



December 21, 2017

Mr. Mark Latterner, Chairperson
Three Rivers Workforce Development Board
525 William Penn Place
Pittsburgh, PA 15219

Dear Mr. Latterner,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southwest Region's Workforce Innovation and Opportunity Act (WIOA) program year (PY) 2017-2019 Multi-Year Regional Plan. This approval extends to the local plans associated with the local workforce development areas that compose this planning region. Such approval is effective through the end of PY '19 (i.e., June 30, 2020). The Southwest planning region is composed of the following local workforce development areas:

- Pittsburgh City/Allegheny County Workforce Development Areas
- Southwest Corner Workforce Development Area
- Tri-County Workforce Development Area
- Westmoreland/Fayette Counties Workforce Development Area

Approval of this plan does not constitute the approval of any practice that conflicts with federal and state statutes, regulations, policies and/or procedures; nor does approval preclude the commonwealth from, at its discretion, re-addressing any part of the plan if the content is found to conflict with such statutes, regulations, policies and/or procedures.

You and your staff are to be commended for your successful efforts to develop the multi-year plan in alignment with WIOA and the commonwealth's "WIOA Combined State Plan."

Please direct specific questions regarding the WIOA PY 2017-2019 Multi-Year Regional Plan and/or any future requests for plan modification to Michael White at michwhite@pa.gov or (717) 214-7173.

Sincerely,

A handwritten signature in blue ink, appearing to read "Eileen Cipriani".

Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Rich Fitzgerald, Allegheny County Chief Executive
The Honorable William Peduto, Mayor of Pittsburgh
Ms. Debra Caplan, Partner4Work Interim Chief Executive Officer

Enclosure: Southwest Regional Plan & Pittsburgh City & Allegheny County Workforce Development Area Local Plan

Southwest Planning Region

Local Workforce Development Areas

Partner4Work

Southwest Corner

Tri-County

Westmoreland-Fayette

Workforce Innovation & Opportunity Act

Multi-Year Regional Plan

Program Years 2017-2019

Region Workforce Development Area name: Southwest Planning Region

Effective Date: January 1, 2018

1.1. Identification of the region.

- Name of the Region: Southwest Planning Region
- Local workforce development areas that comprise the region:
 - Allegheny County Workforce Development Area (SW005)
 - City of Pittsburgh Workforce Development Area (SW095)
 - Southwest Corner Workforce Development Area (SW165)
 - Tri-County Workforce Development Area (SW110)
 - Westmoreland Fayette Workforce Development Area (SW045)
- Four local workforce development boards (LWDBs) oversee these local areas:
 - Partner4Work Workforce Development Board (P4W)
 - Allegheny County Workforce Development Area
 - City of Pittsburgh Workforce Development Area
 - Southwest Corner Workforce Development Board (SW Corner)
 - Tri-County Workforce Development Board (TCWDB)
 - Westmoreland/Fayette Workforce Development Board (Westmoreland-Fayette)
- Key Regional Committee Members
 - Fred Fornataro, Tri-County
 - Ami Gatts, Southwest Corner
 - Stefani Pashman, Partner4Work
 - Bill Thompson, Westmoreland-Fayette WDB
- Key Region Committee Meeting Dates
 - 3/27/17—Meeting with Southwest PA WDB staff to discuss planning
 - 4/18/17—Regional Planning Meeting and Discussion
 - 5/10/17—Meeting with Southwest PA WDB staff to discuss planning
 - 5/25/17—Southwest PREP Economic Development Partners Meeting
 - 6/15/17—Meeting with Southwest PA WDB Directors to update activity

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

The Southwest Pennsylvania regional labor market is growing for employers and sectors after decades of transforming from an industrial economy to one of innovation and technology (with industries still very important). The Region also has populations with significant barriers to employment across a diverse labor force. The key employer needs focused on the identified sectors and their priority occupations and skills that require a strong and collaborative regional approach coupled with distinct local solutions for a successful matching of employer needs with job seeker skills.

This part will review the salient regional labor market data then overlay the labor market demographics with the region's economic conditions, as articulated from the perspective of the LWDBs and their partner organizations, and then identify the key overarching in-demand employer needs.

Regional Labor Market Overview

The Southwest Planning Region is comprised of Tri-County Workforce Development Area, Westmoreland-Fayette Workforce Development Area, Partner4 Work (Three Rivers WDA), and Southwest Corner Workforce Development Area. The region includes nine counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, and Westmoreland. Overall, it is home to 2,472,490 citizens¹.

The population in the Southwest Planning Region is estimated to have declined from 2,483,851 in 2010 to 2,472,490 in 2017, resulting in a decline of 0.5%. Over the next five years, the population is projected to remain stagnant. The population in the state is estimated to have increased from 12,702,379 in 2010 to 12,822,858 in 2017, resulting in an increase of 0.9%. Over the next five years, the population is projected to grow by 0.8%².

In 2017, the median age for the region is 43.2, while the average age is 42.5. Five years from now, the median age is projected to be 43.9. Comparatively, the current year median age for the Pennsylvania is 40.9 (which is younger than the region), while the average age is 41. Five years from now, the median age is projected to be 41.6³.

EDUCATION

A comparable amount of citizens age 25 and over have earned an advanced degree in the region (30.8%) and the state (28.5%). A higher percentage of residents in the region have graduated high school than in the state with only 7.6% not completing high school in the region compared to 10.8% in the state. Currently, it is estimated that 8.6% of the population age 25 and over in the Southwest Planning Region had earned a Master's Degree, 1.8% had earned a Professional School Degree, 1.5% had earned a Doctorate Degree and 18.9% had earned a Bachelor's Degree. In comparison, for the state, it is estimated that for the population over age 25, 8.0% had earned a Master's Degree, 1.8% had earned a Professional School Degree, 1.4% had earned a Doctorate Degree and 17.3% had earned a Bachelor's Degree⁴.

INCOME

In 2017, the average household income for the region is estimated to be \$75,397, which is just below the state (\$77,812). The average household income in the region is projected to increase over the next five years, from \$75,397.43 to \$81,973. The average household income in the state

¹ Population estimates per Claritas, Nielsen Answers, 2017

² Ibid.

³ Ibid.

⁴ Ibid.

is also projected to increase over the next five years, from \$77,812 to \$84,180, which is growth just below the projection for the region⁵.

EMPLOYMENT

The percentage of civilians who are unemployed in the region (4.2%) is just below that of the state (5.0%), but in general employment is comparable in the region and the state. For the Southwest Planning Region, the employment status of the population age 16 and over is as follows: 57.9% are employed civilians, 4.2% are unemployed civilians, and 37.8% are not in the labor force. For the state, the employment status of the population age 16 and over is as follows: 57.7% are employed civilians, 5.0% are unemployed civilians, and 37.3% are not in the labor force.

Occupational classifications are comparable as well, with the region having a slightly higher percentage employed in white collar occupations. The occupational classification for the region are as follows: 19.6% hold blue collar occupations, 62.9% hold white collar occupations, and 17.5% are occupied as service & farm workers. The occupational classification for the state are as follows: 21.3% hold blue collar occupations, 60.6% hold white collar occupations, and 18.1% are occupied as service & farm workers⁶.

POPULATION WITH BARRIERS

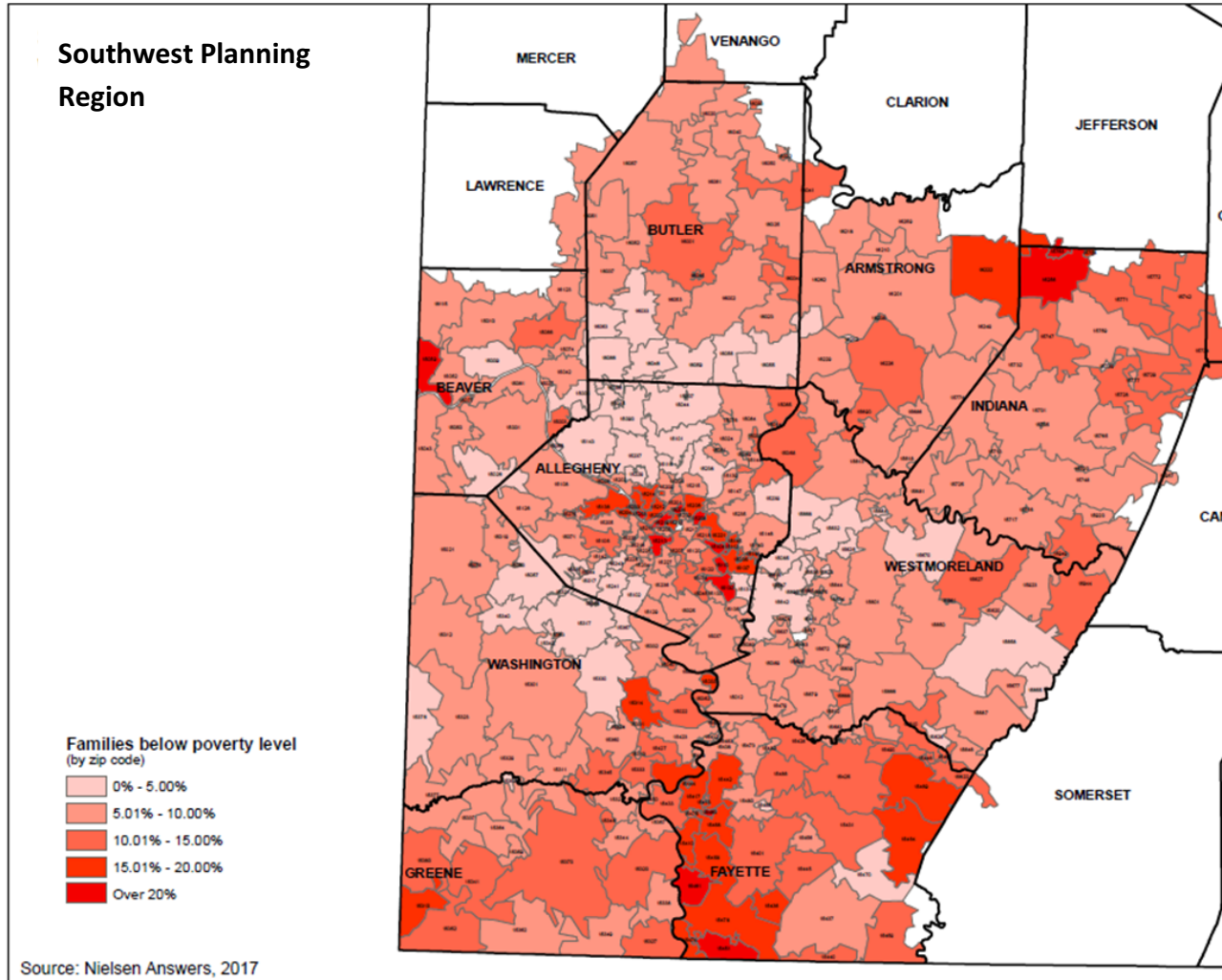
Poverty

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the region, 8.6% of families are living in poverty. There is a portion of Allegheny County (select Pittsburgh zip codes), Beaver County (Midland), Fayette County (Merritt town, Masontown, and Lake Lynn) and Indiana County (Smicksburg) with poverty levels greater than 20%. Single parents are more likely to be living in poverty, with 12.1% of households in the county considered single parent households⁷.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.



Ex-Offenders

According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations⁸. In the Southwest Planning Region, in 2015 there were 33,941 individuals released from a county jail and in 2016

⁸ Urban Institute is a nonprofit organization dedicated to elevating the debate on social and economic policy. they conduct research and offer evidenced based solutions to improve lives and strengthen communities (www.urban.org).

there were 2,834 individuals released from a state prison⁹.

Individuals with a Disability

According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Employers are often misinformed about the expense of accommodating an employee with a disability¹⁰. The PA Office of Vocational Rehabilitation (OVR) educates and supports employers with accommodations. OVR has recently become an advocate for accommodations for incumbent workers who experience a disability. Even when embraced in the workforce, finding reliable, safe transportation can be challenging for those with physical difficulties.

When looking at the region, 5.4% of those employed have a disability, while 15.6% of those unemployed have a disability. In the region, unemployment is 148.0% higher for those with a disability (15.3%) compare to those without a disability (6.2%)¹¹. There are also 19,083 students receiving services through the local Intermediate Units, with just under half (49.2%) of those students having a learning disability, 9.0% have an intellectual disability, 1.1% have a speech/language impairment, 12.5% have emotional disturbances, 16.6% have health implications and 10.5% have autism¹².

Additional Barriers

In the region, there were 17,433 children between the ages of 0 and 17 receiving TANF Assistance in 2016¹³, 4,659 youth had a juvenile disposition in 2015¹⁴, and there were 1,924 births to mothers with less than a high school education¹⁵. According to the PA Department of Health in 2014, the teenage pregnancy rate in Fayette County (41.6%) was significantly higher than the state (27.2%). The teenage pregnancy rate in Allegheny (23.6%), Butler (12.2%), Indiana (16.7%), Washington (22.1%), and Westmoreland (18.9%) counties were all significantly lower than the state¹⁶.

In summarizing the compelling demographics of the Region, significant populations comprise the labor force that most likely have a lower participation rate than the general population. Additional demographics for those with barriers show significant populations:

- 8.6% families are living below poverty (Nielsen Answers)
- 5.0% of households speak a language other than English at home (Nielsen Answers)
- 12.1% of families are single parent families (Nielsen Answers)

⁹ Department of Corrections

¹⁰ The Division for Social Policy and Development is part of the Department of Economic and Social Affairs which focuses on strengthening international cooperation for social development (www.un.org).

¹¹ U.S. Census Bureau, American Community Survey, 5 Year Estimates

¹² PA Department of Education Bureau of Special Education

¹³ PA Department of Welfare

¹⁴ PA Juvenile Court Judge's Commission Annual Report

¹⁵ PA Department of Health

¹⁶ Ibid.

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- 2,834 individuals were released from a state prison in 2015 and 33,941 individuals released from county jails (PA Department of Corrections)
- In 2015, 1,094 children left foster care, 7.0% (134) aged out of the foster care system (PA Partnerships for Children)
- In 2015, there were 4,659 youth with a juvenile court disposition (PA Juvenile Court Judge's Commission Annual Report)
- In 2016, 17,433 children between the ages of 0-17 were receiving TANF assistance (PA Department of Human Services)
- Of the estimated 1,193,635 individuals in the labor force:
 - 5.4% (56,674) of those employed had a disability
 - 15.6% (10,797) of those unemployed had a disability
 - 15.3% of the disabled population is unemployed
 - Unemployment is 148% higher for those with a disability
 - 6.2% is the unemployment rate for those without a disability
 - 7.2% is the overall unemployment rate(Source: US Census Bureau, American Community Service, 5 year estimates)
- During the 2015 Point in Time Count, 2,283 people were counted as homeless that designated evening in January (HUD, Point in Time Count)
- In 2016, 5,637 students were homeless as defined by the McKinney-Vento Homeless Assistance Act (PennLive)

This labor market summary provides the foundation for the four LWDBs (and their community and workforce partners) with the following regional labor market analysis.

On the positive side, the Southwest Planning Region population is a little older, educated, and make more money when compared to Commonwealth. But the labor market population is showing a two-part opportunity, one of an older population needing one set of skills while the younger, growing population is filling the new technology and information related jobs. On the positive side also, the unemployment rate is relatively low indicating that jobs are comparatively plentiful.

A potential negative impact of the unemployment rate being comparatively low is that finding the right workers with the right skills for employers may be more challenging than ever. With a high percentage of the labor market not participating, the Southwest Planning Region must look toward and reach out to those populations, often possessing barriers, that are not robustly participating in the labor market. This includes those living in poverty, returning citizens, and others with barriers. As noted in the map above, poverty is evident in large parts of the region but highly concentrated (20.0% or higher) in certain areas.

Regional Employer Overview

The Southwest Planning Region has a significant and growing employer base. Comparing the density of the employment concentration (through Location Quotients), concentrated employment opportunities in the region and historical and emerging sector trends help better understand the gaps for employers and business across Southwest Pennsylvania.

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Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. Per EMSI, LQ can reveal what makes a particular region “unique” in comparison to the national average. The Location Quotients for the key industry clusters as delineated by the Center for Workforce Information by Local Workforce Area are as follows:

Industry Cluster	Industry Cluster Statistics for Total Southwest Region (4 WDAs)											
	Agriculture & Food Production	Advanced Manufacturing	Building & Construction	Bio-Medical	Business Services	Education	Energy	Health Care	Hospitality, Leisure & Entertainment	Logistics & Transportation	Real Estate, Finance & Insurance	Wood, Wood Products & Publishing
2015 Employment	18,382	90,865	75,730	14,683	159,400	107,354	38,992	205,329	129,078	37,238	66,415	12,122
Employment Growth (2010-2015)	799	4,057	4,068	1,243	14,432	(10,271)	5,799	7,051	8,080	2,498	(325)	(2,175)
2010 Employment	17,583	86,808	71,662	13,440	144,968	117,625	33,193	198,278	120,998	34,740	66,740	14,297
Percent Growth (2010-2015)	4.5%	4.7%	5.7%	9.2%	10.0%	-8.7%	17.5%	3.6%	6.7%	7.2%	-0.5%	-15.2%
Three Rivers Location Quotient	0.39	0.73	0.87	1.46	1.31	1.00	0.82	1.31	0.94	0.86	1.38	0.53
Westmoreland Fayette Location Quotient	0.64	1.56	1.15	0.85	0.69	0.90	1.44	1.09	1.02	1.33	0.55	1.24
Southwest Corner Location Quotient	0.36	1.45	1.36	0.09	0.78	0.98	4.32	1.09	0.89	0.91	0.61	0.67
Tri-County Location Quotient	0.58	1.62	1.23	0.83	0.87	0.96	2.60	1.12	0.83	0.81	0.53	0.90

Source: Quarterly Census of Employment and Wages

Based on the analysis presented above, aggregate Location Quotients are higher than the national average in the Advanced Manufacturing, Energy and Health Care industry cluster areas. While Construction shows high growth, the Building and Construction industry cluster may require specific additional investment consideration given the growth opportunities enhanced by developments such as the Ethane Cracker and Petrochemical Complex set for construction in Beaver County¹⁷.

Data is not available at this time from the Center for Workforce Information and Analysis regarding regional Location Quotients.

While these are general Location Quotients for each Local Workforce Area, reviewing specific occupation based Location Quotients also demonstrate an interesting concentration of occupations. High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average.

When looking at the individual workforce development areas that make up the region the following are the largest LQs in each WDA:

- Three Rivers WDA (Partner4Work): Bio-Medical (LQ=1.46), Real Estate, Finance and Insurance (LQ=1.38), Business Services (LQ=1.31) and Health Care (LQ=1.31)
- Westmoreland-Fayette WDA: Advanced Manufacturing (LQ=1.56), Energy (LQ=1.44), and Logistics and Transportation (LQ=1.33)
- Southwest Corner WDA: Advanced Manufacturing (LQ=1.45), Building Construction (LQ=1.36), and Health Care (LQ=1.09)
- Tri-County WDA: Energy (LQ=2.60), Advanced Manufacturing (LQ=1.62), Building Construction (1.23), and Health Care (1.12)

¹⁷ [Pittsburgh Post-Gazette: Shell cracker plant in Beaver County to provide 600 jobs when it opens](#)

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Additionally, long-term industry projections for the Southwest Planning Region also provide a window into employer demand to match job seeker supply. When looking at long-term industry projections the highest level of projected growth is in Construction. This is currently a sector with high unemployment and growth will provide an opportunity to bring back displaced workers.

Labor Market trends can be examined by looking at Long Term Industry Projections as well as other labor market information. Regarding Long Term Industry Projections from 2014-2024, the total employment in the Southwest Planning Region is projected to increase by 5.0% or 60,970. Construction is projected to experience the greatest percent increase and is an area that currently has a high unemployment rate, which will provide an opportunity for those displaced workers to re-enter the workforce. Education and Health Services is projected to experience the most volume growth, accounting for 44.6% of the expected employment growth in the region.

Long-Term Industry Employment Projections for Southwest PA Region

Industry	Empl. (2014)	Proj. Empl. (2024)	Employment Change (2014-2024)	
			Volume	Percent
Total Jobs	1,231,050	1,291,990	60,940	5.0%
Goods Producing Industries	171,460	177,190	5,730	3.3%
Agriculture, Mining & Logging	26,960	26,600	-360	-1.3%
Construction	53,290	61,670	8,390	15.7%
Manufacturing	91,210	88,920	-2,290	-2.5%
Services-Providing	1,001,670	1,055,910	54,240	5.4%
Trade, Transportation & Utilities	218,730	224,310	5,580	2.6%
Information	17,200	16,410	-790	-4.6%
Financial Activities	69,680	71,450	1,770	2.5%
Professional & Business Services	166,110	178,500	12,390	7.5%
Education & Health Services	287,980	315,180	27,200	9.4%
Leisure & Hospitality	117,820	126,850	9,030	7.7%
Other Services, Except Public Admin.	58,480	60,310	1,830	3.1%
Federal, State & Local Government	65,670	62,900	-2,760	-4.2%
Self Employed	57,920	58,890	970	1.7%

Source: Center for Workforce Information & Analysis; Based on Long-Term Industry Projections (2014-24)






While construction is the highest based on percent at 15.7% increase, a special note must be made here regarding the impact of the Ethane Cracker and Petrochemical Complex being constructed in Beaver County in Southwest Corner Workforce Development Area but impacting the entire region, western Pennsylvania and neighboring states.

The Ethane Cracker plant will bring an immediate estimated 6,000 construction jobs and

approximately 600 jobs permanently in term energy sector related positions, per Shell Chemical. The location is prime for this facility due to its proximity to gas supplies, creating shorter and more reliable supply chains than those for comparable facilities on the U.S. Gulf Coast and the facility will be within 700 miles of North American polyethylene customers, the company noted.

Education and Health Services, Leisure and Hospitality, and Professional and Business Services are also projected to grow significantly. Information, Federal, State and Local Government, as well as Manufacturing are projected to decline. The region’s workforce and economic development agencies are working to identify strategies to attract and train talent to reverse the decline in manufacturing employment. Several initiatives detailed below, directly address the challenges. Manufacturing, because of the strong supply chain effects, is a critical component along with Healthcare, Education and Professional & Business Services.

Growing & Declining Industries

Industry	Change in Jobs (2015-2016)	
Services for the Elderly and Persons with Disabilities	1,184	
Corporate, Subsidiary, and Regional Managing Offices	872	
Limited-Service Restaurants	676	
Iron and Steel Mills and Ferroalloy Manufacturing	-863	
Offices of Bank Holding Companies	-917	
Support Activities for Oil and Gas Operations	-1,563	

Source: EMSI, 2017

While this is an update of data, the decline in support activities for oil and gas operations speaks to the volatility of the energy sector. However, as noted above, the Ethane Cracker and Petrochemical Complex may add some broad stability to the sector. Declines in coal mining and natural gas activities for now will provide some assessment by the local workforce areas in regard to engaging this sector.

