-stop system” Goal in the State plan:

During 2020, a new three-year Memorandum of Understanding (MOU) was written with a focus on engagement for Partners. Within the scope of work, Partners agree to foster an integrated organizational structure to position the guidance for the delivery of the best service to all customers, job seekers and employers. The method of engagement comes through community outreach and workshops. Through Partner workshops, the community learns of the unique organizational contribution of educating, informing, and improving job readiness the Partner contributes to the system.

At a level of self-service for job seekers, Partners will provide coverage in the Career Resource Center (CRC) where individual time is provided to assist with job applications, job search activities, resume development and skills assessment via PA CareerLink® website. Continued communication and the sharing of resources aids Partners as they participate in community outreach and providing an overview of services at the Center.

As the First Quarter of 2020 ended with COVID-19 related closures, an overnight effort continued the accessibility of recourses by converting to a virtual platform in the absence of on-site, in person activities. The drive for equal access gave rise to a YouTube Video Library with recorded workshops in English and Spanish and 24/7 availability for job seekers. For targeted exposure to work readiness, additional workshops were launched with guaranteed interactive sessions every morning and every afternoon. Instructors were trained in new technology like Google Classroom to resume networking gatherings where job leads are shared, and the highest percentages of success is realized. Social media platforms were utilized to communicate critical information about resources to address issues related to COVID-19 as well as agency specific updates and offerings. This was most evident on our website home page. A banner contains designated links, which were added to provide COVID-19 related resources for both employers and job seekers. New and updated information related to the One-Stop Center, State updates, and local workforce updates are also pushed out through these links. The home page displayed open positions registered on the PA CareerLink® web site along with employers who were actively hiring. This consolidation of information reduced the frustration for job seekers and employers to get help.

Supporting the urgency of the transition was the creation of a Job Seeker and a Business Hotline. These lines were and, in the case of Job Seekers, continues to provide immediate help job seekers and employers looking for assistance. The banner on the web site prominently displayed the tollfree numbers. The center was manned with trained staff who stood ready to accept calls and provide guidance. Employers recognized this outlet as a reliable platform to announce job openings and receive assistance matching people with jobs. From training questions to workshop registrations, the hotline (now help line) offered a significant impact and improvement to the one-stop service delivery system.

The delivery pathway of better one-stop service is through accessibility to our system. Given the restrictions we had to work under, we immediately launched a secure electronic application to gather the required paperwork to enroll customers in WIOA personalized services. From a call into the job seeker help line and a seamless virtual application process, better service was achieved and set the stage for success.

More than ever, the one-stop delivery system must mimic the flexibility and adaptability found throughout the private sector. And so too must the one-stop delivery system adjust to be relevant to all customers, job seekers and employers. The unified collaborative commitment by all who comprise the Lancaster County one-stop delivery system demonstrates our ability to meet the demand of improvements with flexibility, adaptability, and determination.

Challenges

One of the challenges expected in 2020 was a relocation of our PA CareerLink®. Due to restrictions within the construction industry, this has been postponed and is expected to take place in 2021. The Lancaster County Workforce Development Board is planning a physical move for both the Board and PA CareerLink® during the last quarter of 2021. As noted in our previous annual report, 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. We also must discuss the uncertainty COVID-19 presents. As mentioned earlier, LCWDB and PA CareerLink® Lancaster originally expected a two-week virtual service delivery system. Given our current state of the virus, we expect that at a minimum, the first six months of 2021 will remain in this capacity. COVID-19 has created havoc across the business community as well as with our families.

Parents must decide between caring for their children who are participating in remote learning or going to work, potentially exposing themselves and families to the virus. Businesses have been forced to close permanently, displacing many Lancaster County residents who will need to reskill. Training institutions have reduced capacity and shifted much of their content to virtual offerings, yet many of Lancaster's high priority occupations demand hands-on training. While Lancaster is not unique in the challenges we face, we are fortunate to have community leaders and elected officials who are committed to working alongside our staff and Board of Directors to drive our economic recovery forward quickly.

State Guidance

Through 2020 and 2021, we have continued to appreciate our relationship with the team at Labor & Industry. 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.

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 ONE: Reinvention of Lehigh Valley’s Customer-Centric Workforce System

Aligned to Governor’s Goals: #4. Continuous Improvement of the Workforce Development System; #5. Strengthening the One-Stop Delivery System

The COVID-19 pandemic accelerated efforts of the Workforce Board Lehigh Valley (WBLV) to reinvent its customer-centric workforce system. Strategic delivery of services through the PA CareerLink® Lehigh Valley (PACLLV) workforce system is transformed. Customers are served through virtual and in-person services. Thousands of customers are assisted through this new hybrid strategy including: 18,989 unemployment compensation claimants assisted; 7,727 customers assisted through a dedicated Here to Help Call Center phone line; 1,129 email inquiries; 447 Welcome Center orientations provided; 5,071 virtual workshops held across 66 offerings; 2,428 customers received case management; and 3,680 Veterans were served.

By the second week of the pandemic, workforce services immediately transformed to a combination of virtual and in-person services resulting in 314 enrollments, 263 jobs and 123 trainings in the anchor programs of Workforce Innovation and Opportunity Act (WIOA), Youth, and Employment Advancement and Retention Network (EARN). In addition, special grants including the Linking to Employment Activities Pre-release (LEAP), Economic Transition, Youth Reentry, and State/Local Internship Program (SLIP) resulted in 143 enrollments and 42 jobs in 2020.

We reinvented the system to provide virtual connections with customers including: online documentation for eligibility across all programs; staff trained on Zoom and Google Voice; electronic database system and process flow for collection of QA services across all programs; a local Jobs Portal, Virtual Job Fairs, and Employer Wednesdays; expanded Employability Skills Curriculum with 66 seminars and workshops; and, initiated drive-up services to accommodate customers.

We expanded technology options for job seekers by offering computer hardware technology for eligible customers. We created virtual opportunities that became embedded in our One-Stop Partners operations, and co-facilitated workforce information services sessions with employers.

Through technology, an in-person operation shifted to a hybrid delivery platform that continued our customer-centered approach. WHAT AN ACCOMPLISHMENT!

ACCOMPLISHMENT TWO: Registered Apprenticeships with the PA Department of Labor & Industry Apprenticeship and Training Office Became a Recognized Workforce Development Recruitment and Training Strategy



Aligned to Governor’s Goal: #1. Career Pathways and Apprenticeship.

The WBLV contracted with the Greater Lehigh Valley Chamber of Commerce, the 6th largest Chamber in the United States with 6,000 members, to implement the Statewide Apprenticeship Expansion Grant with outcomes including: 1. increase awareness of apprenticeship program and resources available; 2. increase employer knowledge of the process, paperwork, and merits of establishing Registered Apprenticeship Programs listed with the Pennsylvania Apprenticeship and Training Office, and 3. showcase apprenticeships in the Lehigh Valley.

Together we engaged the Chamber's 31 geographic, diversity, mission, and public policy bodies in Registered Apprenticeship presentations featuring success stories of existing Lehigh Valley Registered Apprenticeships and how-to demonstrations including accessing potential funding through WBLV.

Business outreach was branded with a unique *Gold Collar* graphic indicating Apprenticeships create highly skilled, gold collar employees. Flyers were distributed to all 6,000 Chamber members, shared in all group meetings, monthly Chamber newsletters, distributed through social media, dedicated webpages, and the Chamber hosted a virtual Engage! Business Outreach Program Employer Roundtable featuring B. Braun Medical's COO, Dr. Juergen Schlosser who presented his vision to increase Apprenticeships.

ACCOMPLISHMENT THREE: Enhanced Employer and Community Engagement

Aligned to Governor's Goals: #1. Career Pathways and Apprenticeship; #2. Sector Strategies and Employer Engagement; #3. Youth

Employers, education and community-based organizations and state officials entered the virtual Zoom era and the cry of *sorry, I was on mute* was the new catch phrase. In this new era, we not only sustained but improved our seamless delivery of workforce programs and services to Employers, Customers, and the Community through the following actions:

Employer Focus Aligned to Governor's Goals of Sector Strategies and Employer Engagement

WBLV partnered with the Manufacturers Resource Center and the Chamber in a PA Department of Community and Economic Development (DCED) business outreach program called ENGAGE! to proactively interact with more than 300 targeted businesses, industry sectors and workforce system partners through six virtual, employer-led ENGAGE! Roundtables. Targeted sectors include: Professional/Technical/Scientific Services, Finance and Insurance, Healthcare, Energy and Environment, Food and Accommodation, and a multi-sector discussion on Registered Apprenticeships. Business and industry leaders shared challenges and solutions, learned about workforce system programs, resources, and services, and were connected to PACLLV.

Even during the pandemic, we created a new initiative to engage employers called Employer Wednesdays. Due to the success of this program, Employer Wednesdays are now a permanent offering in our menu of employer services. Brian Regnier, Chief Financial Officer of Bakerly a family-owned crêpes and brioche manufacturer in Easton, affirms that, *"Participating in the WBLV/PACLLV Employer Wednesday was beneficial in helping Bakerly identify local talent to assist in filling open positions across all levels of plant operations. By working with the local team members, we developed a Career Pathway which has become a part of our employee onboarding process going forward."*

Customer Focus Aligned to Governor's Goals of Career Pathways, Apprenticeships, and Youth

To assist customers in finding work during the pandemic, we established hybrid, virtual and in-person services. The WBLV Jobs Tree was filled with job leads and located on-site at our newest PACLLV satellite

within St. Luke's Sacred Hospital in Allentown, the first PA CareerLink® in Pennsylvania located in a hospital. A virtual Jobs Tree was created for our website. We developed a Jobs Portal on the website showcasing business and industry jobs, which were also listed on our Weekly Hot Jobs List showcased within PACLLV and One-Stop Partners.

The WBLV has completed 126 Career Pathways from 92 different businesses within manufacturing, healthcare, transportation and warehousing, professional/technical/scientific, food and accommodations, and more. Students, teachers, job seekers and the public use Career Pathways to map next steps in their careers. Employers use Career Pathways for attraction, recruitment, retention, and succession planning. Our goal is for all 15,629 Lehigh Valley businesses to have a Career Pathway!

Victor Schmidt, Vice President of Human Resources at Precision Roll Grinders, has been using their Career Pathway to help attract workers through their website and in employment brochures.

"I participated in a workshop at the Workforce Board Lehigh Valley where they helped me put together a Career Pathway for Precision Roll Grinders, and it has really helped with our recruiting efforts. In today's competitive job market, it is one more tool to utilize as the job market gets more and more competitive. The Career Pathway has been a great asset for me in hiring and it makes it easy for our existing employees to see what opportunities are available."

Community Focus Aligned to Governor's Goal of Strengthening Employer Engagement

The Chamber serves as an intermediary between the WBLV's one-stop system and the Chamber's 6,000 employer members in identifying training and placement opportunities for employers and job seekers, and to ensure that employers are educated on workforce issues. The Workforce System provides a platform to showcase employment opportunities, has access to the 30+ Chamber and Councils including diversity, non-profit and veterans, and invites WBLV to events such as Economic Outlook, Annual Meeting, and the Non-Profit Business Council and Women's Summit.

The Chamber encourages all members to list job openings on the PA CareerLink® job matching website and utilize PACLLV for recruitment; provides a webpage with a prominent logo and link on the Chamber's homepage; serves as WBLV liaison to public officials and educates officials and staff of government entities regarding workforce issues; identifies and nominates to Lehigh and Northampton County Executives potential employers who qualify to become WBLV Board; and, encourages Chamber members to participate in WBLV Board and Committee meetings. This relationship continues to grow and bring the Workforce System to the center stage in the eyes of Lehigh Valley's business and industry.

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

1. **STORY NUMBER ONE: IMPACT OF WORKFORCE DEVELOPMENT PROGRAMS AND SERVICES ON THE EMPLOYER CUSTOMER -- WBLV PARTNERSHIP WITH B. BRAUN MEDICAL INC., A GLOBAL LEADER IN MEDICAL DEVICE AND PHARMACEUTICAL MANUFACTURING**



The WBLV is committed to its guiding principle that the **Number One Customer is the Employer** because without employers, we have no jobs. To demonstrate our impact on employers, this section showcases our role as Workforce Intermediary and Back-Office HR Department for B.

Braun Medical Inc., an expanding, essential and global medical device manufacturer that continuously partners with the WBLV and PACLLV to meet their growing workforce needs. The following testimonial is from Morten Rasmussen, WBLV Member and Vice President Operations Human Resources & Corporate Compensation for B. Braun Medical Inc.

“As a premier Medical Device and Pharmaceutical manufacturer with over 2,000 employees in the Lehigh Valley, B. Braun is very proud of our partnership with the Workforce Board Lehigh Valley. Our relationship with the WBLV enables us to effectively and efficiently meet the employment needs of our business. The WBLV offers us a full range of services from job postings and hiring through PA CareerLink® Lehigh Valley, to long-term strategic initiatives such as the Registered Apprenticeship Program. The WBLV Team can always be counted on to help, whether it be securing grant money or organizing employer forums discuss common needs, they are always there for us. Together with B. Braun, the WBLV makes the Lehigh Valley a great place to work!”

Outcomes from B. Braun’s partnership with WBLV include:

- B. Braun regularly posts open positions on PA CareerLink® with 50 positions currently listed.
- In 2020 alone, B. Braun hired 28 job seeker customers directly from PACLLV.
- The WBLV worked with B. Braun to create multi-employer consortium approved as a Registered Apprenticeship through the PA Apprenticeship and Training Office.
- B. Braun’s Chief Operating Officer was the featured speaker during the WBLV Engage Employer Roundtable on Registered Apprenticeships. Planning began in 2020 for an Engage Roundtable, featuring B. Braun, to discuss Work/Life Issues Impacted by COVID-19.
- B. Braun participated in Employer Wednesdays, held on-site at PA CareerLink® Lehigh Valley.
- Central Admixture Pharmacy Services, Inc., a subsidiary of B. Braun, uses the WBLV’s On-the-Job training program to address their ongoing need for Pharmaceutical Technicians.
- The WBLV worked with B. Braun to complete a Career Pathway and Business and Industry Video showcasing B. Braun’s operations, jobs, company culture, and Knowledge, Skills, and Abilities.

2. STORY NUMBER TWO: IMPACT OF WORKFORCE DEVELOPMENT PROGRAMS AND SERVICES ON TARGETED POPULATIONS—VETERAN

Founded on the WBLV’s Priority of Service Policy, the PACLLV system served 477 Veterans in 2020. Through our partnership with the Chamber’s Veterans and Military Council, we developed virtual events including Helping Our Heroes and Hiring Our Veterans that highlighted resources and success stories. When a Veteran’s troubles turn into triumph, the value of PACLLV truly shines as shown in this story.

An Air Force veteran visited PACLLV in December 2019 to register for Unemployment Compensation. He was referred to our Veterans staff and identified as a low-income veteran. The veteran had been in HVAC maintenance, but with family responsibilities, he could no longer work on call. His experience was that he was a former Commercial Truck Driver. PACLLV assisted him with workshops and resume building and he enrolled in Student Transportation programming. In less than two months, he was employed. However, the pandemic caused his job to be eliminated and a new search began. Through PACLLV’s assistance and perseverance, this veteran became a

delivery driver with Performance Food Group on the path to a full-time CDL A driver with his own route.

3. STORY NUMBER TWO: IMPACT OF WORKFORCE DEVELOPMENT PROGRAMS AND SERVICES ON CUSTOMERS—JOB SEEKER

Our story continues with a human-centered approach that demonstrates the impact of PACLLV workforce programs and services on job seeker customers. Holly visited PACLLV after being dislocated from her Lead Distribution Coordinator position with a national medical service provider. Her role was very specialized, and she had no additional education since previously earning her bachelor's degree. While participating in Reemployment Services and Eligibility Assessment (RESEA), she enrolled in the Workforce Innovation and Opportunity Act (WIOA) program and actively participated in numerous individualized career services. Through PACLLV, Holly improved her job search tools and techniques, explored career options, and discovered training opportunities. She worked with our recruiters and advisory to search for employment opportunities, explore careers and training, complete assessments, and improve her skills. Holly enrolled in Project Management training funded through the WBLV Economic Transition Grant. Her classes began early 2020, but the pandemic suspended all classroom instruction, and switched to distance learning. Three months later, Holly secured employment as a Field Certification Technician with a business that manufactures controlled environments used for sterile manufacturing and hazard containment. She is earning a higher wage than what she was paid before losing her job and is successful due to the support and resources from Lehigh Valley's workforce system.

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

Challenge 1: At the height of the COVID-19 crisis, there were 53,000 people in the Lehigh Valley collecting unemployment benefits while at the same time 7,000 jobs were available.

Challenge 2: Dislocated workers continue to collect unemployment compensation benefits and stimulus payments, and still wait for their benefits to exhaust.

Challenge 3: Schools and training facilities closed or implemented hybrid learning.

Challenge 4: Work/life issues including childcare, work schedules, virtual schooling, limited internet access, and more.

Challenge 5: The educational level of workers must be increased to meet the demands of new and complex technology now used in the workplace.

To virtually reengage people into jobs and training while they are at home, an outreach plan on virtual services and options was implemented including social media, flyers, posters, and emails. To meet specific employer needs, employers have become a training vendor for job seekers, their new hires, and upskilling of their current workforce. Our plan is to engage employers as the new training vendor through On-the-Job Training resources, career pathways, career awareness initiatives, and outreach efforts, such as the WBLV's *Jobs Close to Home and Training Close to Home* billboard campaign.

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

One demonstrated innovative and promising practice is having the Chamber serve as our One-Stop Operator. They also serve as the Intermediary within Lehigh Valley's Workforce System to our One-Stop Partners including: Lehigh Carbon Community College, Northampton Community College, Lehigh Career & Technical Institute, Office of Vocational Rehabilitation, Bureau of Workforce Partnership and Operations, Educational Data Systems, Inc., Community Action Committee of the Lehigh Valley, PA Department of Human Services, PA Department of Labor & Industry Unemployment Compensation, and AARP. The Chamber as our One-Stop Operator communicates continuously with Partners to discuss system improvements.

Workforce Board Lehigh Valley developed a Career Linking Class and Employability Skills Curriculum for 150 high school students within the Allentown School District (ASD), the most at-risk school district in the Lehigh Valley. This career and college readiness course was approved by the ASD School Board in the Program of Studies, and is based on nine areas including: applied academic skills, critical thinking skills, resource management, information use, communication skills, systems thinking, technology use, personal qualities, and interpersonal skills. These courses were developed as a part of the national Employability Standards in Career and Technical Education and the Adult Education project of the U.S. Department of Education.

As stated by Thomas Parker, ASD Superintendent, *"This collaborative partnership with the Workforce Board 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. Students will have real insight on employment opportunities here in the Lehigh Valley!"*

Partnering with the Bureau of Workforce Partnership and Operations and our community colleges, we promote post-secondary education including two-year degrees, four-year and higher degrees, and certificate and credential attainment. In 2020, we targeted eligible dislocated workers for training funds through special grants or the Trade Adjustment Act (TAA). One innovation was our *Training and Jobs Close to Home* billboard campaign to encourage job seekers to get training while they are collecting unemployment during the pandemic.

Any areas where the LWDB would benefit from additional state guidance

State assistance and guidance is requested to be provided to Workforce Boards regarding national workforce development trends; information on developing innovative and re-imagined workforce systems; and, providing real-time data and workforce intelligence through the L&I's Center for Workforce Information and Analysis.

Luzerne/Schuylkill Workforce Development Board 2020 Annual Report



Top three accomplishments from the 2020 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan.

1. The PA CareerLink® Luzerne County and PA CareerLink® Schuylkill County extended our hybrid and virtual offerings to reflect changing needs.

The transition to virtual services required all PA CareerLink® staff to work in new ways on short notice. This affected every area of our operations and impacted how we addressed all five goals of the state's WIOA Combined State Plan. Prior to the COVID-19 pandemic, the Wilkes-Barre and Hazleton PA CareerLink® locations each served between 400-600 individuals per week, and the Schuylkill County PA CareerLink® served an average of 275 individuals per week. When the shutdown was announced, partners worked together to become a fully functioning remote team within a few hours. Most staff transitioned to laptops and cell phones to serve our participants from their home offices. We launched an online platform to provide synchronous soft skills workshops and virtual employer recruitment events. As the job market experienced turmoil, we made sure program participants knew that job opportunities and training services were still available. The Luzerne and Schuylkill teams supported community partners by featuring them on their respective PA CareerLink® Facebook pages, LinkedIn pages, and websites.

A major accomplishment was the creation of a Digital Outreach Team involving staff from all three offices. This team worked with consultants to develop new email and social media campaigns. One result was the implementation of the social media management tool CoSchedule at the PA CareerLink® Luzerne County, which enables us to schedule Facebook, LinkedIn, and Instagram posts at pre-determined times. The Digital Outreach Team also helped the PA CareerLink® Schuylkill County increase its social media presence on Facebook and LinkedIn, with plans to further expand its reach in 2021.

Additional highlights of our virtual services include:

- A Virtual Career Exploration Day with Pittston Area High School in May. The Northeast PA Manufacturers and Employers Council collaborated with the Pittston Chamber of Commerce to provide over 20 virtual facility tours and company overviews for students.
- Promoting virtual registered apprenticeships as part of the Apprenticeship Expansion Grant and providing a virtual information training session with the Wayne Pike Workforce Alliance Staff.
- The PA CareerLink® Help Line, which enabled staff to work remotely.
- Providing a full schedule of virtual PA CareerLink® workshops, including Resume Writing, Ace the Interview, Stress Management, Job Searching, and Navigating the PA CareerLink® website.
- Virtual job fairs with local employers.

- Reaching out to UC claimants weekly to alert them to training opportunities and job openings.
- Partnering with Coal Creative to create new websites for all three PA CareerLink® offices (www.careerlinkhazleton.org; www.careerlinkpottsville.org; www.careerlinkwilkesbarre.org). Each interactive website offers a Virtual Resource Center, a Google Calendar Plugin listing events and workshops, and a news page featuring blog posts and current events.
- The Virtual Resource Center, providing easy access to online presentations, tools, and handouts on issues such as stress management, resume writing, interview prep, and other soft skills.
- LSWDB reevaluated email distribution lists and digital communication through Constant Contact by working with consultants to develop a new weekly job seeker newsletter in Luzerne County. In addition, in Luzerne and Schuylkill Counties, the PA CareerLink® launched a new employer monthly newsletter to better build credibility with employers, advocate for job seeker needs, and highlight employer services such as how we can help them reduce payroll costs.

2. The Luzerne and Schuylkill PA CareerLink® adapted Youth Program Models to reflect customers' changing needs. This addresses the WIOA state goal of increasing work-based learning opportunities for youth and establishing career pathways.

The PA CareerLink® staff working with local organizations expanded our reach to youth in Luzerne and Schuylkill counties through the following:

- Pottsville staff participated in the Saint Clair Area School District Career Fair, which included a presentation on Chapter 339, which mandates career exploration activities and CTC awareness for primary grade students.
- Staff participated in the Skilled Trades Expo at Wilkes-Barre Area Career & Technical Center in November.
- PA CareerLink® Schuylkill After-School Bytes & Bites Coding Club engaged high school students in STEAM activities, emphasizing coding through the nationally recognized code.org and codeacademy.com programs. Activities took place at the PA CareerLink® once a week and were guided by a staff member. Participants, while still meeting in person, also used the Virtual Reality headsets and software to familiarize them with real-world experiences such as driving a car, practicing anger management skills, and getting and keeping a job. After the schools switched to online learning, the club continued to meet via Zoom for the rest of the school year.
- Establishing a hybrid model for OSY GED students in the Luzerne and Schuylkill programs. This model allowed students and instructors to meet on Google Classroom and Zoom for interactive lessons and to study for the test at GED.com. Those lacking an internet connection were able to meet with instructors by phone. We were able to keep some work experience programs operating in person. Once the PA CareerLink® reopened students had the option of in-person or virtual instruction.
- Your Employability Skills (YES) workshops offered to ISY in 2019: Career Exploration, Interviewing Skills, Banking Basics, Soft Skills, Time Management, Future Planning, Creative Thinking, Self-Care, Networking.
- ISY participated in online financial literacy courses through Everfi, featuring income & employment, budgeting, consumer skills, credit & debt, financing higher education, and

insurance. They also attended workshops at the PA CareerLink® on interviewing and resume writing.

- Successful BEP and SLIP programs: See more information below.

3. Ancillary funding outside of WIOA allowed us to creatively invest in talent and skills and to establish career pathways while working in new ways with partners.

Special projects allow us the freedom to develop customized programs with fewer restrictions. Serving individuals, businesses, and schools in new ways maximizes our collective skills and partnerships. Our special grants included:

- **State/Local Internship Program (SLIP):** A total of 113 young adults were placed with 51 employers in a wide variety of business environments, including nonprofit, arts and entertainment, manufacturing, automotive, business, engineering, and legal. This exceeded our goal of 110 interns and 47 employers and included nine interns in nontraditional occupations (largely women in engineering/ manufacturing/IT). Orientation took place virtually, and Coal Creative sponsored a TikTok challenge with a cash prize. The winners were our two interns at Eastern Pennsylvania Coalition for Abandoned Mine Reclamation (EPCAMR) and their video is available at <https://fb.watch/1SnWq51tpd/>. After completion of their internships, approximately 23% of SLIP interns were offered either full-time or part-time employment by their employer, exceeding our goal of 15%. On National Intern Day, SLIP interns and 23 employers participated in the state’s social media campaigns on Facebook Live, Twitter, and LinkedIn. Internships were various combinations of virtual and in-person to maximize each experience while adhering to safety guidelines.

PA CareerLink® staff pivoted to a virtual SLIP intern seminar via Zoom. We partnered with Dr. Jennifer McClinton-Temple, Professor of English, and Chair of the English Dept. at King's College, who moderated the panel discussion “Diversity and Inclusion and the Prevention of Workplace Harassment.” Panelists included Qiana Cressman, Executive Director of Donor Operations at Miller-Keystone Blood Center and founder of Emerge Enterprise Media, LLC; Amy Gravino, International Speaker, Autism Sexuality Advocate, and Relationship Coach at Rutgers University; and Reina Kimso, Director of Human Resources at EDSI, a national workforce development, talent solutions and consulting company. By having a dedicated SLIP Project Manager, the SLIP program was able to exceed its goals despite the logistical issues resulting from the pandemic. Three L/S SLIP interns were finalists for the Intern of the Year Award from the Greater Wilkes-Barre Chamber of Commerce. Furthermore, all participating employers stated that they are willing to host interns again.

- **Business Education Partnership (BEP):** Our “Invest in Your Future” program recruited 35 students for co-op experiences with 25 employers. The students came from Schuylkill Technology Center, Wilkes-Barre Career & Technical Center, and Hazleton Career Center. “Invest in Your Future” combined job skills training through a 20-hour Workplace Boot Camp curriculum and a paid internship that boosted students’ employability upon graduation. The program ran concurrent with the school year, providing an immersive, fast-track experience that benefited both employers and high-school seniors in a short time frame. Students worked up to 20 hours per week for at least \$10/hour. The

program's success led to renewed funding to launch the "Invest in Your Future II" program in PY 2020.

The LSWDB and the Greater Pittston Chamber of Commerce (GPCC) collaborated with the Lackawanna County WDB and Pocono County WDB to pool funds and launch the **Innovation to Management Apprenticeship Program** at local community colleges. This regional approach maximizes resources and serves more customers than a single workforce development board initiative. The program focuses on advancement in career pathways, with a curriculum that is transferable to many industries. The success of the program is also due in part to Apprenticeship Ambassadors, who promote the program to employers in the Northeast region. The Ambassadors will actively build employer relationships in the seven-county region to promote management apprenticeships.

The **Innovation to Management Apprenticeship** leadership and management curriculum was developed by GPCC with Luzerne County Community College (LCCC) and focuses on four critical components: First Line Supervisory Principles; Psychology: The Person and the Workplace; Management/Supervisory/Skills; and Business Communications. Program participants who complete the course have 15 college credits and the equivalent of the LCCC Small Business Skills specialized diploma. These credits can be applied toward a Certificate of Specialization in Business Management and/or to the Business Management Technology Associates of Applied Science Degree at LCCC.

- The **"Impact: Leadership in Education"** program, funded by Teacher in the Workplace, brought together the LSWDB and Leadership Wilkes-Barre and dozens of local community and business partners. Thirty-five educators throughout the LIU18 service area were chosen to participate in the cohort; they received PDE Continuing Professional Education credits for successfully completing the program. Participants executed School Impact Projects, such as introducing 8th graders to STEM careers, helping middle-school students with their transition to high school, and organizing a career fair that introduced career readiness and awareness topics. Teachers provided monthly evaluations of their Impact experience and updates on their individual School Impact Projects. The ripple effect of teachers' connections made through their experience is infinite, as they have the chance to affect thousands of students throughout their careers.
- **Project REAL (Reconnect, Engage, Advocate, Lead):** We launched this two-year program to assist 50 reentry young adults recruited from the courts and justice-involved organizations. In PY 2019 we laid the foundation for success by hiring and onboarding three new staff—two new individuals and one internal transfer. One of these new staff—our Life Coach/Family Advocate—will provide mentoring and support within a trauma-informed care framework to facilitate a healthy, positive transition to self-sustaining employment through group and individual coaching sessions. The Family Advocate will also train the PA CareerLink® staff in trauma-informed techniques that can be used with clients in all our programs. The program also includes an Outreach Coordinator/Career Navigator in each county, who will work closely with the court system, probation, and parole boards to promote the program and engage young adults immediately upon their referral to the program. Supportive services include transportation assistance and fees involved with GED classes, occupational skills training, and professional clothing. Business Services Representatives will develop relationships with second-chance employers. The

team has built a 3-tier outreach strategy to connect with criminal justice partners, community organizations and agencies, as well as implementing a digital outreach plan to engage clients directly. This solid foundation will lead to strong performance in PY 2020.

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

1. **Training Success:** Our WIOA Title I ADW program placed 304 individuals into employment. Additionally, we helped 187 individuals with Individual Training Accounts (ITAs) and developed 51 On-the-Job Training experiences. During the 2020 spring semester, training providers closed their physical locations, but Title I staff worked with both training providers and participants to ensure that services continued with minimal disruptions. Many training providers continued classes remotely, allowing many Title I participants to complete training and earn a credential. Training providers that could not provide remote training entered into an amendment to adjust the end date of the original ITA for affected participants. Those students completed their programs when they were able to return to the classroom toward the summer months. All these participants are a success story for facing and overcoming unprecedented challenges in addition to their previous employment barriers. Those completing training and obtaining employment include:

High-Priority Occupation	Number placed	Average hourly wage
CDL/Heavy Equipment Operator	82	\$19.11
IT/Computers/Business	7	\$15.17
CAN/LPN/Medical Assistant	27	\$13.91
Other	10	\$16.40

One success story is that of Alexandra R. Because of her limited English language skills, she was concerned about entering a training program and then obtaining employment. With guidance from her Career Advisor, she enrolled in the ESL/Customer Service Microsoft Office Suite program at Lackawanna College with WIOA funds. She gained confidence in her ability to speak and write in English. With her improved communication and digital skills, she received a promotion and pay increase with Amazon. Alexandra is now a Customer Resolution Representative.

2. **EARN Success:** The Employment, Advancement and Retention Network (EARN) program is designed to address the needs of welfare and low-income individuals with serious barriers to gaining and maintaining employment. In PY 2019, the EARN staff rose to the challenge of working remotely. This necessitated implementing new technology and procedures for orientation and enrollment to verify documentation and signatures. All forms were transferred into a fillable PDF format, and orientation and workshops took place via Zoom. Staff reached out to participants via phone to create IEPs and obtain verbal agreement to the plans. Staff downloaded Google Text to their personal phones to communicate securely with participants without having to go through the office phone system. EARN participants obtained employment even during the pandemic, including Tanya:

Tanya T. enrolled in the EARN program on June 15, 2020, during the COVID-19 shutdown. She had recently relocated from New York with her three teenage sons, who were having difficulty adjusting in school. As a single parent, this made it a challenge to obtain and maintain employment. However, Tanya was eager to find a full-time job and completed numerous virtual

workshops, including “Creating a Great Resume” and “Ace the Interview.” On July 13, Tanya accepted an offer of full-time employment as an Office Manager at Angels on Call, making \$21.00 per hour. She was extremely thankful for the EARN staff’s assistance during her job search.

3. **WIOA Youth Success:** Arianny M. was born in the Dominican Republic and moved to the United States when she was two. She first joined the WIOA ISY program in the summer of 2017 when she was 16. Through the program, Arianny accepted a summer work experience at a local diner named Sister’s Restaurant. It was her first job, and she received an excellent final evaluation from her supervisor. She continued the ISY that fall, but soon found out she was pregnant. Her goal was to continue attending school until the birth of her child. Arianny continued to attend the ISY program’s weekly employability skills workshops and participated in another work experience at a hair salon until a month before her due date. She again received an exemplary evaluation from her supervisor. After having her child, Arianny returned to school in the fall of 2018 and picked up right where she left off. She has persevered through the struggles of being a full-time mom and student. She is currently a senior in the Health Careers Program at the Hazleton Area Career Center and is on the Honor Roll. Her goal is to be a Physical Therapist. She has already been accepted in the Pre-Professional Program at Luzerne County Community College and plans to transfer to Penn State to complete her degree. Arianny has taken advantage of many things the ISY program has to offer, such as attending college campus tours, Education & Career days at the PA CareerLink®, and STEM-related field trips. She has now successfully completed three different work experience assignments. Arianny is an inspiration to all young mothers striving to complete high school and enter college to pursue her future goals.

Any local workforce development challenges in the 2020 calendar year or anticipated in the next calendar year, and our plan to address identified challenges.

- The challenge of finding qualified candidates for the thousands of open positions in Luzerne and Schuylkill counties was heightened by COVID-19. With extended unemployment benefits, no mandatory work search for UC recipients, and fear of contracting the virus, many job seekers stopped looking for work, causing local employers to turn down work due to a lack of qualified employees. The biggest hindrance to employers filling their vacant positions seemed to be the lack of required work search. Without the requirement, the PA CareerLink® system is less helpful to local employers. Work search provides that pool of candidates who are key to the successful working relationship between the PA CareerLink® and employers of Pennsylvania. Without the work search requirement, we devised other means of drawing job seekers into our system. We established new websites to promote our services and increased our presence on Facebook. Further, we are working with a local chamber of commerce on a texting initiative to engage job seekers.
- Recruiting Out-of-School Youth proved challenging. We distributed flyers, conducted pop-up table events at malls and areas of high visibility, posted on social media, and contracted with Audio Go for promotions. As a demographic that is typically hard to engage, finding them during the pandemic was even more difficult.
- Our highest priority is reopening the PA CareerLink® offices to the public while maintaining a safe and secure workplace while adhering to changing guidelines. We meet with appointed Pandemic Safety Officers in each office weekly to discuss our ongoing safety efforts. We maintain an open dialogue with staff about safety precautions to retain them during this challenging time. To serve our

customers safely, we employed new technology, including LanSchool and Waitlist Me, to ensure staff and customers maintained a safe distance from each other while still interacting productively.

- Another major priority is reinstating job search requirement and PA CareerLink® registration for UC claimants. This will help our programs return to their prior service levels. The Reemployment Services and Eligibility Assessment (RESEA) program, also suspended during the pandemic, needs to be reinstated to help UC claimants. Together, these provided thousands of referrals to the PA CareerLink® and helped our staff connect with individuals who most benefit from our programs.

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

1. **New Technology Tools:** Staff embraced HootSuite, Zoom, NeoCertify, Adobe Sign, DocuSign, Microsoft Teams, Google Voice, and many other platforms to communicate, teach classes, provide comprehensive case management, and present virtual workshops. We anticipate these tools will become a permanent part of how we conduct business. They also address the state goal to strengthen data sharing and to use data more effectively.
2. **Hybrid GED Program:** We will continue to offer the hybrid GED Youth Program after the pandemic subsides. The online options for students who work and cannot attend classes in person is a benefit. The hybrid option also allows individuals to have access to teachers in the evening. The GED test can also be taken online, which allows students to take it in the evening or on weekends.
3. **The Help Line:** Working remotely was aided greatly by the Help Line. This is a local number that connects with staff's cell phones, allowing them to use their own phone securely. This allowed customers to access all services through a single number and be connected directly to a staff member without having to leave a voicemail and wait for a call back. The Help Line allowed us to provide exceptional customer service while working remotely. Through the end of 2020, staff have answered almost 18,000 calls using this new tool.

Any areas where we would benefit from additional state guidance.

Many participants are having difficulty obtaining their DD-214s, SNAP letters, UC benefit declarations, paystubs, and/or birth certificates. These documents are necessary to establish WIOA eligibility. A training on how to obtain them or portal access to them would be extremely helpful.

Montgomery County Workforce Development Board 2020 Annual Report

Accomplishments

➤ The Montgomery County Workforce Development Board launched a county wide employer needs analysis with a mission to conduct surveys to identify key challenges faced by Montgomery County businesses stemming from the COVID-19 pandemic. The surveys were conducted from May through July by representatives from the Delaware Valley Industrial Resource Center, the Hatfield Chamber of Commerce, the Indian Valley Chamber of Commerce, The Upper Perkiomen Valley Chamber of Commerce, the Main Line Chamber of Commerce, the Montgomery County Chamber of Commerce, the Chamber of Commerce for Greater Montgomery County, the Perkiomen Valley Chamber of Commerce, and the Pottstown Area Industrial Development, Inc. Interviewers were able to connect with 215 businesses representing all 10 key industry sectors. In response to the survey results, we planned several educational webinars to address common themes discussed with employers. The full analysis can be viewed at <https://www.montcopa.org/DocumentCenter/View/29142/Montgomery-County-Employer-Needs-Analysis-Report-10-2020?bidId=>

➤ The first was an Apprenticeship Event held on September 24th hosted by John Bond from First Quality and John Tkach from the Keystone Development Corporation. John Tkach shared his extensive experiences on partnering and developing newly registered apprenticeship programs and funding opportunities that are available through the State and Workforce Boards. John Bond shared the business perspective of developing and vetting applicants for their recently established Industrial Manufacturing Technician and Industrial Maintenance Technician Apprenticeships at their King of Prussia facility. The event was attended by 37 employers, educators, and services agencies.



➤ MontcoWorks also held, in partnership with EDSI, a Customer Service and Conflict Resolution Boot Camp. The presentations on September 23rd and 24th explored common responses to our rapidly changing circumstances, first impression bias, and specific COVID-19 related conflict resolution strategies to help customer service professionals overcome recent challenges and provide quality customer service during these unique times. During the virtual workshops, participants and business leaders were able to

COVID-19 Customer Service & Conflict Resolution Webinar

Are your employees struggling with customer service and conflicts during the pandemic?

MontcoWorks, in partnership with EDSI Solutions, Inc., is offering a FREE live webinar to help professionals deal with concerns surrounding customer service and conflict resolution during the pandemic.

The outbreak and mitigation efforts of COVID-19 have been incredibly challenging, stressful, and traumatic for everyone. Those working with customers during this unprecedented time are encountering situations beyond the scope of previous customer service experiences. We will explore common responses to our rapidly changing circumstances, first impression bias, and specific COVID-19 related conflict resolution strategies to help customer service professionals overcome challenges and provide quality customer service.

There will be 2 general sessions to choose from on September 23rd, 2020 and 1 train the trainer session for someone from your management team to attend on September 24th, 2020.

Register at <https://cscrduringapandemic.eventbrite.com> for your free ticket!

For questions about these webinars, please contact Jeff Harris at JeffreyHarris@EDSIsolutions.com



learn how to de-escalate COVID-19 induced interpersonal situations while understanding the importance of professional boundaries and constructive confrontation. The two general sessions and the train-the-trainer session were attended by a combined 25 business representatives.

- Lastly, in partnership with the Chamber of Commerce for Greater Montgomery County, we offered two one-hour virtual information sessions in October and December that presented plain talk and practical approaches to meeting employer obligations and reducing liability during the COVID-19 pandemic.

Presented by Christopher E. Ezold and Rhonda K. Grubbs. Chris and Rhonda are members of the Wisler Pearlstine COVID-19 Response Team. This knowledgeable team of lawyers is actively monitoring the rapidly evolving landscape of federal, state, and local guidance and legislation. They are available to help navigate this period of disruption and uncertainty by providing sound guidance and practical solutions to their clients.



Testimonials

- Tonya attended Eastern Center for Arts and Technology in 2017, as a Practical Nursing Student, but was unable to complete due to her academic standing. In 2019, MontcoWorks Staff contacted Tonya about a special grant for Dislocated Workers to return to longer term training with additional funding for transportation, uniforms, and supplies (The Economic Transition Grant). She was thrilled to have another opportunity to continue the LPN program. After reconnecting with Eastern Staff and her PA CareerLink® Montgomery County Career Coach, Tonya received support service funds to complete a required CPR class, and to pay for gas, uniforms, and necessary school supplies. She began the program on 6/24/19 and completed on 1/30/20. Her National Council Licensure Examination for Practical Nurses (NCLEX) exam was rescheduled multiple times due to COVID-19, but she applied for and received a temporary license and began working at Normandy Farms in Blue Bell. She continued to look for available exam locations and discovered that New Jersey had openings. Tonya scheduled a May 6th, 8am appointment in Princeton, and received her notification of passing on May 11th. She recently accepted a fulltime position as a Wellness Nurse with Traditions of Lansdale and plans on returning to Montgomery County Community College to begin her RN. We are impressed by Tonya's persistence and diligence in this great accomplishment and wish her much success during this challenging time in the healthcare field.
- The MontcoWorks*NOW Youth program has worked steadfastly to continue to provide services to clients virtually during the significant limitations of COVID-19. One of the highlights of this transition of services is the weekly MontcoWorks NOW Goal-Getter sessions. Each week, clients are able to hear from an individual that demonstrated leadership, perseverance, and determination to set and accomplish a goal. Conducted by Zoom video conference, each of our clients are required to be present, visible on screen, and conduct themselves as professionals in their communication and mannerisms. After the initial presentation by the guest (that includes a short biographical sketch, their career journey, and how they accomplished certain goals), our clients ask the speaker questions as if it was an interview and engage them in brief conversations. There have been over 30 speakers from a wide array of career paths as well as share the stories of individuals from incredibly diverse racial, ethnic, gender, and generational perspectives. Our MWN teams provides instantaneous feedback to the participants and requires them to complete a follow-up survey. One client's

testimonial demonstrates the impact these sessions can have. “Everyone has a different story, a different path, different needs and different achievements. But everyone one comes from some sort of struggle, a struggle with themselves, narcotics, addiction, even how they were raised...but things that we all share are struggles, goals and growth!! I connected with [Goal-Getter guest] in a different way that wasn’t at all the same but somehow very similar. Hopelessness and giving up, taught us hope and gave us strength! It’s as complicated as lifegoals, strength, and help is something we all need and go through. We can all sit and wait to die, do the bare minimum, and call it a life, because that’s so much easier. But that’s what being given life is about, it’s about living to fullest being greater and better than your start, taking steps to reach your ideal dream life. Life is about being the person you envy the most...yourself. And you’ll never find that out unless you try! Try to work, learn, or even live! You’ll never be the real you if you don’t go through the course of life. And the one I’ll never forget, words [Goal-Getter guest] shared, ‘Accepting your trauma makes you the person you are, makes you wiser, aware, and especially unique! The trauma you go through doesn’t define you but shapes you into a better more understanding person you wouldn’t have been without it!’”

- Aisha returned to the EARN Program in July 2020 as a single mother of a 15-year-old son. Upon her return to the EARN program, Aisha was disheartened having to start the process of looking for a job all over again – especially having suffered a traumatic experience as the last place of employment led her back to EARN. As a Certified Nursing Assistant, Aisha was stabbed by a patient with dementia and was exposed to COVID-19. The result of this led to Aisha being quarantined at home while caring and providing for her son. Unable to work due to the physical injury sustained, her employment eventually ended. Aisha was confused and uncertain about her career path and how to move forward. Adding to the uncertainty, Aisha struggled daily with the daunting reality of virtual schooling during quarantine with her son close by, as well as her concern for his emotional well-being and safety during these times. Aisha’s Career Coach, our Licensed Family Advocate (LFA) and EARN staff rallied around her to provide supportive services and resources to assist in dealing with her emotional concerns. Once Aisha knew that she had a local support system through the EARN staff, she began to become fully engaged in workshops offered, LFA services, as well as keeping the lines of communication open with EARN staff. It was then that despite all her previous challenges, Aisha decided not to sit idle. Her Career Coach discussed the opportunity for her to attend our Multi-Gen Program, which is customer service based, with a child educational component to the program that supports the client and their family at the same time. She did not hesitate and was one of the first to enroll. Aisha was excited about the opportunity to enhance her skill set, as well as her son being able to receive academic and emotional support as part of the program as well. She completed the 8-week program in a seamless manner and was viewed as a leader amongst her peers as she encouraged everyone to finish the program. Upon completion, Aisha was able to earn a Certified Customer Service Specialist credential. Ecstatic with her accomplishment, Aisha shed tears of joy during the graduation ceremony. Aisha noted her completion of the program proved to her and her son that regardless of their challenges, success can still be achieved. Aisha remains active with the EARN program and works closely with her Career Coach. Her goal is to stay healthy by continuing with mental health counseling and returning to the job she loves as a Certified Nursing Assistant through the support of the Business Services Team’s healthcare employer base.
- “I have been fortunate to partner with PA CareerLink® of Montgomery County, as they have provided me help in finding qualified staff to fill many of our vacancies. Most of the candidates have also been eligible for On-The-Job Training (OJT) opportunities. The OJT opportunities have helped us make an investment into the professional potential of the candidates that we have hired. In our time of working with PA CareerLink® Montgomery County, it has been a pleasure to deal with everyone on staff and I

look forward to continuing our relationship to support our business' goals through the hiring, training, and retention of talented employees." - Todd Kramer, CEO, Secure Components, Norristown, PA

Challenges

Ensuring Montgomery County employers have access to a reliable, skilled workforce, both now and in the future, is an ongoing challenge. In 2021, MontcoWorks will continue to prioritize funding for training that includes Individualized Training Accounts, On-the-Job Training, Customized Job Training, and Incumbent Worker Training. Outreach to individuals who have lost their jobs during the pandemic is of paramount importance and we continue to explore options to promote training and our other valuable services.

Promising/Innovative Practices

- The PA CareerLink® Montgomery County relocated to the Human Services Center just over one mile away. Once we are able to safely resume in person operations, this move 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.
- As part of the BEP II grant, MontcoWorks procured services from Nepris, an online international company that provides interactive career experiences through virtual platform that connects educators and learners with a network of industry professionals, bringing real world career exposure to students. Nepris offers daily opportunities to join live, virtual chats with professionals on a variety of topics that prepare students for college and career. The topics follow the national themes in education along with several unique series being offered throughout the school year. With one click, you can sign up to participate in one of these chats along with other classrooms from across the country. Some topics include: Women in STEM careers, Employability skills, Computer Science education week, Healthcare pathways, Financial Literacy, Virtual tours of workspaces, and more. <https://www.nepris.com/about>
- The PA CareerLink® Montgomery County Business Services Team held a series of employer roundtables in the Security, Food Service, Retail, and Manufacturing industries. These events featured focus groups of respective Montgomery County employers to share with the PA CareerLink® Montgomery County's Business Services Team and MontcoWorks different staffing questions, challenges, and solutions relevant to their industry. These discussions have received high marks from the employers involved and has led to recruitment events, the sharing of specific labor market information, and effective guidance to Career Coaches on the training, experience, and soft skills needed to be successful in any of the aforementioned industries. The Business Services Team plans to continue the Roundtable Series with other industries in the future.

Additional State Guidance

The Montgomery County Workforce Development Board appreciates the increased communication throughout 2020. While the workforce situation is fluid because of the pandemic, the added resources including UC outreach lists, the UC demographic dashboard, and PA CareerLink® website redesign are beneficial to reclaiming economic stability. We look forward to increased branding and digital visibility in the coming year.

North Central Workforce Development Board 2020 Annual Report

Top Three Accomplishments from the 2020 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 2020. Of the many great initiatives, the three we will highlight include: our Business Education Partnership’s Teacher in the Workplace Program, SLIP, and PA CareerLink® centers quick response to the pandemic.

1. Embracing Technology, Serving Youth and Educators

Workforce Solutions for North Central PA, serving as the North Central Workforce Development Board (NCWDB), is the premier facilitator of an innovative workforce development system in our six-county region. We serve the human capital needs of area employers and provide resources for area job seekers in the North Central PA region. Our dual focus on employers and job seekers helps create a competitive workforce in the global marketplace and promotes economic prosperity.

Workforce Solutions also serves the area’s workforce pipeline – youth. Our Business Education Partnership Initiative provides a variety of programs that connect local businesses with over 26 secondary schools via activities such as Teacher in the Workplace, Industry Day, Career Cruises, and Parent Presentations. The main goals are to increase students’ and families’ awareness of local careers to retain them in the area and to increase educators’ knowledge of and capacity to help youth learn about potential careers.

During 2020, 66 teachers from the North Central Region participated in an 8-hour virtual Teacher in the Workplace Program during the month of November 2020. The Teacher in the Workplace Program was developed and implemented by Workforce Solutions for North Central PA, funded through a grant received from the PA Department of Labor & Industry.

The purpose of the Teacher in the Workplace Program is to connect educators from K-12 classrooms to workplaces across the region. Teachers participated in virtual tours of local companies; interacted with employers from several industries to learn about occupations they are hiring for and the skills they desire in their workforce; and participated in a labor market overview of the region. Participating employers were: Miller Fabrication Solutions, Beverage Air/Victory, Allegheny Contracting, LLC., Penn

Highlands Healthcare, Horizon Technology, Inc., Alpha Precision Group, Dickinson Center, Inc. The Caring Network and Advanced Powder Products.



Teachers were also introduced to two on-line resources provided by Workforce Solutions: readysetworkpa.com and carlthecareerbear.com. Readysetworkpa.com is a website that provides free work ready courses in 8 areas such as resume writing, interview skills and more. Each course includes a printable certificate upon completion.

Grant funding provided an hourly rate to all participating teachers, the provision of soft skills materials as well as Act 48 Credits.

Carlthecareerbear.com is an education website for teachers, parents and students that includes videos from regional businesses and activities to promote career exploration. Workforce Solutions developed Carl the Career Bear (*Carl*) several years ago as an innovative program for elementary school students. When safety regulations and liability issues made it impossible for elementary students to tour local industries, Workforce Solution’s Career Counselors began to offer assistance to schools in career exploration. The early adoption of this virtual instructional strategy enabled Workforce Solutions to pivot quickly when the COVID-19 pandemic required Workforce Solutions to shift to remote work. *Carl* joined the [Facebook](#) world and now offers daily activities for career exploration and features a new career or industry each week.



2. SLIP – A great youth retention strategy

With 134 internships in a variety of major industries, including manufacturing, healthcare, agriculture, and education, our program is a great opportunity to engage our youth and strengthen our future workforce by introducing students to the exciting and rewarding careers that are available in our region!

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



Employers from throughout the region in a variety of industries completed an application process through which they demonstrated how they would provide interns with a quality internship while showing them the great jobs available in our region. Interns were required to participate in workforce preparation training activities (via [Readysetworkpa.com](#)) including workshop topics such as: The Art of the Interview, Conflict Resolution, Effective Communication, Empowerment, Resume Writing, Skills and Strengths, and Succeeding in a New Job.

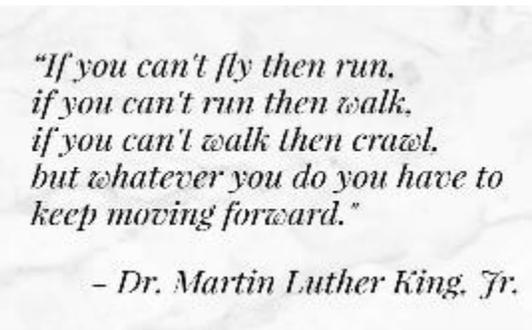
Shortly after reviewing SLIP employer applications and making awards, the pandemic started. We had to quickly adapt as many employers had to close their physical locations if they weren't deemed essential by the Governor. Many employers were able to employ their interns through

telework. Although, some employers were forced to drop out of the program due to changes in company policies in response to COVID-19. We were able to adjust and react quickly making the required changes to the program guidelines in order to ensure a successful program. Due to all of the uncertainties in the beginning with the pandemic we were fortunate to be able to extend the program into the fall which proved to be a huge benefit to both the employers and interns. Employers and students continue to praise this program and the true benefits to our region.

3. PA CareerLink® Response to COVID-19

On March 12, 2020 we were distributing posters to our PA CareerLink® centers directing customers and staff to wash their hands while screening them for COVID-19 symptoms. On March 16th, we were issued a directive to close all centers, effective March 17th.

In the blink of an eye our world changed and Partners, Site Administrators, PA CareerLink® staff and Board staff came together to continue to provide services to our customers while working from home. Barely skipping a beat, the Operator and Workforce Navigators purchased trac phones so customers calling the centers could still connect with a live person. Posters were displayed in windows, public service announcements hit the airways, and staff put on a social media blitz to get the word out that PA CareerLink® centers may be closed to the public but there would be NO interruption in services. With that mindset, Program Directors, Site Administrators, the Operator, and Board staff met every week for months following the transition and continued to work together to ensure customers remained at the center of our service delivery. It wasn't easy. Equipment had to be purchased; systems had to be altered; some staff had to be trained; policies had to be modified, and most importantly we had to move quickly to develop new ways of engaging customers. Virtual workshops and meetings now became the norm; phone calls and texting, the means to communicate; video platforms for testing; and parking lot meetings for signatures. It was all very different, but it worked. We continued to process OJTs and ITAs; we worked with training providers to get virtual programs approved; some staff were trained in UC to offset the backlog of claimant issues; we hosted drive-by job fairs and virtual interviews; referred high school teachers and customers to readysetworkpa.com for online job search classes. As a system we took advantage of online tools or we developed our own.



Since closing the centers on March 16th, stakeholders developed a thoughtful approach to re-opening that took into consideration the health and safety of staff as well as customers. Personal Protective Equipment (PPE) was purchased; social distancing and capacity measures were enacted, and we continued to enhance virtual services. We gradually re-opened our doors in the Spring and then the pandemic hit the North Central region in full force. PA CareerLink® staff in all of the centers were impacted by the virus and it became apparent we could not ensure their safety or the safety of our customers. Following an emergency meeting of Program Directors and Board staff we again closed our centers and staff returned to telework just before Thanksgiving. Governor Wolf's directive to telework unless impossible immediately followed this local decision.

It is with great optimism that we look towards the spring of 2021 to be able to transition staff back to our centers. As we move forward in this new year, we do so with the knowledge that our service

delivery system will not fail no matter what the circumstances, and that is because of the dedication and drive of our partners and staff who are deeply committed to serving our customers.

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

1. Teacher in the Workplace Testimonial - Kathryn Cook, Oswayo Valley School District

Virtual Teacher in the Workplace proved to be an incredible experience for me because this program allowed teachers like myself to learn about local manufacturing careers and opportunities through virtual tours and interviews. This program basically provided a foundation for me to successfully implement career readiness through the career-focused resources like Frederick H. Wentz’s *Soft Skills Training* and even digital resources, such as *Ready, Set Work*, a phenomenal website equipping students with instructional videos on conflict resolution, resume writing, and even interviewing skills. As an educator, I found this program to be practical, effective, and inspirational. The virtual tours also allowed me a glimpse into the modern job market which exists; this market actually requires an educated workforce with its demand for 3D printers, robotics, CNC machines, engineering, and other emerging technology. I found this shift to be fascinating, as many students often do not realize these opportunities exist within the manufacturing world. I certainly want to thank Workforce Solutions for offering this program because I am already using these resources to prepare my students for a successful future. As an educator, I am always seeking opportunities to learn so that I can offer a better education to those I teach. In fact, I always tell my students that learning is an investment in yourself. So, I am very thankful for this opportunity and the knowledge it provided me. I will use it to positively impact the lives of those I teach.

2. Amanda H. was enrolled as a WIOA Dislocated Worker at the PA CareerLink® Clearfield County at Clearfield in June 2020. Amanda was seeking financial assistance to attend the CDL Class A Basic program at the Clearfield County Career and Technology Center (CCCTC). Amanda attended the ITA 101 workshop on June 23, 2020. Amanda was awarded an ITA. Amanda started the program on July 6, 2020. Amanda graduated and received her Commercial Driver’s License on July 30, 2020. Amanda did very well in the program and impressed the CDL instructors. Following graduation, Amanda was offered and accepted unsubsidized employment at the CCCTC as an instructor in the truck driving program on August 24, 2020. Amanda has attained a measurable skill gain and a credential as a result of the ITA. Amanda has met the Employment (2nd Quarter after Exit) WIOA Performance Measure. Amanda is currently in follow-up.



3. Valen (Val) S. was referred to the WIOA program at the PA CareerLink® Elk County at St. Marys by a partnering agency (Domestic Relations) to assist him in obtaining employment as he was recently laid off. Val expressed interest in the On- the-Job training program. While job searching Val took the TABE assessment and began remediation classes to improve his score levels in math and reading. During the same timeframe Val began attending workshops provided by the PA CareerLink® Elk County to help better present himself as a jobseeker. Val soon interviewed and was offered On-the-Job Training Employment with Allegheny Coatings on March 2, 2020. Shortly after starting

employment, Val faced a layoff due to the Pandemic. Frequent communication was maintained, and Val returned to Allegheny Coatings to complete his On-the-Job Training. By this point Val had already hit his goal of employment, but over time he set other goals for himself which were to continue Adult Education Classes so he could enhance his math and reading scores as well as advance within the company at Allegheny Coatings. Val finished the On-the-Job Training Program obtaining a measurable skill gains training milestone and was placed into follow-up. At times Val felt discouraged but the PA CareerLink® Elk County continued to support him. In November of 2020 Val achieved another personal goal set for himself and advanced to a 2nd shift supervisor position with Allegheny Coatings. Val has met the Employment (2nd Quarter after Exit) WIOA Performance Measure. Val is currently in follow-up.

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 pandemic has provided challenges over this past year as detailed earlier in this report. We met those challenges as a team and developed a fluid plan for how we could best continue to provide services. Although very challenging times, staff across the board have stepped up and adapted as conditions changed. We are fortunate in the North Central Region to have such a great team!

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

Work Live Discover PA SIX - Marketing Initiative

Staff at Workforce Solutions for North Central PA serving as the North Central Workforce Development Board which includes the rural counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter have been busy throughout 2020 working on a marketing initiative designed to retain their current workforce as well as attract people to the area to live and work. The marketing strategy will consist of a website that will highlight the region’s assets concentrating mainly on the work component. Mary and Ferrari and Vort Media, LLC were awarded funding to assist us in this endeavor. An advisory committee made up of several partners representing economic development, employers, education, tourism, and chambers of commerce was formed to assist as well. This initiative is being implemented in response to the Regional Action Strategy developed in 2018 in collaboration with Fourth Economy and MEEA as well as workforce shortage concerns of our Next Gen Sector Partnership employer members. Staff look forward to releasing the website in mid-2021. Pictured is the logo that was developed and will be highlighted throughout the website.



Career Pathways

Staff developed and implemented Career Pathways for the region aligning with the 12 industry sectors recognized by the Commonwealth. Career Pathways as defined by the Workforce Innovation and Opportunity Act (WIOA) means a combination of rigorous and high-quality education, training, and other services that:

- a) aligns with the skill needs of industries in the economy of the State or regional economy involved.

- b) prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including registered apprenticeships.
- c) includes counseling to support an individual in achieving the individual’s education and career goals.
- d) includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- e) organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable.
- f) enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- g) helps an individual enter or advance within a specific occupation or occupational cluster.

KayLynn Hamilton was awarded funding to assist in this initiative which included a toolkit for each industry sector and a one-page overall industry pathway (pictured is the one-page document for the Healthcare and Social Assistance Industry). The toolkits were distributed to PA CareerLink® staff and training on how to use the toolkits was also provided. As a follow up to this training, staff worked with KayLynn to provide additional resources and training on individual employer career mapping. The toolkits, guides and knowledge learned throughout this initiative will assist staff in their work with employers and job seekers throughout our region.

	Occupations	Top Skills	Salary Range
HS Diploma or Equivalent	-Ambulance Driver -Nurse Practitioner -Certified Nurse Aide	-Teamwork -Understanding -Attention to Detail	\$8-13/hour
Certificate (1-2 years)	-Respiratory Therapist -Medical Records and Health Information Technicians	-Problem Solving -Reading	\$11-22/hour
Associate's Degree (2 years)	-Licensed Practical Nurse -Surgical Assistant -Electronic Technicians	-Attention to Detail -Teamwork -Learning	\$14-27/hour
Bachelor's Degree or Higher (4+ years)	-Physician Assistant -Medical and Health Services Managers -Registered Nurses	-Communication -Management	\$25-30/hour

Workforce Solutions
for Health Central PA

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 Workforce Board. 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 2020 Annual Report



The Northern Tier region is a 4,000-square-mile rural area located in northcentral Pennsylvania which includes Bradford, Sullivan, Susquehanna, Tioga, and Wyoming Counties. These counties constitute both the Workforce Delivery Area and the Local Development District. The Northern Tier Regional Planning and Development Commission (NTRPDC) houses the community, economic and workforce development programs for the region. With approximately 180,000 residents, Northern Tier has a low population density. Area residents live in small communities spread over large tracts of agricultural land and forests. The rural nature of our region presents challenges, but it also provides a good quality of life and strong sense of community.

Accomplishments

The Northern Tier Workforce Development Board's highlighted accomplishments are interconnected by the need to provide innovative solutions to continue and expand upon service to our customers during a challenging year. These accomplishments include transitioning to remote service to ensure continued service delivery, expansion of the Business Education Partnership (BEP) and an employer outreach collaboration with our local economic and community development partners. These initiatives support efforts in reaching the goals of the state's WIOA Combined State Plan and strengthen partnership with local business, education, community and economic development partners.

Remote Services

During the pandemic staff had to quickly adjust and refocus their efforts to change the way we provide services. Transitioning to first a hybrid system, and then to a total remote system of delivery required creative ways to maintain the integrity of our programs. This transition included making sure our staff had the proper equipment and technological skills needed to create opportunities for our customers. While we were able to provide some service remotely, we needed to expand upon our virtual presence.