Another method of confirming and corroborating long-term industry projections for the Southwest Planning Region is through the North American Industrial Classification System (NAICS) codes. The Center for Workforce Information and Analysis on their website (www.workstats.dli.gov) notes, “data contained in these tables are the best available source of information for estimating job opportunities, developing training programs and gaining an insight into future employment trends”. Based upon a summary of the four Local Workforce Development Areas, the chart below is the ten-year Long-Term Industry Projections for the Southwest Planning Region.

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Long-Term Industry Employment Projections, 2014-24 Southwest Planning Region Estimates

NAICS	NAICS Title	Empl. 2014	Empl. 2024	Volume Change	Percent Change	Avg Annual Change
	TOTAL, ALL INDUSTRIES	1,231,050	1,291,990	60,940	5.0%	6,094
11	Agriculture, Forestry, Fishing and Hunting	9,350	9,450	100	1.1%	10
21	Mining, Quarrying & Oil & Gas Extraction	17,610	17,150	-460	-2.6%	-46
22	Utilities	6,540	6,580	40	0.6%	4
23	Construction	53,290	61,670	8,390	15.7%	839
31-33	Manufacturing	91,210	88,920	-2,290	-2.5%	-229
42	Wholesale Trade	40,810	40,990	180	0.4%	18
44-45	Retail Trade	131,850	134,430	2,580	2.0%	258
48-49	Transportation & Warehousing	39,530	42,310	2,780	7.0%	278
51	Information	17,200	16,410	-790	-4.6%	-79
52	Finance & Insurance	55,670	56,710	1,040	1.9%	104
53	Real Estate & Rental & Leasing	14,010	14,740	740	5.3%	74
54	Professional, Scientific & Technical Services	74,540	81,160	6,630	8.9%	663
55	Management of Companies & Enterprises	39,320	41,240	1,920	4.9%	192
56	Administrative & Waste Management & Remediation Services	52,250	56,100	3,850	7.4%	385
61	Educational Services	94,530	97,040	2,510	2.7%	251
62	Health Care & Social Assistance	193,450	218,140	24,700	12.8%	2,470
71	Arts, Entertainment & Recreation	20,720	22,510	1,800	8.7%	180
72	Accommodation & Food Services	97,100	104,340	7,240	7.5%	724
81	Other Services, except Government	58,480	60,310	1,830	3.1%	183
99	Government	65,670	62,900	-2,760	-4.2%	-276
	Self Employed	57,920	58,890	970	1.7%	97

Source: Center for Workforce Information & Analysis; Based on Long-Term Industry Projections (2014-24)

An analysis of the above confirms the industry growth in areas including construction, Professional and Technical Services, Health Care and Social Assistance. This is just one data source. As recommended by the Center for Workforce Information and Analysis, “the projections are estimates of employment levels and trends, not exact counts. Events may occur during the 10-year projection period that are impossible to predict. These data are most useful when used in conjunction with other data. Examples of this include the anticipated higher growth in Construction due to the Ethane Cracker and Petrochemical Complex construction and the key skills areas of Manufacturing related to the specific demographic labor market needs of that industry. In these cases, the initial positive and negative NAICS information, respectively, is but one indicator in the analysis of the various industry sectors.

Another NAICS industry cluster that the Southwest Planning Region may explore is the Self-Employed Workers. Sometimes also called the “Gig Economy”, this may be an area of consideration. Partner4Work has done some work in this area and it may be something to consider and explore throughout the region.

The Southwest Planning Region has identified Manufacturing, because of its strong supply chain effects, specific skill needs and community impact, as a critical component and in-demand cluster along with Healthcare, Freight & Logistics, and Construction and Building Trades as key in-demand clusters leading toward sector related responses and priority of program activities for all programs and all partners in the public workforce system across Southwest Pennsylvania. The Southwest Planning Region will continue to explore employer and demand driven opportunities to reflect the demand of the labor market.

1.3. Based on the analysis of the regional labor market and economic conditions, describe the region's workforce and economic development-oriented vision and goals.

The Southwest Planning Region shares the Governor's vision of serving Pennsylvania's businesses through the creation of a skilled workforce. We embrace the Governor's focus on promoting high-quality jobs and connecting job seekers with the training necessary to build the skills needed for viable, long-term, and family-sustaining jobs. Strategic alignment at the regional level will lead to a stronger, more nimble workforce development system that concurrently and effectively serves both job seekers and business.

Recently the Allegheny Conference on Community Development Regional Investors, as part of Opportunity 2025, funded the report "Inflection Point: Supply, Demand and the Future of Work in the Pittsburgh Region. A forward look at the coming transformation of work across the Pittsburgh region and its implications for employers, educators and workforce talent". Published in 2016, this report a comprehensive analysis of the region's occupational demand and talent supply. (A link to the report is here: <http://www.alleghenyconference.org/wp-content/uploads/2016/08/InflectionPoint.pdf>.)

This comprehensive report examines many critical factors of the Pittsburgh regional labor market including several cross-cutting trends such as aligning supply and demand, a changing 21st century workforce, hybrid jobs, upskilling and upcredentialing.

The Inflection Point report then provides recommendations for action that include:

- The employer community must lead change and shift from being consumers of talent to becoming investors in the labor marketplace.
- Focus on upskilling talent in the region
- Capitalize on innovation in information technology, advanced manufacturing and finance

The report then defines the occupational focus of the report. The report focuses on five occupational clusters of Information Technology, Business & Finance, Engineering, Science and Production, Healthcare, and Construction. The report then selects the two industry sectors to expressly analyze, Energy and Retail & Hospitality.

The Inflection Point report will provide a solid foundation of analysis and consideration for the regional plan and related local plans.

The Southwest Planning Region recognizes the importance of a coordinated and innovative regional workforce development system. We strive to create a workforce system that presents a seamless face of public workforce throughout Southwest Pennsylvania but preserves local boards' flexibility to innovate in serving local workforce needs. The region agrees wholeheartedly with the Governor's conviction that an effective workforce development system will be built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data. We have developed the following three regional goals, in alignment with the Governor's five state goals:

1. Enhance coordination between local boards

Regional collaboration must begin on the foundation of solid communication. While the Southwest Planning Region has begun to work together on several key initiatives, described below, growing our regional strengths and collaborations will require strengthening the coordination between our local areas. The Southwest Planning Region recognizes that a united workforce system leads to a more efficient system. We will seek opportunities to align services for employers and job seekers in the region and leverage diverse funding streams.

Improved regional coordination increases the opportunity to pursue competitive funding and pilot programs that can be brought to scale if effective. We have begun the process of breaking down the silos that separate workforce programs in our region through pilots of several projects that leverage diverse funding. The first model, the Veterans Value Initiative (VVI), a partnership between Partner4Work, TCWDB, and Westmoreland-Fayette WDB to provide career services and training to veterans, shows promising practices for pooling capacity and funding to capitalize on economies of scale. In the second model, SW Corner and Westmoreland-Fayette WDB, will utilize National Dislocated Worker Grant funding (USDOL POWER grant) to reengage dislocated workers from the coal industry in the labor market through the USDOL POWER program. SW Corner, Westmoreland-Fayette WDB, and TCWDB are recipients of a SW Regional Energy Sector Strategic Partnership Project Grant. The partnership is working to develop and coordinate a continuum of programs and partnerships that connect the region's dislocated workforce, impacted by the coal industry decline, and transition into careers that offer self-sustaining wages and growth potential in the Energy sector.

The focus on these sectors results in an increased attractiveness of other funding streams to reach out and collaborate with the Southwest Planning Region's workforce development areas. Recently, the Appalachian Regional Commission (ARC) has participated and funded programs entitled "Black to Blue" to train dislocated coal miners in the natural gas utility and pipeline industry. Administered through the SW Corner WDB, this program will provide opportunities for dislocated coal miners throughout the region.

Another effective WDB involved regional coalition includes the Tri-State Shale Coalition. This coalition includes Allegheny Conference, Benedum Foundation, Manufacturing Extension Partnership, workforce development boards, community colleges, and universities.

Among the goals are:

- Create and conduct a regional promotion and outreach strategy for recruiting manufacturing and supply chain businesses (including foreign investment) into this region's shale/manufacturing cluster
- Identify strategies and resources to move critical infrastructure projects forward
- Obtain resources for workforce development and job training for shale-sector and associated manufacturing opportunities

The VVI is a regional approach designed to increase veterans' access to career services and work-based training programs, and to increase employer use of work-based training programs as incentives to hire veterans. Through this initiative, promising practices for employer engagement, serving priority populations, and developing career pathways for high demand

positions will be identified and replicated. VVI represents an ongoing regional collaboration between Partner4Work, TCWDB, and Westmoreland-Fayette WDB.

With the USDOL POWER Grant, SW Corner, Westmoreland-Fayette, and Southern Alleghenies WDBs will serve the nearly 1,100 workers in Southwest Pennsylvania affected by layoffs in the coal industry. This program seeks to develop effective best practices for retraining workers and aligning the skills of the workforce with those needed by employers today.

Utilizing the SW Regional Energy Sector Strategic Partnership Project Grant, SW Corner, TCWDB, and Westmoreland Fayette WDB will identify and implement best practices in training efforts for individuals in the Energy sector. The project will plan, identify, and align key partners, building a system of services to assist job seekers.

The work among the LWDBs is not limited to only those LWDBs in the Southwest Planning Region. TCWDB is working with West Central Workforce Development Area on a program in manufacturing. TCWDB will be continuing the project by through manufacturing pre-apprenticeships and now exploring a possible health care pre-apprenticeship. As opportunities arise, the Southwest Planning Region will explore opportunities across regions and across states and employer and sector demand demonstrates.

2. Streamline talent delivery and business services

Over half (52.2%) of the employed residents of Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, and Westmoreland counties leave their county of residence to work. Nearly 20% of Allegheny County employed residents (19.1%) leave Allegheny County to work.¹⁸ Regional residents cross county lines for employment and regional employers draw their workforce from all the counties in Southwest Pennsylvania. These regional labor market trends mean that the same employers may interface with multiple

Living in the WDA but Employed Outside		
	Count	Share
Partner4Work	105,136	19.1%
Southwest Corner	96,853	55.0%
Tri-County	73,990	52.1%
Westmoreland-Fayette	103,852	49.8%

Source: Inflow/Outflow Report, 2014

Center for Workforce Information & Analysis

LWDBs. While each board has developed the policies and procedures that best meet the needs of the businesses and job seekers they serve, opportunities for coordination to reduce the administrative burden may exist. A more complete explanation of this is evident in the chart to above. The Southwest Planning Region will explore these opportunities.

Each local board faces some of the same issues in their areas, including the need for orientation for job seekers to the system, how to best align services in the PA CareerLink® system, how to serve individuals with barriers to employment, and how to engage businesses in the system. We will examine ways to develop and share best practices for program delivery across our local areas and seek out innovations to consolidate messaging and amplify our impact. Recognizing that some job seekers cross county lines to access PA CareerLink® services, the local areas will work with PA CareerLink® One Stop Operators and Site Administrators as appropriate to discuss customer flow and how to best meet customer needs. The Southwest Planning Region will ask for guidance from the Department of Labor and Industry to determine a method of

¹⁸ Center for Workforce Information and Analysis

sharing resources and reporting.

3. Increase work related opportunities for youth and improve youth talent pipeline

Given the region's aging workforce and the potential of area youth, investing in the future talent pipeline is a key area of focus for the planning region. The Southwest Planning Region believes that youth must be exposed to a range of available careers in order to start on a career path to a sustainable future.

In accordance with the new requirements under WIOA, local boards in the Southwest Planning Region have prioritized services to out-of-school youth. We will share best practices in key areas, including techniques for identifying, recruiting and engaging disaffected youth and the design and delivery of effective work experiences and internships for OSY.

The development of career pathways and sector strategies for youth are promising areas for collaboration between local boards. Each of the local boards in the Southwest Planning Region is working to engage youth in career exploration. Westmoreland-Fayette WDB has implemented a college and career pathways model with Westmoreland County Community College (WCCC) to connect youth with education and the workforce. TCWDB and SW Corner have implemented career fairs, career awareness activities, and work-based learning programs by building the capacity and collaboration of local partners. Partner4Work is building the capacity of local providers through STEM programs, youth entrepreneurship, and career exploration. The Southwest Planning Region will build on these and other efforts to cultivate employers in youth sector strategies and increase the awareness of high-growth occupations among area youth.

The Southwest Planning Region will actively examine other emerging opportunities for cooperation in serving employers. Through a Workforce Innovation Fund (WIF) grant, Westmoreland-Fayette WDB and Partner4Work are working with Westmoreland County Community College and Community College of Allegheny County, respectively, on developing microcredentials along key career pathways. These pilots are designed to eventually be scalable for other community college partners. The smaller time commitment of microcredentials, along with their clear alignment with employer needs, make them useful tools for engaging OSY and individuals with barriers to employment. Microcredentials will continue to be explored by the Southwest Planning Region for future education and training activities.

Chevron has provided funding through the Appalachia Partnership Initiative to support the build out of Project Lead the Way, PLTW is in 57 k-12 schools across the tri state area. These efforts connect with the business education partnership grants in the region to build out the talent pipeline.

Collaboration with higher education represents an opportunity to help prepare the region's workforce for the needs of employers. While each local board is partnering with representatives of higher education in their respective local areas, the Southwest Planning Region will explore ways to partner with higher education as a collective group in the coming year.

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

The Southwest Planning Region is exploring and considering a network to improve the information sharing, referral and services to businesses throughout the region that is led by the workforce development needs of a business, the cluster and the sector. The Business Resource Network (www.thebrn.net) is a proven effective system that has served businesses since 2012. As part of the POWER grant mentioned earlier in this plan, the Southwest Planning Region is considering a program such as this. The Business Resource Network (BRN) has assisted over 1,853 businesses access \$10.8 million in workforce and economic development programs and incentives (per the BRN web page). The BRN helps the LWDBs and their partners identify, understand and access the services businesses need to ensure successful business outcomes, skilled employees and a growing workforce. The BRN will provide a regional focus and support for the Business Services Teams and others that constitute the contacts to businesses throughout the Southwest Planning Region.

The regional strategy is based on a strong relationship with local employers. The Business Service Teams (BST) across each local area provide PA CareerLink® services through personal visits and ongoing Job Gateway/CWDS support. They connect with the local Chambers of Commerce and Economic Development agencies to keep pace with developments within the region. These BSTs regularly meet and communicate with each other to build relationships across the region. The Southwest Planning Region recognizes the importance of small businesses in the region and focuses attention on connecting them with the services offered through PA CareerLink® and sector strategies. BSTs are often comprised of members from EARN, local community colleges, economic development and other appropriate partner and community organizations.

Site Administrators, Supervisors of the Business Services Teams and Account Representatives will work to identify regional employer relationships that will prove critical to the success of the BSTs. These relationships will then be cultivated through individualized attention from Account Representatives, invitations to attend open houses and symposiums or events hosted by the various PA CareerLink® offices, and a menu of services available for business engagement, including training funds.

The region uses the generic term, “Account Representative,” to identify individuals who provide PA CareerLink® services to employers both large and small, and are members of their respective BSTs. The Account Representatives are employed by all the partners not just Title I or the LWDB controlled funds. Additionally, each respective area has PA Bureau of Workforce Partnership & Operation (BWPO) employees performing this function depending on classification. These individuals are supported by Wagner-Peyser funds. Account Representatives from across funding streams work together to build relationships with businesses in the communities.

The Account Representative will make personal visits to employers in his/her territory, and the employer will work individually with their personalized Account Representative. Each employer will be given an employer packet. This packet explains all the services that the PA CareerLink® can provide including but not limited to; contact information, an OJT informational flier, labor market information, tax credit information, Unemployment

Compensation Workshops and current job fairs, trainings, presentations, etc.

Employers will be able to complete Job Gateway registration on their own or contact the PA CareerLink® for assistance from a staff member. Job orders can then be placed on the PA CareerLink® website once the employer has been approved, where it will be viewed by thousands of interested job-seekers. Recruitment assistance will be offered to employers in terms of promoting their recruitment events through advertisement at the PA CareerLink®, and resumes can be collected on their behalf. Recruitments and screening interviews can also be held on site at the PA CareerLink®. Additionally, labor market information will be available to employers including wage data, Equal Employment Opportunity compliance, industry and occupation projections, and new hire reporting guidelines. Employers can also receive information regarding the local and regional high priority occupations; receive information on State and Federal tax credits, or guidance concerning Federal Bonding.

Local areas within the region have implemented additional data tracking measures beyond those required by the law to understand in real time whether the system is adding value to local businesses. The success of the PA CareerLink® system in working with employers is measured in some areas by the number of job orders, placements, work-based training, and any job fairs that can be set up for the employer. Local areas also consider the provision of additional business services to be key factors for the employers with which they work. This can include but not be limited to programs that provide cohort training for employers at a reduced cost, information on low interest non-traditional business micro-loans, grant research, technical assistance, and government procurement opportunities.

Sector strategies represent an additional opportunity for business engagement in the region. Each local board in the region pursues sector strategies in Manufacturing, Healthcare, Energy, and Construction. Observing the overlap in these sectors, the Southwest Planning Region will explore opportunities to align local efforts into a region-wide effort.

The Southwest Planning Region is considering, as part of the Next Generation Sector Partnerships, a Freight & Logistics partnership. Logistics is a growing sector with an emerging mix of occupations that provide career oriented jobs for individuals throughout the region.

One such regional effort is the Greater Pittsburgh Metals Manufacturing Community (GPMMC), a region-wide partnership that pursues sector strategies in manufacturing. The designation, recently acquired through an Economic Development Administration *Investing in Manufacturing Communities Partnership Grant*, spans a twenty-county area including parts of Pennsylvania and West Virginia and is anchored by the nine counties in our region. GPMMC responds to a mismatch between the skills that manufacturing employers' need and the regional workforce's skills. In spite of the fact that the region is home to many educational institutions and workforce development organizations, regional industry employers continue to identify a number of workforce skills gaps. These include:

- Aging workforce with inadequate number of replacement workers: the manufacturing sector has a high average age (28% of workers are age 55 and above) compared to other sectors in our region's economy

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- Lack of connections to and awareness of manufacturing within the K-12 system
- Misperceptions about manufacturing occupations among students and parents
- Inadequate links among career/tech education, universities, and continuing education
- Integration of new technological knowledge for workers at all levels
- Need for underrepresented populations, veterans, persons with disabilities to have opportunities for well-paying jobs in manufacturing

To remedy these skills gaps, the region will facilitate industry-led development of a common curriculum for middle-skilled occupations as the foundation for new training programs, promote awareness of employment opportunities and shift perceptions among students and parents, and expand apprenticeships, internships and community college offerings for high-skills, high-wage metal jobs.

In addition to region-wide sector strategies, local boards have developed sector strategies in line with their labor markets. In addition to the shared regional priorities of advanced manufacturing, healthcare, and energy, TCWDB has sector strategies in information technology (IT) and transportation and logistics. Partner4Work also focuses on information technology (IT) and construction. Westmoreland-Fayette WDB focuses on hospitality and tourism, logistics, and transportation. SW Corner gives special attention to metals. As we explore regional collaboration, we will work to build on existing successes rather than creating programs from scratch.

The Southwest Planning Region works with the Allegheny Conference on Community Development (ACCD) to connect workforce and economic development efforts. We are currently exploring ways to align efforts regarding higher education initiatives, increased demand for skilled labor driven by the cracker plant in the region, and work being done through the TechHire initiative. Further, our collaborative work includes working through the Southwest Region PREP Network. All LWDBs are non-funded members. This membership includes interaction, sharing, referral for services and working on regional initiative, such as the POWER Grant and the Greater Pittsburgh Metal Manufacturing Community.

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

Southwestern PA Partnership for Regional Economic Performance (PREP) consists of the economic development partners of the nine-county Southwestern PA region working together to organize and achieve economic results for our region. The PA DCED funding has been used for the four economic development programs that have been serving the Southwest Pennsylvania community for approximately twenty years: the Local Development District; the Industrial Resource Center; the Industrial Development Corporations (county-based) and the Small Business Development Centers (university based). In addition, the PREP funded partners have involved the four LWDBs to continue efficient and effective coordination of workforce and economic development. This new strategy will:

- Strengthen the collaboration and coordination of economic and workforce development

services;

- Further engage regional employers via employer collaboration groups; and
- Train incumbent and future workers to prepare them for family sustaining middle skills and high skilled jobs.

The process employed to meet these objectives will include:

- Asset Mapping and Partnership Development – The core purpose of the collaboration will be to functionally establish a more formal information exchange between the region’s workforce development delivery system, the region’s economic development delivery system and the employer community.
- Business Outreach and Assessment - The analysis will include employment workforce training needs, hiring plans and needs, and employer willingness to offer workplace learning opportunities to students.
- Employer Engagement, Training, and Hiring needs - Engage the employers in the healthcare, advanced manufacturing and energy sector and identify training needs to remediate skill gaps in the workplace to improve productivity and competitiveness.
- Common Training Programs - Training incumbent and unemployed workers in a critical part of this initiative, and resources are allocated to support employer training and hiring needs. Partners will be cross trained in resources available to employers and leverage existing training programs to meet employer needs.

Recent objectives of the PREP partners integrated with workforce development efforts include:

- POWER Partners, integrating economic and workforce in coalfields for diversification in advanced metals, materials, and energy manufacturing funding from EDA and ARC
- Fayette –Greene Manufacturing consortium ARC funding; Westmoreland-Fayette WDB and SW Corner are members
- University of Pittsburgh Small Business Development Center has conducted entrepreneurship training in coal impacted areas of the region.
- EDA designation of the Greater Pittsburgh Metals Manufacturing community “Investing in Manufacturing Communities Partnership”; the effort lead by PREP partner, Catalyst connection. The four LWDBs are listed as workforce partners.

As mentioned, the Southwest Planning Region will also explore through the Next Generation Sector Partnerships the opportunities to expand and grow the regional and local sectors to better serve and address the needs of the Southwest Pennsylvania job seekers and employers.

1.6. Describe how the region will connect employer labor force requirements and occupational demands with the region’s labor force, including individuals with barriers to employment.

Local boards within the Southwest Planning Region seek to serve individuals with barriers to

employment and other special populations, including veterans, low-income individuals, recipients of public assistance, individuals who are basic skills deficient, and out-of-school youth. Through the PA CareerLink® offices, the Southwest Planning Region aligns programming to meet the State and Federal requirements for Priority of Service; more than 51% of those served will be individuals with barriers to employment. Additionally, we have identified and implemented several promising practices for serving targeted populations outlined below: the Veterans Value Initiative and Veterans services through PA CareerLink®, services to low income individuals, microcredentialing and career pathway opportunities for individuals with barriers to employment, including out-of-school youth, and the collective impact model. The Southwest Planning Region will discuss possibilities for regionalizing or expanding these models.

Veterans

Veterans receive priority of service at PA CareerLink® offices, meaning that a veteran or qualified spouse receives priority access to services and training opportunities. Additionally, Title I staff within the PA CareerLink® system work closely with Local Veterans Employment Representatives (LVER) in each local area. The LVER provide services geared specifically towards veterans, including intensive job development activities, the initiation of referrals to social services, and regular follow-up to ensure that the veteran receives the support needed. Additionally, the LVER coordinates with local veterans service providers, provides information about and referral to veterans programs, and reviews and analyzes the veterans program to ensure compliance with veteran standards.

As previously described, the Southwest Planning Region has also undertaken an initiative to support workforce development for veterans with competitive funding. The Veterans Value Initiative (VVI) is a regional approach designed to increase veterans' access to career services and work-based training programs, and to increase employer use of work-based training programs as incentives to hire veterans. Through the initiative, promising practices for “veteran friendly” employers and career pathways for high demand positions will be identified and replicated. The Southwest Planning Region considers VVI a promising model of serving priority populations.

Low income individuals and recipients of public assistance

Low income individuals and recipients of public assistance are identified at the point of entry at local PA CareerLink® offices and informed of their entitlement to priority of service. In order to better serve this population, local boards within the Southwest Planning Region will explore opportunities to strengthen the partnerships between Title I WIOA services and EARN providers. Assistance from the Commonwealth on integrating these data systems would help reach more priority of service populations and avoid duplication of services.

Individuals with disabilities

Eligible individuals who self-identify as having a disability are referred to the Office of Vocational Rehabilitation (OVR) staff at PA CareerLink® for additional services. Eligible OVR customers can receive vocational counseling and guidance, vocational education, restoration, training, job placement and individualized supportive services. Job seekers with a disability are also served through Title I staff at the PA CareerLink®. This dual enrollment would be more

effective and would better serve job seekers and employers with increased data sharing from OVR and enhanced program alignment. The Southwest Planning Region will look to OVR to suggest additional opportunities for partnership moving forward.

As a core partner, OVR has the ability to collaborate with the LWDB to serve individuals with disabilities. Eligible OVR customers receive multiple, individualized services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. Under WIOA, OVR has the ability to provide both eligible and potentially eligible in-school youth with disabilities with pre-employment transition services (PETS) to better prepare these students for life after high school. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities

Educational opportunities for groups with barriers

Individuals with basic skills deficiencies who enroll in Title I services through PA CareerLink® will be co-enrolled with Title II Adult Basic Education where appropriate. PA CareerLink® staff identify individuals who are basic skills deficient through an intake process, then refer these customers to appropriate literacy programs, including GED review classes, ESL, and math and English remediation courses.

Across the region 28,205 youths between age 16 and 24 are neither enrolled in education nor employed. This represents nearly ten percent of the youth in the Southwest Planning Region. To help reengage this population with the workforce system, we are working on career pathways and implementing innovative program models.

One such innovation is being piloted through a Workforce Innovation Fund grant by Westmoreland-Fayette WDB in partnership with Westmoreland County Community College (WCCC) and Partner4Work with Community College of Allegheny County (CCAC). These partners are working to develop stackable microcredentials in key career pathways and high priority occupations to reduce barriers to entry in high quality jobs. Westmoreland-Fayette and WCCC are building microcredentials in manufacturing. Partner4Work and CCAC are focusing on cyber security and health care. The best practices identified through the project will be shared across the region.

Collective impact

To connect regional populations to occupational demands across all targeted populations, the Southwest Planning Region has taken steps to build a collective impact system, which leverages the expertise and capacity of community-based organizations to increase the capacity of the public system. This model has been successfully piloted by Partner4Work through the Pittsburgh Works initiative. Regional partners will work together to explore the potential for implementation of this model in the area.

In 2012, Partner4Work launched the Pittsburgh Works initiative to address system fragmentation, reduce inefficient use of workforce development resources, and provide greater access to job placement services within the community. This innovative and nationally-lauded collaboration of more than 80 workforce development partners provides the framework needed

to raise the quality of services provided to job seekers, respond to employer demand, and path more people into in-demand careers at family-sustaining wages. The Pittsburgh Works combination of tools and process provides an ideal platform to help our region identify regionally targeted populations and connect them to occupational demand. Westmoreland-Fayette and TCWDB are exploring ways to leverage the best practices learned through the collective impact model in their local areas. SW Corner is initiating several Next Gen Sector Partnerships to assist efforts throughout the region. These include Building Trades and Construction (including Apprenticeship), Freight and Logistics, Manufacturing, and Health Care. While some of these are already regional, as they are established, each local area will have the opportunity to support their growth and expansion across the Southwest Planning Region.

Recognizing that employer skills needs do not stop at county lines, the Southwest Planning Region will utilize their regional efforts in the sector development, including the Next Gen Sector Partnerships noted in the previous paragraph, to regularly and effectively engage and interact with employers in identifying and connecting employer needs with the regional labor force. Also, the Southwest Planning Region recently participated in the kick-off meeting of the Tri-State Energy and Advanced Manufacturing (TEAM) Consortium. This Consortium, led by Community College of Beaver County aligned with the workforce agenda of the Tristate Shale Coalition, Team NEO, Vision Shared and the Claude Worthington Benedum Foundation. This Consortium includes employers and their representatives to ensure a regular method of obtaining employer needs on a regional basis.

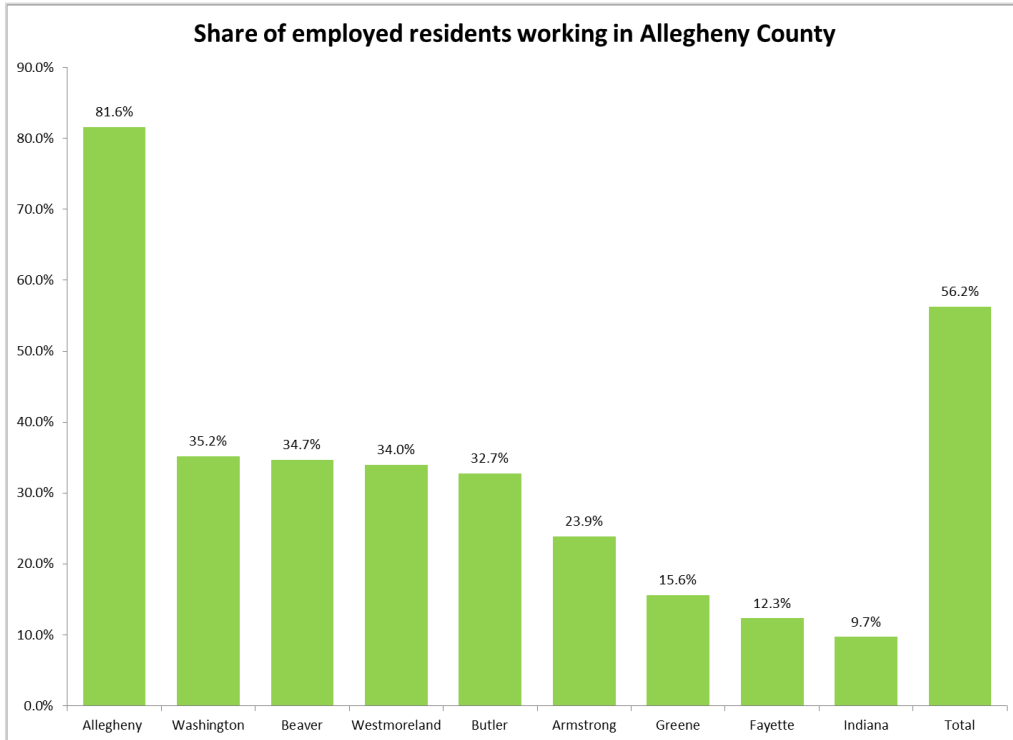
1.7. Describe the coordination of transportation and other supportive services for the region.

The Southwest Planning Region has a diverse geographic landscape, from rural, sparsely-populated areas like Greene and Indiana Counties, to suburban, moderately-populated areas like Westmoreland and Butler Counties, to the urban, densely populated City of Pittsburgh. Each county has unique transportation needs and varying levels of public transportation systems.

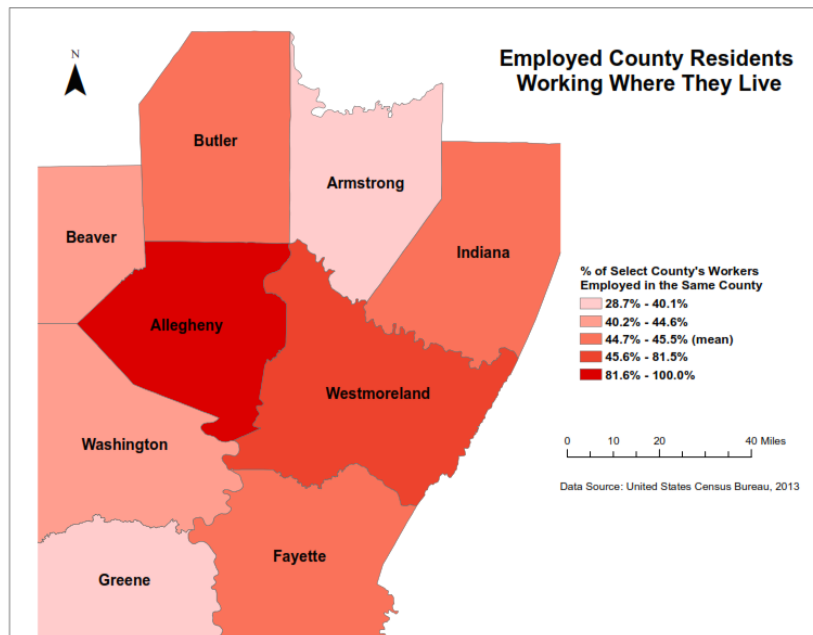
Most of the employed population in the region (77.7%) and state (76.5%) drives alone to work with an average travel time 28.6 minutes in the region and 29 minutes in the state.

Commuting patterns and business density also vary widely throughout the region. The economic influence of Allegheny County often draws residents of neighboring counties into Allegheny County for work. Allegheny County was home to nearly 60% of the jobs in the Southwest Planning Region in 2015. More than half (56.2%) of the region's employed residents work within Allegheny County. Lack of strong public transportation infrastructure between Allegheny and some outlying counties and within the outlying counties mean that workers frequently must rely on cars and ridesharing to commute to work. Indeed, 13.8% of Allegheny County residents employed outside of the home took public transportation or walked to work in 2015, compared with 3.9% of residents employed outside of their homes in the outlying counties. Due to these variations in local transportation options, each local board determines the best method to provide transportation assistance.

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Eight out of ten Allegheny county residents both live and work within Allegheny County. None of the other eight counties in the region retain more than half of their employed workforce within their county at jobs within the county. In the other eight counties, the percentage of residents who both live and work within their own county ranges between a low of 29% (Armstrong County) and a high of 45% (Westmoreland, Fayette, Butler, and Indiana Counties).

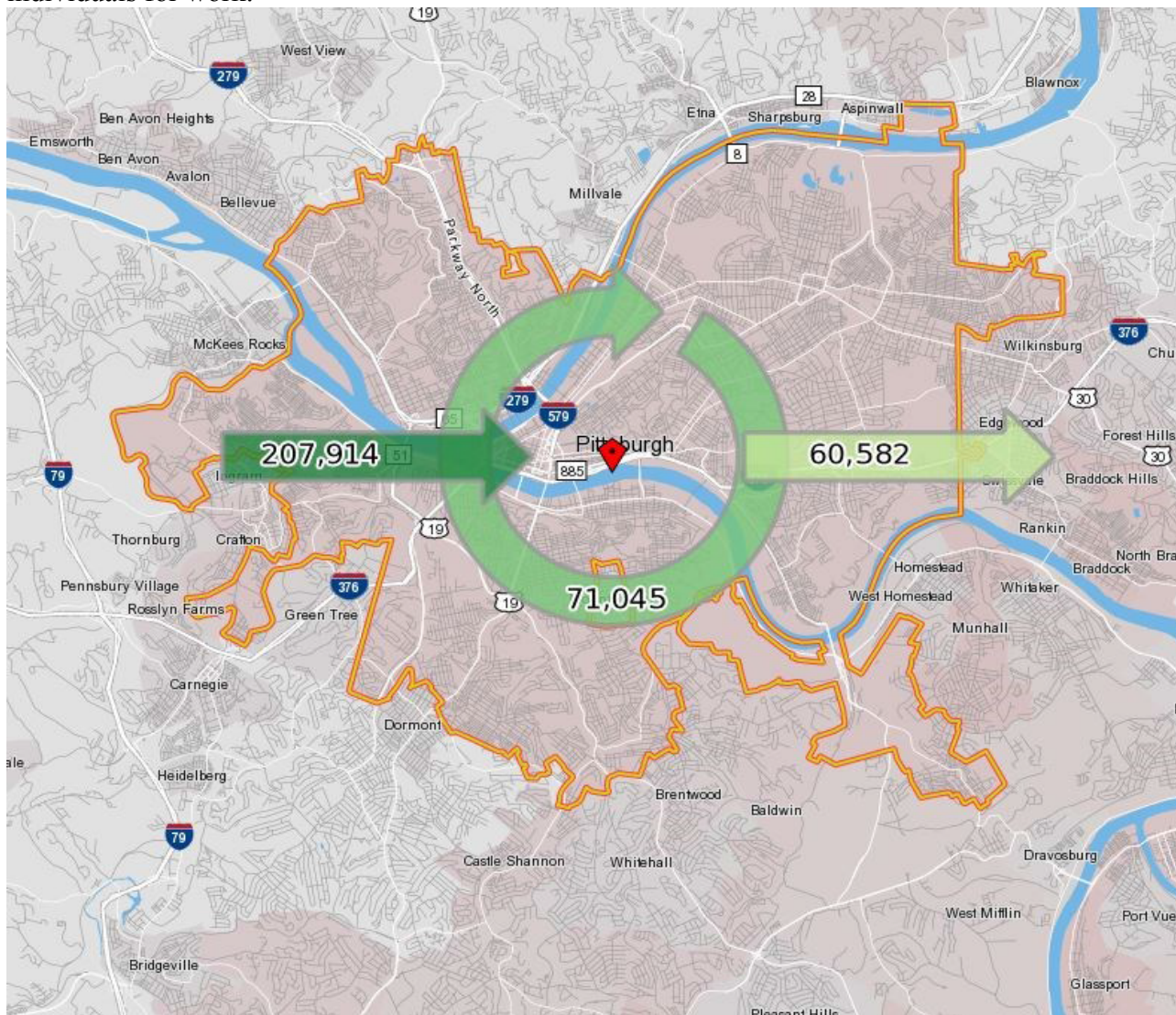


Lack of reliable public transportation across the region remains an issue that affects both job

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seekers and businesses, but is beyond the scope of LWDBs to address systemically. To that end, the local boards that make up the Southwest Planning Region will work to inform regional discussions about transportation with ways transportation issues affect the labor force. These efforts will include working with the Allegheny Conference on Community Development (ACCD), which recently unveiled the Regional Transportation Alliance of Southwestern Pennsylvania, a public-private initiative that will develop a ten-county transportation plan for the region.

Pittsburgh serves as the hub of the Southwest Planning Region for employment and the transportation mapping demonstrates that more employed individuals commute into Allegheny County than commute out. This affects work patterns and commuting plans and how to engage individuals for work.



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics 2017

Transportation will continue to be a barrier and a challenge to job seekers being successfully employed in long-term employment. The Southwest Planning Region workforce boards will continue to explore transportation options to assist job seekers in meeting their education,

training and employment needs.

Regarding coordinating supportive services, often times the key to successful work outcomes is the delivery of supportive services consistently across the region. This may include child care, transportation, and other services necessary to meet the job seekers' needs in support of successful work experience. While supportive services are based upon local policies, the Southwest Planning Region LWDB's will continue to review supportive services as needed based on common needs of employers and job seekers.

1.8. (Planning Regions Only) Describe how the region established administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.

As the need for regional research and support grows, the South West Planning Region LWDBs are considering an agreement with Partner4Work as the hub for research and data. As this discussion evolves, a more detailed statement of work, billing format and allocation of resources will be determined. In this example, Partner4Work would be the fiscal agent for this project. Final determination on the fiscal agent for additional projects will be determined on a case-by-case basis.

We will explore opportunities to define and establish administrative cost arrangements regionally in the next year. We have established several partnerships that are exploring opportunities to share costs on region-wide initiatives through the Veterans' Value Initiative (VVI), the USDOL POWER grant, and the SW Regional Energy Sector Strategic Partnership Project Grant. These programs to serve individuals in need of employment and training services and are implemented with an eye toward creating impact at a regional level and sharing administrative costs where possible. The Southwest Planning Region will continue to pursue diverse funding streams and explore innovations in cost-sharing with both formula and competitive funding where appropriate.

1.9. (Planning Regions Only) Describe the agreement between the local boards that describes how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for each of the local areas within the planning region.

Each local area will negotiate individually with the Commonwealth.

The negotiated levels of performance for the Southwest Planning Region have many implications for individuals and employers accessing workforce development services. The region is committed to assisting all of its job seekers to find success in their careers while driving the workforce development system to meet performance outcomes. Each local board in the region will negotiate performance measures with the Department for this initial transition year for its local area. Moving forward, we will identify a process for the collective negotiation of regional measures for performance. During the initial transition year into WIOA outcome measures, each local board will report on negotiation of performance measures and subsequent performance to the other locals. Local boards will discuss any concerns which may arise in regard to the local levels and we will provide supports to each other when needed.

WIOA MULTI-YEAR LOCAL PLAN (PY2017 – PY2019)

The local area plan serves as a four-year action plan to develop, align, and integrate service delivery strategies to support the commonwealth's vision, strategic and operational goals within local workforce development areas; as well as the regional goals and strategies. For purposes of WIOA transition, this particular local area plan encompasses three years as it supersedes the WIOA Transitional Plan PY16, which encompassed only one year.

Effective July 1, 2017

*City of
Pittsburgh and
Allegheny
County*

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

1.1. Identify the composition of the region's population and labor force. [20 CFR § 679.510(a)(3)]

As the local workforce development board for the City of Pittsburgh and Allegheny County, Partner4Work delivers workforce solutions to ensure the current and future needs of businesses and job seekers in the region are met. Both opportunities and challenges exist for the workforce in Allegheny County. Growth in opportunity occupations and industries offers the chance for job seekers to enter pathways toward well-paying careers. Though a stagnant population, an aging workforce, and significant barriers to employment among job seekers create challenges for successfully bridging the gap between job seekers and employer demand. Through a diverse portfolio of funded programs and services, Partner4Work works to address these challenges, supporting the Commonwealth's goal of creating career pathways and the opportunity for jobs that pay for all Pennsylvanians, especially those with barriers to employment.

Overall, Allegheny County is home to approximately 1,231,500 citizens, which represents 9.6% of Pennsylvania's population and 49.7% of the population in the Southwest Region (counties of Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, and Westmoreland). With a job base of about 756,000, Allegheny County comprises about 12% of Pennsylvania's and 60% of the regional labor market. Local average wages are above the regional and state average. However, in 2017, almost 38% of jobs in Allegheny County paid less than \$15 per hour, and 56% paid less than \$20 an hour. Although some in-demand and opportunity industries and occupations pay well and require strong technical skills and base knowledge, 37.2% of jobs in this area require less than a four-year degree.¹

	Allegheny County	SW Region	Pennsylvania
Population (2016)	1,231,500	2,476,300	12,826,600
Jobs (2016)	756,300	1,259,600	6,335,800
Average Earnings (2016)	\$67,300	\$62,200	\$62,600
Unemployed (1/2017)	30,100	66,100	312,400
Completions (2015)	30,800	46,100	206,200
GRP (2016)	\$89.2B	\$142.8B	\$697.6B

Source: EMSI, 2017

¹ EMSI, 2017

Labor Force and Unemployment

The overall unemployment rate for Allegheny County in 2016 was 5.2%, with a labor force of 649,700. The unemployment rate in the first few months of 2017 has fluctuated between 4.7% and 5.1%.