Our PA CareerLink® and affiliate sites created YouTube channels which house a variety of pre-recorded workshops jobseekers can access at any time. Navigating the PA CareerLink® system, resume writing, interviewing, career exploration and financial problem solving are examples of the workshops added to our list of virtual service. Live workshops also have been made available on different social media platforms. Hybrid models were created allowing individuals to attend in person, following social distancing protocols, while simultaneously allowing for others to attend virtually.

The Business Services Team (BST) was able to increase their employer base, as many employers found a need to hire during the pandemic. The BST formed a response team to organize outreach efforts throughout the region for employers during the pandemic. BST distributed information to local employers through a bi-weekly newsletter update. The newsletter, along with social media outlets, assisted in getting vital information to our employers as quickly as possible.

Virtual recruitments are made available to our employers and the BST includes an introductory video of services to employers. Employer Spotlights are created and posted on their YouTube channel which includes an interview with a local employer. One such example can be found at

<https://www.youtube.com/watch?v=iVOZtLbaHac>. This employer explains how they participated with the PA CareerLink® in an OJT. The spotlight is a great way for the employer to educate others about their business, what positions they need to fill, and the skills needed for these jobs.

Northern Tier Career Coaches – Business Education Partnership

The Northern Tier Workforce Development Board and Northern Tier Regional Planning and Development Commission (NTRPDC) have been coordinating a Business Education Partnership (BEP) for six years. Career coaches work in more than fifteen local schools and CTCs and meet with students to develop career readiness. The program connects students to local business, career pathways, training opportunities and builds relationships between students and local business to provide work-based experiences. The program faced some challenges when the pandemic struck. One of the goals of the BEP is to educate students about local employers and occupations, so when schools shut down, innovation was required to continue to connect students with local businesses.

The career coaches were proactive and sought out employers and individuals to create videos describing their occupations as well as their career and educational pathways. Since employers could no longer meet face to face with students, this method would be the best way to ensure students still had opportunities to learn about different careers. Employers were receptive to the idea and more than twenty videos are currently available for students to peruse. More videos will be added to the library so as many occupations as possible can be represented in the online platform. Videos can be seen here https://www.youtube.com/channel/UCWf3L5S6z2BFL_VcOBy2clg/videos.

With school districts limiting, or not allowing, visitors during the 2020-21 school year, a virtual scavenger hunt was developed as an innovative business exposure opportunity. A Career Pathways Coordinator from a local school district had the idea to ask local businesses for a history of their business as well as occupations and education necessary for jobs at the location. The career coach for the district approached local businesses to participate and gathered information about the businesses. A Quick Response (QR)



code was developed for each business and placed in the window for students to scan when they are out and about on the “scavenger hunt.” Students scan the code and learn about the business. Students then complete an assignment to process what they learned. Students are to visit as many participating businesses as possible and gather information through this contactless system. Another BEP career coach has also established the virtual scavenger hunt for one of her districts. The program continues to find ways to connect students to employers and occupations in their back yards.

Black Creek Enterprises located in Liberty, PA is a participating business in the Scavenger Hunt

Partner Collaboration

Shortly after the start of the pandemic, as the economy started plans to reopen, the Northern Tier Workforce Board teamed with NTRPDC to develop and distribute a needs survey for our local businesses. Feedback from the surveys were used to determine the most immediate needs identified by our businesses. The biggest concerns voiced by our employers while reopening the economy were health and safety practices including PPE requirements and how to obtain PPE. As a result, mass emails containing

the most up-to-date information were distributed. Follow up took place for those requiring additional assistance. Referrals to our partners such as the Small Business Development Centers or PA CareerLink® were made to ensure businesses were connected with those best able to assist them.

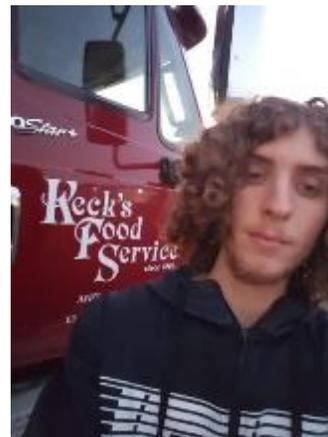
The survey resulted in the development of a COVID-19 business resource guide that was sent electronically to local businesses and posted on our website. The guide was also featured in the PA CareerLink® bi-weekly newsletter distributed to employers in our region. The resource guide included information on topics such as the Federal CARES Act, mitigation efforts, business loan information, unemployment compensation, webinars, and workshops.

Impact of Workforce Development Programs/Success Stories

Impact of State/Local Internship Program (SLIP) and WIOA OSY Programming

Vincent was interested in becoming a truck driver and wanted CDL training to accomplish his goal. He was eligible for the WIOA Out-of-School youth program and enrolled in March 2020. He started working with the career advisor toward his goal of obtaining a CDL and decided to attend CDL training at Sage Technical Services.

Shortly after his training program began, COVID-19 hit, and his in-person classes stopped, and training moved to a virtual model. Online learning was challenging for Vincent, but he persevered and in June he received his CDL. As a result of COVID-19 restrictions and closures, finding a job proved difficult for a young adult without experience in the field of truck driving. Vincent worked with his career advisor and submitted a number of applications. The career advisor reached out to Keck's Food Service. They were willing to have Vincent intern with them through the State/Local Internship Program (SLIP) as a CDL driver.



Vincent in front of his work truck

Vincent excelled during his internship and at the age of 19, Keck's hired him as a full-time truck driver. The business owners noted that he was the youngest and least experienced driver they had ever hired and credited his dedicated work as an intern as the primary reason they were willing to continue Vincent as a full-time truck driver with the company.

After working full time at Keck's for several months, Vincent got a call from PennDOT with a job offer as a full time CDL driver. He took the job at PennDOT and is doing very well. Vincent enjoys his job, earns a good salary, and has benefits. Vincent is appreciative of the resources available to him through WIOA and SLIP. He feels this assistance allowed him to reach his goal of finding a career that he enjoys, and he knows that having his CDL provides him with many great opportunities for his future.

Alyssa was referred to the Out-of-School Youth program by her grandmother in hopes she would be able to earn her GED. While working on her GED, Alyssa and her career advisor explored different career paths. She was very interested in the medical field. Having a brother with Krabbe disease, Alyssa was no stranger to what the field entailed. Alyssa had been homeschooled and attended cyber school since third grade in order for her family to travel for her brother's medical care.

Alyssa's youth career advisor setup a 12-week paid work experience with the local ambulance service, Montrose Minutemen. She loves the work, and although she still had one more GED section to complete,

Alyssa signed up for an EMT course being offered at a nearby community college. She excelled and was able to complete both her GED and EMT certification at the same time. She quickly found employment as an EMT with a local fire department. In November, Alyssa was deployed to Texas through Krucial Staffing to help with the global pandemic. She is currently working in an ICU with COVID-19 patients in Sulphur Springs, TX. She is making \$45 an hour plus per diem for housing and food while deployed.



Addie at Alparon Park located in Troy, PA

Adeline (Addie), from Troy, PA, is an undergraduate at The Catholic University of America in Washington, DC, where she is majoring in marketing. She participated in the SLIP program over the summer and interned at the Troy Fair Board at Alparon Park in Troy. Addie initially assisted with the preparations for the Troy Fair which is a big event that takes place at the park annually. When the fair had to be cancelled due to COVID-19, she learned a great deal about the value of flexibility when working with vendors and customers as well as the necessity of adapting to change. Addie assisted with alternative projects that were hosted at the Alparon Park site. Addie’s advice to others considering a SLIP internship is, “An internship is a great opportunity to figure out what you want to do in your future career, and it is good to gain any kind of experience.”

Challenges

The availability of broadband is a significant barrier to the growth of our communities and economy of the Northern Tier region, especially during a time when so many services are provided remotely. There are several organized efforts being made to improve upon the lack of broadband in our area. Another challenge is ensuring our communities have the digital literacy skills needed to navigate in the current environment. Even when social distancing requirements are lifted many of the services, which were traditionally provided in person, will continue to be offered virtually. The Workforce Board plans to assess our communities for digital literacy to determine where those most in need are located throughout our region. Plans are to expand upon digital literacy services to those underserved in collaboration with local partners. Services may include the basics of using a computer or smartphone, navigating the digital world and being digitally responsible. The goal is to ensure our customers have the tools and knowledge needed to gain service through a multitude of digital platforms.

Transportation has always been and continues to be a significant barrier for many residents in the Northern Tier. Access to public transportation is restrictive or nonexistent. As a result, we see customers who are unable to complete classes or retain employment because they lack transportation. Northern Tier piloted a Van Ride program in Tioga County in 2019 to transport clients to the EARN learning center. Over 50 EARN clients utilized the van service resulting in over 1,700 rides which increased participation significantly. Unfortunately, the van program had to stop operating during the pandemic. Plans are in place to restart the van project in 2021 and open it up to other areas in our region and other program populations such as our Adult and Dislocated Worker participants.

Innovative/Promising Practices

While PA CareerLink® staff engage in training opportunities all year long, twice a year a regional, all day training is held for all partner staff. These sessions often involve cross training efforts and guest speakers that educate staff on the various services they may provide for our community. For the second session of 2020, the Workforce Board, PA CareerLink® and the Pennsylvania Link to Aging and Disability Resources

partnered together to host Bridges out of Poverty training provided by aha! Process, Inc. This collaboration provided an opportunity to open the training up to not only our regional staff, but to other organizations that share a common thread in working with populations that may be living in poverty. The attendees reviewed poverty research, examined theories of change, analyzed poverty through the rules of class, resources, family structure and language and learned how to assist those that are working their way out of poverty.

A total of 131 people attended and included representatives from a variety of agencies including probation and parole, county assistance, United Way, guidance counselors, literacy, Area Agency on Aging, mental health associations and PA CareerLink®. Feedback confirmed attendees really enjoyed the training and thought it would help them to better serve their clients.

Areas of Guidance

We appreciate the availability of training opportunities such as the upcoming fiscal sessions that will be offered monthly. Increased communication for funding opportunities and connections to additional resources to support work with our school systems would be helpful.

Northwest Workforce Development Board 2020 Annual Report



Top three accomplishments from the 2020 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 six counties over the last year, we made a lot of progress, but below are some of our greatest accomplishments.

1. When the pandemic forced closures, the need for increased partner collaboration and communication was apparent. So, in continuing the implementation of the 2018 Lean Process Improvement Plan provided by the consultant of the PA Department of Labor & Industry it made sense to formalize a Lean Governance Council made up of frontline staff in the PA CareerLink®. Beginning with daily calls and moving to weekly updates, partners crafted the pandemic plan and continue to work together even while offices are closed. These individuals have been working with our local Industrial Resource Center (an economic development partner) to develop the needed protocol for the operation of the Lean Governance Council. The group focuses on ways to improve service for clients, with perspective from frontline teams who are doing the daily work. They then provide suggested process improvements to the board and one-stop operator for consideration and as part of the continuous improvement plan to better serve customers of the PA CareerLink® during and beyond the pandemic.
2. The NWPA Job Connect applied and received an Economic Transition National Dislocated Worker Grant of about \$900k to implement a pilot program to help dislocated workers in retail, leisure, hospitality, service, trade, transportation, and logistics sectors enroll in training programs in High Priority Occupations (HPO). Unlike WIOA, the grant funds cover 100% of the training costs, removing any fear of debt that may present a barrier. At the end of December 2019, 45 participants took advantage of the grant. In 2020 an additional 93 participants were assisted, for a total of 138 dislocated workers assisted in NWPA through this grant alone. Of those dislocated workers who have completed their training program, 80% of them found employment in their field of study.
3. Partnering with the Pennsylvania Department of Labor & Industry’s Bureau of Workforce Development and Administration (BWDA), the local area secured funding for a Workforce Needs Assessment that will identify opportunities to connect diverse, disconnected, and underemployed individuals to local job openings and training. This assessment is considering the viewpoint of employers as well as job seekers by collecting primary and secondary data. The purpose of the project will be to impact future workforce development planning and to locate and connect the disconnected and unemployed with local employers. The project will also provide a big data platform that will gather, update, and connect employer and job seeker surveys with publicly available workforce data on an ongoing basis, allowing NWPA Job Connect to monitor progress and make course corrections. The assessment report and tool will be announced in Spring 2021.

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

1. A 23-year-old single mother living in Crawford County, was referred to the PA CareerLink® in April of 2020 because she was seeking full-time employment. The young woman was working part-time at a senior care facility, making just above minimum wage. After working with staff at the PA CareerLink® she was assigned free online training. She showed great initiative, even requesting to take additional courses in Microsoft programs to increase her overall skills. She completed eight Microsoft courses with scores over 90%.

After working to understand her interest and adding to her skills the PA CareerLink® staff started the process of locating an employer to provide a work experience (WEX) near her home. The young woman continued attending virtual workshops to prepare her for interviews with prospective employers. She accepted a WEX at a retirement facility, and quickly realized this was not the career path she wanted to pursue. Additional interviews were set up for work in an office setting.

After two months of diligent searching and multiple interviews, the participant began her new WEX in a clerical position in Meadville. When the employer praised the participant for an excellent interview, she credited the PA CareerLink staff for the training and career coaching. Supportive service funds were used to purchase clothing suitable to an office environment.

She remained in her WEX for over 500 hours, improving her knowledge and learning skills related to the specific business. When the owners expressed their need for a notary, the participant stated she would be willing to take the course to get the license. Supportive Services were used to pay for the course, materials, insurance, and license. Being a licensed Notary also gives her the opportunity to consider her own business at some point.

At the conclusion of the Work Experience the employer requested On-the-Job Training (OJT) funds to continue the training and hire this participant full-time.

2. In May of 2020, a young man and his mother had packed all their belongings in a trailer and drove from Harrisburg to Erie to find employment in a safe city. When the planned accommodations through they found themselves homeless and without work and no money they lost all of their possessions (including clothing, documents, personal belongings) when the owner of the rental trailer auctioned them off to pay the rental fee.

The mother heard about the PA CareerLink® and called the Erie office where they were connected to a social service agency to assist them with housing and, together with the PA CareerLink® staff, the mother and son obtained an apartment through Rapid Rehousing.

Staff was able to help the son recover his lost documents and pay for a mobile phone plan with Supportive Services, so that he could be connected with staff and potential employers.

Because of his drive to find employment to help support his mother he was referred to a Work Experience at the PA CareerLink® Erie Office. Before his interview staff worked to develop a professional resume and complete an Interview. The interviewers were impressed with his professionalism and demeanor and he was offered the position. Supportive Service funds were

used, when no other options were available, to purchase the necessary dress clothes he needed for work.

His work experience led to the opportunity to a full-time position at the PA CareerLink®. A combined effort from the Northwest PA CareerLink® staff and local agencies, this participant went from homeless in May of 2020 to a full-time employee in December of 2020 in the PA CareerLink®. He is excited help others and give back to the community that helped him in his new role.

3. DVOP and LEVER have been working with a homeless Veteran who has a disability, trying to find housing and sustainable employment in Clarion County. The referral was initiated by the VA Homeless Care Team. He was referred to PA CareerLink® staff in Clarion County for assistance in finding a job that would utilize his skills set, including his CDL License. He was able to receive a cell phone through supportive services, so he could set up interviews with interested employers. DVOP staff found and secured permanent housing in Clarion for him, enabling him to provide an address to his future employer. His resume along with an employment referral from PA CareerLink® staff led to a full-time Truck Driver position.

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. The need for internet access, equipment, and digital literacy in the rural and poor areas is a challenge that is leaving vulnerable populations behind. Providing devices to enable those looking for work to have access to the internet at home or providing mapping where hot spot sites exist is helpful, but if the individual lacks computer knowledge and skills there continues to be a gap. Working with the Information Technology Disaster Resource Center (ITDRC), we were able to increase the number of hot spots in our 6-county area. Supportive services and lending libraries have been utilized to provide equipment to job seekers so that they may get their high school equivalency or do other online training. Free digital literacy and online training is available through GCF Learn Free, or The Academy. Without available and reliable internet service, the virtual service delivery model is challenged. This challenge is like the lack of childcare or public transportation in rural and poor areas: lack of infrastructure. Using Ring Central, we have been able to overcome a lot of the challenge for PA CareerLink® services, but not all partners/employers outside the PA CareerLink® have this service. The impact to employers is two-fold, they suddenly need workers with tech skills to work remotely in this COVID-19 environment or they need to find employees that do have the ability to connect or communicate virtually to apply for open positions or to complete virtual interviewing. Anyone living or working in an area without internet access is immediately at a disadvantage. The area will continue to seek funding for digital literacy and technology for online learning to make available lending libraries to those that cannot afford or do not have access to the internet.
2. A challenge this year was delivering Work Experience (WEX) paychecks to out of school youth. Many of our Youth are transient or homeless, making it difficult to keep addresses up-to-date between pay periods causing the checks to be re-issued when they were mailed to the wrong address. In September 2020, the NWPA Title I tested the Wisely Pay Card system. This debit-style card is given to each WEX participant at the beginning of their work experience. Wages are uploaded to the card every two weeks and the youth participant can track deposits and use the card to make purchases. The Wisely Pay Card system saves time and money and ensures that the

youth gets paid on time; all transactions are electronic. This coupled with a Financial Literacy course that covers all aspects of budgeting, managing credit or debit cards, and saving and investing money has provided youth the skills they need to be successful.

3. The lack of dislocated workers requesting services during the pandemic has created challenges in spending dislocated worker funds and filling employers open positions. Board staff has worked with local chambers and partners to identify the challenges that dislocated workers face that are keeping them from finding work including childcare and the uncertainty of K-12 schools remaining open or the ability to connect through the internet to even look for available work. There have been many conversations with employers about the reality and possible solutions like providing a computer lab on site for those kids that need to do remote learning when schools are closed. In addition, board staff has continued to look for funding to provide other innovative ways to meet the needs of employers.

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

1. The NWPA Job Connect Region launched virtual job fairs. Originally conceived as part of our virtual service delivery plan prior to COVID-19, the motivation for these fairs was to meet people where they are and address some of the barriers of those not able to attend physical job fairs, including working during the hours of the job fair, lack of a vehicle, childcare hours, or the bus ride is too long or nonexistent for many of the rural populations. A virtual career fair enables more employers to participate by eliminating the barrier of devoting resources to staff a booth. At the onset of COVID-19, the virtual career fair became a necessity almost immediately, as convening in large groups became impossible. Seven such fairs were held in 2020 and we are now exploring industry-specific fairs, to further refine and target jobseekers with specific skills to match with employers and job openings. These fairs have been visited by 559 job seekers and featured 159 employers.
2. Mobile service delivery mentally and physically prepared the local area for a quick transition to virtual service delivery when the pandemic forced closures. Board staff and staff in the PA CareerLink® rallied together to make sure everyone that needed equipment had it available for working from home. The One-Stop Operator looked for national practices to allow Voice Over Internet Phone (VOIP) services for partners. Ring Central, allows the sharing of documents as well as other communication from laptop, phone and other devices making it easy for staff and clients. Staff can install the app on a client's preferred device and provide immediate access to the PA CareerLink®. Ring Central also allows for all incoming calls to the Oil City and Erie Offices to be answered by anyone working remotely during the shutdown, as calls are routed to any number of users. This system ensured that customer needs continued to be met without interruption. Staff uses this platform to assist participants with enrollments, which includes HIPAA-compliant encrypted document transmission. This platform gave staff the ability to call, email, fax, and have face-to-face meetings with partners and participants. Formstack is used by those answering incoming calls to conduct triage, make real time referrals to partners, and generate reports to help identify trends for those calling PA CareerLink® for assistance as well as outcomes of the calls.
4. Collaboration and coordination between the PA CareerLink® partners had been strong for the last several years, but the pandemic has stressed Title I, Title III, and Title II's ability to effectively meet

the needs of dislocated worker and other job seekers due to closures and social distancing requirements. Local partners realized there may be delays and together quickly formulated a plan to meet the need for on-line assessments, including a policy change for Individual Training Accounts (ITA) to allow the alternative use of on-line assessments. Title II Adult Education (Northwest Tri-County Intermediate Unit) went above and beyond to provide virtual assessments through CASAS GOALS Academy so that clients may continue their path to a career until traditional CASAS assessments were able to be conducted again. There have been several examples where individuals not having the necessary access or equipment to complete online assessments, were provided with the necessary devices to achieve access during COVID-19 closures.

5. Partnering with West Central Job Partnership, NWPA Job Connect received \$400,000 to implement a Community Connections Youth Re-Entry Demonstration Grant. This grant is designed to help out-of-school individuals (ages 18 to 24) who have previously been engaged with the justice system. Even during COVID-19 this grant has been able to assist 24 participants to date. We have had 9 have enrolled to obtain their High School Equivalency. At this time there have been 3 that have obtained their HS Equivalency and the 6 others are still in the process. There have been 2 enrolled into Post-Secondary education with one completing his CDL training. Currently 14 individuals have obtained full-time employment. There were two participants that needed supportive services such as the purchase of tools to obtain full-time employment in the construction trade. The team is networking across the area with several partners to assist in recruiting and to support participants and assist them in their career paths.
6. The One-Stop Operator partnered with OVR to develop an ADA Advisory Committee to assist in our ability to better serve job seekers with various disabilities both in-person and virtually. The committee has been meeting to provide suggestions for the layout of the PA CareerLink® given COVID-19 restrictions and ideas for partnering to provide services at Community Resources for Independence (CRI) and Voices for Independence (VFI) offices in the local area. The committee is looking at Ring Central options for a computer to be located at the CRI/VFI offices so that their clients could use them to connect virtually with PA CareerLink® staff to receive services in an efficient and safe way.
7. The Business-Education Partnership grant (BEP II) PY 2018 was able to serve over 400 individual participants through various events even during COVID by going to virtual platforms. The contractors were able to educate the participants, employers, families, and communities on the career paths available in this area and steps needed to take to obtain these careers. One cohort group session of 60 students from 9 school districts were outfitted head to toe in professional attire totaling \$25,000 through an in-kind match from JC Penney. The Health and Science Advisory group developed age-appropriate work-based learning experiences aligned with state standards. Access the Science & Health priority experience templates that are finalized by visiting <https://www.careerstreeterie.org/>. The Career Counselor assisted seniors with college plans and FAFSAs, set up mock interviews, worked on resumes, reviewed and taught to complete job applications, worked on Career Folders with students individually, set up and chaperoned employer tours, assisted in writing thank you notes to employers for the tours, created an e-mentoring program, and conducted a PowerPoint presentation on making smart choices and skills needed to maintain a job-video on success in the workplace with a questionnaire afterwards-completed career inventories and career research. Students completed a series of career artifacts

at the end of the program that can be included in their career portfolios. This work continues to serve the participants through the BEP III PY 2019 grant.

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:

- A training for Title I and other partners from CWDS or CWIA on how to enter exit information would be most helpful in ensuring rates are as high as possible in each quarter. CWDS training, in general or in ad-hoc reports, would be helpful.
- A forum presented by CWIA on their tools and data was scheduled for Erie in April 2020 but cancelled due to the pandemic. The forum we attended in Allentown was extremely informative and bringing that session back to Erie would greatly inform the area workforce, economic development, employers, board members, elected officials, and the general public about the Labor Market resource the Commonwealth has to offer.
- Data sharing among partners with local workforce boards would better inform the workforce system and improve decision making.
- Sharing best practice research around customized job training and registered apprenticeships or pre-apprenticeship and other business-related programming.
- How to protect employers from UC claims from students participating in the State Local Internship Program.

Philadelphia Workforce Development Board 2020 Annual Report



Building a Skilled and Thriving Workforce

Overview

Philadelphia Works is the local workforce development board for Philadelphia county. In calendar year 2020, we served more than 13,850 unique customers in the fully integrated PA CareerLink® Philadelphia system including 1,200 WIOA Registered Customers and 1,670 EARN customers. We also served 4,203 youth during calendar year 2020 and 2,078 during the summer.

Philadelphia Works received significant state funding in calendar year 2020:

Grant Title	Total
PA Smart Expanding Diverse Industry Grant	\$ 194,373
PA Smart Apprenticeship Ambassador Grant	\$ 350,000
Southeastern PA Manufacturing Alliance Grant	\$ 250,000

Top 3 Accomplishments in 2020 that advance goals of Pennsylvania’s WIOA Combined State Plan

1. *Workforce services remained accessible to local career seekers as our system moved service offerings to a virtual platform.*

Due to the pandemic, like others, Philadelphia Works had to support the PA CareerLink® System in transitioning to virtual services. Initial services were limited and included informal methods such as phone calls and emails, but those services were able to quickly expand to include a comprehensive set of virtual services.

The Board approved an Electronic Signature Policy in June which has supported efforts to provide services to PA CareerLink® Philadelphia customers through sensible, risk-averse, and entirely virtual methods. Since the onset of the Yellow Phase, the PA CareerLink® customers can securely provide sensitive documents through PA CareerLink® Secure; an end-to-end encrypted file-sharing platform used to support WIOA registration and EARN enrollment.

Philadelphia Works has established Microsoft Teams as the official video platform to support videoconferencing for the PA CareerLink® system where each staff member was also equipped with a dial-in license to allow customers the option of calling in for meetings from their phones. Microsoft Teams is also where workshops are hosted live for customers who have the option to register for workshops through CWDS with wide-ranging topics from job readiness to stress management.

The virtual adaptation of EARN involved the strong collaboration of the CAO to maintain the major tenets of the EARN program while upholding the integrity of the EARN Redesign. Philadelphia Works

introduced the Enrollment Coordinator role designated to conduct outreach and support online engagement with customers to maintain the personalized and human-centered design approach that the Centers are proud to produce.

All virtual adaptations to PA CareerLink® Philadelphia services were completed with accessibility in mind therefore, all services can be accessed with the use of a smart phone. Philadelphia Works continues to refine virtual services to ensure its user-friendliness and we look forward to launching our learning management system, PHL Career Portal in early 2021.

2. *PA CareerLink® Philadelphia, with full support from Philadelphia Works, Inc., held a safe and socially distant in-person hiring event.*

With the support of Philadelphia Works, PA CareerLink® Northwest hosted an outdoor career fair in October 2020. The PA CareerLink® buildings remained closed to the public due to the pandemic, and the fair was the first in-person event held by the system since stay-at-home order began in March. The event was able to reach people who were having challenges with accessing services remotely and to provide a safe venue for employers to connect with job seekers.

Nine employers and three training providers were present recruiting for open opportunities. The 68 customers who attended were able to speak with local employers, apply for open positions, and learn about training programs. One employer hired a customer on the spot! PA CareerLink® staff facilitated the event with support from Philadelphia Works; they were able to successfully assist customers and ensure smooth operations.

Staff, customers, and employers took all appropriate precautions; masks were required, social distancing was observed, and folks were screened on their way in. Overall, the event was a success, and everyone is looking forward to a time when it is safe enough to host more in-person events like this in the future!



PA CareerLink® Philadelphia resource table



staff Career seekers speaking with employers.

3. *Youth Navigators are now available in all four local PA CareerLink® Philadelphia centers.*

Philadelphia Works recognized the need to better connect young people to workforce opportunities via the PA CareerLink® system, which led to the development and implementation of the Youth Navigator role. This role was piloted in one Center in PY 2019 and then successfully integrated into all

four PA CareerLink® Centers in Philadelphia in 2020. The Youth Navigators' primary responsibilities are:

- a) Helping youth and young adults ages 12-24 years old – directly or indirectly through a caring adult – who access a PA CareerLink® Center to navigate program opportunities.
- b) Referring youth and young adults to various programs and services within the workforce development system based on their needs and fit (i.e., WIOA Youth Programs, TANF Youth Programs, PA CareerLink® services, system-wide partners and education/employment resources).
- c) Accepting referrals from Youth Programs to provide an entry point for youth and young adults to PA CareerLink® services such as training and job development that will support advancement in training and/or employment.



Youth Navigator digital outreach material



Youth Navigator digital outreach material in Spanish

Top 3 Stories of the Impact of Workforce Development Programs and Services in 2020

1. Pre-apprenticeship and Apprenticeship shaping future in Philadelphia.

In August of 2020, Donald B., a graduate from YO-ACAP's Youth Build apprenticeship program, through the Urban Affairs Coalition, funded by Philadelphia Works was interviewed by 6 ABC as part of a news package, highlighting the racial disparities of unemployment in our local area.

Donald secured employment in February on a construction site in University City. From April through June, Donald was laid off and was worried for his future; he is worried now. Even with being employed in a family-sustaining wage job, and being part of a union, Donald is using this time to skill up, realizing that he can never be too prepared for what life may bring.

As a Black male in Philadelphia, during a pandemic, Donald is navigating being an anomaly in his West Philadelphia neighborhood and is living through the reality that the opportunities that he has had to support himself and his family are available to anyone who wishes to pursue them. Donald will speak not only to his own experience, but to the experience of his friends and family who may not be navigating this season as well as he is.

2. *Philadelphia Works answers the call of unemployment, food scarcity, and education equity:*

In March of 2020, in response to both the rise in unemployment and the economic shut down to mitigate the spread of COVID-19, Philadelphia Works stood up a Transitional Jobs program that paid 100 percent of the wages for 250 workers to assist in citywide food and laptop distribution. Through this program, workers were hired to staff food distribution warehouses, which prepared boxes of food that were distributed to residents through the Free Meals program.

Additionally, the Free Meals program, in part, supported the School District of Philadelphia's efforts to inventory and distribute over 100,000 pieces of computer equipment so that students could participate in distance learning. The program ran through June 30, 2020. Workers from the program also assisted Councilman Bobby Henon with residential food delivery in the northeast section of the city.

3. *Despite COVID-19, Philadelphia Works was #STILLin4WorkReady!*

Due to COVID-19, WorkReady® Summer 2020 looked very different from previous summer employment programming. When the pandemic hit in March 2020, just a few weeks after the WorkReady® summer application opened, system leaders in Philadelphia came together to ensure young people had opportunities. In just a few weeks, the system was redesigned to offer a mix of in-person, hybrid, and digital experiences.

WorkReady® providers had the option to develop unique programming as well as leverage content offered by Philadelphia Youth Network (PYN). This content was available via Naviance and focused on:

- **Digital Career Exposure:** learning about various career opportunities based on personal interests, abilities, and aptitudes.
- **Financial Literacy:** learning how money is earned, spent, saved, and how to use financial resources.
- **Digital Literacy and Brand Identity:** learning how to use, share, and contribute to information through digital technologies.

Highlights from 2020 include:

- 98% of provider partner organizations made the shift to offer digital experiences.
- 140 unique programs were operated by 84 partner organizations.
- More than 6,000 youth participated in the WorkReady® summer 2020 programs.
- A total of \$14.5M was raised for WorkReady® summer 2020 including public and private investors.

Also, in 2020, the Philly Summer Jobs Fund launched, supported by the Summer Youth Employment Cabinet. This fund greatly contributed to program successes, generating over \$1.9 million in NEW public and private funding for Summer 2020 programs. Any remaining funds that were not used in summer 2020 will support the continuation of youth engagement opportunities into the fall and school year.

This year, WorkReady® summer continued to serve thousands of youth and young adults. Of the more than 6,000 youth who participated in WorkReady® summer 2020, 2,078 opportunities were supported by TANF YD funds. Philadelphia Works also invested funds through grants such as Business Education Partnership and the State/Local Internship Program (SLIP).



Closing virtual ceremony for WorkReady® summer interns employed at Philadelphia Works, Inc.