Annual Average Labor Force Statistics, 2016				
Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	649,700	615,700	34,000	5.2

Seasonally Adjusted Labor Force Statistics, 2017				
Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	644,400	614,400	30,000	4.7
February	646,800	614,900	32,000	4.9
March	647,000	616,500	30,500	4.7
April	650,100	617,100	33,000	5.1

Source: Center for Workforce Information and Analysis

Population

The population in Allegheny County is estimated to have increased from 1,223,348 in 2010 to 1,229,961 in 2017, resulting in a growth of 0.5% between 2010 and 2017. Over the next five years, the population is projected to grow by 0.5%. The population in the Southwest Region declined between 2010 and 2017 by 0.5%, from 2,483,851 in 2010 to 2,472,490 in 2017. Over the next five years, the population is projected to remain stagnant.²

Most of the citizens in Allegheny County (79.9%) are White Alone, 13.3% are Black or African American Alone, 0.2% are American Indian and Alaska Native Alone, 3.7% are Asian Alone, 0.0% are Native Hawaiian and Other Pacific Islander Alone, 0.6% are Some Other Race, and 2.3% are Two or More Races. The region is slightly more diverse than the Southwest Region: 86.9% are White Alone, 8.2% are Black or African American Alone, 0.1% are American Indian and Alaska Native Alone, 2.3% are Asian Alone, 0.0% are Native Hawaiian and Other Pacific Islander Alone, 0.5% are Some Other Race, and 2.0% are Two or More Races. Allegheny County's current estimated Hispanic or Latino population is 2.2%, which is slightly higher than the Southwest Region (1.8%).³

The Allegheny County population is comparable to the Southwest Region in terms of age, but slightly older than Pennsylvania's population overall. Around 26.9% of Allegheny County residents are ages 55 and older, compared to the Southwest Region (27.1%) and Pennsylvania overall (24.9%). Allegheny County has a smaller proportion of young individuals ages 24 and under (30.6%) compared to statewide in Pennsylvania (32.7%).⁴

² Nielsen Answers, 2017

³ Ibid

⁴ Ibid

Age	Allegheny County	SW Region	Pennsylvania
< 24	30.6%	30.6%	32.7%
25 - 34	12.3%	11.7%	12.3%
35 - 44	15.4%	15.5%	15.6%
45 - 54	14.8%	15.0%	14.4%
55+	26.9%	27.1%	24.9%

Source: EMSI, 2017

Households

The number of households in Allegheny County is estimated to have increased between 2010 and 2017 by 2.2%, from 533,960 in 2010 to 545,540 in 2017. Over the next five years, the number of households is projected to increase by 1.3%. Comparatively, the number of households in the Southwest Region is estimated to increase between 2010 and 2017 by 1.2%, from 1,051,356 in 2010 to 1,063,781 in 2017. Over the next five years, the number of households is projected to increase by 0.8%.⁵

Education

Currently, it is estimated that 10.6% of the population age 25 and over in Allegheny County had earned a Master's Degree, 2.6% had earned a Professional School Degree, 2.1% had earned a Doctorate Degree and 21.9% had earned a Bachelor's Degree. In comparison, for the Southwest Region, it is estimated that for the population over age 25, 8.6% had earned a Master's Degree, 1.8% had earned a Professional School Degree, 1.5% had earned a Doctorate Degree and 18.9% had earned a Bachelor's Degree. The percentage of individuals in Allegheny County (6.4%) who did not complete high school is slightly less than the region (7.6%).⁶

Income

The average household income in Allegheny County is estimated to be \$78,507 in 2017, which is higher than the Southwest Region (\$75,397) for the same time frame. The average household income in Allegheny County is projected to increase between 2017 and 2022, from \$78,507 to \$85,123. The average household income in the Southwest Region is projected to also increase between 2017 to 2022, from \$75,397 to \$81,973.⁷

Employment

For Allegheny County, the employment status of the population age 16 and over is as follows: 59.7% are employed civilians, 4.6% are unemployed civilians, and 35.7% are not in the labor force. In comparison, the Southwest Region has slightly smaller proportion of individuals in the labor force (57.9% are employed civilians, 4.2% are unemployed civilians, and 37.8% are not in the labor force).⁸

Out-of-Work Population

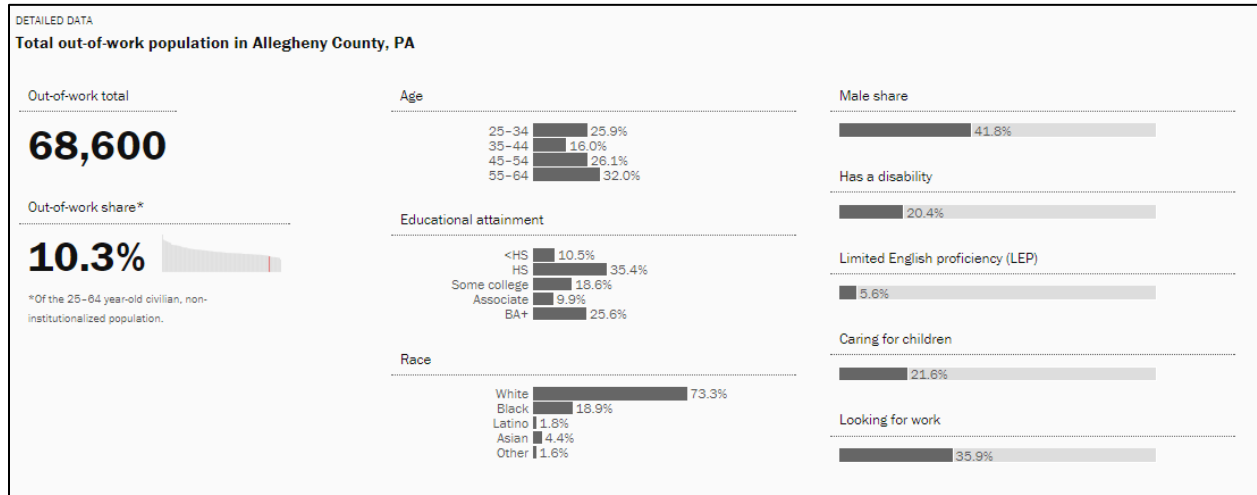
⁵ Nielsen Answers, 2017

⁶ Ibid

⁷ Ibid

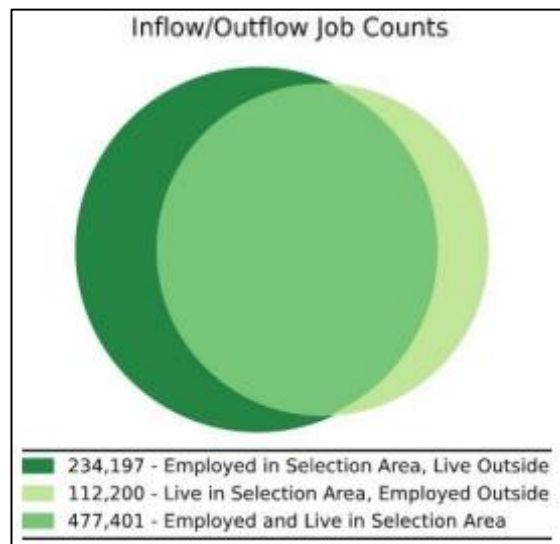
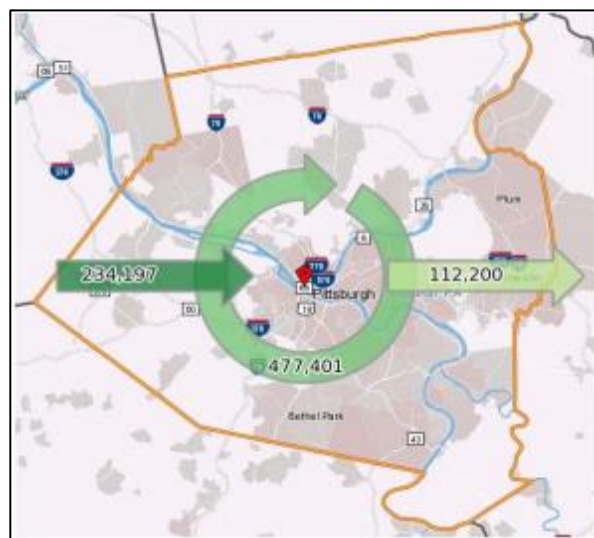
⁸ Ibid

A recent report from Brookings analyzes the demographics and multi-dimensional employment challenges of the out-of-work population ages 25 – 64 in regions across the country. According to the data, 10.3% of the workforce in Allegheny County is out of work, with the highest percentage of individuals between the ages of 55 and 64 (32.0%), high school graduates (35.4%), female (58.2%) and Caucasian (73.3%).⁹



Commute

For 2017, most of the employed population in Allegheny County drives alone to work (72.0%), which is lower than the Southwest Region (77.7%), both areas have an estimated travel time to work of 29 minutes. Approximately 67.1% (477,401) of the individuals employed in Allegheny County are also county resident, while the remaining 32.9% (234,197) commute from outside areas. About 19% (112,200) of employed residents in Allegheny County commute to areas outside of Allegheny County for work.



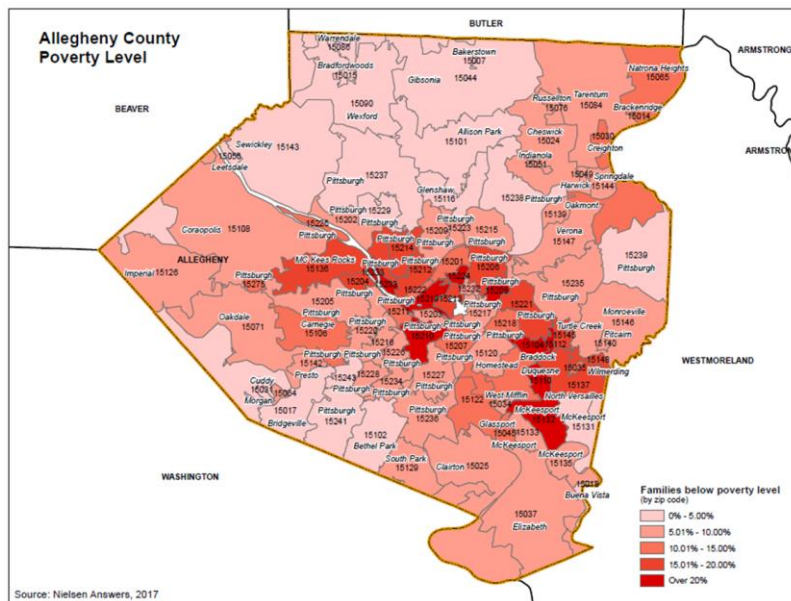
Source: US Census Bureau, On the Map Application

⁹ <https://www.brookings.edu/research/meet-the-out-of-work/>

Population with Barriers

Low Income Individuals

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at Allegheny County, 9.2% are living in poverty. There are portions of Allegheny County (Braddock, Hazelwood, select zip codes in McKeesport and Pittsburgh) where 20% or more families are living in poverty. Single parents are more likely to be living in poverty, with 13.4% of households in Allegheny County are considered single parent households.¹⁰



Low income individuals are a key population served through Partner4Work funded programs. WIOA Adult and Dislocated Worker programs prioritize services to low income individuals. Around 22% of Adults and 12% of Dislocated Workers served through the local PA CareerLink® system identified as a Single Parent.¹¹ Nearly all youth served through Partner4Work's network of year-round programs are low income. Additionally, Partner4Work has partnered with the Carnegie Library of Pittsburgh to expand PA CareerLink® services to several high-poverty neighborhoods with challenges to transportation shown in the map above, including Braddock, Hazelwood, McKeesport, and the North Side.

Ex-Offenders

According to the Urban Institute¹², most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests

¹⁰ Nielsen Answers, 2017

¹¹ CWDS, 2017

¹² Urban Institute is a nonprofit organization dedicated to elevating the debate on social and economic policy. They conduct research and offer evidenced based solutions to improve lives and strengthen communities (www.urban.org)

that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Allegheny County, in 2016 there were 1,440 individuals released from a state prison, and in 2015, there were 15,586 individuals released from the county jail.¹³

Nearly 20% of WIOA Adults and 7% of out-of-school youth served through PA CareerLink® in Allegheny County are ex-offenders, demonstrating need for quality employment and training services for this population.¹⁴ Through its DOL-funded Training to Work project, Partner4Work has partnered with the Allegheny County Department of Human Services, PA CareerLink®, and the community-based organization Phase 4 to deliver career and training services to ex-offenders with goals of job placement and reducing the rate of recidivism among this population.

Aging Out of Foster Care

Research obtained from Children's Rights¹⁵ has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In the Allegheny County, approximately 58 children age out of foster care each year.¹⁶

Partner4Work's WIOA and TANF funded youth programs focus on serving low income youth with additional barriers to employment, including foster care and aging out of foster care. Approximately 3% of in-school youth and 0.5% of out-of-school youth served have identified as foster youth.¹⁷ Foster youth are also connected to quality paid work experience and work readiness training through the summer Learn & Earn program.

Individuals with a Disability

Individuals with a disability face significant barriers in obtaining employment. In Allegheny County, 5.1% of those employed have a disability, while 15.0% of those unemployed have a disability. Unemployment is 150% higher for those with a disability (16.1%) compared to those without a disability (6.5%).¹⁸ There are also 7,849 students receiving services through the local Intermediate Unit, with just under one half

¹³ PA Department of Corrections

¹⁴ CWDS, 2017

¹⁵ Children's Rights is a nonprofit organization dedicated to improving the child welfare system to ensure the rights of children in foster care are upheld (www.childrensrights.org).

¹⁶ PA Partnerships for Children

¹⁷ CWDS, 2017

¹⁸ U.S. Census Bureau – American Community Survey (5-Year Estimates)

(44.9%) of those students having a learning disability, 8.5% have an intellectual disability, 1.1% have a speech/language difficulty, 14.3% have emotional disturbances, 16.9% have health implications and 12.0% have autism.¹⁹

To help address this barrier to employment, the PA CareerLink® system provides a variety of employment and related services to individuals with disabilities. The Office of Vocational Rehabilitation is a core partner under WIOA and provider of services at PA CareerLink® Pittsburgh/Allegheny County. About 15% of youth served through Partner4Work funded in-school youth programming identified as having a disability.²⁰ OVR has the ability to collaborate with the Partner4Work Board to provide in-school youth with disabilities opportunities to participate in pre-employment transitions services (PETS), such as paid work experience and job shadowing, to better prepare these students for life after high school. Partner4Work blends WIOA ISY funds with OVR PETS funds to better serve Pittsburgh Public Schools' students and will continue to explore opportunities to collaborate with OVR to serve eligible youth.

Pregnant or Parenting Youth

According to Youth.gov²¹, the high social and economic costs of teen pregnancy and childbearing can have short- and long-term negative consequences for teen parents, their children, and their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents.

- By age 22, only around 50 percent of teen mothers have received a high school diploma and only 30 percent have earned a General Education Development (GED) certificate, whereas 90 percent of women who did not give birth during adolescence receive a high school diploma.
- Only about 10 percent of teen mothers complete a two- or four-year college program.
- Teen fathers have a 25 to 30 percent lower probability of graduating from high school than teenage boys who are not fathers.

The 2014 Pennsylvania Department of Health teen pregnancy rate for Allegheny County is 23.6%, which is lower than the state rate of 27.2%. Approximately 10% of out-of-school youth served through Partner4Work funded programs are either pregnant or parenting.

Homeless Population

According to the National Coalition for the Homeless²², meaningful and sustainable employment is the key to creating and maintaining housing stability. Unemployment, underemployment, and low wages relative to rent are frequent causes of homelessness and burden millions of families with the risk of becoming homeless. At the same time, individuals experiencing homelessness face obstacles to finding

¹⁹ PA Department of Education, Bureau of Special Education

²⁰ CWDS, 2017

²¹ Youth.Gov is the U.S. government website that helps to create, maintain, and strengthen effective youth programs (www.youth.gov).

²² The National Coalition for the Homeless is a national network of people who are currently experiencing or who have experienced homelessness, activists and advocates, community-based and faith-based service providers, and others committed to prevent and end homelessness while ensuring the immediate needs of those experiencing homelessness are met (www.nationalhomeless.org)

and maintaining employment.

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2015, there were 1,424 individuals counted in Allegheny County.²³

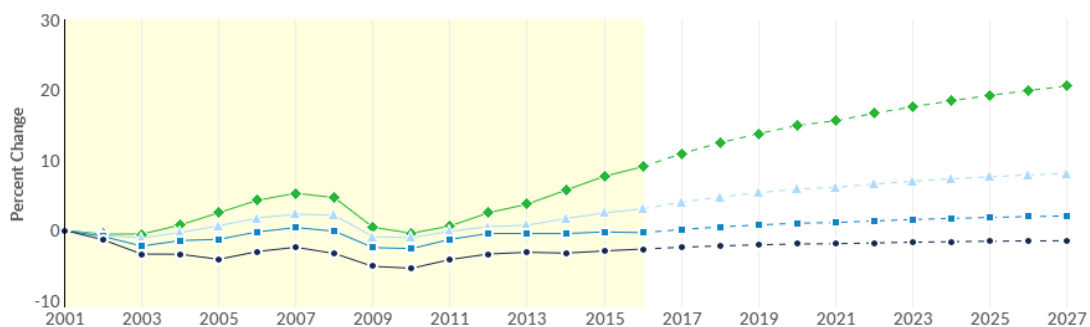
The McKinney-Vento Homeless Assistance Act defines youth homelessness as:

- Children sharing housing due to economic hardship or loss of housing;
- Children living in "motels, hotels, trailer parks, or camp grounds due to lack of alternative accommodations"
- Children living in "emergency or transitional shelters"
- Children whose primary nighttime residence is not ordinarily used as a regular sleeping accommodation (e.g. park benches, etc.)
- Children living in "cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations".

In 2016, there were 2,922 students in Allegheny County who met the McKinney-Vento definition of homeless.²⁴ About 4% of in-school and 6% of out-of-school youth served through Partner4Work funded programs are homeless youth.²⁵

Job Growth Trends and Workforce Demand

Comparing to Southwest PA, the State, and the entire Country, the local market experienced a much slower job growth since 2001, and it is projected to continue to grow at a slower rate than the other regions. Current in-demand industries in Allegheny County include Healthcare and Social Assistance; Retail Trade; Professional, Scientific and Technical Services; and Educational Services. Opportunity industries, those that currently do not have a large share of jobs but are expected to grow over the next ten years, include Construction, Management, Manufacturing, and Transportation & Warehousing.



²³ Allegheny County Department of Human Services, Point-in-Time Count January 21-31, 2015

²⁴ PennLive, 2016

²⁵ CWDS, 2017

	Region	2001 Jobs	2016 Jobs	Change	% Change
●	Allegheny County	776,961	756,316	-20,645	-2.7%
●	Pittsburgh MSA	1,215,096	1,211,085	-4,011	-0.3%
●	State	6,147,278	6,335,772	188,494	3.1%
●	Nation	144,791,301	157,926,562	13,135,261	9.1%

Source: EMSI, 2017

In-Demand Industries

Currently the Healthcare and Social Assistance sector constitutes the largest share of jobs in Allegheny County, accounting for 125,778 jobs (17% of total jobs). Following Healthcare and Social Assistance are Retail Trade (72,932 jobs, 10%), Government (68,523 jobs, 7%); Professional, Scientific, and Technical Services (67,313 jobs, 9%); Accommodation and Food Services (59,437 jobs, 8%); and Educational Service (56,076, 7%).

Industry Sectors	2016 Jobs	2026 Jobs	2016 - 2026 Change	2016 - 2026 % Change
Health Care and Social Assistance	125,778	136,275	10,497	8%
Retail Trade	72,932	69,244	(3,688)	(5%)
Government	68,523	63,607	(4,916)	(7%)
Professional, Scientific, and Technical Services	67,313	76,223	8,910	13%
Accommodation and Food Services	59,437	60,631	1,194	2%
Educational Services	56,076	59,284	3,208	6%
Finance and Insurance	46,780	49,857	3,077	7%
Administrative and Support and Waste Management and Remediation Services	37,681	36,078	(1,603)	(4%)
Other Services (except Public Administration)	36,939	35,955	(984)	(3%)
Manufacturing	35,973	31,975	(3,998)	(11%)
Construction	35,193	36,191	998	3%
Management of Companies and Enterprises	28,856	31,202	2,346	8%
Wholesale Trade	21,145	18,418	(2,727)	(13%)
Transportation and Warehousing	19,053	16,693	(2,360)	(12%)
Arts, Entertainment, and Recreation	15,768	17,160	1,392	9%
Information	13,084	10,684	(2,400)	(18%)
Real Estate and Rental and Leasing	10,647	9,821	(826)	(8%)
Utilities	2,857	3,024	167	6%
Mining, Quarrying, and Oil and Gas Extraction	2,019	2,765	746	37%
Crop and Animal Production	260	176	(84)	(32%)
Total	756,316	765,265	8,949	1%

Source: EMSI, 2017

Opportunity Industries

Opportunity industries are industries that are projected to have high job growth or significant openings over the next ten years as baby-boomers retire. These industries typically offer positions that require only short-term or on-the-job training rather than a 4-year degree. The opportunity industries include Healthcare and Social Assistance (10,497 new jobs); Professional, Scientific, and Technical Services (8,910 new jobs); Construction (998 new jobs); and Management of Companies and Enterprises (2,346 new jobs). Manufacturing, Transportation & Warehousing, and Construction are also considered opportunity industries because they provide viable employment opportunities to workers without advanced education and, despite low projections for 2016-2026, a significant portion of the workers in these two industries are age 55 or older.

As the following table demonstrates, a third of Transportation & Warehousing worker (33%), almost a third of Manufacturing workers (30%), and almost a quarter of Construction workers (24%) are 55 or older. Therefore, while there may not be large growth in these industries, employers will be hiring to replace the older workers who retire. In order to keep the Manufacturing, Information, and Construction industries efficient and successful, building a pipeline of talented younger workers is necessary.

Industry Sectors	% of Workers Age 55+
Real Estate and Rental and Leasing	36%
Other Services (except Public Administration)	33%
Transportation and Warehousing	33%
Wholesale Trade	30%
Manufacturing	30%
Educational Services	29%
Utilities	28%
Government	27%
Health Care and Social Assistance	27%
Professional, Scientific, and Technical Services	26%
Administrative and Support and Waste Management and Remediation Services	25%
Finance and Insurance	24%
Arts, Entertainment, and Recreation	24%
Construction	24%
Retail Trade	24%
Management of Companies and Enterprises	23%
Information	23%
Crop and Animal Production	22%
Mining, Quarrying, and Oil and Gas Extraction	20%
Accommodation and Food Services	12%

Source: EMSI, 2017

In-Demand Occupations

Like the industry breakdown of Allegheny County, the occupational breakdown is also diverse. Office and Administrative Support occupations account for the largest number and proportion of total jobs (136,193 jobs, 18% of total). Other high demand occupations include Sales and Related Occupations (72,458, 10%), Food Preparation (62,423, 8%), Healthcare Practitioners (56,549, 7%), Business and Financial Operations (43,310, 6%), and Education Occupations (42,899, 6%).

Occupational Clusters	2016 Jobs	2026 Jobs	2016 - 2026 Change	2016 - 2026 % Change
Office and Administrative Support Occupations	136,193	133,087	(3,106)	(2%)
Sales and Related Occupations	72,458	67,930	(4,528)	(6%)
Food Preparation and Serving Related Occupations	62,423	63,467	1,044	2%
Healthcare Practitioners and Technical Occupations	56,549	60,156	3,607	6%
Business and Financial Operations Occupations	43,310	46,562	3,252	8%
Education, Training, and Library Occupations	42,899	42,520	(379)	(1%)
Transportation and Material Moving Occupations	37,275	35,777	(1,498)	(4%)
Personal Care and Service Occupations	33,180	35,322	2,142	6%
Management Occupations	32,480	34,283	1,803	6%
Construction and Extraction Occupations	31,246	32,167	921	3%
Production Occupations	28,546	26,307	(2,239)	(8%)
Installation, Maintenance, and Repair Occupations	26,996	26,459	(537)	(2%)
Building and Grounds Cleaning and Maintenance Occupations	26,006	25,668	(338)	(1%)
Computer and Mathematical Occupations	25,622	28,888	3,266	13%
Healthcare Support Occupations	23,987	27,089	3,102	13%
Protective Service Occupations	16,398	16,433	35	0%
Community and Social Service Occupations	15,018	15,222	204	1%
Architecture and Engineering Occupations	14,528	15,835	1,307	9%
Arts, Design, Entertainment, Sports, and Media Occupations	11,667	11,974	307	3%
Legal Occupations	8,287	8,659	372	4%
Life, Physical, and Social Science Occupations	7,225	7,824	599	8%
Military occupations	3,596	3,253	(343)	(10%)
Farming, Fishing, and Forestry Occupations	426	381	(45)	(11%)
Total	756,316	765,265	8,949	1%

Source: EMSI, 2017

Opportunity Occupations

In total, Allegheny County is expected to have over 209,000 total job openings between 2016 and 2026. Occupations expected to have the highest number of projected job openings include: Office and Administrative Support (28,694 openings), Food Preparation (25,324), Sales (21,179), Healthcare and Technical Support (17,149), and Transportation (9,400). Partner4Work actively focuses on tracking demand for so called opportunity occupations. These occupations pay at least \$15 an hour and are generally accessible without a four-year degree. Opportunity occupations are important targets for workforce development efforts (e.g. short-term occupational trainings and career pathway programming) as they provide viable opportunities for individuals with barriers to employment. The chart below reflects regular quarterly assessment of employment opportunities in these occupations.

The report on the following page provides an example of data and regular analysis conducted by Partner4Work to build an understanding of opportunity occupations available in the Pittsburgh region. This report is also made available on the Partner4Work website at the following link: <https://www.partner4work.org/uploads/opportunity-occupations-q2-2017.pdf>

Opportunity Occupations

Opportunity Occupations are jobs that pay at least **\$15 an hour** and are generally accessible without a four-year college degree.

Advertised Mean Salary: \$61,000

Pittsburgh Metro

2017 Qtr. 2

45,807 Online Job Ads
41% Opportunity Occupations
-1% Change-Over-the-Quarter

Top 25 Occupations

70% of all opportunity occupations:

Occupation	Job Ads
Heavy and Tractor-Trailer Truck Drivers	2,466
Registered Nurses	1,705
Sales Rep, Wholesale and Manufacturing	1,702
First-Line Supervisors of Retail Sales Workers	980
Secretaries and Administrative Assistants	734
Licensed Practical and Licensed Vocational Nurses	565
Human Resources Specialists	501
Real Estate Sales Agents	447
Sales Managers	447
Maintenance and Repair Workers, General	438
Bookkeeping, Accounting, and Auditing Clerks	380
Sales Agents, Financial Services	357
Office Clerks, General	338
Computer User Support Specialists	325
Supervisors of Office and Admin Support Workers	303
General and Operations Managers	262
Network and Computer Systems Administrators	222
Database Administrators	207
Insurance Sales Agents	197
Medical and Clinical Laboratory Technicians	146
Supervisors of Production and Operating Workers	139
Medical Records and Health Information Techs	136
Sales Rep., WHSLE and Mfg, Tech and Sci. Products	132
Food Service Managers	119
Supervisors of Mechanics, Installers, and Repairers	117

Top 25 In-Demand Skills

Skills	Job Ads
Customer Service	2,347
Sales	2,036
Microsoft Excel	2,022
Scheduling	1,838
Microsoft Office	1,724
Supervisory Skills	1,320
Budgeting	1,255
Repair	1,254
Patient Care	1,127
Customer Contact	1,020
Microsoft Word	1,017
Retail Setting	996
CPR	994
Inspection	831
Administrative Support	819
Store Management	802
Treatment Planning	788
Project Management	786
Staff Management	753
Microsoft Powerpoint	746
Data Entry	691
Customer Billing	675
Teaching	660
Business Development	593
Accounting	575

Commercial Driver's License Class A
 Real Estate Certification
 Home Care Certificate
 Automotive Service Excellence (ASE)
 American Registry of Radiologic Technologists (ARRT)
 Certified Case Manager
 Advanced Cardiac Life Support (ACLS)
 Basic Cardiac Life Support (BCLS)
 Project Management Certification (PMP)
 Insurance License

Top Credentials

Certified Medical Laboratory Technician
 Pediatric Advanced Life Support (PALS)
 Registered Health Information Technician
 Forklift Operator Certification
 Occupational Safety and Health Administration
 Medical Billing and Coding Certification
 Certified Public Accountant
 CISCO Certified Network Associate
 Certified A+ Technician
 Social Work License

SOC	OPPORTUNITY OCCUPATIONS - Pittsburgh Metro 2017-2026	2017 Jobs	2017 - 2026 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
43-4051	Customer Service Representatives	23,643	1%	620	\$15.24	High school diploma or equivalent
53-3032	Heavy and Tractor-Trailer Truck Drivers	12,376	5%	291	\$19.93	Postsecondary nondegree award
43-1011	First-Line Supervisors of Office and Administrative Support Workers	11,297	3%	215	\$26.07	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	10,789	2%	316	\$18.06	High school diploma or equivalent
47-2061	Construction Laborers	8,678	8%	257	\$17.69	No formal educational credential
47-2031	Carpenters	7,747	2%	110	\$23.01	High school diploma or equivalent
41-3099	Sales Representatives, Services, All Other	7,180	3%	177	\$27.55	High school diploma or equivalent
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	6,319	4%	224	\$15.41	High school diploma or equivalent
29-2061	Licensed Practical and Licensed Vocational Nurses	6,308	6%	228	\$20.69	Postsecondary nondegree award
15-1151	Computer User Support Specialists	6,054	7%	130	\$22.72	Some college, no degree
43-3021	Billing and Posting Clerks	4,932	5%	133	\$16.43	High school diploma or equivalent
43-6013	Medical Secretaries	4,519	7%	83	\$15.42	High school diploma or equivalent
47-2073	Operating Engineers and Other Construction Equipment Operators	4,384	7%	111	\$22.93	High school diploma or equivalent
51-4041	Machinists	4,106	5%	145	\$18.63	High school diploma or equivalent
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	3,805	7%	63	\$31.93	High school diploma or equivalent
53-7051	Industrial Truck and Tractor Operators	3,641	2%	102	\$19.31	No formal educational credential
47-2152	Plumbers, Pipefitters, and Steamfitters	3,403	5%	70	\$29.76	High school diploma or equivalent
41-3021	Insurance Sales Agents	3,289	4%	104	\$28.79	High school diploma or equivalent
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,711	5%	65	\$21.30	Postsecondary nondegree award
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,698	4%	83	\$18.76	High school diploma or equivalent
51-2022	Electrical and Electronic Equipment Assemblers	2,649	4%	46	\$16.24	High school diploma or equivalent
29-2041	Emergency Medical Technicians and Paramedics	2,427	4%	54	\$15.01	Postsecondary nondegree award
49-9041	Industrial Machinery Mechanics	2,347	13%	99	\$22.63	High school diploma or equivalent
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	2,315	5%	54	\$20.94	High school diploma or equivalent
31-9091	Dental Assistants	2,066	3%	59	\$16.53	Postsecondary nondegree award
13-1031	Claims Adjusters, Examiners, and Investigators	2,047	4%	63	\$27.61	High school diploma or equivalent
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	1,818	10%	79	\$17.70	High school diploma or equivalent
39-1021	First-Line Supervisors of Personal Service Workers	1,817	5%	45	\$18.11	High school diploma or equivalent
41-9022	Real Estate Sales Agents	1,787	3%	19	\$32.09	High school diploma or equivalent
23-2011	Paralegals and Legal Assistants	1,697	6%	53	\$28.25	Associate's degree
43-9041	Insurance Claims and Policy Processing Clerks	1,614	5%	51	\$16.60	High school diploma or equivalent
29-2012	Medical and Clinical Laboratory Technicians	1,609	4%	46	\$17.04	Associate's degree
51-9111	Packaging and Filling Machine Operators and Tenders	1,567	5%	66	\$17.56	High school diploma or equivalent
47-4011	Construction and Building Inspectors	1,533	5%	53	\$24.32	High school diploma or equivalent
53-7081	Refuse and Recyclable Material Collectors	1,511	9%	55	\$16.94	No formal educational credential
49-9043	Maintenance Workers, Machinery	1,499	3%	31	\$23.36	High school diploma or equivalent
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1,481	5%	46	\$19.82	High school diploma or equivalent
49-3021	Automotive Body and Related Repairers	1,421	8%	47	\$18.77	High school diploma or equivalent
15-1152	Computer Network Support Specialists	1,374	4%	25	\$27.97	Associate's degree
29-1126	Respiratory Therapists	1,352	4%	39	\$25.33	Associate's degree
25-3021	Self-Enrichment Education Teachers	1,306	15%	48	\$17.20	High school diploma or equivalent
29-2071	Medical Records and Health Information Technicians	1,212	7%	37	\$17.43	Postsecondary nondegree award
29-2056	Veterinary Technologists and Technicians	1,184	17%	36	\$15.08	Associate's degree
17-3023	Electrical and Electronics Engineering Technicians	1,169	5%	36	\$25.09	Associate's degree
11-9051	Food Service Managers	1,147	6%	31	\$22.62	High school diploma or equivalent
35-1011	Chefs and Head Cooks	1,076	7%	25	\$19.86	High school diploma or equivalent
47-2051	Cement Masons and Concrete Finishers	1,071	10%	25	\$24.61	No formal educational credential
19-4031	Chemical Technicians	1,003	4%	35	\$21.80	Associate's degree
43-4199	Information and Record Clerks, All Other	946	3%	28	\$18.66	High school diploma or equivalent
31-2021	Physical Therapist Assistants	927	15%	45	\$21.99	Associate's degree
11-9141	Property, Real Estate, and Community Association Managers	882	4%	22	\$30.61	High school diploma or equivalent
15-1134	Web Developers	845	23%	34	\$26.42	Associate's degree
29-2081	Opticians, Dispensing	829	9%	31	\$18.81	High school diploma or equivalent
43-9199	Office and Administrative Support Workers, All Other	813	7%	29	\$16.25	High school diploma or equivalent
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	800	10%	29	\$23.84	High school diploma or equivalent
33-2011	Firefighters	775	3%	27	\$28.04	Postsecondary nondegree award
31-2022	Physical Therapist Aides	745	12%	34	\$15.22	High school diploma or equivalent
29-2099	Health Technologists and Technicians, All Other	683	10%	15	\$18.08	High school diploma or equivalent
29-2031	Cardiovascular Technologists and Technicians	632	5%	17	\$22.01	Associate's degree
31-2011	Occupational Therapy Assistants	631	15%	30	\$21.82	Associate's degree
49-9051	Electrical Power-Line Installers and Repairers	630	8%	34	\$32.88	High school diploma or equivalent
49-2098	Security and Fire Alarm Systems Installers	627	21%	33	\$20.04	High school diploma or equivalent
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	618	3%	13	\$25.42	Postsecondary nondegree award
17-3022	Civil Engineering Technicians	608	5%	19	\$23.33	Associate's degree
17-3029	Engineering Technicians, Except Drafters, All Other	600	6%	19	\$23.63	Associate's degree
31-9099	Healthcare Support Workers, All Other	563	6%	16	\$18.43	High school diploma or equivalent
11-3071	Transportation, Storage, and Distribution Managers	562	6%	17	\$44.96	High school diploma or equivalent
53-7073	Wellhead Pumpers	561	27%	51	\$21.13	High school diploma or equivalent
47-5071	Roustabouts, Oil and Gas	561	37%	37	\$20.34	No formal educational credential
49-9062	Medical Equipment Repairers	550	4%	13	\$21.57	Associate's degree
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	547	8%	14	\$23.03	High school diploma or equivalent
47-5013	Service Unit Operators, Oil, Gas, and Mining	544	37%	46	\$23.06	No formal educational credential
29-2032	Diagnostic Medical Sonographers	537	7%	15	\$26.94	Associate's degree
33-9099	Protective Service Workers, All Other	518	3%	9	\$18.47	High school diploma or equivalent
47-5012	Rotary Drill Operators, Oil and Gas	515	31%	40	\$25.53	No formal educational credential
13-2082	Tax Preparers	512	4%	16	\$15.67	High school diploma or equivalent



Data by EMSI, 2017

The Opportunity Occupations featured on this list:
- Do not typically require a bachelor's degree
- Pay above the \$15 median hourly wage
- Have a 2026 projected growth above the 2% average.*

* Four occupations do not have a projected growth above average but are included due to their large job volume.

1.2 How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in the region/local area.? [20 CFR 679.560(a)(2)]

Through a combination of robust labor market analysis and employer engagement efforts, Partner4Work regularly assesses the skill demands of employers in comparison to the education and skills of the job seekers we serve to identify where gaps exist and inform strategy and programming.

Assessing current labor market opportunities

In addition to collecting and analyzing robust labor market data and long-term projections, Partner4Work pays attention to real-time demand by analyzing on-line job postings. Regular monthly overviews of labor market demand suggest that there are close to 15,000 open jobs in the region and approximately 34% of them are in the sub-baccalaureate market, 42% require less than 2 years of experience and 41% pay less than \$35,000. Only about 20% of jobs require work experience over 6 years and pay more than \$75,000 a year.

The report on the following page is an example of regular analysis conducted by Partner4Work to build an understanding of hiring and skills demands of the employers in the Pittsburgh region. This report is also made available on the Partner4Work website at the following link: https://www.partner4work.org/uploads/jobsreport_june2017.pdf.

Labor Market Demand: June 2017

Pittsburgh Metro

Number of online job ads: 14,485 ▼ -1% **over-the-month change**

Mean advertised salary: \$51,613 ▼ -0.3% **over-the-month change**

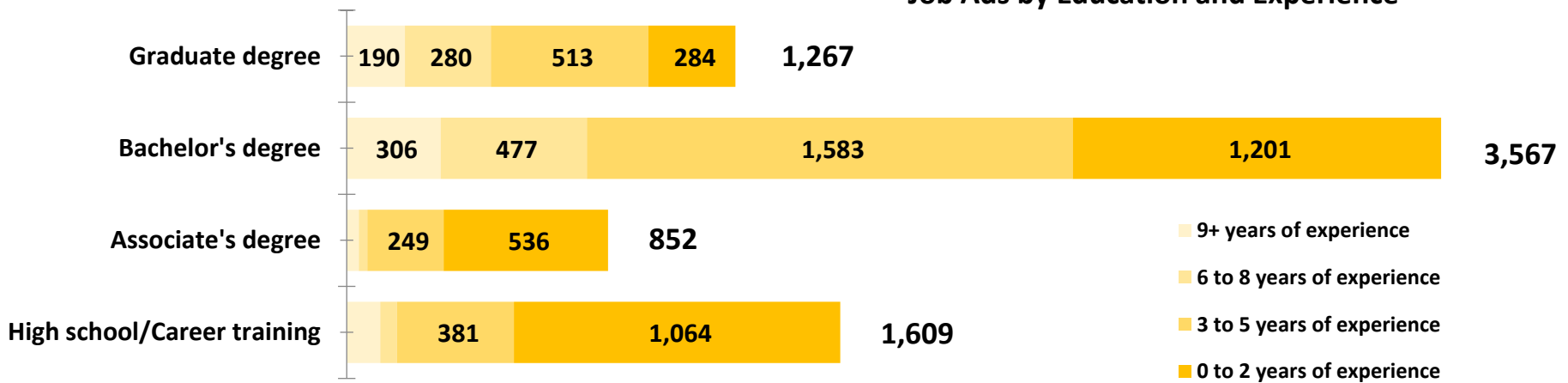
More than \$75,000	20%	▲	1 pp o-t-m change*
\$50,000 to \$74,999	21%	▼	-1 pp o-t-m change*
\$35,000 to \$49,999	18%	▼	-1 pp o-t-m change*
Less than \$35,000	41%	▲	1 pp o-t-m change*

* percentage points over-the-month change

Education and Experience Required

Education				Experience			
HS/Career Training	22%	▼	-2 pp o-t-m change*	0 to 2 years	42%	▼	-1 pp o-t-m change*
Associate's degree	12%	■	0 pp o-t-m change*	3 to 5 years	37%	▼	-1 pp o-t-m change*
Bachelor's degree	49%	■	0 pp o-t-m change*	6 to 8 years	12%	▲	1 pp o-t-m change*
Graduate degree	17%	▲	1 pp o-t-m change*	9+ years	9%	▲	1 pp o-t-m change*

Job Ads by Education and Experience



Labor Market Demand: June 2017

Pittsburgh Metro

Top 25 Occupations	Job Ads	Demand*	Top 25 Skills	Job Ads	Demand	Top 25 Tech Skills	Job Ads	Demand
Heavy and Tractor-Trailer Truck Drivers	722	▼ Low	Customer Service	2,348	■ Average	Microsoft Excel	1,556	■ Average
Registered Nurses	585	▼ Very Low	Microsoft Excel	1,556	■ Average	Microsoft Office	1,290	■ Average
Software Developers, Applications	537	■ Average	Sales	1,339	■ Average	Microsoft Word	699	■ Average
Sales Rep, Wholesale and Manufacturing	473	■ Average	Scheduling	1,306	■ Average	Microsoft Powerpoint	672	■ Average
Retail Salespersons	441	■ Average	Microsoft Office	1,290	■ Average	SQL	509	■ Average
Supervisors of Retail Sales Workers	307	■ Average	Budgeting	1,241	■ Average	Oracle	365	▲ High
Customer Service Representatives	303	■ Average	Project Management	1,089	■ Average	JAVA	297	■ Average
Secretaries and Administrative Assistants, Managers, All Other	246	■ Average	Supervisory Skills	928	■ Average	SAP	267	■ Average
Medical and Health Services Managers	239	■ Average	Customer Contact	798	■ Average	JavaScript	253	■ Average
Management Analysts	183	■ Average	Retail Setting	723	■ Average	LINUX	243	■ Average
Human Resources Specialists	177	■ Average	Microsoft Word	699	■ Average	Microsoft Outlook	203	■ Average
Laborers and Freight, and Material Movers	176	■ Average	Repair	692	▼ Low	Python	184	■ Average
Licensed Practical/Vocational Nurses	170	■ Average	Microsoft Powerpoint	672	■ Average	Microsoft Access	184	■ Average
Maintenance and Repair Workers	157	▲ High	Patient Care	657	■ Average	Microsoft C#	179	■ Average
Nursing Assistants	144	▼ Low	Staff Management	604	■ Average	C++	175	▲ High
Sales Managers	141	■ Average	Inspection	567	■ Average	Enterprise Resource Planning	171	■ Average
Accounting Clerks	137	■ Average	Teaching	542	■ Average	Salesforce	158	■ Average
Computer Systems Analysts	136	▼ Low	Accounting	541	■ Average	Word Processing	157	▼ Low
Food Preparation and Serving Workers	131	■ Average	CPR	532	▲ High	UNIX	152	■ Average
Computer Systems Engineers/Architects	128	▼ Low	Cleaning	522	▼ Low	SQL Server	135	■ Average
Security Guards	114	▼ Low	SQL	509	■ Average	Microsoft Sharepoint	132	■ Average
Accountants	110	■ Average	Data Entry	509	■ Average	.NET Programming	132	■ Average
Financial Analysts	110	▼ Low	Product Sales	437	■ Average	Microsoft Windows	123	▼ Low
Supervisors of Admin Support Workers	107	▲ High	Merchandising	429	■ Average	AutoCAD	118	▲ High
	100	■ Average	Customer Billing	406	■ Average	jQuery	103	▲ High

*Demand reflects the relative concentration of the job postings for each occupation in comparison to the national average

Digital Occupations

Approximately two thirds of the local occupations can be classified as digital occupations. Digital skills occupations are jobs that require workers to utilize information technologies to perform partially or fully their work tasks. Approximately 45,000 open digital occupations were posted online in the 2nd quarter of 2017 with mean salary of \$54,000 a year. While a substantial number of these jobs require a four-year or longer degree, many entry-level and opportunity occupations are increasing demand for digital skills. The following chart illustrates the current demand for digital skills.

The report on the following page provides an example of data and the regular analysis conducted by Partner4Work to build an understanding of job growth and skills demanded within digital occupations available in the Pittsburgh region. This report is also made available on the Partner4Work website at the following link: <https://www.partner4work.org/research/digitalskillsoccupations-apriljune2017/>

Digital Skills Occupations

Digital Skills Occupations are jobs that require workers to utilize information technologies to perform partially or fully their work tasks.

Pittsburgh Metro

2017 Qtr. 2

45,807 Online Job Ads

62% Digital Skills Occupations

0% Change-Over-the-Quarter

Advertised Mean Salary: \$54,000

Top 25 Occupations

53% of all digital skills occupations:

Occupation	Job Ads
Sales Rep., Wholesale and Manufacturing	1,867
Registered Nurses	1,813
Software Developers, Applications	1,408
Supervisors of Retail Sales Workers	980
Customer Service Representatives	930
Secretaries and Admin. Assistants	734
Licensed Practical/Vocational Nurses	565
Human Resources Specialists	501
Management Analysts	481
Real Estate Sales Agents	447
Sales Managers	447
Managers, All Other	446
Bookkeeping, Accounting, and Auditing Clerks	380
Computer Systems Analysts	374
Medical and Health Services Managers	359
Sales Agents, Financial Services	357
Market Research Analysts and Marketing Specialists	352
Office Clerks, General	338
Accountants	326
Computer User Support Specialists	325
Personal Financial Advisors	318
Supervisors of Office and Admin. Support Workers	313
Merchandise Displayers and Window Trimmers	290
Computer Systems Engineers/Architects	289
Financial Analysts	282

Top 25 In-Demand Skills

Skills	Job Ads
Microsoft Excel	3,903
Microsoft Office	3,228
Microsoft Word	1,732
Microsoft Powerpoint	1,518
SQL	1,309
Oracle	903
JAVA	825
JavaScript	710
SAP	636
LINUX	583
Microsoft C#	498
Microsoft Outlook	494
Microsoft Access	490
Enterprise Resource Planning (ERP)	427
Python	422
SQL Server	402
Salesforce	392
C++	390
UNIX	374
Microsoft Windows	362
.NET Programming	358
Word Processing	349
jQuery	306
Microsoft Sharepoint	305
Extensible Markup Language (XML)	282

Project Management Certification (PMP)
Security Clearance
Certified Information Systems Security Professional (CISSP)
Certified Information Systems Auditor (CISA)
CISCO Certified Network Associate
American Board for Engineering and Technology (ABET)
Six Sigma Certification
Registered Health Information Technician
IT Infrastructure Library
TOGAF

Top Credentials

CISCO Certified Network Professional (CCNP)
Certified A+ Technician
Registered Health Information Administrator
Certified Information Security Manager (CISM)
Medical Billing and Coding Certification
SANS/GIAC Certification
SCRUM
Certified Professional Coder
CISCO Certified Internetwork Expert (CCIE)
Microsoft Certified Professional (MCP)