Local Workforce Development Area Challenges in 2020

- The impact of the pandemic on the Philadelphia economy cannot be overstated; more than 233,000 residents have lost their jobs, approximately 30% of the city’s labor force have filed initial claims for unemployment compensation. Couple this with the fact that thousands of businesses have been shuttered. The need for additional financial resources to provide services has never been greater.
- Workers across the city have experienced negative economic impacts during the pandemic. However, by their race and ethnicity, their age, their industry of employment, and where they call home, those already left out of the economic mainstream have experienced the most severe impacts. As the pandemic persists, it continues to affect specific groups within Philadelphia’s population more than others and exacerbate existing inequities.

Innovation:

1. Philadelphia Skills Forward Initiative

Philadelphia Works is a lead partner in the Philadelphia Skills Forward initiative, a collaboration with the Chamber of Commerce of Greater Philadelphia, Accenture, and Graduate! Philadelphia. The purpose of this initiative is to provide career pathways, training, and support to career seekers, helping them to remain motivated as they achieve successful advancement. This initiative will largely focus on workers displaced by the COVID-19 pandemic and automation, particularly Black and Brown people who have been disproportionately impacted.

The initiative has a goal of using three tracks — entrepreneurship, health tech and administration, and IT — to train more than 5,000 individuals over 18 months. Philadelphia Works and Graduate! Philadelphia will work together to connect career/job seekers for participation. Accenture will offer its training content from its Skills 2 Succeed Learning Exchange platform,



[Click here to see full image.](#)

with more than 100 courses including those specific to in-demand industries. To date, over 75 companies have committed to working with the Skills Forward initiative in the form of mentoring, training, and/or offering apprenticeships and hiring.

2. *Increased Outreach*

Philadelphia Works' communications team ramped up outreach in 2020 for both the organization and for its local PA CareerLink® centers. Brand continuity and messaging, fresh workforce content, and strategic engagement with all stakeholders was a priority. Philadelphia Works designed and published a full range of outreach materials for workforce services. Outreach materials included:

- [An overview of Philadelphia Works](#)
- [Business Engagement Services](#)
- [Resources and Programs for Youth and Young adults](#)
- [Pre-apprenticeship & Apprenticeship](#)
- [Skills Training Initiatives](#)
- [Industry Partnerships](#)

Furthermore, to help with access and equity during COVID-19, the PhilaWorks [newsroom](#) has intentionally been kept up to date with the latest workforce news, information, and resources from the workforce development board and its workforce partners.

Areas where Philadelphia Works would benefit from additional State guidance.

- Streamlining the Eligible Training Provider List (ETPL) process to help attract diverse providers, particularly post-secondary institutions, across the region in demand occupations.
- Provide examples of best practices regarding the measurable skills gain performance metric under WIOA.
- Advocate to the United States Department of Labor for additional flexibility for customer eligibility documentation requirements to allow for a streamlined approach to accessing services.

Pocono Counties Workforce Development Board 2020 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 339,000 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. Carbon, Monroe, Pike, and Wayne Counties cover an area of approximately 2,400 sq. miles. Travel distances between the county seats of Carbon County in the south and Pike county in the Northeast are equivalent to the distance between Carbon County and Harrisburg. The transportation barriers that are experienced by our labor force participants are a key factor in our Board's efforts to ensure our service delivery structure is designed to ensure ease of access for all residents.

With a 2020 labor force of 154,300, the five largest occupational clusters in the WDA are Accommodation and Food Service (16.6%), Health Care and Social Services (15%), Retail (14.7%), Education (9.3%), and Public Administration (7.8%). Due to the fact that our WDA's employer makeup is heavily involved in the Hospitality and Tourism business of the Pocono Mountains region, the impact to our workforce due to the COVID-19 Health Emergency was a significant challenge in 2020.

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 sites 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.

Due the COVID-19 Health Care emergency procedures, and in an effort to assist with Pennsylvania's efforts to safeguard both our residents' and workforce delivery system staffs' health, the PA CareerLink® Pocono Counties and affiliate sites switched to an online service strategy for a significant period of time in 2020. As the local health care situation improved, our service locations switched to a scheduled appointment system for job seeker customers to access service center staff and resources directly. This return to limited access to our service centers was done in compliance with current safety practices consistent with PA Department of Health and L&I guidance. Despite the impact on the region's employment situation due to the impact of the health emergency, this move to re-open our centers to limited public access was necessary to assist local employers who were finding it difficult to find adequate numbers of job seekers as well as to assist our area's job seekers who had limited access to our online services or employment opportunities.

The WDB has continued its 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.

In addition to those ongoing efforts, our PA CareerLink® and affiliate site staff and service providers moved quickly to utilize all available tools and resources necessary to continue their services in an online format. These efforts involved the expanded use of social media, online recruiting, interviewing, and hiring event tools, the provision of workshops and other informational events through online tools, and other community outreach efforts.

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. Our service delivery site staff continued to promote existing and expanded online training opportunities that local education providers established to address the impact of the COVID-19 virus on adult and continuing education services.

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 PA 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.

1. Apprenticeship Policy

The Pocono Counties WDB developed and approved an Apprenticeship Policy to support the use of this tool by 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 promote and increase the use of apprenticeship and pre-apprenticeship models in alignment with the PA WIOA Combined Plan.

2. Increased the Wage paid to Work Experience and Transitional Employment participants

This policy increased the wage paid to both Youth and Adult Transitional Employment Programs from the current state minimum wage of \$7.25/hr. to \$9.00/hr. This change in our WDA policy was done in an effort to align our policy with Pennsylvania's efforts to increase the minimum wage, as well as to ensure that wages offered participants in these programs does not have the adverse impact of competing with entry level job opportunities offered by our area employers. A review of the entry level wages offered by our WDA employers under the current labor market conditions indicated that this increase in wages would not have an adverse impact on the recruiting efforts of our region's employers for entry level job opportunities. Most employers recruiting for entry level positions in our region still offer higher wages than the \$9.00/hr. adopted by our Board. The Board will continue to monitor the local minimum wage and will take any steps necessary to adjust this policy in the future to comply with changes in labor market conditions or changes in Pennsylvania or U.S. minimum wage laws.

3. 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. Due to the fact that these programs were approved just prior to the impact of COVID-19, the service providers were delayed in their plans to initiate their program models. Adjustments to the original service strategies are being implemented to redirect these services to probationary and parole youth until the health emergency allows us to provide these services to youth in our county correctional facilities as originally planned.

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. As with other PA CareerLink® services throughout the state, it was a challenge to adapt to service models requiring remote assistance or changes made by schools to their training programs to adapt to the emergency health requirements for COVID-19. Providing job search assistance to customers remotely as well as the increased difficulty in identifying employment opportunities during this health crisis was also a challenge.

Adult Participant #1

Danielle H. received training at Monroe Career and Technical Institution and attained her EMT Certification on April 2, 2020. Due to COVID-19, she had some difficulty finding employment but kept applying. On August 30, 2020, Danielle started full-time employment at Lehigh Valley Health Network in Freeland, Pennsylvania, as an EMT making \$15.00 and working a 40-hour week. This position includes benefits and is related to her training at Monroe Career and Technical Institute.

Youth Participant #2

When "A" first contacted one of our affiliate site offices, she was homeless, with virtually no job experience and was unable to return to college after her first semester. Staff at our center helped her with resources for financial aid, and navigating the higher ed system, got her returned to school and placed in paid work experience as a store clerk. After some bumps that involved a wrecked car and lessons

on how to communicate with your school and employer A is doing fantastic. She is a junior in college and has retained unsubsidized employment and has already achieved a merit-based raise.

Dislocated Worker Participant #3

A young man named Angel L. contacted one of our service centers in April of 2020 for help with his unemployment. His claim was being held up from having wages in both Pennsylvania and New Jersey. We were able to connect him with a UC helper. Every week he would call or email to see if we could help with his UC. During one of these conversations, a staff person mentioned job search assistance and career training services available at the Pennsylvania CareerLink® affiliate office located near him in Shohola.

Angel L. worked with a Title I staff person remotely for resume development and job search assistance. He was also determined eligible as a Dislocated Worker and it was recommended that he consider training options. Angel decided on the CNC Operator Training Program offered at Johnson College in Scranton. Angel recently completed the CNC program and graduated at the top of his class. He came back into the office, updated his resume, and was assisted with job search. Within one week, Angel was offered a job as a CNC Operator earning significantly more than his previous wage.

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 2020 Annual Report

Top three accomplishments from the 2020 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan.

1. **Strengthening the One-Stop delivery system:** Engaging new One Stop Operator (Equus Workforce Services) with a contract including frontline customer service. The One Stop Operator now directly oversees both Site Administrators and Customer Service Representatives/Triage Workers to enhance collaboration and partnership between agencies in the PA CareerLink® facilities. Through this process SCPa Works is looking to strengthen our customer service activities, ensuring that all visitors to the PA CareerLink® are given opportunities to receive services and assistance regardless of enrollment in funded programming. Equus has also brought significant national experience as a one-stop operator to the South Central region - this was impactful during the COVID-19 pandemic, as the local PA CareerLink® system was able to greatly benefit from Equus' economics of scale and supply chain network of bringing PPE, sanitation services and social distancing best practices into our region.
2. **Sector Strategies and Employer Engagement:** SCPa Works has worked closely with our local industry partners as well as regional economic development. We have been the standard bearer for the DCED Engage! Program, that allowed us to partner with Economic development for regional business calling programs, surpassing all previously achieved interactions with regional industry. Since the beginning of 2020, SCPa Works has coordination and completed more than one-third of the statewide business services calls (1200 out of 3500) - a truly remarkable achievement considering the disruptions due to COVID-19. These meaningful interactions have bolstered our Industry Partnership groups and has led to sector groups such as Information Technology, Manufacturing, Logistics, and Healthcare. Our team of Regional Business Service Representatives (RBSR) work and guide our local Business service teams, creating process and direction ensuring no duplication and a top down approach to industry partnership. Through these efforts, training and certification have increased with a goal to ensure that no individual starts training without a game plan as to where the individual may be placed; in other words, no more "train and pray".
3. **Career Pathways for Adult and Youth:** SCPa Works has worked to improve access to high quality training, recognized and in demand by our regional industry. Our goal is to upskill and prepare as many participants as possible with training and certifications. We have also created a position with our organization with a primary focus of helping companies develop and build apprenticeship programs. This staffer will be responsible for utilizing apprenticeships as an aid to developing Industry partnership and cooperative training.

We have also started a new training program called *Workpath* in partnership with Manpower staffing group, Manufacturers association of Central Pa., and Goodwill Industries. This partnership hires, trains, and then places candidates with a guaranteed wage increase. 100% of all participants receive employment as well as an industry recognized and peer reviewed credentials.

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

1. **Shadday C.** became a TANF Youth Program participant on October 26, 2020. She was referred to the Lebanon Youth Program by her IU13 ELECT Case Manager to receive training assistance. The ELECT Program serves as a support to pregnant and parenting youth who need to complete their high school education, and it assists them transition into employment or higher education. Shadday is 18 years old, has a 2 year old daughter, and is pregnant with her second child (due February 2, 2021). She resides with her daughter in Lebanon, and recently moved out of her mother's home to her own residence. She graduated from Lebanon High School in June 2020. Shadday worked so much that it made her ineligible for the WIOA OSY program, but she did qualify for the TANF program. She is currently working part time at Ingram Micro. Her work ethic is a testament to her willingness to work hard to overcome her obstacles, reach her goals, and be a role model for her children. Shadday wants to be able to help people, so she is pursuing a Medical Assistant certification through the online MedCerts program. This suits her well because her top three CareerScope interest areas are: Scientific, Protective, and Business Detail. Shadday started the MedCerts class on November 9, 2020. She is currently 25% through the coursework and has passed all of the lesson quizzes she has taken to date with high percentages. She is on track to complete the program at the end of June 2021.
2. **Participant success story for Tonya H. submitted by BSR, Zane Walizer:**

"I first reached out to Tonya H. on November 16, 2020. Tonya was very open and honest about her past and her work experience. She disclosed that she had a drug-related felony on her background and served time in prison from the 1990s into the year 2000. She had worked in the warehouse most of her life with exception to one role where she sold credit cards via cold calls. Her experience in sales was less than satisfactory, but at age 46, Tonya felt the need to get out of the warehouse and try something new.

As I began providing job leads for Tonya and discussing career pathways with her, it became apparent that Tonya was both very understanding and articulate over the phone. I wondered if a more family-sustaining role in shipping, receiving, or customer service would suit her better than the warehouse, but I knew it would take some convincing to talk her into customer service after her less than satisfactory experience in sales.

The next time we connected on the phone, I highlighted that not all sales roles are the same, and that customer service personnel often close new sales because of their distinct ability to listen and assess the needs of the customer. I asked Tonya if she had ever considered being on the receiving end of the customer call. At first, she was hesitant, but after a little back and forth, Tonya was able grasp my perspective on the matter, and she agreed to try applying to customer service roles.

On December 10, 2020, I was able to provide Tonya a list of job leads which included a customer service role from Delta Dental in Mechanicsburg, PA. Tonya reached out to inform me of her application. I followed up with Tonya to determine if she wanted me to follow up, but I didn't hear back from her initially. About two weeks later, Tonya reached out to Norma Lopez and myself to inform us that she had secured an interview with Delta Dental for their customer service role.

About one week following Tonya's interview with Delta Dental, Tonya followed up with Norma Lopez and myself once more to explain that she had been made a job offer for Delta Dental's

customer service representative role in Mechanicsburg, PA. She would be starting on 1/19/21, at \$15/hr. Additionally, Tonya thanked us for our efforts in supporting her career search.

Tonya has been a delight to work with and demonstrated the initiative and willingness to succeed in a new industry with little to no previous experience. Tonya completed Customer Service Boot Camp and once she obtained her certificate, she updated her resume. Tonya was able to secure employment in an industry relatively foreign to her with some soft skills, transferable skills, and a little extra initiative. Furthermore, Tonya did not have to spend any WIOA training dollars in the process.”

3. **Participant Success story for Jimmy C. Submitted by BSR- Zane Walizer**

“When I initially met James (Jimmy) C. in the spring of 2020, he was very frustrated and confused. He had spent much of his life in the foodservice industry, working as a chef and restaurant manager for over 20 years! With all the changes occurring in the food service industry over the course of 2020, Jimmy was discouraged about where to look next, and he was unsure about his ability to find sustainable employment.

Jimmy was taking care of a relative at home, and could only work certain hours away from home and still sustain employment. Initially, we looked for food service-related leads close to Jimmy’s home address, but we were not able to find anything that pertained to his previous work experience.

Finally, I was able to make a separate phone call to Jimmy and explain the WIOA program to him. I explained that WIOA’s funding stream may be able to support his needs for a career shift, and I suggested an HPO (High Priority Occupation) workshop to Jimmy. Jimmy agreed to give HPO workshop a try but was concerned about not being able to work with me. I assured him that he could save my number and email and reach out whenever he needed support.

It took some time, but in November, Victoria Carden was able to reach out to me with Jimmy’s revised resume and ConnectToBST checklist. Jimmy and I scheduled a time to re-connect and I was blown away by his progress!

Jimmy was able to articulate exactly what he wanted! His extensive experience in food service and management made him an ideal candidate for customer service, and he knew that he could find a remote customer service role. To top this off, Jimmy enrolled himself into an online typing course to increase his typing output and make himself a more prominent candidate.

On his own, Jimmy applied to a company named Skype.com, and asked me to follow up. Before I even had a chance to follow up with Skype.com, Jimmy was offered an interview. Within one week from his interview, Jimmy was offered a full-time, remote, customer service role with Skype.com.

Jimmy Conrad’s story lends itself to the incredible work of HPO workshop, surrounding workshops, and case management practices of our career advisors at the PA CareerLink®. His internal decision to adapt and succeed allowed Jimmy to utilize his transferable skills in food service to obtain full-time employment in the field of customer service.”

Any local workforce development challenges in the 2020 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

- **COVID-19 pandemic and related disruptions.** COVID-19 has exposed for us our over reliance on only capturing participants who take the initiative to come into the PA CareerLink® center. Within a week of COVID-19 lock down, Southcentral established a universal call in line staffed remotely, along with a process to ensure all get the opportunity to speak to a real person. Yet, the larger issue was exposed - how do we get away from a brick and mortar, from a static office and build both virtual and remote connect locations to reach participants where they are?
- **Disruptions in the service sector.** We are also seeing service industry workers, who need to be upskilled, finding programs that will support upskilling of employed participants thus allowing them to work towards future career pathways. Disruptions in the hospitality, tourism, food, retail, and accommodation industries are going to be major challenges for our local WDB in 2021.

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

Our solution is the CareerLink Access Point project, simply put, developing a sea of access points throughout our region ensuring no participant is more than 20 min from immediate virtual service and human interaction. For more information, reach out to SCPa Works Leadership.

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

Yes, more discussion on how we can apply WIOA funding to working individuals as a pathway to career development.

Southern Alleghenies Workforce Development Board

2020 Annual Report

Top Three Accomplishments

1. **Providing Uninterrupted Workforce Development Services in a Year of Great Disruption**

No one will challenge the fact that 2020, was a year like no other, but the Southern Alleghenies' workforce development system rose to every new challenge. For the last three years, our leadership has focused service delivery systems on one goal: maximize agility. When brick and mortar centers were forced to close in March, our talented and committed staff moved to a virtual service model in a matter of minutes and hours. Phone systems were forwarded to cell phones, laptops went home, digital signature services were engaged, and job seekers and employer customers were continuously served. When the unemployment compensation system became stressed like never before, the Southern Alleghenies' led a pilot project for local areas to assist in addressing backlogged case engagements. Our local customers were very complimentary with a general appreciation that our PA CareerLink® staff were there when our customers most needed us.

In June, our regional centers were some of the first to reopen with appropriate safety protocols. Our centers used camera-based doorbell systems, in-car services, and appointment only protocols to continue to serve those customers without access to home technology. We have continuously provided both virtual and physical site services in every county of our region since reopening in June. With a singular focus on what is best for our customers, we continue to innovate over any perceived obstacle.

2. **Cross County TRADE Case Sharing**

Late in 2019, and early in 2020, multiple businesses in the Blair County area had closed down and TRADE petitions were filed on behalf of their workforce. It quickly became evident that the Blair County PA CareerLink® team would not have the capacity to manage the large numbers of clients should all of those workers become TRADE certified.

A team of One-Stop Operator consortium members, WIOA Title I and L&I's Bureau of Workforce Partnership and Operations partners met to discuss the situation and outline options. The agreed upon best option was that Career Advisors from nearby counties in the Southern Alleghenies workforce area "share" those cases. After several trials and training sessions with Skype and Zoom, after converting all of the TRADE documents into shared electronic files and creating a process so that referrals could easily be made, and, after a process was developed so that appointments could be held without clients leaving the office – the "TRADE Cross-County Case Sharing" process was born. Given that this effort was well under way prior to the pandemic taking place, before Zoom and Skype became a part of our daily vocabulary, it was a terrific accomplishment and a great example of cross-county collaboration.

At year-end 2020, we have not had to use this process yet, but the TRADE certifications are starting to roll in and we are ready.

3. **Partners Step Up to Support Agile Service Delivery**

When the pandemic limited our in-person engagements, the Blair & Bedford County PA CareerLink® offices looked for ways to offer more virtual services. Although staff members offered a good selection of career preparation workshops, the idea to ask our PA CareerLink® partners to help expand the workshops was shared from another county in the state. The ask was made to partners in both counties and the answers from many were a resounding, “Yes!” Now, in addition to basic career readiness workshops, ten community partners give workshops every month. Some of the topics: Basic Computer Skills, Financial Literacy, Stress Management, Email Etiquette, Starting Your Own Business, Why Choose a Trade, and more. The workshops are either “live and interactive” on Skype or Zoom, the others are recorded and available on YouTube Channels. A great example of the good that can happen with strong community partnerships.

We believe that the accomplishments referenced above and the customer success stories shared below help to support, illustrate, and advance Governor Wolf’s broad goals, outlined in the Commonwealth’s WIOA Combined State Plan, specifically Increased Employer Engagement, Continued Improved of the Workforce System, and Strengthening of the One-Stop Delivery System.

Top Three Stories: Recognizes Customer Successes

Douglas H. began services in the PA CareerLink® Huntingdon County in February 2020; he had recently relocated to the area from Philadelphia in order to take care of his elderly mother. He decided to remain in the area, secured home care for her, and began a job search but had no success on his own. His career planner suggested the Adult Transitional Work Experience Program and how it may give him the opportunity to get his foot in the door with a local employer. An interview was arranged with the Huntingdon Emergency Management Agency and Douglas began work on February 26, 2020.

On March 16, 2020, the work experience program was suspended due to the COVID-19 pandemic. Douglas’ supervisor indicated that he was such an invaluable part of the agency, that they would cover his salary until the program was able to start again. The Huntingdon County Commissioners voted to temporarily cover his salary and they stated that he was a perfect fit and was desperately needed during the pandemic. In the words of his supervisor, Joseph Thompson, ENP, director of the Huntingdon County Emergency Management Agency, “The partnership of the adult work experience program with Huntingdon County Emergency Management Agency has been nothing short of a success. Doug is an excellent employee. He has brought valuable knowledge and skills to our office, filling a position we’ve called Administrative and Operations Assistant. Shortly after Doug started with us the COVID-19 pandemic hit and his primary tasks became focused on various duties to help provide resource support and situational awareness. Plainly stated, there is no way Huntingdon County EMA could have provided the level of service we did during this time without Doug’s help. He has coordinated communications with dozens of representatives from any agencies and organizations, quickly familiarized himself with reporting documents and reports used in the EMA office and Emergency Operations Center- both paper and digital- and played a lead role in assisting with developing a computerized Personal Protective Equipment (PPE) inventory system. At the completion of the paid work experience program, Doug will be placed on the Huntingdon County payroll.

Nathan was a motivated young man who was facing significant barriers due to his criminal charges. One of his strengths is that he is incredibly self-motivated and was not discouraged by the rejection that can come with having a criminal background. Nathan was enrolled in WIOA Youth Services and was referred to the reSTART program in October 2020. The reSTART program is a youth reentry program funded through

a special competitive grant made available by the Pennsylvania Department of Labor & Industry, with the goal of blending academic and occupational training for those youth who have been previously engaged in the criminal justice system. Nathan was dually enrolled in WIOA Youth Services and the reSTART program with the hopes of becoming an over the road CDL driver.

When Nathan first engaged with reSTART, he was facing the barrier of his criminal background. His charges are significant in terms of his employability and he has stricter reporting requirements than an average probation case. This had limited him in his career options, but staff began looking at CDL schools. Staff completed employment and career readiness trainings and Nathan engaged in a paid work experience (PWE) through the reSTART program. His PWE started in October 2020, and he completed approximately 120 hours of paid work experience. Additionally, he took advantage of education remediation services through the Title II Adult Literacy Program to increase his knowledge base and his educational functioning levels.

Most recently, Nathan was accepted to a CDL apprenticeship program in Wisconsin. During the training period he was making a wage of \$500/week. Nathan successfully completed the training program and has obtained his independent CDL license and is now employed by the trucking company that completed his apprenticeship program. He makes a wage of \$0.38/cpm and drives anywhere between 2,500-3,000 miles per week resulting in gross wages of \$950-\$1140 per week. He is also able to obtain benefits, including medical insurance, beginning February 1, 2021. This job has given him a life sustaining wage, benefits, and the opportunity to pursue his passion. He continues to remain in contact with program staff and has a strong desire to be a part of the mentoring component of the program.

Gregory H. came into the PA CareerLink® Somerset County in early March 2020, to utilize the UC courtesy phone. He was identified as a veteran; the Veteran Triage form was completed, and Gregory was referred to the Veterans Employment Representative (DVOP). At that time, the DVOP created an Individual Employment Plan, and the staff began working together to help Gregory find gainful employment.

Gregory had been laid off from a machining company, where he had worked for the past four years as an equipment mechanic. Uncertain of his future career path, the Vet Rep and Gregory started an intensive job search in the local area. In addition, he was provided Veterans information that could assist him during this transition. During these discussions the On-the- Job Training (OJT) program was reviewed, and Gregory was also referred to the Workforce Innovation and Opportunity Act Title I staff to receive dislocated workers.

Soon after his registration, the PA CareerLink® was closed due to the COVID-19 Pandemic but that didn't stop his progress in searching for a new career. Virtual meetings were held with Gregory and the Vet Rep to assist in updating his resume and further his job search.

The updated resume was sent to Transcat for a Calibration Technician job posting they had placed on the PA CareerLink® system. This information was forwarded to the PA CareerLink® and WIOA Title I Business Service Representative, who provided assistance with the OJT process and answer any questions Gregory had. We are pleased to report that Gregory interviewed with the company and was offered a position under the OJT program. He started work with Transcat in July as a Calibration Technician at a wage of \$20.00 per hour. He is doing extremely well in his position and the company is very pleased with Gregory, the OJT program, and the assistance they received from the PA CareerLink®.

Workforce Development Challenges - Customer Reengagement

Prior to the pandemic, the Southern Alleghenies PA CareerLink® offices were heavily utilized by the region’s jobseekers and employers. The PA CareerLink® offices were required to close their doors for some three months, from mid-March to mid-June, but as noted earlier in this report, staff quickly transitioned to virtual service delivery. The Southern Alleghenies Workforce Development Board and its system partners are proud of all that was accomplished, from the innovative approaches to service provision to the processes employed to keep staff and the community safe once our one-stops were permitted to reopen. That said, we believe that one significant challenge our system, and arguably every workforce system in the state and nation, will face is getting the jobseeker to reengage with the PA CareerLink® system. Many dislocated workers will again have to connect with the one-stop, with the restart of the RESEA program, but we will have to redouble our efforts to reach out to our adult and youth customers. To address this challenge, the One-Stop Operator, with support from the Southern Alleghenies Workforce Development Board and the PA CareerLink® partners conducted a competitive request for proposal process and has hired a small local firm to provide digital outreach coordination services. They will assist us to increase our reach using digital platforms by:

- Conducting a digital and competitive review of our current social pages and those of our competitors.
- Creating new social pages including LinkedIn and Instagram.
- Launching virtual and live events.

Measurable goals are currently being set and we look forward to sharing the results of this short-term initiative in the near future.

Innovative and Promising Practices

The PA CareerLink® partners and Southern Alleghenies Workforce Development Board staff created a Business Services Strategy Team that worked with the One-Stop Operator Consortium to establish three high level focus points to include:

1. Recruitment of New Employers
2. Staff Training & Cross Training
3. Continuous Improvement Plan

The Business Services Strategy Team developed a list of priorities, currently the top three are:

1. Virtual Job Fairs – this rose to the top as a result of the pandemic. The team developed region-wide guidance on conducting and offering virtual job fairs. Through the One-Stop Operator, each office was provided a zoom account to utilize. The team developed instructions on how to create a zoom job fair with the ability to use breakout rooms. Business Services staff have been trained and practiced hosting a virtual fair and navigating individuals between breakout rooms. This service was offered to our local Trades Unions and the PennDOT OJT program during a fall Apprenticeship fair. In addition, this service has been utilized in our “Featured Employers” marketing campaign. A PA CareerLink® office markets a featured employer through online video segments and we host a virtual job fair following the campaign.
2. Job Matching – While Unemployment Compensation numbers have increased and remain at a high level, employers are still having difficulties in finding qualified candidates to fill open positions. This group is developing a process for each office to use in matching employers with individuals who recently filed for UC benefits and match the employer’s openings. An ad hoc

report was created to pull a UC datafile from CWDS. Staff can export this data and sort/filter by occupations. Staff can send job seekers, through CWDS, a customized letter informing them of the opening.

3. Employer Outreach Strategy – As outreach continues to change through the pandemic, the team felt a regional approach was needed to conduct employer outreach. A survey was completed by each office to highlight best practices or to identify any opportunities. Southern Alleghenies Workforce Development Board staff is leading this initiative, which is in its early stages.

State Guidance

The Southern Alleghenies Workforce Development Board and its staff is very appreciative of the technical assistance provided by Bureau of Workforce Development Administration and Bureau of Workforce Partnership and Operations staff. We look forward to additional assistance including training opportunities for our new fiscal staff and sharing of best practices around monitoring, customer outreach and one-stop branding.

Southwest Corner Workforce Development Board 2020 Annual Report

All SCWDB activities support the five broad goals of 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 PAFL centers universal, to data collection, to youth and employer outreach, SCWDB activities forward the mission of the Pennsylvania plan. As everyone is aware, 2020 also presented a new challenge for WDB Staff in the form of how to respond to the global COVID-19 Pandemic. The pandemic forced the SCWDB to find different methods to ensure that the same level of services was available to the public. 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.

1. Breaking Down Barriers

SCWDB is proud participant in both the National Health Emergency Opioid and the Youth Reentry grants. These two programs have enabled the workforce area to make a more established and consistent connections to a local population that is in desperate need of assistance. Through the two programs, the connections made with local rehabilitation centers, half-way and three-quarter houses, the local center of excellence, local jails, local probation offices and many others have allowed for a steady stream of participant referrals.

The newly established position of the Workforce Liaison has been vital in developing and maintaining this pipeline. The SCWDB Workforce Liaison operates between the program, training, and community service organizations on a one-on-one basis. The SCWDB Workforce 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 programs.

Getting the participant connected with the workforce system is only the first step in this process. Once they are connected, identifying, and eliminating potential barriers is a must to ensure that the participant has a legitimate chance at life sustaining employment. The SCWDB has helped participants navigate through these many hurdles in a variety of different ways. Some of the barriers that are most often present come in the form of obtaining high school equivalency diploma, record expungement, obtaining personal identity documents, housing, transportation, work experience, career training, etc.

In summary, the SCWDB believes that efforts to establish this pipeline and experience working with this population through these grants will benefit the local population and employers for many years to come.

2. Virtual Services Implementation

After the onset of the COVID-19 Pandemic in March of 2020, it was apparent to the SCWDB that some things would need to change to ensure that a similar level of services would be available to the local population. The SCWDB Staff, Local Title I provider leadership, the Southwest Corner Operators Consortium, PACL Site administrators, and BWPO leadership held weekly virtual meetings to discuss these issues. With most people at home, the development of virtual services was vital.

The area established methods to provide virtual case management and career counseling services to both new and existing customers. They were and still are able to meet with staff on a regular basis to ensure they are receiving the services they need and stay on track for program success. Also, staff were able to create a full menu of online workshops addressing a variety of topics regarding Professional Development; Soft Skills Training; Orientation to One Stop Services; Financial Literacy and Labor Market Information to name a few. Additionally, during this unprecedented time of job loss, ensuring that the appropriate information was provided for Unemployment Compensation claim guidance and support in alignment with state agencies was vital. These responses were made easier by developing resource email accounts for each of the PACL Centers, so the needs of our communities could be responded to expeditiously and referrals to appropriate partnering agencies could be made virtually. Our virtual services include, but are not limited to: Adult Education Services, All Employer Services, Career Counseling, Job Search, On-the-job training programs, Eligibility determination for Workforce Innovation programs and services, resume assistance, Virtual Workshops, Youth Programming and Work Readiness services, EARN program operations and services, Opioid and Youth Re-entry grant programs. The majority of these services were available by April 2020. Additionally, the SCWDB assisted training providers with developing online approved programs quickly.