SOC	DIGITAL SKILLS OCCUPATIONS - Pittsburgh Metro 2017-2026	2017 Jobs	2017 - 2026 % Change	Annual Openings	Median Hourly Earnings	Typical Entry Level Education
29-1141	Registered Nurses	31,315	3%	877	\$29.65	Bachelor's degree
43-4051	Customer Service Representatives	23,643	1%	620	\$15.24	High school diploma or equivalent
11-1021	General and Operations Managers	13,722	6%	456	\$50.22	Bachelor's degree
13-2011	Accountants and Auditors	12,077	9%	465	\$31.07	Bachelor's degree
43-1011	First-Line Supervisors of Office and Administrative Support Workers	11,297	3%	215	\$26.07	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	10,789	2%	316	\$18.06	High school diploma or equivalent
41-3099	Sales Representatives, Services, All Other	7,180	3%	177	\$27.55	High school diploma or equivalent
29-2061	Licensed Practical and Licensed Vocational Nurses	6,308	6%	228	\$20.69	Postsecondary nondegree award
15-1132	Software Developers, Applications	6,133	17%	217	\$42.02	Bachelor's degree
15-1151	Computer User Support Specialists	6,054	7%	130	\$22.72	Some college, no degree
15-1121	Computer Systems Analysts	5,259	17%	174	\$36.34	Bachelor's degree
23-1011	Lawyers	5,042	5%	115	\$60.20	Doctoral or professional degree
43-3021	Billing and Posting Clerks	4,932	5%	133	\$16.43	High school diploma or equivalent
13-1161	Market Research Analysts and Marketing Specialists	4,529	14%	128	\$29.31	Bachelor's degree
43-6013	Medical Secretaries	4,519	7%	83	\$15.42	High school diploma or equivalent
13-1111	Management Analysts	4,185	10%	110	\$34.87	Bachelor's degree
51-4041	Machinists	4,106	5%	145	\$18.63	High school diploma or equivalent
13-1071	Human Resources Specialists	3,959	3%	112	\$28.22	Bachelor's degree
17-2051	Civil Engineers	3,319	9%	137	\$38.89	Bachelor's degree
13-2072	Loan Officers	3,171	3%	66	\$27.86	Bachelor's degree
11-3031	Financial Managers	3,130	11%	117	\$64.03	Bachelor's degree
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	3,086	2%	72	\$31.85	High school diploma or equivalent
15-1142	Network and Computer Systems Administrators	2,922	7%	61	\$33.40	Bachelor's degree
17-2141	Mechanical Engineers	2,779	9%	121	\$40.94	Bachelor's degree
11-9111	Medical and Health Services Managers	2,762	6%	92	\$37.99	Bachelor's degree
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	2,701	3%	85	\$28.20	Bachelor's degree
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,698	4%	83	\$18.76	High school diploma or equivalent
11-3021	Computer and Information Systems Managers	2,642	17%	84	\$57.19	Bachelor's degree
43-5061	Production, Planning, and Expediting Clerks	2,550	2%	77	\$22.29	High school diploma or equivalent
13-2051	Financial Analysts	2,429	13%	88	\$35.02	Bachelor's degree
13-1041	Compliance Officers	2,418	5%	48	\$30.29	Bachelor's degree
41-3031	Securities, Commodities, and Financial Services Sales Agents	2,372	7%	62	\$37.22	Bachelor's degree
21-1014	Mental Health Counselors	2,211	3%	54	\$19.40	Master's degree
13-1051	Cost Estimators	2,129	3%	68	\$30.85	Bachelor's degree
17-2112	Industrial Engineers	1,996	5%	73	\$39.75	Bachelor's degree
13-2052	Personal Financial Advisors	1,938	25%	111	\$47.42	Bachelor's degree
11-2022	Sales Managers	1,853	8%	63	\$62.51	Bachelor's degree
41-9022	Real Estate Sales Agents	1,787	3%	19	\$32.09	High school diploma or equivalent
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	1,739	5%	46	\$37.12	Bachelor's degree
17-2071	Electrical Engineers	1,726	8%	57	\$42.49	Bachelor's degree
29-2011	Medical and Clinical Laboratory Technologists	1,704	1%	44	\$26.56	Bachelor's degree
11-9199	Managers, All Other	1,703	11%	60	\$49.49	Bachelor's degree
23-2011	Paralegals and Legal Assistants	1,697	6%	53	\$28.25	Associate's degree
29-2012	Medical and Clinical Laboratory Technicians	1,609	4%	46	\$17.04	Associate's degree
11-9041	Architectural and Engineering Managers	1,543	9%	66	\$64.56	Bachelor's degree
11-9021	Construction Managers	1,481	4%	28	\$47.36	Bachelor's degree
27-3031	Public Relations Specialists	1,458	5%	26	\$24.31	Bachelor's degree
15-1199	Computer Occupations, All Other	1,284	9%	30	\$37.27	Bachelor's degree
11-3011	Administrative Services Managers	1,283	9%	38	\$40.48	Bachelor's degree
29-2071	Medical Records and Health Information Technicians	1,212	7%	37	\$17.43	Postsecondary nondegree award
11-9051	Food Service Managers	1,147	6%	31	\$22.62	High school diploma or equivalent
11-9151	Social and Community Service Managers	1,081	4%	34	\$30.41	Bachelor's degree
15-1141	Database Administrators	1,080	7%	33	\$35.23	Bachelor's degree
19-2031	Chemists	1,054	6%	32	\$29.79	Bachelor's degree
11-2021	Marketing Managers	1,049	17%	47	\$64.99	Bachelor's degree
15-1143	Computer Network Architects	985	9%	23	\$45.05	Bachelor's degree
11-9141	Property, Real Estate, and Community Association Managers	882	4%	22	\$30.61	High school diploma or equivalent
29-1171	Nurse Practitioners	878	18%	41	\$42.98	Master's degree
15-1134	Web Developers	845	23%	34	\$26.42	Associate's degree
13-1141	Compensation, Benefits, and Job Analysis Specialists	694	4%	21	\$27.18	Bachelor's degree
11-3121	Human Resources Managers	674	15%	32	\$55.22	Bachelor's degree
29-2031	Cardiovascular Technologists and Technicians	632	5%	17	\$22.01	Associate's degree
13-1121	Meeting, Convention, and Event Planners	625	9%	14	\$21.12	Bachelor's degree
29-9011	Occupational Health and Safety Specialists	621	4%	16	\$34.65	Bachelor's degree
15-1122	Information Security Analysts	545	19%	19	\$34.35	Bachelor's degree
15-2031	Operations Research Analysts	544	27%	27	\$35.47	Bachelor's degree
41-9099	Sales and Related Workers, All Other	438	11%	12	\$21.69	High school diploma or equivalent
19-4099	Life, Physical, and Social Science Technicians, All Other	427	8%	23	\$17.02	Associate's degree
11-2031	Public Relations and Fundraising Managers	375	7%	16	\$44.19	Bachelor's degree

The Digital Skills Occupations featured on this list:

- Pay above the \$15 median hourly wage
- Have a 2026 projected growth of at least 3% average.*

* Occupations featured with projected growth under 3% were included due to their large job volume.



Data by EMSI, 2017

Partner4Work Approach to Target Industries and Occupations

Labor market data and expertise plays an important role in driving Partner4Work's strategy and decision-making for programs. All Partner4Work's funded training programs in Pittsburgh and Allegheny County align with occupations on the High Priority Occupation List for our region, which is developed by the PA Department of Labor & Industry using data on projected annual openings and earnings. Furthermore, Partner4Work focuses on key in-demand and opportunity industries when developing training opportunities and other initiatives to serve employers and job seekers. These include the in-demand Healthcare industry (the region's largest industry), along with the opportunity industries of Manufacturing, Information Technology, and Construction, which often require only short-term or on-the-job training and are projected to experience large growth or significant openings over the next ten years.

For example, Partner4Work actively engages businesses in Healthcare, IT, Manufacturing, and Construction when developing work-based training opportunities (OJT, Incumbent Worker, and Customized Job Training). Partner4Work also maintains a robust eligible training provider list, which includes training programs in Healthcare, Construction, Manufacturing, and IT among other high-growth industries. Funding is available through individual training accounts for qualified WIOA participants to attend these programs. Additionally, Partner4Work's Quick Train Initiative connects job seekers to affordable, employer-driven training programs in the Healthcare, Manufacturing, IT, Construction and Energy industries. Partner4Work also has existing Industry Partnerships in Construction, and runs local TechHire initiative, both which enable employers in these industries to access funds for pre-employment as well as incumbent worker training. Partner4Work is also partnering with the Community College of Allegheny County and PA Department of Labor and Industry to connect individuals with stackable micro-credentials demonstrating skills for employment in health care and IT.

1.3 What are the challenges the local area faces in aligning existing labor force skills and education and training activities with the needs of regional employers?

A number of initiatives with associated research have been launched by Partner4Work and economic development partners during the past year, serving to sharpen the focus on workforce challenges in the local area and the broader metro region. Insights gained from the research include:

40,000 For 40,000 Campaign

Early in 2017 Partner4Work launched the 40,000 For 40,000 campaign to precisely define the unemployed population and to invite businesses, community organizations, workforce and economic development agencies, education institutions, the philanthropic community, elected officials, and policy makers to commit to helping the region's job seekers. It also provided the platform for all partners to connect to unemployed workers in a very personal way. Research leading to the launch clearly brought to light the dual nature of the challenges faced in the region. The first challenge is the changing demographics indicating that soon the region will see the number of people leaving the labor market surpassing the number entering, creating even more difficulty for employers in filling positions. Yet, at the same time, the research show approximately 40,000 job seekers either unemployed or underemployed who need new skills and new connections to meet the emerging needs of employers.

Partner4Work supplemented the official labor market information by convening discussions with job seekers. While each job seeker brought a unique perspective and personal story, several common challenges emerged:

- Jobseeker reports of being “blindsided, demoralized, and unsure where to start to navigate.” They are faced with immediate, practical issues such as unemployment compensation, interim health insurance, and re-employment services.
- Confusion about the labor market where job seekers hear there is a low unemployment rate and lots of unfilled jobs, leading to their question of “Why won’t anyone hire me?”
- Advice job seekers get to go back to school to acquire new skills that match employers’ needs. Only 24% of job seekers over age 35 find the resources, motivation, and time to return to school, faced with the uncertainty of whether they can now succeed academically side-by-side with traditional students.
- Feeling of obsolescence, particularly among workers over age 50, combined with feelings that employers view them as overqualified and too costly compared to recent graduates of education and training programs.

Data indicates that 40% of the jobseekers lack critical elements of support (affordable child care, reliable transportation, stable housing), 6% have a criminal background making search particularly difficult, and 75% have no post-high school education credentials in a labor market where 65% of open jobs ask for a bachelor’s degree or higher.

Further insights into challenges are revealed by a new Brookings Institution report²⁶ which profiles the characteristics of key segments of the population that are “out of work” for Allegheny County. While the definition of out of work (in the population age segment but not working) is different than the definition of unemployed (seeking work but not employed), the Brookings study does provide insights on challenges faced (such as child care needs and disabilities) when efforts are made to increase labor market participation. Two key segments cited by the Brookings study are:

- Young Adults ages 25-34 with high school or less education: 58% male, 38% minority, 16% with a disability, 30% with child care needs, 53% looking for work.
- Prime-Age Adults (ages 34-64) with high school or less education: 57% female, 27% minority, 27% with a disability, 14% with child care needs, and only 26% looking for work.

Inflection Point

In 2016, Partner4Work collaborated with the Allegheny Conference on Community Development on a report²⁷ that presented a call to action in response to challenges it identified in a rapidly changing labor market. While citing a number of distinct advantages in the Pittsburgh region (diverse industry mix, world-class higher education, engaged network of CEOs, and a culture of collaboration), the report identified the overarching demographic challenge that “poses a substantial risk to Pittsburgh’s workforce ecosystem and economy, but is compounded by the reality that the region has not been able to attract enough people to replace those leaving, and has a death rate that exceeds the birth rate.” Four key themes emerged from analysis of data sources combined with over 25 hours of focus groups and interviews with 130 CEOs and HR Directors from 85 companies in the region, across all

²⁶ *Meet The Out-of-Work: Local profiles of jobless adults and strategies to connect them to employment, 6/22/17*

²⁷ *Inflection Point: Supply, Demand and the Future of Work in the Pittsburgh Region*

sectors, along with secondary and post-secondary education leaders:

- Creating a culture in the workplace where continuous learning is the norm, and where employers and the workforce development system develop the tools to support ongoing upskilling;
- Ensuring that “digital fluency” is the hallmark throughout K-12 and college education and continues with incumbent workers in the workforce;
- Creating skills for the increasing number of “hybrid jobs” that merge multiple skills including customer service and information technology into a wider range of jobs; and
- Creating more precision in the types of credentials to reduce the current practice of employers posting jobs for higher credentials than needed (“up-credentialing”).

The Path to Employment

Challenges faced by job seekers were further clarified in Partner4Work’s *The Path to Employment* (5/24/17) report that shows clearly that connecting people with opportunity isn’t a simple one-to-one fix, stating that “While the conversation often focuses on the skills gap, many job seekers report a humanization gap. For many job seekers, the process of finding a job and perception of the market are barriers to employment.”

Challenges identified by job seekers include:

- Perception among job seekers of a mismatch between job openings and their degrees and skills – those with more advanced education and substantial work experience feel especially overlooked;
- Ubiquitous need expressed by employers for a bachelor’s degree, an unreasonable expectation for many jobs that don’t require a degree;
- Retraining for new skills is often necessary but not sufficient for acquiring new jobs, as employers also require significant on-the-job experience using that skill;
- Physical limitations, age, and past injuries that restrict ability to acquire certain jobs;
- Long commutes and transportation challenges that restrict access to jobs; and
- Intimidation of screening and assessment processes in today’s labor market, including on-line applications and behavioral assessments.

As previously noted, the path to employment increasingly includes proof of acquisition of digital skills. Partner4Work regularly publishes a Digital Skills Occupations report as part of its sector-based analyses. Digital Skills Occupations are jobs that require workers to utilize information technologies to perform partially or fully their work tasks. This category continues to increase with the highest demand including Microsoft Office, JAVA, LINUX, project management software, and client resource management tools. The opportunity exists to equip workers who possess solid work histories with short-term IT skills targeted to in-demand occupations. Additionally, targeted IT skills may be acquired by college graduates in non-technical majors as a means of increasing employability in a short period of time.

1.4 Provide an analysis of workforce development activities, including education and training. [679.560(a)(4)]

The Pittsburgh region is fortunate to have an education environment that is both diverse and deep in post-high school opportunities for credential with²⁸:

- 32 four-year colleges and universities with total enrollment of over 125,000
- Strong community college system with four separate institutions with total enrollment of 32,000
- More than 60 post-secondary Career/Technical Education (CTE) schools
- Nearly 50,000 degrees and certificates awarded annually

With abundant opportunities for participants in the workforce development system to access skill pathways to credential attainment, the challenges to engaging multiple clients are presented in the previous section. Workforce development activities must include increased employer engagement in work-and-learn strategies, blending of adult education and occupational training, and other means of creating a culture of education in the region.

Workforce Development System – Analysis

Implementation of WIOA provided Partner4Work a new opportunity to fully evaluate the local and regional workforce development system and establish new policies, procedures, and strategies to better meet the skill needs of the workforce and the talent needs of employers. Under WIOA, adults and dislocated workers may access career services and training services. Partner4Work ensures that the local workforce system is universally accessible, customer centered, and that applicant training is job-driven. Training is supported through a robust ETPL, comprised of entities with a proven capability of securing participants with quality employment. Partner4Work also provides accessible and flexible work-based training options, such as OJT, customized training, and incumbent worker training.

Career and training services are job-driven and tailored to job seekers' individual needs. Individuals receiving services in the one-stop center receive the service that is necessary to assist the individual to meet his or her job search goals. While some job seekers may only need self-service or other basic career services like job listings, labor market information, labor exchange services, or information about other services, other job seekers will need more comprehensive services that are and tailored to their individual career needs. Career services are classified in two categories: basic and advanced (individualized). This differentiation is not designed to create barriers to entry, but instead clarifies the important role that these two types of services can have in helping individuals obtain employment. Basic career services are made available to all job seekers and include labor exchange services, labor market information, job listings, and information on partner programs. In addition to these basic services available to all job-seekers, advanced (individualized) services may include comprehensive skills 16 assessments, career planning, and development of an individual employment plan that outlines the needs and goal of successful employment for a particular individual.

There is no sequence of service required for a job seeker to obtain training. Training is made available to individuals after an interview, assessment and suitability evaluation determine that the individual

²⁸ Pittsburgh Regional Alliance

requires training to obtain employment or remain employed. Individuals receiving services in the one-stop center receive the service that is necessary to assist the individual to meet his or her job search goals. In accordance with Partner4Work's Supportive Services policy, supportive services, including needs-related payments, are offered to cover costs outside the training tuition.

To expand the reach of the local PA CareerLink® system, within Pittsburgh and Allegheny County, Partner4Work established a collaborative service distribution strategy. The strategy includes the WIOA Title I contractor partnering with the local library system to provide on-site workforce development services to job seekers. Title I also includes several performance-based contracts established with local community based organizations through a competitive bid process to provide targeted advanced services to both job seekers and employers.

As an initiative to expand the reach of the public workforce system, Partner4Work also oversees Pittsburgh Works, a public/private collaborative of more than 80 workforce development organizations. Through this collaboration, Pittsburgh Works improves efficiency and reduces fragmentation of workforce development services in the Pittsburgh region. Job seekers are able to receive high-quality services within their own communities while also connecting with job opportunities available through the public workforce development system. Since its implementation, Pittsburgh Works has invested \$1.65 million to connect job seekers to careers in the Pittsburgh region.

Identified areas of strength within our local system include strong relationships with local partners that result in increased referrals to PA CareerLink® Pittsburgh/Allegheny County for services; a history of successfully obtaining competitive public and private funding to build capacity of the public workforce system; a diverse network of training providers; and enhanced evaluation and analysis capabilities that enable data-driven decision making for our operations.

Identified areas for improvement include extending the reach of PA CareerLink® Pittsburgh/Allegheny County into underserved neighborhoods through the strategic use of technology; expanding the availability of online career services; providing electronic/paperless enrollment for job seekers; increased integration and alignment with core partners; and implementation of a new system to improve tracking and communication with referral partners.

Training Activities

Partner4Work works to ensure that both job seekers and employers in the City of Pittsburgh and Allegheny County are able to access a wide range of employment and training services. Training options include classroom training funded through individual training accounts, on-the-job training, incumbent worker training, training through industry partnerships, and training opportunities made available through Partner4Work's Quick Train initiative.

For the City of Pittsburgh and Allegheny County more than 170 approved training programs are included on the Eligible Training Provider List (ETPL). To help ensure that training investments are aligned with the hiring needs of regional employers, each of these programs provides training in a high priority occupation, including those in healthcare, information technology, manufacturing, or transportation. To maintain the quality of the ETPL, training programs must meet performance benchmarks before they can be approved, including measures related to program completion, employment rates, median earnings, and credential attainment of their students. WIOA Title I Adult and Dislocated Worker participants are able to access funding through individual training accounts to attend programs on the

ETPL. Partner4Work is also exploring how to best utilize ITA funds for out-of-school youth participants.

In the City of Pittsburgh and Allegheny County, Partner4Work also invests WIOA funding to develop a diverse mix of quality work-based training opportunities that provide benefits to both job seekers and employers. The Partner4Work and PA CareerLink® staffs work together to engage with employers in key, high-demand industries (healthcare, information technology, manufacturing, energy, etc.) and coordinate quality OJT programs providing training in high priority occupations. OJT opportunities benefit employers by helping to meet their hiring and skills while also enabling them to receive reimbursements for training a new worker. Based on employer size, reimbursements are on a sliding scale (from 35% to 75% of the local self-sustaining wage). OJT opportunities benefit job seekers by enabling them to receive training in an in-demand occupation, while they also earn a self-sustaining wage.

To create opportunities for incumbent worker training, Partner4Work also manages industry partnerships in Pittsburgh and Allegheny County. These strategic sector partnerships benefit business and industry by supporting the skill development of current employees. In the 2016-2017 program year, more than 650 workers have accessed training through Partner4Work's current industry partnerships in construction and information technology (IT). To engage Southwestern Pennsylvania companies interested in incumbent worker training opportunities, Partner4Work leverages WEDnetPA as a tool.

To expand opportunities for short-term, employer-driven training in Pittsburgh and Allegheny County, Partner4Work has developed the Quick Train for Jobs initiative. Quick Train connects job seekers to quality, affordable training opportunities that align with hiring needs in the high-priority sectors such as Manufacturing, Healthcare, Construction, IT/Technology, Banking, Education and Energy. More than 80 percent of job seekers who have completed training through the Quick Train initiative have become employed in positions related to their training. Since its inception, the initiative has built successful partnerships with training providers and has provided training opportunities in in-demand occupations, including roofing, construction, floor restoration, environmental services, quality assurance, coding, customer service, manufacturing production and others.

To create training opportunities for specific groups with barriers to employment, Partner4Work also leverages its funding. For example, through different National Emergency Grant funding or USDOL competitive grants, Partner4Work funded customer career services and work-based training programs for long-term unemployed individuals, refugees and immigrants, returning citizens/re-entry populations, as well as veterans who may be experiencing certain barriers to employment.

Adult Basic Education and ESL Services

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

Partner4Work has partnered with each of the local WIOA Title II agencies through a number of projects and programs. WIOA Title II providers are represented on the Partner4Work Board, are a core partner and provider of services at the PA CareerLink® centers, and have been partners on several additional initiatives including out-of-school youth programming, a human-centered design approach to better serving employers, a program to increase individuals' competitiveness in the job market through

stackable micro-credentials, and other programming. Partner4Work will continue to explore ways of strengthening coordination and collaboration among our local WIOA Title II providers, such as through cross-training, program referrals, and co-enrollment.

Youth Workforce Development Activities

Partner4Work blends Temporary Assistance for Needy Families (TANF) Youth Development Funds with WIOA Youth funds to create a system of workforce development to effectively serve in-school and out-of-school young adults with barriers to employment. WIOA funds are used nearly entirely to support out-of-school youth (OSY) year-long programming, while TANF funds support year-long programming for both OSY and in-school youth (ISY). Regardless of funding source, each year-round youth program aligns with a model that is grounded in best practice research, is designed to align with the vision and goals of WIOA, and is tailored to meet specific needs of the region's youth. Each year-round provider works to ensure systemic linkages to strengthen programs. Partner4Work models for youth programs include the following:

ISY programs focus on credential attainment that includes work-based learning and subsequent matriculation into post-secondary education or employment. ISY programs prioritize enrolling youth who are at-risk of dropping out as a result of issues that can be effectively addressed in programs. In addition, ISY programs demonstrate capacity to generate broad rather than isolated impact through consistent, results-driven programming implemented across multiple schools. ISY programs include two individual models: the ISY Industry Pipeline Model and the ISY Academic Pathway Model.

The ISY Industry Pipeline Model provides comprehensive industry-specific career exploration and training for high school students. The purpose of this model is to ensure that participants graduate high school and upon graduation successfully transition to employment at either a high wage/high-demand occupation within a local priority industry sector, or are able to pursue post-secondary training or education for viable career pathways. The model relies on strong partnership between employers, schools (including post-secondary institutions), and a youth-serving organization. Whenever possible, youth will be dual-enrolled in occupational skills training, internships, or other work-based learning experiences while earning a high school diploma.

The ISY Academic Pathway Model provides a comprehensive two-year experience for 11th and 12th grade students focusing on 21st Century job skills while also providing intensive post-secondary preparation. This program focuses on long-term, consistent development of skills needed to succeed in post-secondary education. It consists of activities systematically enriching academic preparation through service learning, internships, career exploration, work readiness training, and post-secondary planning. In this model, whenever possible, youth will be dual-enrolled in credit-bearing, non-remedial college course while also earning a high school diploma.

OSY programs are based on the idea that youth learn to work by working. These models are designed to equip youth with work readiness preparation, academic remediation, and occupational skills training. OSY program models focus work toward industry-recognized credentials and competencies required for in-demand occupations. The two OSY models are:

The OSY Youth Placement Model assists individuals interested in gaining employment to attain the work readiness skills necessary to succeed in the workplace, including helping individuals to gain industry recognized credentials, with a focus on finding and retaining unsubsidized employment.

The OSY Industry Pipeline Model, with a focus on a GED to skills pathway, is based on rigorous preparation for a career pathway leading to employment. Participants are placed into certified occupational skills training or paid work experience while earning a GED, if necessary. The focus of this model is on preparing students to be successful in initial employment and career progression, while simultaneously acquiring a GED as a foundational step on the chosen career pathway.

For each of the models to be successful, program providers have demonstrated partnerships with commitments from post-secondary institutions and, as necessary, additional community stakeholders.