3. COVID-19 PANDEMIC PACL Safety Protocols/Reopening

While the development of virtual services filled the gap for many during the pandemic, it was still important to find a way to provide as many in person services as possible and do so in a safe manner. The Southwest Corner Workforce Development Area is very rural in some portions, which leads to the lack of ability to utilize virtual services. With this in mind, the SCWDB developed PACL employee safety protocols that outlined the many new requirements that were needed to ensure a safe and functioning center for both the staff and customers. These protocols outlined and followed the many recommendations put forth by the generally accepted health agencies. These protocols included mandatory mask wearing, social distancing requirements, sanitizing requirements, and many other safety precautions.

In addition to the safety requirements, the SCWDB worked tirelessly to ensure that each of the facilities were properly prepared to function in a safe manner. Each of the centers analyzed customer flow and put in place procedures to ensure that social distancing was maintained at all time. Limits on occupancy were put in place, plexiglass was installed where needed, appropriate signage was placed where applicable, Personal Protective Equipment was purchased, and additional cleaning services were procured. A pandemic triage staff member was hired at each center to ensure all of the safety protocols and requirements were being adhered to. Where applicable, a rotating staff schedule was implemented to limit possible exposures and prevent long term closures. This planning and preparation allowed all of the Southwest Corner PACL

centers to open to the public by appointment only as soon as they were permitted in early July 2020. Appointment only in person services have continued with minimal interruption since then.

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

1. WIOA Dislocated Worker Participant:

P.C. was laid off from Industrial Gasket & Shim Co. in June 2020 due to the outbreak of COVID-19. Southwest Training Services, Inc. job developer received an email alert from the PA CareerLink® Washington County Kiosk that P.C. came into the office and was searching for employment. Prompted by that Kiosk alert, P.C. was contacted and offered assistance in his job search efforts. P.C. agreed to meet with our WIOA Eligibility Specialist as he was interested in our On-The-Job training programs and job search help.

Although P.C. could have sat back and collected unemployment and stimulus funds, but he was relentless in his job search and in his desire to work. He frequently made appointments and came into the PA CareerLink® Career Resource Center (CRC) searching for work and he was in weekly contact with SWTS job developer. Following a few interviews and applications with employers, the job developer then recommended P.C. for an open position at Specified Systems, Inc. and contacted their Vice President of Operations. *(The job developer had been posting jobs in CWDS, screening applicants, giving notices of employer events, etc. to Specified System, Inc. since 2016 and built up a great rapport with this local employer.)* P.C. attended two levels of interviews for the Specified Systems, Inc. opportunity. He was offered the job, accepted, and started employment with Specified Systems, Inc. on October 2, 2020 participating with our On-The-Job Training program.

We have received OJT evaluations from the company and P.C. is working out well and enjoys this new job. The Job Developer recently received a letter of gratitude from P.C. In that letter he stated, *"I will always be grateful for you going to bat for me when I needed it most, your opinion was listened to and respected."*

2. WIOA Youth Participant:

D.B. is a remarkable young man who has come a long way since beginning the Out-of-School Youth program. Before high school graduation (he was 18), he was placed on probation for a misdemeanor and has since positively distanced himself from the juvenile justice system. He was employed at P2 Contracting from March 2018 – September 2018 but had a non-work-related injury to his knee and had to have physical therapy. The injury caused D.B. to lose his employment. D.B. also had family issues at that time and with nowhere to live he was referred to Stay Off the Streets program in Ambridge, PA. The program offered him lodging for a minimal fee in an apartment building they owned until he got on his feet. They contacted us about him becoming involved with our OSY Program. Stay Off the Streets is a boxing gym that also works mentoring youth. D.B. was using boxing as physical therapy and developed a passion for boxing. His personality fit in the gym and he began mentoring the young boxers. This participant work experience was perfect for him. He could take some of our classes while working and preparing for his future.

While D.B. was working at the gym he was interviewed for a pre-apprenticeship program at the Steamfitters Local 449 Technology Center, Harmony, PA. They were impressed with D.B. and let him begin this pre-apprenticeship program with the hope that when the new classes began in the fall, Danny could test and begin the full apprenticeship program. Unfortunately, due to COVID-19, testing dates had to be moved back. D.B. completed his Steamfitter apprenticeship test and is awaiting confirmation of acceptance. While waiting for the testing results, D.B. is taking our virtual Work Readiness class through Job Training for Beaver County. He has been an active participant in JTBC classes. D.B. is very appreciative of the opportunities afforded him through Job Training. He is eagerly anticipating the start of his apprenticeship and the new opportunities.

3. NEG – Opioid Program Participant:

According to R.L., growing up in “Southie”, Boston’s working-class Irish community, often required him to fight his way back home at night. At the early age of 12, his behavior and drug use had prompted his parents to file a Child in Need of Services petition requesting he be placed in a juvenile care facility (from which he later escaped).

At age 16, R.L. hit the road as drum tech for a local rock band, which led him deeper into a culture of drugs and violence. Within a few years, he was traveling the country as a rigger for bands including Bon Jovi, Aerosmith, and the Rolling Stones. At age 23, he came off tour and served 5 ½ years in prison on a felony conviction. R.L.’s hardcore lifestyle resulted in a critical automobile accident, a fall from a stage roof, and an addiction to the opioid pain medications he was prescribed. Although R.L.’s life had been spiraling out of control for years, it took becoming homeless on the streets of Pittsburgh for him to seek treatment.

Despite a few relapses, R.L. finally took control of his addiction in 2017 with the help of Light of Life Rescue Mission, Cove Forge Rehabilitation Center, and a series of halfway and three-quarter houses. He began working part time while staying at Gateway Rehabilitation Center’s Moffet House in Beaver Falls, PA. A presentation by one of Gateway’s Certified Recovery Specialist motivated R.L. to want to use his own addiction and recovery experience to help other individuals in recovery. He also learned about Penn State Beaver’s Certified Recovery Specialist (CRS) training program as well as Opioid grant funding available through Job Training for Beaver County, Inc. (JTBC) to cover the cost.

R.L. was referred to PA CareerLink® Beaver County where he met with a JTBC case manager. His case manager coordinated his enrollment into Penn State’s September 2019 CRS program and referred him to the Office of Vocational Rehabilitation (OVR) for additional support. R.L. successfully completed the CRS program and obtained his CRS certification in December 2019. Upon completion of training, he continued to work with JTBC’s case manager and job search specialist to develop a resume, practice interviewing skills, and increase his computer skills. R.L.’s OVR counselor told him about an available CRS position at Resources for Human Development (RHD), a local drug and alcohol addiction treatment facility. R.L.’s applied for the position and worked with JTBC to develop a short-term on-the-job training (OJT) opportunity to help him successfully transition into his new career.

R.L. now works full time at RHD where he is regarded as a favorite among the residents. He has reached his 3-years in recovery date and strongly believes in the power of “one addict helping

another". He is excited about the opportunity to refer individuals in recovery to the services he received through JTBC, PA CareerLink® Beaver County, and OVR.

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 challenges faced over the past calendar year were a direct result of the ongoing pandemic. From the need for virtual services to the need for additional health and safety protocols, The SCWDB has responded with innovative practices and policies to mitigate these challenges. The SCWDB will continue to look for ways to improve the response to these issues.

Another less apparent consequence of the pandemic, was the lack of ability/opportunity to recruit eligible youth participants. Local high schools have always been one of the main sources of referrals, but with all of high schools closing due to the pandemic direct contact with potential participants was limited. In addition to lack of access, a number of potential participants and/or employers decided not to participate due to the risk associated with the pandemic.

To address this SCWDB Title I providers have worked too hard to maintain working relationships with local high school guidance counselors. These relationships have started to show results in some of the counties, where local high schools have allowed SCWDB representative to provide virtual workshops to entire classes. Additionally, youth program staff have dedicated more of their time to attempting to contact potential participants directly.

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

- **Virtual Services**

The implementation of a variety of different virtual services is seen by the SCWDB as the most innovative and promising practice during the last calendar year. Many of these virtual services are outlined above. While the immediate benefit of the implementation of these practices is that most services have been available during the pandemic, the SCWDB feels these innovative practices will benefit the area long into the future. We anticipate that even after the end of pandemic related restrictions, some people may look to continue to utilize virtual services. In some circumstances, virtual services may be necessary for those that lack the transportation. Additionally, the newfound mobility of staff to work outside of the brick-and-mortar locations could be utilized in numerous ways moving forward.

- **Greene County Compass Program**

Greene County Juvenile Justice has a strong and successful program, and truly stands by its motto that "The citizens of Pennsylvania have a right to a safe and secure communities." Career education is vital in today's competitive job market; youth are competing with older workers for entry level employment opportunities with experience being on the side of adult job seekers. Youth must be properly prepared with the skills that employers covet. Workplace behavior, teamwork, interviewing, and skill development make the youth a viable option for employment. Also, drug testing is a major part of candidate application processes, and positive drug tests are a sure way to be eliminated from contention.

The program's philosophy is it is far less expensive to educate than incarcerate. This is especially true of young people. Compass gives youth the tools necessary to lead a productive life and stay out of the criminal justice system. By requiring them to receive academic and counseling support, as well as job and soft-skill training, the program aims to reduce recidivism among participants. The program still has traditional sanctions such as mowing, painting, and litter pick-up. However, during the school year, youth participants must maintain school attendance and academic progress. The Compass Program on Mondays and Thursdays after school and Saturday mornings are options to which students can be assigned by principals, CYS, Juvenile Probation, or local judges.

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 related to CWDS data entry for services provided to employers to ensure that statistics are counted and represented in an accurate manner. Ensuring that these statistics are accurate, would allow the local workforce board to make more informed decisions. The SCWDB has already initiated discussions about this need for guidance with the state.

Three Rivers Workforce Development Board 2020 Annual Report



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

1. **Ready To Work Response Recovery Coalition** (aligns with the Governor's Goal #5: *Strengthening the One-Stop Delivery System*):

In the spring of 2020, as millions continued to be out of work and businesses remained shuttered as a result of COVID-19, Partner4Work took on the role of convening the 'Ready to Work Response Recovery Coalition' -- a small planning group of business, labor, philanthropy, education and economic development leaders that prioritized action steps and outlined a strategy to lead the region through the crisis and in the days ahead.

After establishing the framework for mobilizing leadership, resources and action across the city and county, numerous subgroups were tasked with developing and developing strategic efforts to address immediate, intermediate, and long-term needs relative to the crisis.

Such needs include, but are not limited to:

- Addressing systemic barriers including childcare and transportation
- Providing the support and advancement of small, black-owned businesses
- Implementing major improvements and enhancements on job-quality and diversity, equity, and inclusion efforts

Now in 2021, the Ready to Work Coalition continues to strategize, prioritize, and mobilize resources, and action across the city and county to advance workforce development efforts through the COVID-19 pandemic and beyond.

2. **IBM SkillsBuild Reignite Initiative** (Aligns with Governor's Goal #1 *Career Pathways and Apprenticeship*)

Partner4Work and several partner organizations have joined forces with IBM to make Pittsburgh the first city in the U.S. to launch 'IBM SkillsBuild Reignite' a career readiness platform to support businesses, job seekers, and non-profit organizations as they emerge from the economic disruption of COVID-19.

IBM's effort includes accredited learning content from IBM with personalized, 1:1 career development coaching and other experts at no cost to the user. The program combines these resources with free workshops, referrals, and resume-building experiences arranged by not-for-profits and businesses.

As part of IBM SkillsBuild Reignite, job seekers and entrepreneurs can access IBM's SkillsBuild learning and education platform. SkillsBuild provides job seekers — including individuals displaced from previous employment, transitioning from the armed forces to civilian jobs, returning to work after leave, or those changing professions — with accredited digital learning content from IBM and partners. Users receive personalized coaching and practical learning experience, as well as foundational knowledge about digital technologies and professional skills to help them re-enter or advance in the workforce. These skills, needed for both technical and non-technical careers in all industries, are often "New Collar" positions, such as Web developers or customer service specialists, which often don't require a traditional, four-year college degree. Platform offerings will be expanded locally to assist the region's business community to prepare and recruit skilled talent in industries including health care, financial services, energy, and others.

3. **Learn & Earn Summer Youth Employment Program** (aligns with the Governor's Goal #3 *Youth Work Experience*)

The Learn & Earn Summer Youth Employment Program (Learn & Earn) is a partnership between Allegheny County, the City of Pittsburgh, and Partner4Work. Since 2016, the Learn & Earn program and a dedicated network of providers, Application Support Centers, worksites, funders, and businesses in Allegheny County have served nearly 9,000 young people who have earned more than \$8,000,000 in wages.

As a result of the global impact of COVID-19, the summer of 2020 unsurprisingly brought new challenges and opportunities to the Learn & Earn program. The COVID-19 pandemic created uncertainty for providers, parents, youth, and the program overall both during the application period and throughout the duration of the program. While many other cities throughout the United States cancelled their summer youth employment programs this year or significantly scaled them back, the leaders of Allegheny County and the City of Pittsburgh came together to ensure that Learn & Earn would continue. Together with partners, the Learn & Earn program creatively pivoted to bring summer employment to local young people and providers by:

- Offering meaningful and educational virtual opportunities
- Closing the digital divide for more than 400 young adults
 - To help close the digital divide, Learn & Earn provided nearly 450 devices to participants; filling the need for every youth who worked virtually and needed equipment. Devices provided to youth were theirs to keep at the end of the program. Providers gave youth hotspots or worked to secure home internet when necessary.
- Building lasting structures to improve services this year and beyond
- Contributing to overall household incomes

In the end, the program employed more than 1,600 young adults this summer and was a critical program for families. In 2020 alone, youth earned more than \$1,590,000.

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

1. **BankWork\$®** (aligns with the Governor's Goal #1: *Career Pathways and Apprenticeship*)
Now in its second year in the Pittsburgh market, the BankWork\$® Pittsburgh training program remains a signature paid learning opportunity for individuals with barriers to employment looking

to enter the banking and finance industry. Thanks to the continued collaboration between Partner4Work, PA Bankers Association, Citizens Bank, and several of the region's leading financial institutions, BankWork\$® has now, to date, seen five different cohorts of students complete the program. In the midst of COVID-19, BankWork\$ turned to virtual courses to keep students on-track for their projected graduation dates, with students having a partial in-person/virtual graduation ceremony at the end of the program.

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. The latest cohort has begun classes in January of 2021. Former student and now personal banker at Citizens Bank, initials D.F., had this to say about her experience in the program:

- *“After working minimum-wage jobs for a majority of my adult life, I decided that I wanted to find a career that not only paid well but offered opportunities to grow. In BankWork\$® I was able to pick up new, life-long skills that apply to a long-term job in banking and other professional positions.”*

2. **Learn & Earn Summer Youth Employment Program** (aligns with the Governor's Goal #3 Youth Work Experience)

While 2020 presented challenges unlike any encountered in years past, it provided the opportunity to reimagine Learn & Earn and create a positive impact in the lives of young people. The leadership of Allegheny County and the City of Pittsburgh, the flexibility and support of funders, creativity of the staff at 25 providers and the dedication of worksite supervisors at nearly 200 nonprofits and businesses in the region, allowed youth to be able to obtain employment at a time when unemployment climbed to a historic high. This summer, Learn & Earn helped narrow the technology gap, involve new partners, and build capacity for digital engagement that will strengthen programs beyond the summer.

Young people who participate in Learn & Earn are between the ages of 14-21, with a select group of 18-24-year-olds who participate in a capstone Corporate Internship. Learn & Earn youth must live in Allegheny County or the City of Pittsburgh and meet income requirements. Each year, young people are placed with community-based organizations where they are hired, trained, and assigned to a worksite for the summer. For many young adults, Learn & Earn is their first job experience; for others it has become their consistent summer job. Young people can work up to 25 hours weekly during the six-week program at worksites across the City and County that provide exposure to a variety of career areas. Below is an example of how the program positively shaped a young person's life (student's initials are L.S.):

- *“The work responsibilities I was given taught me how to manage time and collaborate with other people. Because of the virtual aspect of the internship, I also learned a lot about the importance of technology and its role in professional settings, communications, and project management. I would not have gained that knowledge without this experience.”*

3. **WIOA Adult Programs/Services** (Aligns with Governor’s Goal #5 Strengthening the One-Stop Delivery System)

As COVID-19 cases continued to surge throughout the City of Pittsburgh and Allegheny County, PA CareerLink® offices were forced to shut their doors for a majority of 2020. This resulted in PA CareerLink® and other partners working together to find new, innovative ways of communicating and supporting job seekers from the safety of their homes. These actions led to the establishment of the virtual learning resource center, ‘The Hub’. This one-stop digital resource offers job seekers a channel to discover weekly hot jobs hiring today, IBM’s SkillsBuild training portal, individualized career training services, webinars, skills development resources and a complete monthly calendar of upcoming live virtual events. A job seeker (initials D.R.) shared their experience working with the PA CareerLink® team:

- *“After losing my job in the food service industry during COVID-19, I connected with PA CareerLink® and received help reviving my resume and cover letter. During the virtual workshops I also learned how to prepare for interviews and how my skills could be used for other job positions.”*

Also, during the height of COVID-19, Partner4Work and PA CareerLink® joined forces with UPMC and UPMC Health Plan to roll out the ‘Pathways to UPMC’ program for adult job seekers. This program helps job seekers assess their skills, prepare for sending resumes and participating in interviews and ultimately connect with UPMC recruiters.

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. **COVID-19 Pandemic and Recovery**

Recognizing that the COVID-19 pandemic will create lasting damage to the Pittsburgh region’s economy and workforce, Partner4Work established the Ready to Work Recovery Response Coalition in July 2020. As mentioned previously, this group established a framework for mobilizing leadership, resources, and action across the City of Pittsburgh and Allegheny County.

Expanding on the goals of Ready to Work Coalition, is the IBM SkillsBuild Reignite Initiative which aims to quickly connect dislocated job seekers to stable, long-term careers in growing fields such as technology and customer service. With COVID-19 eliminating countless jobs in the hospitality or restaurant sectors, Reignite looks to re-skill dislocated workers with the tools they need to get hired into new industries that are hiring immediately. Similarly, this initiative helps local businesses fill hiring gaps with workers eager to get started. To maximize this effort, Partner4Work has united other leaders to assist as part of the program. Partners include the Allegheny Conference on Community Development (ACCD), Community College of Allegheny County (CCAC), Goodwill of Southwestern Pennsylvania, Hillman Family Foundations, Human Services Center Corporation (HSCC), United Way of Southwestern Pennsylvania, and the global law firm Jones Day.

2. **Making Technology a Priority in Youth Employment Programs**

With the success of Learn & Earn’s hybrid program style last year, we were able to establish a firm understanding of the tools and strategies required for hosting a half-virtual, half-in-person internship program. Prior to this summer, most of the Learn & Earn providers did not have online

training materials, and none of them were implementing virtual work experiences. This year Learn & Earn built Google Classrooms and digital work readiness training curriculum and trained providers on their implementation. According to providers, 69% reported that their program staff built new capacity for delivering programming digitally. For providers, their new capacity expanded their abilities to meet the needs of youth year-round.

3. 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.

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

Expanding Access to Workforce Services

Partner4Work (P4W) continues to strengthen our infrastructure and expand community partnerships to ensure job seekers, workers, youth, and businesses are able to access the services and resources available through the public workforce development system. For instance, beginning in March 2020, COVID-19-related health restrictions forced PA CareerLink® and other community-based organizations to close or limit the availability of services at physical locations. In response, P4W coordinated with our PA CareerLink® partners to expand the availability of virtual and remote workforce services. This led to the creation of The Hub, an online learning management resource that offers job seekers courses and workshops on resume preparation, interview preparation, and job search assistance; links to PA CareerLink® partners to assist individuals in addressing possible barriers to employment; and links to additional community resources to support customers' workforce needs.

Similarly, for the Learn & Earn Summer Youth Employment Program (Learn & Earn), strategic pivots in the spring of 2020 were taken by internal staff as well as external partners to ensure safety as well as impact for students. To meet these needs, four working groups of providers and Partner4Work staff were formed to develop action items for building and maintaining school connections, shifting to a digital work readiness curriculum, recruiting additional physical worksites, and developing virtual opportunities for work experience. The Learn & Earn team also worked with other cities across the country to benchmark efforts and brainstorm solutions.

In August 2020, P4W also announced funding for the Career Services Expansion Project, which is a partnership between P4W, Allegheny County Department of Human Services (ACDHS), PA CareerLink®, and currently seven community-based organizations. This program connects community-based partners to a Career Navigator to provide PA CareerLink® services on-site in the partners' respective communities throughout Pittsburgh.

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 the creation and updating of workforce policy. 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 2020 Annual Report

Top three accomplishments from the 2020 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan

The Tri-County Workforce Development Board (TCWDB) 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 implementation of a youth reentry program. Last year, a partnership for addressing the issue of reentry and preparing people for work was created. Several local stakeholders including workforce, criminal justice, social services, and education met to create a program that includes case management and pre-employment training. This year the program has been implemented. A youth reentry case manager was hired to provide wrap-around services to support participants who experience barriers because of a criminal history. This includes administering risk and needs assessments, assisting participants with job training and job search, legal advocacy, housing assistance, navigating community supervision, accessing public benefits, and other case management needs.

The goal is to engage youth in a career pathway leading to postsecondary education, advanced training, and/or meaningful employment. This will be done by having all youth work intensively with reentry case managers and to take the following training: HSE/Basic Adult Education (if needed); HeartSaver CPR, AED, First Aid; Human Behavioral; Legal Literacy; Financial Literacy; Life Skills; Empowerment Training, Employability Skills and Civic Mentoring. At completion of the training, youth will have the opportunity to go directly into job search and get a job, receive on-the-job training, or receive an and ITA to receive classroom training depending on career pathway goals.

The second accomplishment consists of moving many services virtual during the COVID-19 pandemic. These services cross many workforce partners but include the PA CareerLink®, the WIOA Title I Program, and the EARN Program. While the services were initiated because of the pandemic, it is expected that the virtual activities will last in the years to come when appropriate. Registration, job search, eligibility, assessment, several workshops, and career counseling are all available online. In addition, business services are being conducted virtually. Even the Tri-County Health Care Next Generation Industry Partnership held its recognition events virtually this year.

The third accomplishment involves the Tri-County Business-Education Partnership. Because of the need for workers, employers and educators have wanted to join forces to plan more opportunities for youth in regard to career awareness, internships, apprenticeships, and job shadowing. Last year, the local area provided funds for 19 projects by 9 providers with Business-Education Partnership funding. There were 4,346 students served, 473 school personnel involved, and 68 employers involved in the activities. There were also 96 parents and community members involved. Much was accomplished despite the COVID-19 pandemic including creating a plan to hire a Career Coordinator.

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. 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.

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

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.

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.

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. It is hoped that this will address some of the current and future workforce needs. TCWDB also 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.

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.

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. Youth are exposed to opportunities in pre-apprenticeships and apprenticeships as well as mentoring.

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.

TCWDB works to shares 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. In addition,

TCWDB has partnerships with local partners including economic development, educational entities, community-based organizations, and others within the region.

Strengthening the One-Stop Delivery System: Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.

TCWDB works with its partners in the one-stop system to improve service delivery. The Operator schedules regular meetings to coordinate activities, to plan new projects, and to provide joint training opportunities in the Tri-County region. Training has included meeting new businesses, equal opportunity issues, ADA compliance, scam prevention, and customer service. This coordination has been especially important during the COVID-19 pandemic when virtual services were being implemented.

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.

Jonathan P. – Jonathan began his participation in the Career T.R.A.C.K. young adult programs during his senior year of high-school. He was attending Lenape Technical School, specializing in their Law Enforcement Information Technology course of study, and had a future goal of obtaining career employment in the law enforcement field. Jonathan brought with him his experience with the Boy Scouts of America, where he accomplished their highest ranking of Eagle Scout, an achievement only 4% of Scouts earn. Their motto of "Be Prepared" was apparent in Jonathan's work with our agency.

In his Career T.R.A.C.K. work experiences, Jonathan gained valuable work skills during his internship with the Armstrong County District Attorney's Office. Jonathan also participated in our summer work crew, where he was able to work on several local community projects in a team-based environment. This crew was led by a Career T.R.A.C.K. staff person, who coincidentally is a retired Sargent Officer in Charge. This proved valuable to Jonathan's experience, as he was mentored in his chosen career path during his work experience. After completion of his work experiences with Career T.R.A.C.K., Jonathan continued towards his career goal of employment in law enforcement. He enrolled in U.S. Marines Corps, completed basic training, and serves in the reserves unit. He also gained further education in the ACT 120 Criminal Justice Training Program at I.U.P., and additional work experience in his field with S.O.S. Security. Currently, Jonathan is employed with both Manor Township and Ford City Borough as a police officer. Jonathan is a very hard working and determined young man, who was an exemplary employee that excelled in the soft skills of reliability and motivation. Career T.R.A.C.K. is proud of all of his achievements he has accomplished to this point in his career; and look forward to following up with him to see his progress in the future. Career T.R.A.C.K. is the service provider for WIOA Title I Adult, Dislocated Worker, and Youth services of the Tri-County Workforce Development Board for the Butler, Armstrong, and Indiana Counties.

Township of Butler, Butler County - Butler Township was incorporated in 1804 when Butler County was divided into 13 townships. Butler Township has 44 full-time employees and 3 part-time employees. Butler Township support of workforce development is highlighted by its support of older workers, employee retention, utilization of PA CareerLink® services, supporting the Young Adult, On-the-Job Training (OJT), and AARP SCSEP Senior Employment Program as well as supporting their Essential Worker employees during the COVID-19 Pandemic. The Township of Butler has a history of hiring experienced workers over the age of 55. In 2015, Butler Township hired a participant from the Senior Service America, Senior Community Service Employment Program (SCSEP) as a part-time Receptionist. The Receptionist was

working there as an unsubsidized community service placement at 20 hours per week, earning minimum wage. When her community service assignment ended, the Township hired her. She is still working at the Township Municipal building, over age 65 and currently earning more than minimum wage. Last spring, the Township of Butler had an opening for a Clerk in their Road Department. The Assistant Township Manager contacted the PA CareerLink® Butler County for placement assistance. We posted the position on the PA CareerLink® website and shared the information with job seekers. The Township of Butler interviewed candidates and selected another participant from the AARP SCSEP program. Therefore, the new Road Department Clerk is an older worker. The Assistant Township Manager was hired through the Career T.R.A.C.K.'s OJT program. Approximately, 35% of the Township's workers are older workers. The Township of Butler promotes employee retention because it has flexible work arrangements for their seasonal and part-time employees. Full-time employees receive the benefits offered by the Township of Butler which include health insurance, pension benefits, retirement planning, and life insurance.

The Township of Butler has a history of working with workforce development and the PA CareerLink Butler County® by being a host agency for the AARP SCSEP Senior Employment Program, using the on-the-job training program for a new hire and providing mentoring for participants of Career T.R.A.C.K.'s Young Adult program. During this spring's COVID-19 Pandemic, the Road Department was considered essential and the workers were provided with the proper PPE and support. The Township of Butler's history working with the PA CareerLink® and their workforce programs shows a commitment to its employees and to Butler County.

Renda Broadcasting – Renda Broadcasting is a privately held radio broadcasting company in the United States. RBC owns and operates 18 radio stations in 6 markets (15 FM and 3 AM stations). Indiana's stations include WDAD, WQMU, WCCS, and WLCY. Everyday Renda Broadcasting delivers entertainment and information to thousands of listeners. The Pennsylvania CareerLink® and Renda Broadcasting have had a long and fruitful relationship for many years. Renda Broadcasting has fostered and strengthened the PA CareerLink® relationship with area employers and the community that is served. The "Indiana in the Morning Radio with Todd Marino" spot on Friday mornings has proven to be a valuable resource for communicating important information to our community about workforce development. Todd Marino and his team communicate with our staff regularly to determine what will be discussed that is relevant to the concerns of the community. Throughout the years, the station has informed the community concerning: PA CareerLink® activities, open positions, labor market information, special projects, employer needs, jobseeker and future workforce needs, unemployment compensation changes, and in the most recent segments, the changes in our operations due to the COVID-19 pandemic.

Renda Broadcasting, Todd Marino, and the radio team are helpful in facilitating and promoting partnerships between the local school systems, veteran's, civic and social groups. Renda makes a consistent and genuine effort to highlight activities to assist all segments of our community, whether it is assisting veterans in overcoming barriers to employment or assisting soon-to-graduate youth of the activities available to them as they enter the workforce. In addition, Renda has worked with the Tri-County Business-Education Partnership as well as the Indiana County Manufacturing Consortium and the Indiana County Health Care Careers Consortium to promote member activities.

Renda Broadcasting provides the Indiana in the Morning with Todd Marino radio spot to the PA CareerLink® for free. However, when the PA CareerLink® needs to pay for advertising, Renda Broadcasting always tries to find the most economical solution to help the PA CareerLink® to keep within its budget. As the need for changes in service delivery change, Renda Broadcasting will continue to be a vital partner in the effort to building the workforce and meeting the needs of our community. Renda Broadcasting's

commitment to promoting and supporting the overall efforts of the workforce system and the services provided to Jobseekers and Employers will continue to be instrumental to the economic and workforce development initiatives in Indiana County.

Any local workforce development challenges in the 2020 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 was dealing with the COVID-19 pandemic. Due to concerns about health and public safety and the large number of unemployed people, services were moved virtually for part of the year during the state shutdown. Virtual services have continued as virus surges occur and for people who are afraid to come in person for services. Registration, eligibility, assessment, and career counseling are available online. This includes various programs in the PA CareerLink®. The WIOA Title I provider is also conducting virtual workshops and training for the Job Club Program and other training online such as Online Tools & Resources, Resume Writing, Cover Letters, Job Search Techniques, Job Search Techniques, Interviewing, Networking, Personal Marketing Strategies, etc. In addition, virtual training on Workplace Harassment and Drug Free Workplace is available.

It is still anticipated that there will be a 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, hiring a career counselor to work with schools and 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 the **STEPS** Success Program which recognizes Success with TCWDB Programs, Employers, Participants, and Staff. At every TCWDB meeting, participants from partner programs are honored for their success in PA CareerLink® partner programs. In addition, every year an employer from each of our three counties is honored for their support of the public workforce system. These are considered important programs to provide recognition to the participants, programs, and staff that make up the workforce system. These recognition opportunities highlight the strength of the system and allows more people to become involved with the system due to the publicity of the success stories.

Another successful best practice was hiring a Youth Reentry Case Manager. This position works with young adults who are 18-24. The Reentry Case Manager provides wrap-around services to support participants who experience barriers because of a criminal history. This includes administering risk and needs assessments, assisting participants with job training and job search, legal advocacy, housing assistance, navigating community supervision, accessing public benefits, and other case management needs. The Reentry Case Manager works closely to empower participants of the program to have the skills and confidence to thrive as active members in the community.

A best practice for the EARN Program is making the switch to all electronic forms. The current pandemic circumstances made in person client contact very difficult. With that in mind, EARN immediately transferred all required forms and information to an electronic format that is easily texted or emailed to

our clients for their quick access, completion and return to us with electronic signatures. Although the initial setup was time consuming, the results have streamlined our virtual contact with our clients, while still assuring that we get the information we need to provide optimal services for each client as well as assuring EARN meets its program requirements for documentation and signatures.

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 2020 Annual Report



Top three accomplishments from the 2020 calendar year, including progress toward reaching the five broad goals of the state’s WIOA Combined State Plan:

Accomplishment #1: Career Pathways and Apprenticeship

The investment in and expansion of Registered Apprenticeship and Pre-Apprenticeship programs within the local area and region is a continued focus. The extension of the American Apprenticeship Initiative (AAI) through 2021 and the award of a Workforce Opportunities for Rural Communities (WORC) grant provided additional resources to employers and individuals pursuing Apprenticeship as a career pathway. WCJP continues to promote and partner on Registered Apprenticeship and Pre-Apprenticeship initiatives to promote learn as you earn models. To date we have supported 260 Registered Apprentices across 15 Occupations, including 141 group-based and 119 individual-sponsored by 77 unique Manufacturers.

WCJP has used its Business Education Partnership grant to support career pathways education for in-school students for a number of years, reaching thousands of local high schoolers with county Business & industry Career Fairs. Transitioning from in-person to virtual events during 2020, WCJP produced a series of recorded YouTube videos for a Keynote, HR Panel, and Employer videos highlighted by Industry for Mercer county. Expanding on these pre-recorded offerings, for the Lawrence County Business & Industry Career Fair, the event was held live on October 29, 2020 on the Edge Factor virtual platform. Technology assistance was provided to the schools and employers leading up to the event to ensure access to the platform. The real-time breakout rooms with Employer representatives allowed students to speak directly to local businesses. For those students unable to attend the live event, the platform was kept live through December 31st. Cumulatively in 2020 the virtual career fairs reached 1,098 individuals.

Accomplishment #2: Continuous Improvement of the Workforce Development System

Enhancing collaboration between local and regional partners is pivotal for a comprehensive workforce strategy. WCJP seeks to build upon its strong existing relationships and work with others on initiatives to enhance services to individuals and business customers as well as the community at large. During 2020, in order to enhance the work of the local Business Services Teams, discussions took place around the different agencies’ access to data and assessed overlap and gaps. The primary need identified by partners related to additional Labor Market Information for Employers looking to relocate or expand within the area. To address this, several data tools were evaluated by key partners and WCJP collaborated with the Lawrence County Regional Chamber of Commerce, Lawrence County Economic Development Corporation and Penn-Northwest Economic Development Corporation to jointly purchase licenses to access the Chmura JobsEQ platform. Recurring, joint training among WCJP and Economic Development/Chamber staff has taken place and should provide additional reports and in-depth metrics relevant to the business and site selector requests.

Accomplishment #3: Increased Work-Based Learning Opportunities for Youth

In alignment with the PA WIOA 2020-24 Combined State Plan, the West Central WDA successfully increased opportunities for youth in work-based learning and summer employment. COVID-19 and related shutdowns had dramatic impact on the overall labor market as well as available opportunities for youth and young adults. Nationwide, the Bureau of Labor Statistics reported that nearly 10% fewer (46.7%) 16-24-year-olds were employed in July 2020 than July 2019 (56.2%).

Early employment helps young people to develop good work habits, responsibility, organization, and time management. Case managers work with youth to create Individual Employment Plans, register, and familiarize them with the PA CareerLink® website, and connect them with employers. By working closely with local employers, these placements connect the youth with mentorship on the job and offer more structured support than employment opportunities they may find alone. Additionally, the individuals become familiar with the PA CareerLink® services as they are beginning their career journey.

WCJP leverages multiple funding streams in order to maximize the number of youth placements (WIOA Youth, TANF Youth, SLIP, SIG, Youth Reentry, AAI, etc.). In total during the 2020 calendar year, these programs served 308 youth in Lawrence and Mercer Counties.

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

Story #1: Joy Cone Company

Joy Cone Company has been in operation since 1918 and opened a machine shop at its facility in Hermitage, PA in 1969. During 2020, Joy Cone significantly expanded its footprint in Mercer and Lawrence county's workforce development arena. Leslie Gilmore, Director of Human Resources became a Workforce Development Board member for the West Central Workforce Development Area. Wanting to ensure self-sustaining job opportunities for jobseekers in the local area, Joy Cone began utilizing the On-the-Job Training program under the WIOA guidelines and executed a Master Agreement on August 21, 2020. This has provided a benefit to the community by offering training to individuals that enhance their skill levels and provides them with employment. They have been placing WIOA eligible individuals into both the Cookie and the Cone plants as Machine Operators, as well as in administrative positions. Since September 8, 2020, 13 WIOA-eligible individuals have been hired utilizing the OJT program. Most of the trainees have had barriers to employment that Joy Cone is helping them to overcome. The positions utilized so far include: Cookie Plant Operator (8), Material Handlers (3), Fabricator (1), and a Senior Buyer (1). The Cookie Plant Operator and Material Handler positions are ongoing positions for which Joy Cone continues to seek new applicants. Currently, they submitted another position on the PA CareerLink® system for a Sanitation Supervisor. We are extremely happy with this new relationship and will continue to work together to provide career opportunities with family-sustaining wages to the community.

Story #2: Jordan S.

Jordan and his grandmother came into the PA CareerLink® Lawrence County in January 2020. He had moved to New Castle a year earlier to move in with her and be there if she needed assistance. They had decided that Jordan needed to begin finding his own way and move forward with obtaining employment. He was enrolled into the WIOA OSY program and began taking assessments for literacy and interest areas to determine his career pathway. Jordan thought he might do well working in maintenance, so he was placed in Paid Work Experience (PWE) at the local YMCA. It turned out that Jordan was not yet ready for the world of work and the responsibility that comes with a job. The PWE did not work out with the YMCA and he came back to the PA CareerLink® to continue activities. After completing additional formal and informal assessments and better identifying his barriers to employment, allowing for more effective

intervention strategies, it was determined that Jordan would benefit from a short-term course to obtain a credential and measurable skills gains. Jordan signed up for the 12-week IT course with MedCerts. With the assistance of a WCJP intern as a peer mentor Jordan completed the course in October 2020. Jordan realized that he enjoyed the IT field, but also liked working with his hands. He was offered another PWE through the TANF YDP program working for a maintenance company called From the Ground Up. This was a new startup company and Jordan brought with him his knowledge of IT. Realizing the kind of income that he could earn in the combined fields of IT and construction; Jordan has begun to finally see a career path that will work for him. He is now able to stay focused on his goals and pursue what he needs to become successful. Without the services he received through the PA CareerLink® WIOA and TANF YDP, Jordan more than likely would not have discovered his career path. He is well on his way to becoming an asset to his community.

Story #3: Summer Internships

The State/Local Internship Program (SLIP) has been an ongoing successful summer program placing young adults at local businesses in positions related to their career interest/program of study. During 2020, 41 interns had the opportunity to be involved in the program at 18 different worksites. While there was some initial difficulty in finding host employers who did not have COVID-19 related layoffs, this provided the prospect of approaching new businesses. One example of a success was a partnership with OhanaLink Technologies, a women-run startup technology business out of the LindenPointe business incubator. OhanaLink brought on an initial intern through SLIP, then extended two additional experiences later in the summer. These positions were for: Marketing, Project Management, and Software Development Interns. Several testimonials were shared as a part of National Intern Day on July 30, 2020 and CEO Kara Wasser noted that having an intern that can help with a startup is invaluable. Placing interns into a startup also provides them with a behind-the-scenes look at entrepreneurship and the nuances of building a company. While two of their interns were returning to college, Tejita, a recent graduate, was hired as a software developer following her internship at a \$25 per hour wage.

Any local workforce development challenges in the 2020 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

The challenges related to the COVID-19 pandemic necessitated new ways of thinking and strategies to meet the needs of individual and employer customers. With the temporary closure of physical locations, the PA CareerLink® centers had to quickly transition staff to be able to provide virtual services at a level greater than ever before. It was important for customers to be able to connect with a local person who was able to offer guidance and individualized help especially when could not connect with other resources. When the PA CareerLink® centers re-opened, there were a substantial number of customers visiting the centers due to limited access to high-speed internet, computers, or technology literacy. Additional help in the Career Resource Center area of the facilities was made available in order to serve those customers. WCJP plans to continue to adopt and train staff in new software and other technology to maximize reach to customers.

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

As noted in the challenges above, new strategies and accommodations were required to adapt services during the past year. Sign Easy software was adopted so that both individuals and employers could execute agreements electronically and minimize any delay in placing jobseekers or enrolling applicants

into various training services. Microsoft Office 365 was expanded, and staff received training so that they could continue to serve clients while the physical locations were closed and so that even when centers reopened, customers who were unable to come to the PA CareerLink® could still connect with staff by phone, video conferencing, and email. Investments were made to acquire mobile phones and laptop computers for staff while working remotely. Zoom subscriptions were secured for leadership staff enabling them to schedule virtual meetings with staff and customers. Office telecommunication was converted to voice over internet protocol (VoIP) technology, enabling staff more flexible options for connecting with staff and customers by phone and retrieving messages while teleworking. And finally, enhancements to PA CareerLink® Wi-Fi were secured, amplifying existing signals both internal and external to physical operations, thus enabling connectivity for customers from outside of the facilities, including triage center and parking lot.

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

None identified at this time.

Westmoreland-Fayette Workforce Development Board 2020 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

1. State/Local Internship Program (SLIP):

The 2020 SLIP was the third year that the WFWDB received funding for this program. As with previous years, the goal of this program was to assist employers in implementing business improvements while providing valuable workforce experience to young people seeking a career opportunity. The WFWDB has designed its SLIP to expose post-secondary students to the growing local workforce opportunities in Westmoreland and Fayette counties.

With the COVID-19 pandemic impacting the availability of internships, this program enabled employers more than ever to build a future workforce by giving students the opportunity to explore career opportunities that align with career interests. While helping these young adults develop meaningful skills and gain valuable experience, companies benefit from the no-cost intern assistance in identifying and implementing business improvements. With limited in-office internships and encouraged telework, interns were required to adapt and learn how to be flexible, creative, and think critically with their worksites to keep operations moving.

This year the program assisted 29 interns and 22 local worksites. Internships started in June and continued through the extended period of October. Normally internships would commence at the beginning of May. However, the COVID-19 contributed several challenges that needed addressing before interns could start their participation. To overcome these challenges, we implemented and adjusted several new program components. Rather than in-person program orientations for the youth and worksite meetings for worksite supervisors, the WFWDB implemented virtual orientations and worksite meetings. These virtual meetings established a relationship between the participants and the program manager, provided participants with the opportunity to freely ask questions regarding the program, and allowed the program manager to walk through the program and its requirements safely. On an internal level, we adjusted timesheets to be digitally compatible for easy completion. The new timesheets allowed interns and worksite supervisors to complete them even when they were working remotely. Finally, career readiness components were adjusted to address the changing times. In addition to having the interns complete a soft-skill worksheet, create a digital portfolio, and write an internship reflection and thank you letter, interns were required to join two virtual sessions. In previous years, the WFWDB would host a morning session at a local PA CareerLink® center to discuss various career readiness topics. These virtual sessions now focused on local resources, workforce opportunities, an employer panel of local industry leaders, and a career Q&A in a way that still followed safety guidelines.

The practice of virtual meetings, remote timesheet completion, and virtual sessions was so favored by worksites and interns, that it will most likely be used for future program years. These activities made completing program requirements easier and quicker and swiftly identified themselves as best practices for the program. When evaluating PA’s prioritized five broad goals for the workforce development system, the WFWDB’s 2020 SLIP directly targets Youth by providing opportunities for post-secondary education youth to experience work-based learning and develop employable skills through internships.

Ultimately, the 2020 SLIP hosted by the WFWDB identified new best practices and provided post-secondary education students and local worksites with valuable internship experiences, growth opportunities, and workforce development despite COVID-19 challenges.



The Career Readiness Virtual Session 2: Local Employer Panel can be seen above.

2. Teacher in the Workplace (TIW):

In 2020, the WFWDB board coordinated the regional TIW program on a county-wide basis to provide local educators and employers with the opportunity to collaborate. The goal of this collaboration was designed to enhance the partnerships between local educators and industry leaders to continually improve the workforce development and career pathway system for students. This goal connects with the workforce development system broad goal of “Continuous Improvement of the Workforce Development System.”

When considering PA’s other prioritized five broad goals for the workforce development system, the WFWDB’s TIW Program directly targets “Sector Strategies and Employer Engagement” and “Career Pathways and Apprenticeship.” The collaboration between educators and businesses improves the connection and responsiveness of workforce programs and services to labor market demand. Educators learn about employer and business challenges related to recruiting, training, and retaining talent. Educators are then able to strategically take that knowledge to support students in the classroom and advance their careers in the local workforce development area.

The TIW program was coordinated separately between Westmoreland County–Pathway Learning Community and Fayette County–Future Fayette Workforce. Each county’s TIW program was unique, yet they ultimately focused on involving teachers in the K-12 system with high-priority occupations in our local workforce development area. The 2020 goal was to engage 65 teachers

from school districts in Westmoreland and Fayette county including the Career and Technology Centers (CTCs).

With program activities in both counties kicking off at the beginning of 2020, they were soon halted as a result of the COVID-19 pandemic. Our main hurdle was to create alternative activities that followed safety guidelines and presented results. TIW program providers, in coordination with the WFWDB's Business and Education Partnerships, worked to quickly and successfully develop virtual and remote program activities to maintain educator and employer involvement throughout the year. Such activities included virtual employer/educator panels, virtual discussion meetings, and virtual guest speaker sessions held over Zoom.

While both TIW programs provided educators with the opportunity to learn more about the regional need and provided employers with ways to impact change at local schools, the virtual activities heavily focused on how the COVID-19 pandemic has changed our local workforce development area. These virtual and remote events allowed both educators and employers to address changes and concerns as they were developing. In both counties, the TIW programs were able to successfully engage educators and local businesses.

In Fayette County, we had 25 teachers from seven school districts and CTCs with partners from 15 local businesses and organizations. In Westmoreland County, we had 48 teachers from 13 school districts and CTCs supported by 30 local business and organization partnerships. Though the WFWDB's 2020 TIW program faced several challenges, it was still able to impact a total of 73 teachers from 20 school districts and CTCs with 50 local business and industry partnerships successfully achieving our original goal.



Educators and employers join Westmoreland County's TIW Pathway Learning Community virtual session.



Educators join Fayette County's TIW Fayette Future Workforce employer panel on workforce challenges.

3. Engaging the Area’s Employers and Industries:

Throughout the 2020 year, the WFWDB has focused on re-engaging employers in the region. Continuing our innovative practice from 2019, the WFWDB has continued to utilize ENGAGE! surveys and reviews in 2020 as a tool to connect, re-engage, and enhance partnerships with local employers and industry leaders. We were focused on speaking with all employers in our counties, specifically with a focus on employers within our high-priority occupations.

As an industry-driven initiative, ENGAGE! connected WFWDB staff with local businesses to assist in growing and/or sustaining their workforce. Through eight ENGAGE! surveys, the WFWDB was able to pro-actively promote programs to address employers’ needs of remaining competitive in their specific industry and provide a pipeline to talented and skilled workers. One program promoted to address employers’ needs was the Incumbent Worker Training (IWT) Program. This program provides funding to help cover the costs of training needed to retain a competitive workforce. Such training assists with expansion, new technology, retooling, new services/product lines, and new organizational structuring. The IWT Program is also part of a layoff aversion strategy to keep employees with a company during hardship. Employers share in the cost of the IWT Program to form investments and partnerships.

The COVID-19 pandemic has been critical hardship for many businesses, big and small. The IWT Program offered the option to employers to avoid layoffs, thus resulting in the development of five IWT Program contracts. These contracts ensured that incumbent workers were employed, met the Fair Labor Standard Act requirements for an employer-employee relationship, and had an established employment history with the employer for six or more months.

Additionally, the COVID-19 Pandemic required the WFWDB to improve the ENGAGE! and IWT Program application process. To streamline the application process, a digital application form and comprehensive handbook of available programs were created. Moreover, digital platforms such as Zoom, and traditional conference telephone calls were utilized to replace in-person meetings and maintain safety. Being able to provide employers with detailed application materials and adapted conferencing helped us to avoid a drop-off in employer engagement. These new processes also identified new best practices for engaging with employers in the future.

The WFWDB’s actions engaged employers through innovative strategies to improve the connection and responsiveness of workforce programs and services to train and retain talent aligning with PA’s broad goal for the workforce development system of “Sector Strategies and Employer Engagement.”

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

1. Small Business Utilizes PA CareerLink® Alle-Kiski’s Services

The COVID-19 pandemic has brought dozens of challenges, hurdles, and obstacles to small business owners across the country. However, PA CareerLink® Alle-Kiski was able to assist a small business grow during these unusual times. While many companies have been forced to turn to

layoffs, Dominick Romeo, owner of RIC Coatings in New Kensington of Westmoreland County, was looking to add employees to keep pace with a global clientele. Posting its first job opportunity on the PA CareerLink® website in early August 2020, RIC Coatings tapped into the plethora of free services available to employers and job seekers alike. In the ensuing months, the company has added three of its current staff as a result of its relationship with the PA CareerLink® Alle-Kiski and its 12 partner agencies.

Dominick Romeo spoke highly of the local PA CareerLink® center's resources and the work of the knowledgeable staff in helping his company locate and hire new employees. These new employees are tasked with prepping semi-finished goods to be painted and then re-packaging the items once dry for return to the manufacturer for sale or installation. "[PA CareerLink® Alle-Kiski] has been unbelievable," Romeo said. "[PA CareerLink® Alle-Kiski], especially Phil and Sue, have taken a great interest. They take the burden off me to go out there to look for people. They are bringing candidates here. I like the fact that, the way I look at it, [PA CareerLink® Alle-Kiski] is paying for training."

PA CareerLink® Alle-Kiski helped Romeo connect with new employees and explained potential grant funding that is available to help offset the cost of training new hires and/or to upgrade the skills of his current workforce. RIC Coatings hired its first employee when it set up shop in downtown New Kensington and currently has a total of 15 employees at work on the first floor of its expansive facility that has been upgraded to include additional spray booths and room to grow even more.

"I've used Indeed, I've done Craigslist, I've done every possible scenario, and honestly [PA CareerLink® Alle-Kiski] has been a bigger help than paying for a service," shared Romeo.

2. SLIP Participants Earns Full-Time Career:

Rose L. first interned with the Westmoreland-Fayette Workforce Development Board during the 2019 summer. She assisted with office operations as it aligned closely with her post-secondary education major of Office Technology. Performing well, she was invited to join the WFWDB and the PA CareerLink® Westmoreland County at Youngwood for the 2020 summer as a State/Local Internship Program participant. Working between the WFWDB and PA CareerLink® Westmoreland County at Youngwood as the Clerical/Customer Service Assistance, Rose quickly found her stride. She was responsible for helping customers to the UC website, providing the necessary electronic and hard-copy information needed for customer appointments, making flyers and signs as needed, and more.

"Throughout my time this summer, I have gained many skills that I will use in my professional career," shared Rose. "In the very beginning, I was very hesitant as to what to say, how my tone would sound over the phone, and overall, how to gear the conversations to sound inviting and welcoming. By the end of this summer, I feel that I have perfected my phone conversations with ease and confidence."

Impressed with her performance, the PA CareerLink® Westmoreland County at Youngwood decided to keep Rose as a part-time employee while she continued her education at Westmoreland County Community College striving towards an Associate in Applied Science

degree. While Rose worked part-time gaining new skills and experiences and attending school, she was also looking for new opportunities to pursue. She soon found a full-time career opportunity with the Private Industry Council of Westmoreland/Fayette. While the PA CareerLink® Westmoreland County at Youngwood was sad to see her go, they shared that “she is an employee that never complains and never backs down from a challenge.” “Interning in a professional setting has opened my eyes to work world and what my supervisors expect of me,” Rose shared. “The skills I have developed I will carry on to my next position, and I hope to one day climb the ladder of what position I aspire for!”

3. Transitional Employee Gain Full-Time Employment:

The transitional employment program is designed to match an employer looking for basic skill needs with an individual/participant who has difficulty finding employment due to blemishes on their record, lack the work experience, or difficulty working full-time due to barriers. To be eligible, employers need to pay \$11.99 and under and create a training plan for the individual to learn basic work skills. This allows for the employer to train someone with no financial responsibility to their company. This program assists an employer with making a match with potential candidates for their job opening. Employers are not required to hire the individual upon completion of the Transitional Contract. The participant is then able to use this opportunity as work experience on their resume to show that they have gained steady employment.

An excellent example is an employer that was renting housing to individuals who had a history of substance abuse. Several of the tenants were already working, but one individual was in need of a job. After careful consideration by the business and a thorough eligibility screening with the PA CareerLink® Fayette County staff, a transitional contract was put in place. Not only did it provide an opportunity for the individual to get back into the workforce and learn a skill/trade, but it allowed the employer to give someone with a barrier a chance. While transitional employers hold no responsibility of keeping the employee after the contract period, the employer hired the transitional candidate full-time after the completion of the program.

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 greatest challenge the WFWDB faced in 2020 was the COVID-19 Pandemic that halted state operations in mid-March and continued to complicate our abilities throughout the year. With the governor closing all businesses/schools and issuing a “Stay-at-Home” order, our Workforce System was at a critical moment. Immediately, the WFWDB had to determine how to provide technology for PA CareerLink® staff to work from home. Computers, laptops, phones, printers, and internet capabilities were all technical issues that had to be resolved quickly for the LWDA’s PA CareerLink® centers to continue providing needed services. Additionally, many services and processes that had always been in-person now had to be virtually and remotely adapted. As the year continued, we faced the challenge of re-opening local PA CareerLink® centers while following safety guidelines, keeping staff safe, and accepting public appointments. Even today, many partners that utilize our PA CareerLink® centers have not returned at all or are limited by capacity numbers.

Soon after the “Stay-at-Home” order was issued, WFWDB Educational Partners canceled many of the programs and courses that were to be delivered as they tried to determine how to move forward

remotely. In-School Youth (ISY) programming was and continues to be canceled or scaled back drastically due to the ongoing challenges facing schools and educators. Moreover, several of the WFWDB's work experience opportunities (OJT's, internships programs, youth work experiences, etc.) were paused. Local employers were struggling to keep their employees working and following the stringent safety protocols. In addition to these struggles, local employers could not allow additional individuals in their buildings. These issues combined led to a large amount of WIOA funding to not be expended. As unemployment numbers significantly increased in our area, employers in many local high priority occupations continued to struggle to find individuals to hire. Re-engaging those individuals who lost their employment due to the COVID-19 Pandemic is and will continue to be a major challenge for our area.

Across our local workforce development area, from students to employees, lack of internet access and broadband presented itself as a major challenge. As a mostly rural WDA, many individuals do not have the internet or struggle with maintaining consistent service. This challenge specifically impacted our ability to serve all individuals in need of assistance as they could not interact with us remotely nor had the technology to do so efficiently. We see lack of internet access and broadband as a continuous problem that will continue throughout 2021.

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

The WFWDB's innovative and promising practices focused on overcoming challenges created by the COVID-19 pandemic and addressing some of employers' biggest concerns with the changing workforce.

With in-person interaction extremely limited, schooling adjusted, and training halted, the WFWDB had to find ways to deliver services remotely and virtually. Using technology and on-line platforms we found ways to engage employers, jobseekers, individuals, and community partners. We increased outreach through social media, marketing, and communication with our board. For example, we created social media videos of our services and programs offered and developed a public newsletter. Additionally, we utilized Zoom to hold meetings, interact with program participants, meet internally with staff, engage our Business Education Partnerships and TIW Programs, and more. Moreover, we focused on creating opportunities for work experiences to be virtual. We held virtual job fairs through technology that was easy to navigate and allowed for individuals to talk with representatives from companies. We assisted worksites participating in work experience programs with how to structure remote internships or job responsibilities. Finally, we modified our internal operations to be virtual and remote whenever possible to ensure the safety of staff and customers.

Besides the COVID-19 pandemic, one of employers' biggest concerns about the changing workforce is the blending of generations from the Baby Boomer Generation to Generation Z. The WFWDB's partner, Fayette Business Education Partnership (FBEP), recognized that employers in Fayette County were experiencing a rift and resulting issues develop between the differencing generations of employees. To overcome this challenge, the FBEP connected with XYZ University, an organization dedicated to researching generations and teaching groups how to overcome this change in the workforce. FBEP and XYZ University built a two-day seminar for employers focusing on the differences of generations, why an age group acted the way it did, and how to build a bridge between generations. This practice of bringing generations together enlightened the employer community to the benefits of a multi-generational workforce and the experience that each generation brings. The WFWDB and FBEP plan to continue to work with XYZ University to continue the conversation about bridging the generational gaps and building stronger workplaces. Furthermore, there are plans to target middle and high school students to discuss

this challenge and prepare them for the workforce after graduation. This will prepare Fayette employers and employees for long-term and continuous success.

Area where the LWDB would benefit from additional state guidance.

The WFWDB would benefit from state training for new staff in local areas concerning WIOA and strategic operations. Additionally, the WFWDB would benefit from state guidance regarding tools and techniques for assisting individuals remotely. Specifically, any guidance on assisting individuals remotely that struggle with attaining consistent internet access and broadband would be beneficial.

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	k.gage@gagepersonnel.com	610-376-1771	Small business
Russell Showers	Chief Human Resources Officer	Tower Health	russell.showers@readinghealth.org	484-628-5023	Business
Debra Antol	Director of Human Resources	Sweet Street Desserts, Inc	deb@sweetstreet.com	610-921-8113	Business
Jenny Bastista	Human Resources Manager	L&H Signs Inc.	jennyb@lhsigns.com	610-898-5266	Small business
Marianne Brown Egolf	General Manager	F. M. Brown's Sons, Inc.	marianneegolf@fmbrown.com	610-678-4567 Ext. 203	Small business
Michael Fischetti	VP, Human Resources	Cambridge-Lee Industries, LLC	MFischetti@camlee.com	610-916-7742	Business
Robert Harrop	VP, Personnel	East Penn Manufacturing Co, Inc	bharrop@dekabatteries.com	610-682-6361 Ext. 2342	Business
Jennie Rodriguez-Priest	Director – Human Resources	Stevens & Lee	irpr@stevenslee.com	610-478-2154	Business

Lewis McCoy Jr	Director, Human Resources	SSM Group, Inc	lou.mccoy@ssmgroup.com	610-621-2009	Business
Scott Mengle	Vice President of Human Resources	Penn State Health System / St Joseph	Smengle1@pennstatehealth.psu.edu	610-378-2314	Business
Michael Rowley	Partner & COO	Herbein & Company, Inc	mjrowley@herbein.com	610-378-1175	Small business
David Turner	Regional External Affairs Manager	FirstEnergy Corp	dhturner@firstenergycorp.com	610-921-6060	Business
Karyn Troxell	Corporate HR Director	Penske Truck Leasing	karyn.troxell@penske.com	610-796-4325	Business
Barry Unger	President	Vision Mechanical, Inc	barryunger@visionmechanical.com	610-376-6700	Small business
Peggy Kershner	Co-Executive Director	Berks Connections/Pretrial Services	pkershner@bcpsreentry.org	484-260-3860	Community-based organizations
Thomas W. McNelis	President/CEO	Threshold Rehabilitation Services Inc.	tmcnelis@trsinc.org	610-777-7691 Ext. 102	Community-based organizations
Mark Pinkasavage	Training Director	IBEW Local 743	iatcpink@comcast.net	610-777-3100	Labor organizations and joint labor-management apprenticeship program

William C. Dorward	Business Agent	Sheet Metal Workers Local 19	bdorward2@LU19.com	610-633-6494	Labor organizations and joint labor-management apprenticeship program
Pablo Tejada	Director of Organizational Development	Boys & Girls Clubs of America	Ptejada@bgca.org	917-902-9104	Community-based organizations
Auria Bradley	Director of Literacy Programs	Reading Area Community College	abradley@racc.edu	610-372-4721 Ext. 5120	Organizations addressing youth employment and adult education and literacy
Anne Zayaitz	Provost & Vice President for Academic Affairs	Kutztown University of Pennsylvania	zayaitz@kutztown.edu	610-683-4155	Institutions of higher education
Carole Homolash	District Administrator	Office of Vocational Rehabilitation	cahomolash@pa.gov	610-621-5800 Ext. 103	Title I of the Rehabilitation Act
Thomas McKeon	Executive Director	Berks County Industrial Development Authority	tmckeon@berksida.com	610-478-6341	Economic and community development
James Nichols	Regional Director	Bureau of Workforce Partnership & Operations	jnichols@pa.gov	610-988-1378	State employment service under Wagner-Peyser

Ashley Chambers	Senior Vice-President of Community Impact	United Way of Berks County	ashleyc@uwberks.org	610-685-4586	Economic and community development
John DeVere	Principal	Education & Training Solutions, LLC	john.devere.ets@gmail.com	610-775-3966	Optional members

Bucks County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Marcine Schiehser	Vice President of Human Resources	Vertical Screen	mschiehser@verticalscreen.com	888-291-1369	Business
Gregory Krug	President	Lampire Biological Laboratories	gkrug@lampire.com	215-795-2968	Small business
Jonathan Mercer	President, Board Member, and Co-founder	Startup Bucks	team@startupbucks.com		Small business
Anita Diggs	Rehabilitation Supervisor	Office of Vocational Rehabilitation	adiggs@pa.gov	484-250-4340 Ext. 148	Title I of the Rehabilitation Act
Theodore Dorand	Manager External Affairs	PECO	theodore.dorand@peco-energy.com	215-956-3082	Business
Marybeth Ferguson	Assistant Regional Director	Bureau of Workforce Partnership and Operations	maryfergus@pa.gov	610-280-1027	State employment service under Wagner-Peyser

Paul Bencivengo	President & COO	Visit Bucks County	paulb@visitbuckscounty.com	215-639-0300	Economic and Community Development
Yolonda Udvardy	Director of Continuing & Professional Studies	Delaware Valley University	Yolonda.udvardy@delval.edu	215-489-4966	Institutions of higher education
Mark Hoffman	Executive Director	Bucks County Intermediate Unit	mhoffman@bucksiu.org	215-348-2940	Organizations addressing youth employment
James Horan	CEO	New Age Industries	JHoran@newageindustries.com	215-526-2142	Business
Kevin Morrow	Council Representative	United Brotherhood of Carpenters & Joiners of America	Kmorrow8.kw@gmail.com	267-592-8885	Labor organizations
Dana Pezza	Owner	Itri Wood Fired Pizza Bar	Dana.pezza@itriwoodfired.com	215-458-8419	Small business
Erin Lukoss	Executive Director	Bucks County Opportunity Council	elukoss@bcoc.org	215-345-8175 Ext. 205	Transportation, housing, and public assistance
Jessica Peiffer	Owner	BCT Walls & Ceilings, Inc.	jpeiffer@bctwc.com	215-504-0542	Small business
Jan Rossi	Vice President of Human Resources	Grand View Health	jrossi@gvh.org	215-453-4600	Community-based organizations
Stephanie Shanblatt	President	Bucks County Community College	Stephanie.shanblatt@bucks.edu	215-968-8222	Adult education and literacy
Archana Sharma	Owner	Wazoodle Fabrics LLC	arch@wazoodle.com	215-244-2504	Small business