Year-long programs are supplemented and enhanced by a coordinated summer jobs effort across Allegheny County. In support of WIOA and the Governor's goal to increase access to youth work experience opportunities, Partner4Work has developed a summer youth employment program for disadvantaged youth in the City of Pittsburgh and Allegheny County to provide nearly 2,000 youth employment opportunities each summer. The summer program focuses mainly on:

- Paid work experience developing six core competencies: Customer Service, Computer Literacy, Job Readiness, Interpersonal Communications, Financial Literacy and Problem Solving.
- Work experience skills in fourteen career pathways identified as high employment or high growth occupations in the Pittsburgh region.
- Training youth with an extensive work readiness curriculum based on "Human Centered Design" that will help summer youth participants understand their work experiences in the context of today's real work environments.

Strengths and Challenges

Partner4Work exhibits strengths as a regional leader in the creation and dissemination of labor market insights, connecting with employers to identify and address skill gaps, collaborating with local agencies within the Pittsburgh Works structure to maximize collective impact, customizing services and programs for specific populations and neighborhoods, and working with neighboring workforce development boards on industry partnerships and other industry-specific initiatives. In addition, Partner4Work is very engaged in broader local, regional and national workforce policy efforts, and actively partners with public and private organizations across the country to advance understanding of workforce issues, innovate workforce programs and exchange best practices and lessons learned.

Challenges remain in effectively serving job seekers and employers. While Partner4Work extensively collaborates with both employers and post-secondary institutions in the Pittsburgh region, the size and composition of the employer base (large number of mostly small businesses) and education institutions (more than 50 post-secondary institutions) make it difficult to effectively collaborate and forge relationships with many. Partner4Work will continue to explore opportunities to forge new relationships with employers and educational institutions through such initiatives as Pittsburgh Works and Next Generation Sector Strategies. Further, as the system works to serve individuals with barriers to employment there is greater need to strengthen coordination and collaboration among one-stop partners to ensure these individuals are able to access the services necessary for successful employment and education outcomes. The competitive procurement of a one-stop operator and the development of an MOU among one-stop partners will further support Partner4Work's efforts to improve processes, coordination, and collaboration among partners in the system.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

Considering the local area analysis developed in Section 1, *Local Area Workforce and Economic Analysis*, as well as the goals established by the governor as outlined in the state plan, as well as the goals established regionally, each local area plan will provide a narrative for each of the questions outlined in this section. Such responses will identify the strategic vision and goals of the local area as created by the chief elected officials, the local board and the local workforce system stakeholders.

It is important to note that where a local board is part of a [planning region](#), such responses will identify the strategic vision and goals of the local area in support of the planning region.

2.1. What are the local board's strategic vision and goals for preparing its workforce? [*WIOA Sec. 108(b)(1)(E); 20 CFR § 679.560(a)(5)*]

As a means of sharing the Governor's vision to improve the business climate for Pennsylvania while providing opportunity for current job seekers and the workforce of tomorrow, the workforce board of Pittsburgh/Allegheny County, doing business as Partner4Work, leads a best-in-class workforce system for the City of Pittsburgh and Allegheny County. In doing so, it embraces the Governor's focus on promoting high-quality jobs and supporting the training necessary to build the skills needed for sustainable, long-term and family sustaining jobs. Partner4Work believes this kind of strategic alignment at a local level will lead to a stronger, more nimble workforce development system that concurrently and effectively serves job seekers and employers.

As stewards of more than \$21 million in public and private workforce development funds, Partner4Work oversees and funds workforce programs for adults, dislocated workers, and youth; educates the community through robust labor market analytics; and implements innovative solutions to the region's systemic workforce challenges. Nationally recognized for innovation, Partner4Work balances the needs of employers with job seekers by building a viable talent pipeline. It does so by learning, listening, partnering, and innovating.

The local mission is achieved through a focus on four interrelated areas that align and support the Governor's goals: Thought Leadership; Front Line Talent Delivery and Business Strategy; Youth Talent Pipeline Investment; and Addressing System Challenges with Strategic Solutions.

Thought Leadership

As the go-to organization on workforce development issues in Pittsburgh and Allegheny County, Partner4Work provides the leadership and demonstrate the value of workforce services to the residents of our region.

This work is founded on a deep understanding of the local labor market, as well as regional, state and national issues. By understanding the complex needs of job seekers as well as the current and future talent demands of local employers, Partner4Work effectively crafts strategies that deliver and ensure the continued economic vibrancy of the region.

Partner4Work's research team offers a range of analytic tools including:

- Monthly local labor market updates
- In-depth reports on trends in the job market including:
 - Real-time analytics on the existing talent pipeline, including answering such questions including: Who is looking for a job right now? What skills do they bring to employers?
 - Neighborhood mapping to inform place-based strategies

- Local and regional commuting patterns
- Occupational and industry profiles
- Customized data analytics for business, partner agencies and the media
- Informing stakeholders on the resources and opportunities available to the region as a result of the Workforce Innovation and Opportunity Act (WIOA).

Partner4Work is regularly featured in regional, state, and national press and addresses audiences in numerous venues annually to educate, share knowledge, engage and coordinate the work of partners in both the private and public sectors. These established vehicles will be the platform for promoting the goals and strategies contained in this plan, along with participation by Partner4Work staff and board members in regional education, economic development, and workforce development groups that share goals for the region.

The cornerstone of Partner4Work's leadership in connecting employers and job seekers in the city and the county is the establishment of Pittsburgh Works. Since 2012, the Pittsburgh Works public/private collaboration of more than 80 workforce development service providers has been united in the effort to reduce fragmentation, raise the quality of services provided, and connect more job seekers to in-demand careers at family-sustaining wages.

From 2012 to present, Partner4Work has invested approximately \$2 million, served 1187 employers, trained 627 people, and placed 2,657 people into jobs. Pittsburgh Works also serves as the single entry point for economic development groups and employer associations to connect with a wide range of information and assets among the partner organizations. In doing so, it streamlines and synchronizes the region's workforce and human services agencies to efficiently and effectively address the diverse needs of employers, job seekers, funders, the media, and other stakeholders.

Pittsburgh Works' *Employer Talks!* series provides a forum for partners and employers to have an open dialogue about hiring needs and practices for the region's most in-demand sectors and occupations. The sessions provide a forum for networking among partners and between partners and employers. Session content includes information on immediate and long-term needs of employers and on services and practices that can break down barriers for connecting job seekers to employers. An on-line platform has been established to enable partners to collaborate between sessions. Employers obtain one-stop access to valuable information about resources from all the partners, and partners are able to collaborate to provide joint solutions in a highly efficient, customer-friendly process. Ongoing professional development of partners' staff is made available through resources of the Amplify: Knowledge Center.

Another key component of Thought Leadership is working collaboratively with the other three workforce development boards in the broader region, as described in the WIOA Regional Plan for Southwest Pennsylvania. Through ongoing regional coordination of efforts among workforce development entities, goals and strategies are aligned and jointly developed with regional economic development organizations so that employers and job seekers have a clear picture of economic opportunity in a changing labor market and access to user-friendly services for navigating the changes. Currently there are three regional goals developed by the workforce development boards of the region:

1. ***Enhance coordination between local workforce development boards and the economic development system.*** Partner4Work will continue to lead the collection and analysis of labor market information as a base for shared strategy development. This will include asset mapping to identify geographic and programmatic gaps where additional resources are needed, which

will also address transportation issues that are barriers to accessing jobs and training in the region. The regional partners also will develop common messaging, particularly aimed at engaging employers in the key sectors of healthcare, advanced manufacturing, and energy. Partner4Work will fully participate and build on current regional initiatives that include the Veterans Value Initiative, the USDOL POWER grant for workers impacted by changes in the coal industry, and the Southwest Regional Energy Sector Partnership Project.

2. ***Streamline talent delivery and business services.*** Partner4Work is exploring opportunities to standardize program delivery policies and practices with its regional workforce development partners to improve consistency in service delivery to both employers and job seekers. This will include review and revisions to delivery of Individual Training Accounts (ITAs), On-The-Job Training (OJT) contracts, supportive services assistance, and other areas. Efforts will also include sharing of information among business services staff on a regional basis, resulting in development of solutions for employers that may be multi-agency and involving multiple local workforce development areas. Regional standardization of policies and practices will also assist in forging new connections with regional organizations that work with target populations that may be underserved.
3. ***Increase work related opportunities for youth and improve the youth talent pipeline.*** With the new requirements under WIOA for focusing youth funds and programs on out-of-school youth, the regional workforce development boards have identified joint strategy development for youth as a priority. The process will begin with analysis of labor market information and mapping of assets on a regional basis, along with review of current practices related to identification, recruiting and engaging disaffected youth. This is particularly critical for the region as the lack of population growth combined with retirements in an aging workforce will create the need for all the region's talent to be prepared to meet and fill a potential shortage of skilled workers in the next decade.

Front Line Talent Delivery and Business Solutions

Partner4Work increases capacity by making connections and building a system to bridge the gap between people looking for work and companies in need of talent.

Partner4Work oversees the one-stop system, PA CareerLink® Pittsburgh/Allegheny County, which focuses on getting people back to work with skills that are in demand. With more than 20,000 job seekers seeking services annually and a complete database of their needs, local workforce development partners can find people to fill jobs. The PA CareerLink® system offers a range of services to job seekers and employers alike. Job seekers receive support through the job search process, including access to nearly 2,000 new job postings in the region submitted by employers to PA CareerLink® each month, and can potentially receive free training at local community colleges or other high-quality institutions.

Employers receive free access to customized services that can help identify individuals to fill their current job postings, as well as funding to support on-the-job and customized job training. Partner4Work also provides access to capital and offers space for employers to conduct interviews and job fairs. Through this work more than 1,100 companies are served annually, connecting 13,000 job-seekers to employment.

Beyond basic engagement with the one-stop system, Partner4Work has implemented a high-level

collaborative business strategy through which internal staff strategically engage with business services teams of several local entities, including the WIOA Title I contractor, to deliver customized solutions to area employers.

Designed to benefit business and industry by assisting in the skill development of existing employees, this inter-agency team leads local and regional industry partnerships and sector strategies. Through strategic sector partnerships, the team identifies anticipated or existing gaps in the workforce and provides training opportunities to minimize the gap and its adverse effect on businesses.

Youth Talent Pipeline

Partner4Work makes strategic investments to ensure youth have a high-quality system of services that produce results.

Investing in the future talent pipeline is a key area of focus in Partner4Work's strategic plan. It is critical that local youth are exposed to the range of available careers so they can find their passion and connect to career pathways to turn the passion into sustainable employment. With nearly \$4 million in annual funding, each year Partner4Work underwrites 12 year-long programs that serve nearly 1,000 youth. Through a mix of mentoring and training services, these programs help youth earn a GED or graduate from high school on time, pay them for work and occupational skills training, and help them develop other life skills such as leadership and effective communication.

Year-long models work for many youth, but a one-size-fits-all strategy does not meet the needs of all young adults. To create additional entry points into year-long programs and meet youth where they are, Partner4Work uses a youth-centered process to develop additional program offerings via:

- Collaboration with six secondary Career and Tech Centers (CTCs) in Allegheny County, sharing labor market data, discussing best practices for serving students and employers, and developing programs for students to apply classroom learning in internships. Students at the area CTCs are recruited for ISY year-round and Summer Learn and Earn programming.
- Partnerships with the City of Pittsburgh and Allegheny County to build on work begun in 2015 to blend Pennsylvania Department of Labor and Industry funds, private funds, and other public dollars to serve nearly 2,000 low-income young adults with summer employment and professional development. This program, called Learn and Earn, continues to successfully connect youth adults to meaningful work experience in some of the region's key industry sectors, including healthcare and education, and in a wide array of STEM-intensive jobs across multiple sectors.
- Piloting entrepreneurship training for young adults in Program Year 2016, after hearing from participants that they wanted to build the necessary skills to open their own businesses. The lessons learned in these programs and the curricula developed will be shared across Partner4Work's year-long programs and incorporated into professional development and leadership programs and activities.
- Building on programming piloted in 2015 using Pennsylvania Department of Labor and Industry funds to develop STEM programming, funded through a private foundation. These young adults will have access to mentoring, job shadowing, and occupational skills training in STEM occupations. Analysis of the initial round of programs led to the identification of best practices that have been infused into current programs.

Further, as a core partner, the Office of Vocational Rehabilitation (OVR) has the ability to collaborate with the Partner4Work Board to provide in-school youth with disabilities opportunities to participate in pre-employment transitions services (PETS), such as paid work experience and job shadowing, to better prepare these students for life after high school. Partner4Work blends WIOA ISY funds with OVR PETS funds to better serve Pittsburgh Public Schools' students and will continue to explore opportunities to collaborate with OVR to serve eligible youth.

Addressing Systemic Challenges

By blending public and private resources and marrying strategic objectives with tactical solutions, Partner4Work is building a highly efficient infrastructure to increase system capacity to better serve job seekers and employers.

This is where connections are made. To identify and address “system” side challenges, Partner4Work marries its in-depth understanding of the labor market with front line connections to job seekers and companies. For example, research informs local service partners that jobs for youth have declined significantly over the past decade. Companies across all sectors also indicate that they need replacement talent and that youth aren't aware of the range of available jobs. Armed with this knowledge, Partner4Work has created a corporate summer internship program, educated school districts, and revamped youth workforce funding strategy.

2.2 What is the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals for the local area? [WIOA Sec. 108(b)(1)(F); 20 CFR § 679.560(a)(6)]

The framework for working collaboratively to align resources of core partners is the Pittsburgh Works platform described in Section 2.1. From that base multiple programs and initiatives are developed and implemented to achieve local and regional goals. Primary access points for all services for job seekers and employers are the PA CareerLink® Pittsburgh/Allegheny County Centers, part of the national American Job Center Network. With locations Downtown and in Forest Hills, the centers offer access to general and specialized services of all core partners. The partners also prepare joint proposals for funding to address specific economic development, target population, and skills development goals of the Board. Key priorities for program implementation under WIOA are career pathways and sector-based employer engagement that integrate classroom training with work-based learning. Current programs and initiatives that exemplify partnerships developed within the Pittsburgh Works platform include:

TechHire Pittsburgh

TechHire Pittsburgh, part of a national campaign to build digital skills talent pipelines in local communities, is a joint effort of Partner4Work, the City of Pittsburgh, PA CareerLink® Pittsburgh/Allegheny, and the Allegheny Conference on Community Development. The initiative includes a basic coding “boot camp” for unemployed and underemployed adults, mentoring and job placement, and two career tracks for students: web developer and quality assurance analyst. TechHire is a private-public collaborative with courses taught by Pittsburgh-area technology firms Mined Minds and Rivers Agile Solutions.

The first boot camp cohorts launched in 2017, and many successful graduates have already found paid work experience post-training. Partner4Work collaborated closely with PA CareerLink® Pittsburgh/Allegheny to design a customized job training cohort for seven entry-level web developers, in order for these individuals to enter into a four-month apprenticeship program with a regional technology firm. Other graduates have found work in technology or technology-related fields.

Additionally, as TechHire Pittsburgh continues to grow, the opportunities for collaboration are increasing. Partner4Work continues to convene broader networks of training providers and employers interested in non-traditional pipelines for tech talent in the region. By bringing together these different organizations under the same banner of TechHire, Partner4Work is able to streamline the application processes for potential participants and the recruitment opportunities for employers.

Quick Train for Jobs

Quick Train for Jobs is Partner4Work's training solution to bridge the gap between people looking for work and companies seeking to hire. Quick Train provides funding for short-term customized training programs to arm motivated job seekers with the skills for in-demand jobs in healthcare, manufacturing, finance, construction/trades, information technology, transportation/logistics, and energy. At the same time, companies or coalitions of companies can groom specific candidates with the skills needed to fill positions.

Training to Work

Training to Work is a \$1.4 million program of Partner4Work and the Allegheny County Jail Collaborative to offer men and women in work release or home confinement programs the opportunity to participate in career training that meets the needs of local business. Funded through the U.S. Department of Labor, Training for Work will enable 170 adults, including a significant number of ex-offenders, to build hands-on skills in high-demand industry sectors including manufacturing, construction, culinary, truck driving, and customer services.

Microcredentialing

Partner4Work and the Community College of Allegheny County (CCAC) jointly developed microcredential pathways to teach occupational skills to local residents who are at least 18 years old. Training classes are designed to offer quick occupational competencies with credentials that have value in the labor market on their own but also stack toward higher level credentials and degrees. The current focus is on three occupational pathways: Patient Care Technician, Healthcare Information Technology, and Computer User Network Support. Funding supports tuition-free training for 60 students who also receive supportive services from the Pittsburgh Works partners.

Veterans Value Initiative

The Veterans Value Initiative (VVI) honors area veterans by helping them connect to civilian jobs through counseling and training specifically tailored for veterans and focusing on cross-walks between skills attained in military service and the skill needs of local employers. The initiative is a partnership of Partner4Work, the workforce development boards of Tri-County and Westmoreland-Fayette, and the Allegheny Conference on Community Development. Veterans receive no-cost training in the classroom

and on-the-job, and employers gain direct access to a pool of high-quality talent that receives training aimed specifically at addressing skill gaps.

Guided by the strategic priorities of the board, the Pittsburgh Works partners continually scan for joint funding opportunities to address the needs of local employers and job seekers. Through the partnership, proposals for funding can be quickly developed in the local area and involving partners in the broader region when desirable.

2.3 How will the local board's vision and goals align with, support, and contribute to the governor's vision and goals for the commonwealth's workforce development system? [WIOA Sec. 108(b)(2); 20 CFR § 679.560(b)(1)(ii)]

Because Partner4Work understands that workforce development is pivotal to the continuation of an economically vibrant region and state, it continues to forge deep partnerships on a local, state and national level, aligning workforce priorities with education and economic development. The mission is achieved through a focus on four interrelated areas that align and support the Governor's goals: Thought-Leadership, Front Line Talent Delivery and Business Solutions; Youth Talent Pipeline Investment; and Addressing System Challenges with Strategic Solutions. Key elements of Partner4Work's strategic plan are provided in Section 2.2. Alignment of the strategic plan with the Governor's plan and vision are captured in the following five goals:

Goal 1: Establish Career Pathways

Partner4Work strongly supports the Governor's vision to provide the skills and training needed for employment in high-priority occupations with multiple points of entry to career pathways and opportunities for advancement. However, local workforce partners understand that when accessing services of the public workforce system, not every job seeker is prepared to enter a high-skill occupation.

By leading and providing quality assurance for the one-stop system partnership, PA CareerLink® Pittsburgh/Allegheny County, Partner4Work focuses on helping people access to high-quality jobs for all job seekers, including those with barriers to employment, and in doing so provide multiple on-ramps to a successful future.

Through our partnership with United Labor Agency (the WIOA Title 1, adult/dislocated worker contractor) numerous points of entry are provided as well as steps to success that are manageable for job-seekers to achieve. In addition, through coordinated and strategic partnerships with career and technical centers, community colleges and employers, assistance is provided for individuals to navigate the path to careers in high-priority occupations that offer many opportunities for success.

Supported by the USDOL Workforce Innovation Fund, Partner4Work also is partnering with the Community College of Allegheny County on a project to develop micro-credentials for individuals with barriers to employment. These credentials will go beyond the traditional credentialing system to demonstrate measurable skills gains of individuals that clearly align with career pathways.

In addition, Partner4Work recognizes that soft skills are the foundation of any career pathway and have prioritized integrated work-based learning and soft skill development in our youth programs. Computer

literacy is also necessary for success in today's workplace and is foundational for many career pathways. Partner4Work partners with Title II to provide job seekers with computer skills classes in the PA CareerLink®. Demand for these classes outpaces the supply, so Partner4Work is exploring additional partnerships to expand capacity, including opportunities available through the TechHire initiative.

Goal 2: Invest in Talent and Skills for Targeted Industries in Strategic Partnership with Employers and Educational Institutions

Partner4Work shares the Governor's goal to identify the skills and competencies needed to guide job seekers into family-sustaining employment and to understand the needs of employers.

To further the commitment to leading a public workforce development system that balances the needs of those seeking careers with the talent demands of local industry, Partner4Work established a high-level business strategy where internal staff collaborate with business services teams of several other local entities, including the WIOA Title I contractor, to identify key workforce needs and deliver customized solutions to area employers. The team works to ensure companies maintain a competitive position and ensure their workers are as skilled and effective as possible. To ensure that training opportunities align with the skill sets needed most by employers, this team has also brokered a robust and strategic partnership among employers in in-demand sectors, educators, and training providers.

Through PA CareerLink®, job seekers are able to access individual training accounts to prepare for openings and longer-term career opportunities for high priority occupations. For work based training programs, the focus is on high-priority occupations, especially in Construction, Healthcare, IT and tech-related and Manufacturing. Work-based training for workers includes on-the-job, customized job and incumbent worker. On-the-job training provides financial assistance to employers in high-growth industries to onboard and to train new hires. Customized training is a new training opportunity for workers designed to meet the specific requirements of an employer or group of employers. Incumbent worker training also is a new opportunity designed to benefit business and industry by assisting in the skill development of existing employees.

In addition, Partner4Work formed a public-private system of service delivery that engages more than 80 workforce development stakeholders, known as Pittsburgh Works. Through Pittsburgh Works, we deliver new solutions to systemic workforce challenges that significantly increase the number of job-seekers connected to jobs and careers that provide sustainable wages.

A key service of Pittsburgh Works is the *Quick Train for Jobs* initiative, which aims to connect job seekers with employer-driven, high-quality, short-term occupational training leading to employment. Since 2014, through the *Quick Train for Jobs* initiative, Partner4Work has funded 16 short-term, employer-led training programs, providing occupational skills training to more than 250 individuals. Supported industries include construction, skilled trades, information technology (IT), and manufacturing, along with customer service training supporting multiple sectors.

Goal 3: Increase Work-Based Learning Opportunities for Youth

Investing in the future talent pipeline continues to be a key Partner4Work focus area.

Partner4Work strongly believes youth must be exposed to the range of available careers in order to find their passion and embark on the path to a bright and successful future. Through more than \$4 million in

funding, 12 community-based programs are supported annually serving nearly 1,000 youth through year-round programming. Through a mix of mentoring and training services, these programs help youth graduate from high school on time, earn GEDs, earn money for their work, and gain occupational skill training as they also develop other life skills such as leadership and effective communication.

All Partner4Work youth providers are required to develop work experience opportunities for youth participants. These opportunities range from paid work experience to job shadowing. Partner4Work is also working to develop work based learning opportunities with local secondary Career and Technical Education Centers.

Partner4Work works to meet the workforce development needs of the region's youth beyond year-round programs. In partnership with the City of Pittsburgh and Allegheny County, and with support from the state Department of Labor and Industry, in 2015 private and public funds were blended to deliver a first-of-its-kind summer youth employment program to more than 1,900 opportunity youth. This robust employment model successfully connected these young people to meaningful work experience in some of the region's key industry sectors, including Healthcare and Education, along with STEM occupations across multiple sectors. This program provides progressively more intense paid work experience for area youth, culminating in a capstone corporate internship where youth are placed at local employers for substantive projects. During the summer of 2015, Partner4Work also piloted several programs in STEM, including initiatives in the fields of Video Game Production, Digital Manufacturing, Website Production, and Agile Robotics.