Mark Bortman	President	Exact Solar	mark@exactsolar.com	267-825-0918	Small business
Brian Shields	Director of Sales	Peddler's Village	bshields@peddlersvillage.com	215-794-4062	Small business
Lou Kassa	Executive Vice President/COO	Blumberg Institute, PA Biotech Center	Lou.kassa@bblumberg.org	215-783-6205	Business
Jennifer Wendling	Client Relationship Manager	Penn State Extension	Jib5171@psu.edu	814-409-7970	Organizations with experience with youth
Jeane Vldoni	President/CEO	Penn Community Bank	jvidoni@penncommunitybank.com	215-785-3527	Business
Dominic Roberto	Member	Local Steamfitters Union 420	redfitter@comcast.net	610-721-4107	Joint labor-management apprenticeship program

Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jamie Aurand	Administrator	Susque-view Home	jaurand@susqueviewhome.com	570-893-5946	Small business
Jay Alexander	Immediate Past Chair, President	Wayne Township Landfill	jalex@waynetwplandfill.com	570-769-6977	Business
Jim Stopper	Treasurer, Chief Financial Officer	Evangelical Community Hospital	jstopper@evanhospital.com	570-522-2741	Business

Annette Camuso-Sarsfield	Chief Human Resource Officer	Playworld, a division of PlayPower, Inc.	annettec@playworld.com	570-522-9800 Ext. 5312	Business
Sue Auman	Executive Director	Union-Snyder Community Action Agency	sauman@union-snydercaa.org	570-374-0181	Community-based organizations
James Beamer	Business Manager	IBEW, Local 812	ibewlocalunion812@verizon.net	570-368-8984	Labor organizations and joint labor-management apprenticeship program
Kenneth Chappell	Executive Director	Department of Human Services, Lycoming County Assistance Office	kchappell@pa.gov	570-327-3311	Transportation, housing, and public assistance
Michele Foust	Human Resources Director	Glenn O. Hawbaker	mvf@goh-inc.com	814-235-2548	Business
Dean Girton	President	Girton Manufacturing	dean1@girton.com	570-458-5521	Small business
Bruce Jones	Assistant Regional Director	Bureau of Workforce Partnership & Operations	brujones@pa.gov	570-327-3501	State employment service under Wagner-Peyser
Keith Koppenhaver	Business Representative	International Union of Operating Engineers Local #66	kkoppenhaver@iuoe66.org	814-765-7888	Labor organizations and joint labor-management apprenticeship program

Lynn Kuhns	President	Apex Homes	lkuhns@apexhomes.net	570-837-2333	Small business
Jeff Lowry	Director, Talent Management	Geisinger Health System	jflowry@geisinger.edu	570-214-2267	Business
Jim Nemeth	Director of Human Resources	Autoneum	jim.nemeth@autoneum.com	570-784-4100	Business
Steven Stumbris	Director	Bucknell University Small Business Development Center	sstumbri@bucknell.edu	570-577-3791	Economic and community development
Susan Swartz	District Administrator	Office of Vocational Rehabilitation	sswartz@pa.gov	570-327-3600	Title I of the Rehabilitation Act
Todd Taylor	Director of Adult & Post-Secondary Education	Central PA Institute of Science & Technology	ttaylor@cpi.edu	814-359-2793	Institutions of higher education
Jenna Witherite	Director of Adult Education & Project Management	Central Intermediate Unit 10	jwitherite@ciu10.org	814-342-0884	Adult education and literacy
Tracie Witter	Regional Affairs Director	PPL Electric Utilities	tlwitter@pplweb.com	570-368-5235	Business
Suzanne White	Senior VP of HR & Organizational Development	Kish Bank	Suzanne.White@Kishbank.com	717-667-9208	Business
Dave Zartman	President	Zartman Construction	dave@zartman.com	570-275-4400	Business

Chester County Board Membership and Contact Information

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

Meghan Klotzbach	Regulatory Manager	C.P. Yeatman & Sons, Inc.	meghan@organicmushrooms.com	610-869-3595	Business
Karen Kozachyn	Dean	Delaware County Community College	kkozachyn@dccc.edu	610-359-5362	Institutions of higher education
Marianne Martelli	Vice President of Operations	Chester County Chamber of Business & Industry	mmartelli@cccbi.org	610-725-9100	Business
Clark McHenry	Director of Human Resources	R-V Industries	elijah_clark02@yahoo.com	484-319-1996	Business
Janet Moran	Corporate Vice President	Krapf Group, Inc.	jmoran@krapfbus.com	610-431-1500	Business
Frances Pierce	Consultant	TalkWorks, Inc.	franpierce@verizon.net	610-280-3996	Optional members
Mike Pietrafitta	Director of Regional Electric Operations	PECO Energy	michael.pietrafitta@peco-energy.com	610-725-7186	Business
Thomas Redden	Representative/President	Steamfitters Local 420 Philadelphia	tredden@lu420.com	215-734-9513	Labor organizations
Michael Reese	Senior Vice President & Regional Manager	Fulton Bank	mreese@fultonbank.com	610-918-8812	Business
Shanae Stallworth	District Administrator	Office of Vocational Rehabilitation	ssallwort@pa.gov	484-250-4340	Title I of the Rehabilitation Act

William Shaw	Executive Director	Life Transforming Ministries	bshaw@quietrevolution.org	610-384-5393	Community-based organizations
Stephanie Sherwood	Small Business Program Manager	Weston Solutions	stephanie.sherwood@westonsolutions.com	610-701-3580	Business
Amanda Sundquist	Partner	Unruh, Turner, Burke & Frees, P.C.	asundquist@utbf.com	620-692-1371	Business
Walter Urban, Jr.	Site Administrator	PA CareerLink® Chester County	burban@chesco.org	610-280-1010	Optional members
Kirk Williard	Director of Career, Technical & Customized Educational Services	Chester County Intermediate Unit	kirkw@cciu.org	484-237-5109	Organizations addressing youth employment
Marybeth Ferguson	Assistant Regional Director	Bureau of Workforce Partnership & Operations	maryfergus@pa.gov	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	adanish@doylealliancegroup.com	215-717-9509	Business
William Adams	President	Local Union #654	badams@ibew654.com	610-494-2820	Labor organizations and joint labor-management apprenticeship program
Michael Brady	President	LPL Financial	michael.brady@lpl.com	484-472-7704	Small business
Elizabeth Brenner	Executive Director	Delaware County Literacy Center	lbrenner@delcoliteracy.org	610-876-4811	Education
Laura Goodrich Cairns	Executive Director	Delaware County Commerce Center	lgcairns@delcopa.org	610-566-2225	Economic Development
Dominic Cappelli, Jr.	Benefit Consultant	My Benefit Advisor	dcappelli@urbenefitadvisor.com	610-701-1795	Business
Catherine Judge-Cardillo	Director	Mercy Health Corp of SEPA	ccardillo@trinity-health.org	610-567-5319	Business
Edward Coleman	Exec. Director	Community Action Agency of Delaware County	colemane@caadc.org	610-874-8451	Community-based organizations and organizations addressing

					youth employment
Troy A. Dennis	Owner	Express Employment Professional Staffing	Troydennis4@icloud.com	484-589-5566	Business
Rick Durante	Vice-President	Franklin Mint Credit Union	rickd@fmfcu.org		Business
Marybeth Ferguson	Assistant Regional Director	PA Dept. of Labor & Industry Bureau of Workforce Partnership and Operations	maryfergus@pa.gov	484-401-2881	Wagner-Peyser
Adam Gattuso	Communication Leader	Monroe energy	Adam.gattuso@monroe-energy.com	610-364-8406	Business
Makeda Hudson	Executive Director	Delaware County Assistance Office	mahudson@pa.gov	610-447-5301	Government
Laura Kasper	President/CEO	Monarch Staffing	lkaspe@monarchstaffing.com	610-653-8800	Business
Karen Kozachyn	Dean, Workforce Dev. Community Education	Delaware County Community College	kkozachyn@dccc.edu	610-359-5362	Institutions of higher education and organizations addressing youth employment
Michael Maddren	Sole Member	Maddren Law Office LLC	mike@maddrenlaw.com	610-891-4072	Small business
Donna Marandola	Director, Corporate	AmeriHealth	dmarandola@amerihealthcaritas.com	215-937-8487	Business

	Financial Services				
Patricia McFarland	President	Del. Cty. Chamber of Commerce	trish@delcochamber.org	610-565-3677	Business
Eileen Nelson	Senior Principal, Engineer	Stantec Consulting	Eileen.Nelson@stantec.com	610-494-3636	Business
Jason Rode	Council Representative	Eastern Atlantic States Regional Council of Carpenters	jrode@eascarpenters.org	215-569-1634	Labor
Christine Rodgers	Director	Office of Vocational Rehabilitation	crodgers@pa.gov	484-250-4340 Ext. 122	Title I of the Rehabilitation Act
John Shelton	Board Member	NAACP	drdst720@hotmail.com	610-874-5590	Optional members
William Tyson	Director of University Relations	Penn State Brandywine	billtyson1@gmail.com	610-787-1103	Institutions of higher education
Robert Vito	President	Unequal Technologies	vito@unequal.com	610-444-5900	Business

Lackawanna County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Maureen Brennan	Finance Manager	Crew Systems Corporation	mbrennan@crewsys.com	570-281-9221	Business
Melinda Arcuri	Director	Marywood University	arcuri@maryu.marywood.edu	570-961-4558	Adult education and literacy
Thomas Baileys	Director	Career Technology Center of Lackawanna County	tbaileys@ctclc.edu	570-346-8471	Local education agencies and community-based organizations
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	kebaker@pa.gov	814-641-6405	State employment service under Wagner-Peyser
Sen. John Blake	Senator	Senate of PA	Senatorblake@pasenate.com	717-787-6481	Optional
William Bott	Owner	Billy Bott Custom Building Concrete & Title LLC	billybottconstruction@aol.com	570-383-3969	Small Business
William Boyle	Sr. Vice President/Chief Credit Officer	The Dime Bank	wboyle@thedimebank.com	570-647-7255	Business
William Cockerill	AFL-CIO Community Services liaison	Scranton Central Labor Union	bcockerill@uwlc.net	570-343-1267	Labor organizations
Thomas Donohue	VP/General Manager	Lamar Scranton	tdonohue@lamar.com	570-347-2056 Ext. 104	Business

Eric Esoda	Executive Director	NEPIRC	eric@nepirc.com	570-819-8966 Ext. 116	Economic and community development
Sandy Fasula	Owner/Partner	Fire & Ice Restaurant/Gerrity's Supermarkets	Sandyf1408@aol.com	570-237-0707	Business
Sophia Fives	Owner	Dunkin Donuts	Sophia.fives@comcast.net	570-489-2070	Business
Cathy Gavin	Owner	Stirna's Restaurant	stirnas@aol.com	570-343-5742	Business
Amy Luyster	Vice President	Greater Scranton Chamber of Commerce	aluyster@scrantonchamber.com	570-342-7711	Business
John McNulty	Mediator	NE Regional Director - PA Bureau of Mediation	jomcnulty@pa.gov	570-459-3881	Optional members
Jill Murray	President	Lackawanna College	Murrayj@lackawanna.edu	570-504-1575	Education
John Pesavento	Owner	Pesavento Monuments	john@pesaventomonuments.com	570-344-2613	Small business
Anna Rinaldi	HR Manager	Simona- America	anna.rinaldi@simona-america.com	570-892-2750	Business
Brenda Sacco	Acting Director	Lackawanna Department of Planning & Economic Development	saccob@lackawannacounty.org	570-963-6830	Economic Development
Eric Schubert	President	Greater Scranton Central Labor Union	e.schubert@afscme13.org	570-346-9440	Labor organizations
Drew Simpson	Council Representative & Area Manager	Keystone Mountain Lakes Regional Council of Carpenters Local Union 645	dsimpson@kmlcarpenters.org	570-335-3248	Joint labor-management apprenticeship program

George Sweda	Owner	Sweda Advertising	george@sweda-advertising.com	570-586-0770 Ext. 107	Business
Jon Tabatabaie	Realtor	ERA One Source Realty	jontabatabaie@yahoo.com	570-585-2808	Business
Maureen Taylor	District Administrator	Office of Vocational Rehabilitation - Bureau of Blindness and Visual Services	mautaylor@pa.gov	570-826-2011	Title I of the Rehabilitation Act
Robert Walker	Owner	RJ Walker	rjw1710@aol.com	570-344-8221	Business
Brian Walsh	General Mgr./Partner	Matt Burne Honda	bwalshgm@aol.com	570-341-1400	Business
Jim Wansacz	Executive Director	Scranton-Lackawanna Human Development Agency (SLHDA), Inc.	jwansacz@slhda.org	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	jblack@rosstechnology.com	717-656-2200	Business
G. David Sload	President & CEO	Associated Builders and Contractors, Inc.	dave@abckeystone.org	717-653-8106	Small business
Keith Baker	Assistant Regional Director	PA Dept. of Labor & Industry	kebaker@pa.gov	814-641-6408 Ext. 127	State employment service under Wagner-Peyser

Thomas Baldrige	President, Sec./Treas.	Lancaster Chamber of Commerce & Industry	baldrige@lcci.com	717-397-3531	Economic and community development
Marlyn Barbosa	Program Director	Tec Centro	mbarbosa@sacapa.org	717-397-6267	Community-based organizations
Brian Barnhart	Executive Director	Lancaster-Lebanon IU 13	Brian_barnhart@iu13.org	717-606-1761	Adult education and literacy
John Biemiller	EVP/COO	Economic Development Co. of Lancaster County	Biemiller@edclancaster.com	717-397-4046	Economic and community development
Peter Caddick	Sr. Manager	CNH Industrial America, LLC	peter.caddicks@cnhind.com	717-355-1023	Business
Kristi Casey	Director of HR	Penn Medicine LGH	Kristi.casey@pennmedicine.upenn.edu	717-544-4786	Business
Thomas Cislo	Vice President	Orrstown Bank	TCislo@orrstown.com	717-517-0544	Business
Barry David	Chair, Applied Engineering, Safety & Technology Dept.	Millersville University	Barry.david@millersville.edu	717-871-7221	Institutions of higher education
Michael Ford	Business Representative	Sheet Metal Worker Local #19	mford@lu19.com	267-357-1954	Labor organizations
Robert Lopez	IBE Local 1602 Board Member	UGI Utilities	Lopezrob27@hotmail.com	412-992-6163	Labor organizations

Jean Martin	President	Lancaster United Labor Council	lancllc@verizon.net	717-392-2518	Labor organizations
John McGrann	Owner	Penn Stone	john@pennstone.com	717-397-5264	Small business
James Morgan	Continuous Improvement Manager	Tyson Foods Inc.	James.Morgan2@tyson.com	717-355-5409	Business
Jodi Pace	HR Manager	Advanced Food Products, LLC	jodi.pace@afpllc.com	717-355-8807	Business
Brian Paterniti	Training Manager	The Manufacturer's Association	bpaterniti@mascpa.org	717-843-3891	Joint labor-management apprenticeship program
Susan Richeson	District Administrator	Office of Vocational Rehabilitation	sricheson@pa.gov	717-771-4407	Community-based organizations
Renee Sills	Talent Acquisition	Conestoga View Nursing and Rehabilitation	rsills@Ltcmail.com	717-299-7850	Business
Mike Sturla		PA House of Representatives	msturla@pahouse.net	717-295-3157	Optional members
Jill Welch	Partner	Barley Snyder LLC	jwelsh@barley.com	717-399-1521	Small business

Lehigh Valley Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Laurie Hackett	Manager, Community Relations & Philanthropy	Air Products	gostelj@airproducts.com	610-481-6118	Small business
Danielle Adams	Chief Empowerment Officer	Queen Suite, LLC	danielle@queensuitecoach.com	610-419-0335	Optional members
Paul Anthony	Business Manager	IBEW Local 375	panthony@ibew375.org	610-432-9762	Labor organizations
Catherine Bailey	President/CEO	Rea.deeming Beauty/Beauty Blender	catherine.bailey@beautyblender.com	610-419-1690	Business
Ann Bieber	President	Lehigh Carbon Community College	abieber@lccc.edu	610-799-1581	Adult education and literacy
Jane Brooks	Senior Community Affairs Analyst	Highmark Blue Shield	jane.brooks@highmark.com	610-573-5407	Business
Catherine Campanaro	Administrative Manager	Bio Med Sciences, Inc.	cmc@silon.com	610-530-3193	Small business
Don Cunningham, Jr.	President/CEO	Lehigh Valley Economic Development Corporation	dcunningham@lehighvalley.org	610-266-7565	Economic and community development
Mark Erickson	President	Northampton Community College	merickson@northampton.edu	610-861-5458	Institutions of higher education
Lorraine Faccenda	Plant Manager	LafargeHolcim (US) Inc	Lorraine.faccenda@lafargeholcim.com	610-261-3453	Business
James Irwin	Staff Representative	AFSCME	j.irwin@afscme13.org	610-462-8789	Labor organizations

Janice Komisor	CEO	ProJeCt of Easton	jkomisor@projecteaston.org	610-258-4361	Community-based organizations
Joseph Kovalchik	Superintendent	Northampton Area School District	kovalchi@nasdschools.org	610-262-7811 Ext. 2020	Organizations addressing youth employment
Kurt Landes	President & General Manager	Lehigh Valley Iron Pigs	klandes@ironpigsbaseball.com	610-841-1210	Business
John MacDonald	President	Allied Personnel Services	john@alliedps.com	610-821-0220	Small business
Denise Maiatico	Vice President	Meyer Jabara Hotels of the Lehigh Valley	dmaiatico@mjhotels.com	610-730-4002	Business
Timothy Mulligan	President/CEO	Communities in Schools of Lehigh Valley	mulligant@cislv.org	484-834-8830	Organizations addressing youth employment
Lisa Nesbitt	Executive Director	Northampton County Department of Human Services	lnesbitt@state.pa.us	610-250-1801	Organizations addressing youth employment
Owen O'Neil	Executive Director	LANTA	oonail@lantabus.com	610-435-4052	Transportation, housing, and public assistance
Stephen Patterson	Senior VP/ Business Development Officer	Fulton Bank	spatterson@fultonbank.com	610-332-7103	Business
Gregg Potter	Executive Vice President	Lehigh Valley Labor Council AFL-CIO	potterfb@msn.com	610-266-0710	Labor organizations
Morten Rasmussen	VP Human Resources Compensation	B. Braun Medical Inc.	Morten.rasmussen@bbraunusa.com	610-997-4627	Business

James Reilley	President/ Business Agent	International Union of Operating Engineers, Local 542	ilocal542@yahoo.com	610-562-3900	Joint labor- management apprenticeship program
Keith Reynolds	President	Reynolds Business Systems, Inc.	kreynolds@reynoldsbusiness.com	610-398-9080	Business
Sharon Scheirer	College Relations/ Onboarding/ Employee Career Development	St. Luke's University Health Network	sharon.scheirer@sluhn.org	610-954-3825	Business
Susan Storm	District Administrator	Office of Vocational Rehabilitation	sustorm@pa.gov	610-821-6441	Title I of the Rehabilitation Act
David Wolff	Vice President	Kressler, Wolff & Miller	dwolff@kwmmail.com	610-258-9181 Ext. 114	Small business
Michael Woodland	Co-Owner	Dan's Camera City	mwoodland@danscamera.com	610-434-2313 Ext. 341	Small business
Carol Young	Vice President, Personnel	Lutron Electronics Co., Inc.	cyoung@lutron.com	610-282-6202	Business
Marybeth Ferguson	Assistant Regional Director	L&I – Bureau of Workforce Partnership & Operations	maryfergus@pa.gov	484-401-2881	Government/Wagner- Peyser
Jane George	Regional Affairs Director	PPL Electric	jgeorge2@pplweb.com	610-774-5249	Business
Portia Watkins	Office Manager	Gemini/KB Systems, Inc.	pwatkins@kbsystemsinc.com	610-558-7788 Ext. 7549	Small business

Luzerne-Schuylkill Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Karen Kenderdine	Manager of Relationship Services	Miners Bank, A Division of Mid Penn Ban	karen.kenderdine@midpennbank.com	570-544-4788	Business
Mary Malone	Executive Director	Greater Hazleton Chamber of Commerce	mmalone@hazletonchamber.org	570-455-1509	Small business
Jane Ashton	Director of Continuing Education	Penn State University - Wilkes-Barre Campus	jua12@psu.edu	570-675-2171	Organizations addressing youth employment and institutions of higher education
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership and Operations	kebaker@pa.gov	814-641-6408 Ext.127	State employment service under Wagner-Peyser
Robert Carl	Executive Director	Schuylkill Chamber of Commerce	rcarl@schuylkillchamber.com	570-622-1942	Small business
Chris Dende	Vice President, Human Resources	Mrs. T's Pierogies/Ateco, Inc.	cdende@PIEROGIES.COM	570-462-2745	Business
Carmen Kahiu	Operations Manager	Geisinger Health Plan	crkahiu@thehealthplan.com		Business
Frank Koller	HR Manager	Sapa Industrial Extrusions Cressona Operation	Frank.Koller@sapagroup.com	570-385-8558	Business
Gregory Koons	Assistant Executive Director	Luzerne Intermediate Unit 18	gkoons@liu18.org	570-899-7935	Adult education and literacy and organizations addressing youth employment

Monica Marshalonis	Human Resources Director	Borton/Lawson	mmarshalonis@borton-lawson.com	570-821-1994 ext. 1488	Business
Michelle Mikitish	Executive Vice President	Greater Pittston Chamber of Commerce	mmikitish@pittstonchamber.org	570-655-1424	Small business
Heather Nelson	District Administrator	Office of Vocational Rehabilitation	hnelson@pa.gov	570-826-2011	Title I of the Rehabilitation Act
John Powers, Jr.	Chief Executive Officer	Ash/Tec Inc.	jpowers@ash-tec.com	570-682-0933	Business
Darlene Robbins	President	NEPA Manufacturers & Employers Association	drobbins@nepamaea.com	570-622-0992	Economic and community development
Michael Saporito	Vice President	USW Local 15253	isaporito@aol.com	570-829-6924	Labor organizations and joint labor-management apprenticeship program
William Schabener	Executive Director	Luzerne County Assistance Office	wschabener@state.pa.us	570-826-2148	Transportation, housing, and public assistance and organizations addressing youth employment
David Schultz	Human Resource Manager	Philadelphia Macaroni Company	dschultz@philamacaroni.com	570-547-9400	Business
Christopher Snyder	Representative	United Food & Commercial Workers Local 1776	csnyder@UFCW1776.org	800-635-6994	Labor organizations and joint labor-management apprenticeship program

Paul Straka	Regional Director of Fiscal Services	Service Access & Management, Inc.	pstraka@sam-inc.org	570-516-5941	Business
Kristine Verba	Human Resource Manager	Wegman's	Kristine.Verba@wegmans.com	570-544-8400	Business
Frank Zukas	President	Schuylkill Economic Development Corporation	fzukas@sed-co.com	570-622-1943	Economic and community development

Montgomery County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Suzanne Ryan	External Affairs Manager	PECO Energy	suzanne.ryan@peco-energy.com	610-941-1504	Business
Emad Abdelnaby	Senior Director US Marketing	Johnson & Johnson Medical Devices	eabdlna@its.jnj.com	215-570-9852	Business
Jason Acree	President & Assistant Manager	LU126, IBEW	jacree@ibewlu126.com ; jacree27@hotmail.com	610-489-1185	Labor organizations and joint labor-management apprenticeship program
Kathleen Arnold-Yerger	Executive Director	Montgomery County - Norristown Public Library	karnold-verger@mclinc.org	610-278-5100 Ext. 140	Community-based organizations

Victoria Bastecki-Perez	Interim President and Provost	Montgomery County Community College	vbasteck@mc3.edu	215-641-6482	Institutions of higher education and organizations addressing youth employment
Susan Clauser	Director of Adult Education	Keystone Opportunities Center	Sclauser@keystoneopp.org	215-723-5430 Ext. 115	Adult education and literacy
Rochelle Culbreath	Public and Government Affairs Liaison	SEPTA	rculbreath@septa.org	215-580-3490	Business
Marybeth Ferguson	Assistant Regional Director	Bureau of Workforce Partnership & Operations	maryfergus@pa.gov	610-280-1010	State employment service under Wagner-Peyser
Catherine Judge Cardillo	Director, Pennsylvania Advocacy	Trinity Health	ccardillo@trinity-health.org	610-567-5319	Business
Pamela Kelly	President/CEO	Pennsuburban Chamber of Greater Montgomery County	pam@chambergmc.org	215-362-9200	Business
Wendy Klinghoffer	Executive Director	Eastern Montgomery County Chamber of Commerce	wendy@emccc.org	215-887-5122	Small business
France Krazalkovich	Vice-President of Operations	KPinterface, Inc.	france@krazalkovich.com	610-745-1782	Small business
Peggy Lee-Clark	Executive Director	Pottstown Area Industrial Development, Inc. (PAID)	pleeclark@paidinc.org	610-326-2900 Ext. 223	Economic and community development
Richard Lewis	President and CEO	The Lewis Group	rlewis@discoverlewis.com	610-495-6695	Business

Kyle Longacre	Program Administrator, College and Career Readiness	Montgomery County Intermediate Unit	klongacre@mciu.org	610-755-9354	Local education agencies and community-based organizations
Dorothy Miller	Lab Services Coordinator	Merck & Co., Inc.	dottie_miller@merck.com	215-652-7800	Business
Barbara O'Malley	Deputy Chief Operating Officer	Montgomery County Commissioners Office	bomalley@montcopa.org	610-278-3182	Economic and community development
Paul Pappasergi	Director of Contracts Management	Eckerd Connects	ppappasergi@eckerd.org	215-527-1508	Community-based organization
Karla Trotman	Executive Vice President	Electro Soft, Inc.	ktrotman@electrosoftinc.com	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	CChristoff@alphaprecisionpm.com	814-773-3191	Small business
Kimberlea Whiting	Mortgage Loan Originator II	Citizens and Northern Bank	KimberleaW@cnbankpa.com	814-486-1133	Small business
Catherine Bartruff	Chief Financial Officer	Allegheny Contracting LLC	officemgr@allcon.us	814-781-1301	Small business

John Sutika	President/CEO	Penn Highlands DuBois	jssutika@phhealthcare.org	814-486-1113	Business
Tonya Coursey	Customer Service Counselor II	First Citizens Community Bank	tcoursey@firstcitizensbank.com	814-772-2524	Small business
Chris Adamson	Founder and Principal Consultant	The Adamson Group	cadamson@theadamsongrp.com	724-422-7737	Small business
Alla Marie Bunny Comilla	Senior Director of Human Resources	Zippo Manufacturing Company	bcomilla@zippo.com	814-848-7572	Business
George Salter	Plant Manager	Keystone Automatic Technologies, Inc.	george@keyautotech.com	814-368-1392	Small business
Elizabeth Kweder	Market Development Manager	Coca Cola Refreshments	ekweder@abartacocacola.com	814-368-2983	Small business
David Miller	President	Miller Welding & Machine Co.	dmiller@millerwelding.com	814-486-0513 Ext. 121	Small business
Michael Hoskavich	Training Director/ Marketing Dept.	ICC Ammo	mikeh@iccammo.com	814-603-1482	Small business
Kelly Davis	Coordinator of Special Programs	Seneca Highlands IU-9	kdavis@iu9.org	814-220-1001	Adult education and literacy
Buddy Franklin	Assistant Business Manager	International Brotherhood of Electrical Workers Local Union #5	bfranklin@ibew5.org	814-938-6820	Labor organizations and Joint labor-management apprenticeship program

Brad Lashinskiy	Program Director, Launchbox	Penn State DuBois	bw128@psu.edu	412-432-1400	Economic and community development
Leslie Neal	Elk County Director of Veterans Affairs	County of Elk	lneal@countyofelkpa.com	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	jeff@ibew5.org	814-375-4704	Labor organizations and Joint labor-management apprenticeship program
Scott McBride	Chancellor and Chief Academic Officer	Penn State DuBois	msm355@psu.edu	814-776-5370	Institutions of higher education
Christina Palmer	District Administrator	Office of Vocational Rehabilitation	chpalmer@pa.gov	814-375-4705	Title I of the Rehabilitation Act
Bruce Jones	Assistant Regional Director	L&I – Bureau of Workforce Partnership & Operations	brujones@pa.gov	570-327-3501	Wagner-Peyser
David Steele	Deputy Director	Office of Human Services, Inc	dsteale@ohsaging.com	814-776-2121	Community-based organization
Kate Brock	Executive Director	Community Education Center of Elk & Cameron Counties	kate@communityedcenter.com	814-781-3437	Community-based organization
Sarah Hayden	Director of Human Resources	American Refining Group, Inc	shayden@amref.com	814-368-1215	Business

Northern Tier Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Craig Harting	Chair, CEO	Sullivan County Rural Electric Cooperative, Inc.	craigh@epix.net	570-924-3381	Small business
Amy Gilbert	Vice Chair, Sr. Stakeholder Relations Advisor	Repsol Oil & Gas USA, LLC.	agilbert@repsol.com	607-562-4029	Business
Samuel Anderson	Vice President of Store Operations	Pump N Pantry	sanderson@pumpnpantry.com	570-278-1129	Business
Krystle Bristol	President	Solid Ground Services, Inc.	krystle@solidgroundcorp.com	570-529-0878	Small business
Michael Brust	Training Director	IBEW Local #81	mbrust@ibew81.org	570-344-5711	Joint labor-management apprenticeship program
Colleen Engler	Sr. Vice President of Human Resources	Guardian Elder Care	cengler@guardianeldercare.net	570-651-3952	Business
Thomas Freeman	Regional Manager	Blue Ridge Communications	tfreeman@pencor.com	570-662-2935	Business
Brad Georgetti	Human Resources Manager	Deer Park Lumber	brad@deerparklumberinc.com	570-836-1133	Business
Mark Haas	GIS Specialist/Economic Development Officer	Sullivan County	mhaas@sullivancounty-pa.us	570-946-8733	Economic and community development
Jonah Howe	Public Relations Manager	Chief Oil & Gas LLC	jhowe@chiefog.com	570-651-9825	Business

Jackie Johnson	Business and Community Liaison	Red Rock Job Corps	johnson.jackiej@jobcorps.org	570-477-0206	Organizations addressing youth employment
Bruce Jones	Assistant Regional Director	Bureau of Workforce Partnership and Operations	bruiones@pa.gov	570-327-3501	State employment service under Wagner-Peyser
Mike Narcavage	Senior Government and Community Affairs Manager	Southwestern Energy	mike_narcavage@swn.com	570-996-4329	Business
Heather Nelson	Assistant District Administrator	Office of Vocational Rehabilitation	hnelson@pa.gov	570-704-7820	Title I of the Rehabilitation Act
Jody Place	Manager, External Affairs	First Energy	jplace@firstenergycorp.com	570-265-1222	Business
Karen Russell	Owner & President	Keystone North	karenjrussell@hotmail.com	570-662-3882	Small business
Ronald Vogel, Jr.	SEIU/PSSU Local 668 Member	Bureau of Workforce Partnership & Operations - Rapid Response Coordination Services	ronvogel@pa.gov	570-614-5994	Labor organizations
Linda Walsh	Board Member	Bradford County Action, Inc.	jbw50@epix.net	570-265-4434	Community-based organizations and adult education and literacy
Michael Wilson	President	AFSCME Local 2363	mwilson@mansfield.edu	570-337-7505	Labor organizations
Deb Wivell	Personal Care Home Administrator	UPMC Susquehanna The Laurels	dwivell@susquehannahealth.org	570-723-6870	Business

Donna Yale	Education Program Associate	Penn State Wilkes-Barre	dyale@psu.edu	570-268-7777	Institutions of higher education
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Northwest Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jim Decker	President/CEO	Warren County Chamber of Business & Industry	jdecker@wccbi.org	814-723-3050	Business
Tyrone Clark	Vice President	3iNetworking, Inc.	tclark@mgcerie.com	814-899-8381	Small business
Donald Crenshaw	Member/President	Blue Rock Construction LLC	dcrenshaw@zacassociates.org	814-434-1843	Small business
Monica Daquilante	Director of Human Resources	Rouse	mdaquilante@rouse.org	724-525-9403	Business
Jody Dixon	Senior HR Business Partner	Erie Insurance Group	jody.dixon@erieinsurance.com	814-870-6945	Business
Brittany Eisenman	Region 6 Organization Director	PA Farm Bureau	breisenman@pfb.com	717-982-3280	Business
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnerships & Operations	lfannie@pa.gov	724-471-7235	State employment service under Wagner-Peyser
Jill Foys	Executive Director	Northwest Commission	jillf@northwestpa.org	814-677-4800 Ext. 116	Economic and community development

Archie Graham	Business Agent, District 6	IUOE Local 66	District6@iuoe66.org	814-676-6506	Labor organizations
Jack Hewitt	District Administrator	Office of Vocational Rehabilitation	jhewitt@pa.gov	814-871-4551	Title I of the Rehabilitation Act
Aldo Jackson	Executive Director - Erie Operations	Northern PA Regional College	ajackson@rrcnpa.org	814-779-4096	Organizations addressing youth employment
Bobbie Jones	Human Resources Manager	Webco Industries	bhjones@webcoindustries.com	814-676-1331	Business
Lynn Rupp	Vice-President of Operations	UPMC Hamot	rupplm@upmc.edu	814-877-2630	Small business
Erin Sekerak	Executive Director	Junior Achievement of Western PA, Northwest Region	esekerak@jwesternpa.org	814-898-6395	Organizations addressing youth employment
Bradley Tisdale	Training Director	Steamfitters Local Union #449	bct@ua449.com	724-683-2100	Joint labor-management apprenticeship program
Elizabeth Wilson	Program Supervisor, Adult Education	Northwest Tri-County Intermediate Unit 5	Elizabeth.wilson@iu5.org	814-734-8426	Education

Philadelphia County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
William Strahan	EVP	Comcast Cable Communications	William.Strahan@cable.comcast.com	215-286-7094	Business
Daniel Fitzpatrick	President	Citizens Bank of PA/NJ/DE	daniel.k.fitzpatrick@citizensbank.com	215-351-1715	Business
Michelle Armstrong	Executive Director	School District of Philadelphia	mharmstrong@philasd.org	215-400-5917	Local education agencies and community-based organizations
Emily Bittenbender	Managing Partner	Bittenbender Construction LP	emily@bittenbenderconstruction.com	215-925-8900	Business
Steven Bradley	President & CEO	Bradley & Bradley Associates Inc.	ssbradley@bradleyins.net	215-629-5706	Business
Shari Brightful	District Administrator	Office of Vocational Rehabilitation	sbrightful@pa.gov	215-560-1972	Title I of the Rehabilitation Act
Manny Citron	Chief of Staff	Mayor's Office for Labor, City of Philadelphia	Manny.Citron@Phila.gov	215-686-2150	Optional members
David Crossed	Managing Partner	Navigate Corporation	dcrossed@navigatecorp.com	484-383-0606	Business
Bridgette Daniels	Executive Vice President	Wilco Electronics Systems, Inc.	bdaniel@wilcoinc.com	215-540-3930	Business
Patrick Eiding	President	Philadelphia Council AFL-CIO	peiding@philaaflcio.org	215-665-9800	Joint labor-management

					apprenticeship program
Beatriz Garces	Owner	Garces Dental Group	beatriz@garcesdentalgroup.com	215-923-1233	Small business
Donald Generals	President	Community College of Philadelphia	ggenerals@ccp.edu	215-751-8028	Institutions of higher education
Peter Gonzales	President & CEO	The Welcoming Center for New Pennsylvanians	peter@welcomingcenter.org	215-557-2843	Community-based organizations
John Lasky	Chief Human Resources Officer	Temple University Health System	john.lasky@tuhs.temple.edu	215-707-6844	Business
Richard Lazer	Deputy Mayor, City of Philadelphia	Office of Mayor James F. Kenney, City of Philadelphia	rich.lazer@phila.gov	215-686-2163	Optional members
James Nichols	Regional Director	Bureau of Workforce Partnership & Operations	jnichols@state.pa.us	610-988-1378	State employment service under Wagner-Peyser
Douglas Oliver	Vice President of Communications	PECO-Excelon Company	Douglas.Oliver@exeloncorp.com	215-841-5223	Business
John Stahl III	Administrator, Vice President	International Association of Heat and Frost Insulators and Allied Workers IAHFIAW JAC (LU14) Training Center	local14jac@aol.com	215-289-4303	Labor organizations
April Walker	Director	Microsoft Technology Center			Business

Christina Wong	Director/ Producer	Comcast Technology Center	Christina_Wong@comcast.com	215-286-1507	Business
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Pocono Counties Board Membership and Contact Information

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

Charles Leonard	Executive Director	Pocono Mountains Economic Development Corporation	cleonard@pmedc.com	570-839-1992	Economic and community development
Sam D'Alessandro	Director of Engineering Services	RKR Hess Associates, Inc.	sdalessandro@rkrhess.com	570-421-1550	Business
Debra Raneri	Associate Director, Community Education, Monroe Campus	Northampton Community College	draneri@northampton.edu	570-972-6200	Adult education and literacy and institutions of higher education
Richard Parry	Regional Representative	Bureau of Workforce Partnership & Operations - Rapid Response Services	rparry@pa.gov	570-826-2379	Labor organizations
Michael Brust	Training Director	Scranton Electricians JATC	mbrust@ibew81.org	570-319-1721	Joint labor-management apprenticeship program
Fred Mutzek	President	Spiral Tool Corporation	sales@stcind.com	570-409-1331	Small business
Deborah Fischer	President	Pike County Licensing	debpaulfischer@verizon.net	570-296-8574	Small business
Derek Bellinger	Assistant Vice President	Wayne Bank	Derek.Bellinger@waynebank.com	570-616-7703	Small business
Ladora "Lori" Phillips	Assistant GM	Recreation Management Corp..	lori@ski-bigbear.com	570-226-8585 Ext. 1000	Business
Anthony Manzione	Owner	Manz1 Consulting	manzi1consulting@gmail.com	570-390-9235	Small business

Anthony Herzog	President	Herzog-McNulty LLC	aherzog@ptd.net	570-253-5294	Small business
Mary Beth Wood	Executive Director	Wayne Economic Development Corporation	mbw@wedcorp.com	570-253-2537	Economic and community development
Cynthia Matthews	Developmental Program Director	Wayne County Office of Behavioral & Developmental Programs	cmatthews@waynecountypa.gov	570-253-9200	Community-based organizations
William Cockerill	Treasurer	Scranton Central Labor Union	bcockerill@uwlc.net	570-343-1267 Ext. 231	Labor organizations
Barbara Diliberti	Human Resources Manager	Marshall Machinery, Inc.	bdiliberti@marshall-machinery.com	570-729-7117	Business

South Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jeffrey Boswell	Managing Partner	Boswell, Tinter & Piccola	jboswell@btpalaw.com	717-236-9377	Small business
Michael Ross	President	Franklin County Area Development Corporation	mike@fcadc.com	717-236-8282	Economic and community development
Andrew Williford	VP HR Operations Americas	Volvo Construction Equipment	andy.williford@volvo.com	717-532-9181	Business
Geoffrey Roche	Executive Director, Healthcare Initiatives	Harrisburg University	groche@harrisburgu.edu		Institutions of higher education

Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	kebaker@pa.gov	814-641-6408	State employment service under Wagner-Peyser
Robert Batory	Senior VP/Chief Human Resources Officer	WellSpan Health	rbatory@wellspan.org	717-851-2062	Business
Matthew Campbell	Safety/HR	Clouse Trucking, Inc.	mhcamel@gmail.com	717-249-2418	Small business
Jorge Flores De Valgaz	Chief Financial Officer	Sanitation Solutions Plus, LLC	jflores@sanitationsolutionsplus.com	877-248-6099	Business
Carl Phinney	Principal/Owner	Opportunity Construction, LLC	principal@opportunityconstructionllc.com	717-461-0780	Small business
Sharon Hagenberger	Supervisor of Adult Education	Lincoln Intermediate Unit #12	sahagenberger@iu12.org	717-624-6411	Adult education and literacy
Tracie Maille	District Administrator	Office of Vocational Rehabilitation	tmaille@pa.gov	717-787-7502	Title I of the Rehabilitation Act
Tara Toms	Program Manager	Keystone Development Partnership	ttoms@kdpworks.org	717- 576-0417	Joint labor-management apprenticeship program
Clifton Van Scyoc	Chief Technology Officer	PSECU			Business
Stephen Selby	Business Manager	IBEW Local 229	sselby@ibew229.org	717-843-8368	Labor organizations
Michael Strausbaugh	Union President	SKF USA	mikestrausbaugh@hotmail.com	717-479-1717	Labor organizations

Kenneth Tuckey	President	Tuckey Companies	ktuckey@tuckey.com	717-249-3733	Business
Jamien Harvey	Executive Director	Camp Curtain YMCA	j.harvey@ymcaharrisburg.org	717-238-9622	Community-based organizations
Melissa Ural	VP Human Resources	HB Global, LLC	mural@hbmclure.com	717-232-4328	Business
Robin Russell	Market Manager	Manpower	robin.russell@manpower.com	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	jesper@c-nta.com	814-266-3196	Small business
Sharon Clapper	Owner	Clapper Industries, Inc.	sclapper@clappertables.com	814-634-9183	Small business
Michele Bonerigo	Business Program Manager	In-Shore Technologies	michele.bonerigo@inshorettech.com	814-361-3610	Small business
Robert Parsons	President	B & B Designed Systems	parsonsb@bbsystemsinc.com	814-259-3991	Small business
Sherri Steward	HR Manager	NPC	sherri.steward@npcweb.com	814-239-8787	Business
Cheryl Rose	HR Manager	Fulton County Medical Center	crose@fcmcpa.org	717-485-6144	Business
Debra Flori	Director of HR	Conemaugh Health Systems	dflori@conemaugh.org	814-534-3995	Business

Ron Aldom	Director	Somerset County Chamber of Commerce	raldom@somersetcountychamber.com	814-445-6431	Small business
Shawn Kaufman	Director of HR	Riggs Industries	sdk@riggsindustries.com	814-629-2172	Business
Julia Brulia	HR Manager	Gateway Travel Plaza	brulia.julia@gatewaytravelplaza.com	814-735-7223	Business
Brock Kull	VP/Managing Director	Manpower Inc. of Altoona	brock.kull@manpower.com	814-944-8976	Business
Rosalie Danchanko	Executive Director	Johnstown Free Medical Clinic	rdanchan@conemaugh.org	814-534-6242	Business
Cory Sisto	COO	IFC Services	csisto@ifcservices.com	814-542-9282	Business
Johannah Miller	HR Manager	REI	johopki@rei.com	814-624-4421	Business
Danielle McGrath	HR Manager	Corle Building Systems, Inc.	dmcgrath@corle.com	814-276-9611	Small business
David Redick	Senior Director	CVS Health	david.redick@CVShealth.com	814-289-2266	Business
Renata Fenderson	HR Manager	ACPI Corp	rfenderson@acpicorp.com	814-514-4599	Business
Robert Kutz	President	AFL-CIO Community Services Blair Community Service Agency	bobkloco5@aol.com	814-944-4081	Labor organizations
Dave Cary	Executive Director	Central PA Area Labor Fed & AFSCME Council 83	d.cary@afscme13.org	814-696-0255	Labor organizations
Rick Tomlinson	Council Representative	Regional Council of Carpenters	rtomlinson@kmlcarpenters.org	814-693-0315	Joint labor-management apprenticeship program

Wendy Melius	Executive Director	Center for Community Action	wmelius@centerforcommunityaction.org	814-623-9129	Community-based organizations
David Mrozowski	Executive Director	Community Action Partnership for Somerset County	dmrozowski@capfsc.org	814-445-9628	Community-based organizations
Tina Swineford	Special Projects Coordinator	Altoona Area School District	tswineford@altoonasd.com	814-946-8753	Adult education and literacy
Dr. Steven Nunez	President	Pennsylvania Highlands Community College	snunez@pennhighlands.edu	814-262-3820	Institutions of higher education
Linda Thomson	President	Johnstown Area Regional Industries	lthomson@jari.com	814-535-8675	Economic and community development
Colleen Woodring	District Administrator	Office of Vocational Rehabilitation	cwoodring@pa.gov	814-946-7240	Title I of the Rehabilitation Act
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	kebaker@pa.gov	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	twilttrout@whs.org	724-627-3101	Business
John Feraco	Director	Nova Chemicals Corporation	john.feraco@novachem.com	724-770-2395	Business

Linda Andrews	Treasurer CLC	Washington Greene Central Labor Council	lindandrews@comcast.net	724-228-7246	Labor organizations
Mark Beichner	Chief Operation Officer	AccuTrex Products, Inc.	markbeichner@accutrex.com	724-746-4300	Business
Darlene Bigler	Executive Director	Blueprints	dbigler@myblueprints.org	724-225-9550	Community-based organizations
Lori Como	Chief Program Officer	Literacy Pittsburgh	lcomo@literacypittsburgh.org	412-393-7600	Adult education and literacy
James Fitzgerald	Manager, Major Projects	First Energy Corporation	jfitzgerald@firstenergycorp.com	330-807-1036	Business
John Goberish	Dean of Workforce Development	Community College of Beaver County	john.gobersih@ccbc.edu	724-480-3450	Institutions of higher education
Katie Hager	Workforce Development Manager	DMI Companies	khager@dmicompanies.com	724-310-1244	Business
Linda Hall	Planner	Beaver County Office on Aging	lhall@bcoa.us	724-728-7707	Community-based organizations
Ben Hays	Contract Manager	Greenbriar Treatment Center	bhays@greenbriar.net	724-255-9700	Business

Gregory Hojdila	Training Director	IBEW 712	jatc@wcpaejatc.org	724-775-6920	Labor organizations and joint labor-management apprenticeship program
Mark Krupa	Administrative Director	Greene County CTC	krupam@greenectc.org	724-627-3106 Ext. 202	Local education agencies and community-based organizations
John Lackovic	Plant Director	Corelle Brands, LLC	lackovicj@worldkitchen.com	724-489-2292	Business
Polly Mangan	Director, Human Services	C3Controls	pcapots@c2controls.com	724-775-7926	Small business
Jeff Marshall	Chief Clerk	Greene County Chief Clerk	jmarshall@co.greene.pa.us	724-852-5210	Economic and community development
Darla Openbrier	District Administrator	Office of Vocational Rehabilitation	dopenbrier@pa.gov	724-223-4430	Title I of the Rehabilitation Act
Sam Osten	President	Impact Guard, LLC	sosten@impact-guard.com	724-318-8800	Business
Stephanie Paluda	Local Government & Community Affairs Specialist	EQT Corporation	spaluda@eqt.com	724-746-9368	Business

Donna Ramusivich	Quality/Risk Management Senior VP	Mon Valley Hospital	dramusivich@monvalleyhospital.com	724-258-1088	Business
Paul Rockage	Western Industrial General Manager	McCarl's Inc.	prockage@mccarl.com	724-843-5660	Business
Brandon Schaffer	Training Manager	Washington Penn Plastics	schaffer@washpenn.com	724-206-4423	Business
Leslie Scott	Human Resources Director	SKC, Inc	lscott@skcinc.com	724-941-9704 Ext. 3061	Business
Frank Staszko	Assistant Regional Director	Bureau of Workforce Partnership & Operations	fstaszko@pa.gov	724-434-5627 Ext. 3106	State employment service under Wagner-Peyser
John Throckmorton	President	Digital Site Management, LLC	jthrockmorton@dsmlc.com	800-354-6256	Small business
Lewis Villotti	President	Beaver County Corporation for Economic Development	lvillotti@beavercountyced.org	724-728-8610	Economic and community development
James Watt	USW Staff Representative	United Steel Workers, District 10	jwatt@usw.org	412-824-8140	Labor
Laural Ziemba	Director, Public Affairs	Range Resources	lziemba@rangeresources.com	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	dmalone@gatewayfinancial.biz	412-497-1750	Business
Laura Ellsworth	Partner in Charge of Global Service Initiatives	Jones Day	lellsworth@jonesday.com	412-391-3939	Business
Kevin Acklin	Senior Vice President and Chief Counsel	Pittsburgh Penguins	kacklin@pittsburghpenguins.com	412-642-7367	Business
Will Allen	Managing Partner	Nascent Group Holdings	will@nascentgroupholdings.com	937-594-8532	Small business
Rich Barcaskey	Executive Director	Constructor's Association of Western PA	richb@cawp.org	412-343-8000	Business
Joe Belechak	Principal	Accenture	jbelechak@zoominternet.net	571-434-5003	Business
Quintin Bullock	President	Community College of Allegheny County	qbullock@ccac.edu	412-237-4413	Institutions of higher education
Chris Camino	Americas Leader	Amazon	ccamino@amazon.com	412-996-4484	Business
Debra Caplan	Executive in Residence	The Forbes Funds	dcaplan@forbesfunds.org	412-391-2155	Philanthropic organizations
Rich Casoli	Chief Operating Officer and VP of Business Operations	Beemac Trucking	rcasoli@beemac.com	724-266-8781	Business

Marc Cherna	Director	Allegheny Department of Human Services	mcherna@alleghenycounty.us	412-350-5705	Transportation, housing, and public assistance and organizations addressing youth employment
Mary Frances Cooper	President and CEO	Carnegie Library System of Pittsburgh	coopermf@carnegielibrary.org	412-622-3129	Community-based organizations and organizations addressing youth employment
Dave Coplan	Executive Director	Human Services Center Corp., Mon Valley Providers Council	dcoplan@hsc-mvpc.org	412-829-7112	Organizations addressing youth employment
Tom Croft	Executive Director	Steel Valley Authority	t.w.croft@steelvalley.org	412-342-0534	Optional members
Ike Gittlen	Representative	United Steelworkers	igittlen@usw.org	412-562-5005	Labor organizations
Carey Harris	CEO	Literacy Pittsburgh	charris@literacypittsburgh.org	412-393-7600	Adult education and literacy

Marci Katona	District Administrator	Office of Vocational Rehabilitation	mkatona@pa.gov	412-392-4953	Title I of the Rehabilitation Act
Darrin Kelly	President	Allegheny Fayette Central Labor Council	alclpgh@aol.com	412-281-7450	Labor organizations
Majestic Lane	Deputy Chief of Staff, Chief Equity Officer	Office of Mayor William Peduto, City of Pittsburgh	majestic.lane@pittsburghpa.gov	412-255-4759	Organizations addressing youth employment and transportation, housing, and public assistance
Steve Massaro	President	Massaro Corporation	smassaro@massarocms.com	412-963-2800	Business
Caitlin McLaughlin	Executive VP, Chief Talent Officer	PNC	caitlin.mclaughlin@pnc.com	412-885-9297	Business
Tom Melcher	Business Manager	Pittsburgh Building Trades Council	tmelcher@pghbuildingtrades.org	412-344-4775	Joint labor-management apprenticeship program
Brandon Mendoza	Executive Director	NAIOP Pittsburgh	bmendoza@naioppittsburgh.com	412-928-8303	Business
Jeff Nobers	Executive Director	Builders Guild of Western PA	njnobers@buildersguild.org	412-921-9000	Joint labor-management apprenticeship program

Scott Pipitone	President and CEO	Pipitone Group	spipitone@pipitonegroup.com	412-321-0879	Small business
Joshua Pollard	Founder	Omicelo	joshua.pollard@omicelo.com	917-617-8081	Business
Mark Rendulic	Market President	Citizens Bank	mark.rendulic@citizensbank.com	724-787-5259	Business
Duke Rupert	Chief Operating Officer	Allegheny General Hospital	duke.rupert@ahn.org	412-359-3131	Business
Frank Staszko	Assistant Regional Director	Bureau of Workforce Partnership & Operations	fstaszko@pa.gov	724-263-8784	State employment service under Wagner-Peyser
John Thomas	Chief Financial Officer	ECHO Realty	jthomas@echorealty.com	412-968-1660	Business
Linda Topoleski	VP, Workforce Programs and Operations	Allegheny Conference on Community Development	ltopoleski@alleghenyconference.org	412-281-1890	Economic and community development
Nancy Washington	Director	Allegheny Housing Rehabilitation Corporation	ndw3@pitt.edu	412-687-6200	Business
Sam Williamson	Chair	Urban Redevelopment Authority	swilliamson@seiu32bj.org	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	jackn@nelsoninsurance.net	724-254-9276	Business
Philip Tack	Chairman of the Board	Quality Life Services	philetac@aol.com	724-445-3440	Business
Gretchen Clark	HR Manager	Deep Well Services	gclark@deepwellservices.com	724-473-0687	Business
Peter Kyne III	Owner	Eisler Landscaping	Pkynes3@EislerLandscapes.com	724-777-0662	Business
Jesse Stoltz	Owner	Keystone Diesel, LLC	jesse@keystonediesel.com	724-612-1214	Business
Anna Hogg	Director of Ed & Clinical Advancement	Butler Health System	anna.hogg@butlerhealthsystem.org	724-284-5617	Business
Scott Docherty	President	CID Associates, Inc.	scott@cidbuildings.com	724-353-0300	Small business
Chuck Wetmore	CEO/Owner	Kensington HPP, Inc.	cwetmore@kensingtonhpp.com	724-845-5411	Small business
Cliff Reese	Administrator	Kittanning Care Center	creese@mykittanningcarecenter.com	724-545-2273	Business
Brian Kozlosky	Owner/CEO	2 Krew Security & Surveillance	brian@2krew.com	724-543-0274	Business
Denise McQuown-Hatter	President/CEO	Affinity Health Services, Inc.	dmh@affinityhealthservices.net	724-463-1010	Business
Walter Schroth	Owner	Schroth Industries, Inc.	L5driver@verizon.net	724-465-5701	Business

J.P. Habets	President	H&W Global Industries, Inc.	jp.habets@hwgii.com	724-459-5316	Business
Gladys Knox	Co-Owner/President	Wright-Knox Motor Lines	gladys@wrightknox.com	814-446-5611	Business
Mark Hilliard	President	Indiana County Chamber of Commerce	mhilliard@indianacountychamber.com	724-465-2511	Business
Paul Reinert Sr.	Apprenticeship Training Dir.	Joint Apprenticeship Training IBEW Local 5	reinertpaul@hotmail.com	412-432-1145	Joint labor-management apprenticeship program
Steven Atwood	President	Iron Workers Local union #3	satwood@iwlocal3.com	412-227-6767	Labor organizations
Mark Toy	President	Laborers Local Union #952	localunion952@yahoo.com	724-548-1524	Labor organizations
Ronald Bowersox	President	UMWA, District 2, Local 1412	umwarbowersox@yahoo.com	724-479-8692	Labor organizations
Kenneth Heilman	Executive Director	Armstrong Co. Community Action Agency	kenh@armstrongcap.com	724-548-3408	Community-based organizations
Warren Dixon	Regional Sales Manager	Out of Sight Shredding	wdixon@destroy4good.com	724-794-5511	Community-based organizations
Katherine Monko	Adult Program Coordinator	ARIN IU 28	kmonko@iu28.org	724-463-5300	Adult education and literacy
C. Scott Campbell	Coordinator of Assessment & Grant Initiatives	Butler County Community College	scott.campbell@bc3.edu	724-282-8711	Institutions of higher education
Jennifer Eckels	WCCC Director - Indiana	Westmoreland County Community College	eckelsj@westmoreland.edu	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	Mgordon@co.butler.pa.us	724-284-5300	Economic and community development
Michael Coonley	Ex. Director	Armstrong County Department of Economic Development	mpcoonley@co.armstrong.pa.us	724-548-1500	Economic and community development
Gail Steck	District Administrator	Office of Vocational Rehabilitation	gsteck@pa.gov	724-656-3070	Title I of the Rehabilitation Act
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnership & Operations	lfannie@pa.gov	724-471-7235	State employment service under Wagner-Peyser
Wesley Kuchta	Director	Lenape Technical School	kuchwes@mylenape.net	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.	dvankirk@bruceandmerrilees.com	724-652-5566	Small business
Nathaniel Hamilla	Director	Avalon Springs Nursing Home	nhamilla@avalonspringsnursing.org	724-662-5400	Small business
Tammy Barbati	Program Division Chief	West Central Job Partnership	tbarbati@wcjp.org	724-656-3165	Community-based organizations
Marc Buskirk	Vice President of Sales	Yourga Trucking, Inc.	jmbuskirk@Yourga.com	724-981-3600	Small business

Lisa Campbell	Interim Director of Workforce Development	Butler County Community College	lisa.campbell@bc3.edu	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	john.davidson@joycone.com	724-962-3422	Business
Kristy DeJoy	Talent Acquisition Recruiter	First National Bank		724-983-4157	Business
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnership & Operations	lfannie@pa.gov	724-471-7235	State employment service under Wagner-Peyser
Denise Grady	Chief Financial Officer	Berner International Corp.	dgrady@berner.com	724-658-3551	Small business
Harry Grafton	President	Grafton Construction	graftoninc@comcast.net	724-654-7201	Small business
Gary Grant	Owner	PABCOR	gary_grant@yahoo.com	724-652-1930	Small business
John Greenwood	Area Manager	First Energy Corporation	jgreenwood@firstenergycorp.com	724-598-4748	Small business
James Hill	Vice President	The Hill Railroad Car Company	jhill@hillrailcar.com	724-652-0822	Small business
Erin Houston	Executive Director	Shenango Valley Urban League	ehouston@neohio.twbc.com	724-981-5310	Community-based organizations
Tim Jablon	President	Wheatland Steel Processing	timj@wheatlandsteel.com	724-981-4242	Small business
Brian Kassalen	Senior Partner	Arnett, Carbis, Toothman	brian.kassalen@actcpas.com	724-658-1565	Small business

Susan Lautenbacher	Chief Executive Officer	LARK Enterprises	slautenbacher@larkent.org	724-657-2001 Ext. 111	Community-based organizations
Gillian Maule	Executive Director	Adult Literacy Lawrence County	gillmaule@gmail.com	724-654-1500	Adult education and literacy
Tony Miller	Director	Mercer County Career Center	tmiller@mercercoc.org	724-662-3000	Organizations addressing youth employment
Linda Nitch	Executive Director	Lawrence County Economic Development Corp.	nitch@lawrencecounty.com	724-658-1488	Economic and community development
Holly Nogay	Executive Director	Mercer County Housing Authority	h.campbell@mchousing.net	724-342-4005	Transportation, housing, and public assistance
Alta Roqueplot	Human Resource Manager	Dairy Farmers of America	aroqueplot@dfamilk.com	724-901-5012	Small business
Randy Seitz	President/CEO	Penn-Northwest Development Corp.	rpseitz@penn-northwest.com	724-662-3705	Economic and community development
Gail Steck	District Administrator	Office of Vocational Rehabilitation	gsteck@pa.gov	724-656-3070	Title I of the Rehabilitation Act
Frank Telesz Jr.	Business Manager	International Brotherhood of Electrical Workers Local Union 712	local712@ibew712.org	724-775-0969	Joint labor-management apprenticeship program
Howard Thompson	Member, Beaver-Lawrence Central Labor Council	Beaver-Lawrence Central Labor Council c/o Howard Thompson	inhd31@comcast.net	724-944-5165	Labor organizations

Hope Vaccaro	HR Director	Ellwood Group	hvaccaro@elwd.com	724-202-5002	Small business
Dominic Vadala	Trustee	Mercer County Central Labor Council	dominicvadala@yahoo.com	724-962-0333	Labor organizations

Westmoreland-Fayette Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Brian Edmiston	Safety Manager Human Resources	TSI Titanium	brian.edmiston@tsititanium.com	724-694-2716	Small business
Vicki Loucks	Vice President, Chief Operating Officer	Redstone Presbyterian Senior Care	vloucks@redstonehighlands.org	724-832-8400	Business
Lori Albright	President	Stellar Precision	labright@stellarprecision.com	724-523-5559	Small business
Steve Columbus	Administrative Manager	Western PA Operating Engineers Joint Apprenticeship & Training	stevecolumbus@windstream.net	724-668-2244 Ext. 302	Joint labor-management apprenticeship program
John Dalrymple	President	Hamill Manufacturing	john.dalrymple@hamillmfg.com	724-744-2131 Ext. 2540	Business
Charles Datz	President and Founder	PositReal Consultants	chardatz@aol.com	724-838-7129	Optional members
Doug Decker	VP, Chief Operating Officer	Laurel Staffing	ddecker@laurel.edu	724-562-1034	Business

Daniel Dunmeyer	Human Resource Manager	Omnova Solutions	Dan.dunmeyer@omnova.com	724-523-7429	Business
Marge Duranko	District Administrator	Office of Vocational Rehabilitation	Maduranko@pa.gov	814-255-6771	Title I of the Rehabilitation Act
Laurie English	Sr. VP/CHRO Human Resources	Excela Health	lenglish@excelahealth.org	724-689-1947	Business
Rennie Detore	Supervisor	First Energy	rdetore@firstenergycorp.com	724-244-3677	Business
Julian Imbrescia	Vice President of Academic Affairs	Douglas Education Center	Julian@dec.edu	724-853-2213	Optional members
James Jones	Plant Manager	Johnson Mathey	James.jones@jmusa.com	724-564-7215	Business
Diane Liska	Director of Learning & Talent Management	Peoples Gas	Diane.liska@peoples-gas.com	412-298-6872	Business
Bill Magda	Director of Community Development	Westmoreland County Community College	magdaw@westmoreland.edu	724-925-4027	Community-based organizations
Donald Martin	Substitute Executive Director	Intermediate Unit 1	donwmartin@comcast.net	724-812-1511	Adult education and literacy
Shujuane Martin	President & CEO	Private Industry Council	smartin@privateindustrycouncil.com	724-836-2600	Community-based organization
Muriel Nuttall	Executive Director	Fayette County Chamber of Commerce	mnutall@fayettechamber.com	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	irigone@co.westmoreland.pa.us	724-830-3061	Economic and community development
Faye Rosatti	VP Commercial Relationship Manager	Standard Bank	frosatti@standardbankpa.com	724-837-9701	Business
Jim Rugh	Human Resource Manager	Composidie	Jrugh@Composidie.com	724-727-3466	Business
Joe Segilia	STEM Education Consultant	Ford Business Machines, Inc.	ius4@psu.edu	724-550-6491	Business
Tuesday Stanley	President	Westmoreland County Community College	stanleyt@westmoreland.edu	724-925-4001	Institutions of higher education
Jim Stark	CEO	Fayette County Community Action	jstark@fcaa.org	724-430-3011	Community-based organizations
Frank Staszko	Assistant Regional Director	Bureau of Workforce Partnership & Operations	fstaszko@pa.gov	724-434-5627	State employment service under Wagner-Peyser
Ed Yankovich	International District #2 Vice President	United Mine Workers of America	eyankovich@umwa.org	724-550-4400	Labor organizations