Additionally, Partner4Work has worked to develop a stronger connection between WIOA Title I Youth programs and OVR to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS), such as paid work experience and job shadowing, to better prepare these students for life after school. The Board will continue to explore opportunities to collaborate with OVR to serve this population.

Goal 4: Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay

Partner4Work strongly believes that employers are not just end-users of the public workforce system. Rather, they must be critical partners at the table to lead and define strategies and programs that make sense and maintain the economic health of the region and the Commonwealth.

Together with the business services team at the PA CareerLink® centers and other partners, Partner4Work leads sector strategies and seeks value-added options for employers to acquire and develop their talent. Through these partnerships, Partner4Work also prioritizes how work-based training funds are used for high-priority occupations, especially in high-priority sectors including Energy, IT, Healthcare and Manufacturing.

This strategic and collaborative approach for regional stakeholders (employers, educators and training providers, and community-based partners) focuses on the workforce needs of key industries. These partnerships rely on workforce intermediaries or conveners to engage employers and other key stakeholders to close skills and training gaps; promote employer-informed credentials and career pathways; create training programs for the upcoming workforce; and extend talent pipelines into untapped and diverse pools of talent and into underserved communities.

Partner4Work partners with local and state economic development agencies to reach out to employers and to maximize assistance for their business growth. With the Governor's action team through the Pennsylvania Department of Community and Economic Development, Partner4Work and WEDnetPA have assisted companies that are relocating to the area with information about talent acquisition and development programs. With the Allegheny Conference on Community Development, Partner4Work is a part of employer-driven initiatives to develop the energy, and the IT and tech related sectors.

Work-based funds for on-the-job training primarily benefit small to medium-sized manufacturers looking for high priority skilled talent. A company developed a customized training program for ex-offenders that the skilled trade unions recognized as a pre-apprenticeship program. Partner4Work also leveraged public training dollars with private funding for innovative programs, such as Quick Train for Jobs, which provides businesses with trained employees based on their demand for specific occupational skills.

For partnerships with employers to increase work-based learning experiences, Partner4Work has the summer youth employment program that provides summer internships to youth from underserved areas. In addition, Partner4Work recently completed a three-year initiative to support manufacturing start-up companies that resulted in a multi-firm labor-management apprenticeship registered with the Commonwealth of Pennsylvania and recognized by the Department of Labor.

Partner4Work staff and its one-stop operator, Fourth Economy, will work to align business engagement across partners including OVR in hiring qualified individuals with disabilities. As a core partner, OVR has the ability to provide multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

Goal 5: Strengthen Data Sharing and More Effectively Use Data

Partner4Work's acquiring and analyzing of regional labor market data provides the foundation for its work including coordination with multiple local and regional partners as goals and strategies are jointly developed. By understanding the complex needs of job seekers as well as the current and future talent demands of local employers, Partner4Work and its partners effectively craft strategies that meet short-term and long-term needs.

Partner4Work actively leverages its experience and expertise in labor market supply-demand analytics and workforce policy to support broad economic and workforce development efforts led by multiple, diverse partners. To do so, Partner4Work has implemented a three-pronged strategy that includes:

1. An on-line regional hub of inclusive, aligned, market-relevant, and user-friendly education, workforce and labor market data. This hub is available to a broad base of stakeholders for free and includes data on industry and occupational employment dynamics, real-time demand for talent (including information on opportunity occupations and digital skills), commuting patterns, neighborhood-based information, and other information.
2. Building greater awareness of key workforce issues and opportunities for effective change by producing timely, data-grounded reports, think pieces, messaging campaigns and events. These efforts are aimed to reach broad audiences, including employers, economic development and workforce intermediaries, policy makers and funders. An example of such efforts is Partner4Work's 40K-for-40K campaign and several reports generated from ongoing focus groups with job seekers who are participating in the PA CareerLink® system or in other

- programs funded by Partner4Work.
3. Establishing an inter-agency research-to-practice collaborative to improve cross-sector coordination and collective impact. Partner4Work actively engages in data sharing agreements and joint research efforts with other organizations to improve understanding of workforce issues and to enhance coordination of service delivery. One example of these efforts is a collaboration with the Allegheny County Department of Human Services for analyzing patterns of engagement in services, including differences, similarities, and duplication in serving program participants.

Partner4Work uses technology to more effectively manage and provide real-time tracking of programmatic data. Through the Commonwealth Workforce Development System (CWDS), Partner4Work analyzes programmatic data and outcomes of local WIOA-funded programs. Partner4Work has also recently developed a customized online platform to manage program data for the Summer Youth Employment Program.

Partner4Work strongly supports opportunities to access real-time data from state systems to streamline the process for participant enrollment and access to services, reduce paperwork, conduct targeted outreach, provide more efficient referral between programs, and increase data-driven decision making at the local level. Through numerous conversations across programs and among partners, Partner4Work continues to define and understand how data sharing can drive sound decision making and effect systemic change.

As an example of the use of technology, in partnership with the region's philanthropic community Partner4Work conducted a deep, granular analysis of the workforce development assets in select Pittsburgh neighborhoods. This analysis marks a significant step forward in positioning the public workforce system to connect employers and job seekers at the ground level. This research comprehensively maps existing employers and industries, highlights industries that are growing and declining, and examines the education and skills people need to work in the jobs available in their communities. With this type of detailed information, Partner4Work ensures that the workforce system is as responsive and accessible as possible.

2.4 What are the local levels of performance that have been negotiated with the governor and chief elected officials? [WIOA 116(c); 20 CFR § 679.560(b)(16)] How will the local board's goals relate to the achievement of these measures? [WIOA Sec. 108(b)(17); 20 CFR § 679.560(b)(5)]

Local plans must complete the performance measures table template found within the fillable template (*Appendix C Multi-Year Local Plan Instructions*); the table incorporates the local levels of WIOA negotiated performance goals.

Partner4Work is committed to filling more family-sustaining-wage jobs and shortening the time that it takes to fill a good job with a work-ready individual. Partner4Work is also committed to decreasing the share of long-term unemployed in the region by systematically and collaboratively reducing barriers to employment (including the lack of adequate skills and credentials) that these individuals face. Partner4Work meets and exceeds the WIOA Adult, Dislocated Worker, and Youth negotiated performance measures (current negotiated levels are available in the Appendix of this document). Partner4Work works with all subrecipients and staff to ensure that the performance outcomes continuously improve.

Partner4Work uses a variety of dashboards and key performance indicators, linked to WIOA and the

local plan, to regularly track progress and ensure that programs are meeting and exceeding performance levels established by the Board and negotiated with the state. All subcontractors will routinely be made aware of the performance measures and the importance of exceeding those measures starting with the Request for Proposals and throughout their relationship with Partner4Work. Specific language about the performance measures is currently included in the contracts signed by all subrecipients. Performance contracts tied to WIOA Performance Measures are used when appropriate. Partner4Work staff visit each subrecipient regularly to review activities and address any specific issues including performance. If a subrecipient is unable to meet performance benchmarks, technical assistance is provided to address the issues. Meeting or exceeding the negotiated performance levels enables Partner4Work to connect more Adult, Dislocated Workers, and Youth with credentials, jobs with self-sustaining wages, and employment they retain.

Partner4Work has engaged youth, adult, and dislocated worker programs in managing the shift from WIA Common Measures to WIOA Performance Measures and how success in these new measures will help drive the workforce system toward greater alignment between Titles I-IV and the development of an educated and skilled workforce.

Aligning directly with the WIOA Performance Measures related to youth program, Partner4Work engages in building a strong youth pipeline to ensure the skill needs of employers are met as the Baby Boomer Generation begins to retire. For both in-school and out-of-school youth programs, placement in employment, postsecondary education, or the military, and the attainment of an industry recognized credential are vitally important steps in career pathways. Based on this goal, for the last RFP process for youth programs (completed in the spring of 2015), Partner4Work sought providers who linked their programs with industries, ensuring that youth participants are exposed to professionals throughout their program year. These links are created in the development of training curriculum through program visits by professionals who discuss career paths, career exploration activities, and work-based learning opportunities with a focus on industry-recognized credentials. Both ISY and OSY year-round programs focus on measurable skills gains for youth participants. Further, Partner4Work provides significant supports and technical assistance to youth providers, with a focus on identifying challenges and solutions early, sharing best practices across programs, and coaching program staff to more effectively meet needs of younger job seekers.

3. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce System and Investment Strategies

The responses to the following questions will expand on the visions and goals of the previous section, which will include how the local board designs strategies to reach those goals. Where a local board is part of a [planning region](#), such responses will identify the strategic vision and goals of the local area in support of the planning region.

3.1. Provide a descriptive overview of the governance structure for the workforce system, including key stakeholders and entities in the local area.

Each local board is expected to include an organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. (A Microsoft Word version of the chart has been provided by the state as a fillable template.) Need to fill in template.

Jointly appointed as the local workforce development board by the Mayor and Allegheny County Executive, Partner4Work's Board of Directors' provides policy, strategic direction, and oversight for the region's workforce development system. It oversees the use of funds directed at workforce development from a variety of sources, including federal and state grants and appropriations and private funds. The board also convenes key players in workforce development, including economic development, education and advocacy groups, and required and other partners. In addition it collaborates with the other local workforce development boards in the state-defined Southwest Region to develop goals and strategies for the broader region.

The Partner4Work Board maintains four standing committees to oversee its activities: Executive, Audit/Finance, Governance, and Youth Advisory committees. Partner4Work currently maintains three ad-hoc committees: Service Delivery; Communications; and Human Resources. The Board also authorizes and maintains contracts with numerous youth and adult service providers to achieve the Board's goals.

Duties of the standing and ad-hoc committees include:

Executive Committee

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

Audit/Finance Committee

The Audit/Finance Committee reviews and recommends the annual budget, addresses and complaints of fraud or mismanagement of funds, ensures the financial stability of the organizations, and accepts the audit of the organization.

Governance Committee

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

Youth Advisory Committee

The Youth Advisory Committee leads organizational efforts to prepare youth with the skills needed to

develop a world class workforce pipeline for the City of Pittsburgh and Allegheny County, recommends distribution of youth funds, oversees youth services contracts, and guide the vision for youth programs.

Service Delivery Committee

The Service Delivery Committee guides Partner4Work's implementation of its policy vision for adult/dislocated work programs, including PA CareerLink® Pittsburgh/Allegheny County, and works to exceed performance expectations, refining responsibilities as needed for partners and contractors of the system.

Communications Committee

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

Personnel Committee

The Human Resources Committee oversees the organization's implementation of sound compensation and personnel policies and practices.

As the fiscal agent for the Allegheny County LWDA and the City of Pittsburgh LWDA, Partner4Work has eliminated duplication of administrative costs between both local areas. The City and County both had infrastructure costs to manage WIOA RFP processes, select and oversee contractors, and monitor performance. The shift to a single administrative structure has reduced WIOA funds spent on program administration and management by approximately \$500,000 from prior years, making more funds available for direct services to job seekers and employers. As the local board, fiscal agent, and administrative entity for WIOA Adult, Dislocated Worker, and Youth funds in Pittsburgh and Allegheny County, Partner4Work oversees procurement, contracting, fiscal reporting, compliance, and monitoring of these funds. Further, Partner4Work is responsible for competitively procuring and contracting with an entity or entities to serve as the one-stop operator to oversee daily operations of the comprehensive PA CareerLink® sites in Pittsburgh and Allegheny County and support the coordination of services among the PA CareerLink® partners.

3.2. What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment? [20 CFR § 679.560(b)(1)]

Expectation:

The Department has provided a template for local partners to be included as an attachment

Note: If programs are providing services at locations outside of the PA CareerLink sites, then those sites must be added to the "One-Stop Location and Program Services" template. Examples include libraries and OVR District Office locations.

The local workforce development system is comprised of four main groups of stakeholders with two overarching, mutual goals. The four entities of the workforce development system are job seekers (both youth and adult), training providers (including K-12 and postsecondary education), community organizations, and employers. Each of these organizations plays a distinct, yet integral role in the dual workforce goals of establishing a job seeker's career path and meeting the needs of the current and future employer.

Partner4Work strengthens the connections between these entities to ensure an aligned workforce

development system. This synthesis is accomplished in part by creating a shared understanding of labor market supply and demand, developing the youth pipeline, preparing and connecting work-ready job seekers to career paths, and identifying systemic solutions to employer challenges.

One-Stop Operator

Through a competitive procurement process, Fourth Economy was selected to serve as the One-Stop Operator for the PA CareerLink® Pittsburgh/Allegheny County as required by WIOA and its federal and state implementing regulations. The Operator's role is to enhance collaboration, integration, and coordination of delivery of workforce development services via the PA CareerLink® partnership of agencies. Major components of the work involve engaging the network of PA CareerLink® partners, including developing and implementing shared goals, expanding the reach of the system to new partner agencies and other stakeholders, leading efforts to enhance and coordinate service delivery within the PA CareerLink® centers, and developing innovative ideas and technologies to improve the local workforce development system. In performing these duties, Fourth Economy will maintain and employ a current knowledge of applicable federal, state, and local policies and work closely with Partner4Work and PA CareerLink® partners to develop strategies for implementing the Board's vision and WIOA Local Plan to achieve maximum collective impact of partners in the local area.

Core Program Alignment

The core programs – Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and Vocational Rehabilitation – work in concert to effectively serve job seekers and employers. Strategies are informed by in-depth Partner4Work analysis of robust labor market information that is gathered and analyzed locally as well as data obtained from CWIA, EMSI, U.S. Census, BLS, and CWDS. While each program has clearly defined activities to carry-out, as defined by law, it is through leveraging services and resources that optimum outcomes can be achieved. Partner4Work's alignment of core programs includes establishing effective career pathways that combine guidance, education, training, and support services to prepare individuals for careers. Given individuals' needs and career goals, the pathway system helps to guide individuals to appropriate programs and services. Partner4Work promotes co-enrollment when appropriate to align services and, to prevent duplication of services among the core programs, encourages shared guidance and support services within each career pathway program.

PA CareerLink® Pittsburgh/Allegheny County offices are the physical locations where, at a minimum, the services associated with each WIOA-mandated partner's core programs are accessed and provided. In addition, within each PA CareerLink® Pittsburgh/Allegheny County site information is provided and referrals are made to many partner program services, such as post-secondary recipients required under Pennsylvania's Perkins plan and TANF and SNAP programs. For effective and efficient service to customers, integration of PA CareerLink® service delivery is critical. To help facilitate this integration, all partners have itemized the types and availability of services to be provided in the PA CareerLink® Pittsburgh/Allegheny County Partner Agreement.

Within the PA CareerLink®, program staff is aligned functionally, rather than by program. Aligned functions include the greeting and initial intake and assessment of customers; skill and career development assessment that includes the provision of career and training services; and business services that include building relationships with employers through local and regional initiatives, such as career pathway design, sector partnerships, and talent pipeline development. This alignment offers direct access to a broader range of services that can be adapted and leveraged to address each

customer's unique needs. PA CareerLink® uses a triage approach to service delivery. Persons seeking assistance through the system can access job matching services online or in person. Staff is available to provide direct assistance to customers in both group and individual settings, and self-service resources are available in Career Resource Areas in the one-stop center locations.

A brief discussion of the activities to be funded by each of the core programs and strategies to align and coordinate services follows.

WIOA Adult

Authorized under WIOA, the Adult program is one of three Title I core programs designed to assist participants in attaining employment. Its programming for adult job seekers and workers is aimed toward effective preparation and speedy connection of work-ready individuals to open jobs while, simultaneously and through meaningful collaboration, strengthening the workforce delivery system. At the same time, better understanding of employer's needs is factored in the implementation of systemic solutions to employer's workforce challenges. Partner4Work ensures programmatic alignment of these adult services by 1.) drafting and implementing effective policies guiding spending and 2.) provision of services. Priority of service is given to participants deemed to be recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Additionally, if the participant is also found to be an eligible Veteran or spouse of a Veteran, priority of service is also extended to the covered person. Through the Adult program two types of services are made available. The first type of services is known collectively as career services, and the second is training services. A participant who, after an interview, evaluation, or assessment, and career planning, is determined to be unlikely or unable to obtain or retain employment which leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, may be in need of training services. However, to participate in a training program, the participant must have the skills and qualifications to successfully participate in the selected training program and be otherwise eligible in accordance with the priority of service system. WIOA Adult services are provided within PA CareerLink® Pittsburgh/Allegheny County by a Partner4Work subrecipient.

WIOA Dislocated Worker

Dislocated Worker programs assist workers before or after layoff in identifying basic skills training, on-the-job or customized training programs and apprenticeship opportunities to help facilitate rapid reemployment. Dislocated workers are triaged at the point of entry to identify potential program eligibility. This initial intake and triage allows for the development of a streamlined service strategy that maximizes the funding of all entities in carrying out core reemployment activities. WIOA Dislocated Worker services are provided within PA CareerLink® Pittsburgh/Allegheny County by a Partner4Work subrecipient.

WIOA Youth

Youth programming is designed to serve eligible youth and young adults through a variety of services: high-quality case management support toward educational attainment that includes career guidance and exploration, summer and/or year-round work experience opportunities such as internships and pre-apprenticeships, skills training along a career pathway for in-demand industries and occupations, as well as any necessary supportive services. The ultimate goal for program participants is either advancement into post-secondary education or the attainment of employment with a family-sustaining or self-sustaining wage. Youth program services are prioritized for out-of-school youth (OSY) and youth with significant barriers to employment, such as a disability, being a pregnant or parenting youth, or being

subject to the juvenile/adult justice system. All youth services are provided by Partner4Work subrecipients.

Wagner-Peyser

Wagner-Peyser staff provide employment services to job seekers and employers in PA CareerLink® Pittsburgh/Allegheny County locations. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders; referral of qualified job seekers to job openings; and organizing job fairs. To help inform their activities both job seekers and employers are also provided with robust labor market information. Wagner-Peyser services are provided by the PA Department of Labor & Industry, Bureau of Workforce Partnership & Operations.

Adult Basic Education

For adults who are deficient in basic skills, adult basic education is a critical partner in establishing career pathways. Funded programs provide a full range of adult basic education services from beginning level literacy through high adult secondary and transition activities to support college and career readiness, and where needed including English language acquisition activities. Programs provide basic skills instruction in the context of work readiness and incorporate workplace preparation activities and career awareness and planning in instruction and services. Programs provide case management services to their students in two key areas: 1.) helping students address barriers to participation in adult basic education programming, and 2.) helping students use employment and/or postsecondary education/training to prepare and plan for entry onto a career pathway. Case managers connect students with social services to address needs such as child care, transportation, housing, health care and others. They also provide information on employment and postsecondary education/training opportunities and assist students in completing the necessary steps to take advantage of those opportunities. Partner4Work will continue to explore ways of strengthening coordination and collaboration among local WIOA Title II providers, such as through cross-training, program referrals, and co-enrollment.

Office of Vocational Rehabilitation (OVR)

The Office of Vocational Rehabilitation (OVR) provides services to individuals with disabilities to help them secure and maintain employment and independence. These services are designed to ensure individuals with disabilities become qualified trained members of the workforce, increasing regional workforce diversity and the overall number of skilled workers available to business in the region. Eligible OVR customers receive multiple, individualized services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement.

Under WIOA, OVR has the ability to provide both eligible and potentially eligible in-school youth with disabilities with pre-employment transition services (PETS) to better prepare these students for life after high school. PETS services may include but not be limited to; paid work experiences, job shadowing, workplace readiness training, and career guidance. OVR also has the ability to provide multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

The Pittsburgh Works partnership provides the ongoing venue for the alignment of all partners with the goals and strategies of the Board. Partners also work to align programs, services, and practices on a

broader regional basis to create cost efficiencies and provide better customer to services to employers and job seekers on a regional basis.

Additional Partners

The Pittsburgh Works structure provides ongoing connections among a wide array of human service agencies with the goal of streamlining and synchronizing the delivery of services to job seekers and employers. Through the partnership, access to supportive services include counseling to meet basic needs such a food and nutrition provided by SNAP and multiple community organizations in the partnership.

Partner4Work provides direct connections for TANF recipients to access the full range of PA CareerLink® services, as TANF is a partner in the local PA CareerLink® structure and is working with Partner4Work to forge even stronger connections to career services provided under WIOA, including access to occupational skills training and work-based learning. Partner4Work ensures coordination with the EARN program, as it has oversight responsibility for Allegheny County EARN funding.

The local Memorandum of Understanding (MOU) provides detailed information from the Department of Community and Economic Development (DCED) related to the role of Community Service Block Grant (CSBG) agencies in the local workforce development area. CSBG has been in existence since 1965 with the mission of addressing causes and conditions of poverty. Initiatives have included neighborhood linkages, coordination with other community resources, income tax preparation assistance, housing assistance, case management, and establishment of results-oriented accountability structures. Local CSBG agencies participate in the delivery of workforce development services in multiple ways including: participation in local and regional planning groups; engaging in business services delivery; distribution of materials in the PA CareerLink® centers; providing computer links to partner organizations; holding meetings at PA CareerLink® centers as needed; participating in sessions for employers with partner agencies; and working with partners to leverage grant funding opportunities. DCED contributes financial assistance to support the PA CareerLink® infrastructure and operating costs, and is committed to inclusion in the fabric of the local workforce development system in a much more formal way than in prior years.

3.3. How will the local board work with the entities carrying out core programs to: [20 CFR § 679.560(b)(2)]

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

Partner4Work places strong importance on serving individuals with barriers to employment and is committed to meeting the Governor's goal that at least 51% of those receiving Title I Adult services will be individuals entitled to priority of service. To do so, Partner4Work has developed a strong partnership with the United Labor Agency (ULA) as the Title I service provider. ULA brings a strong record of success in integrating services and funding sources from its work in the Cleveland, Ohio region. Partner4Work will leverage this partnership to expand access to workforce services and explore co-enrollment for eligible individuals to meet each individual's unique circumstances. Further, Partner4Work will work closely with Fourth Economy, its PA CareerLink® Operator, in overseeing the one-stop operator duties described in Section 3.2 and in ensuring that the one-stop partners adhere to commitments for sharing of responsibilities and resources identified in the Memorandum of Understanding (MOU) that each

partner maintains with the Board.

The core partners will work together to identify individuals eligible for priority of service at the point of entry in each PA CareerLink® center and to ensure individuals with barriers to employment receive the services they need to be successful in their job searches. Partners will work collaboratively, starting with initial introduction of services and eligibility determination process, to provide access to all available services of partners rather than referring the applicant to one partner for a limited menu of services. The process will also serve to minimize stereotyping of individuals as connected to one target population. A role of the one-stop operator is to work with partners to expand outreach efforts for partner programs and services, including those of the WIOA core programs (Adult, Dislocate Worker, Youth, Adult Education, Wagner-Peyser, and Vocational Rehabilitation). Further, through the One-Stop Partner MOU, partners commit to working with the one-stop operator to establish a process for effective referrals to and from PA CareerLink® partner programs, including strengthening communication, developing a common intake process, staff training on eligibility requirements of partner programs, and a number of additional efforts to ensure integrated and seamless delivery of services.

To further expand the access to employment, training, education, and supportive services for eligible individuals; Partner4Work will remove barriers to enrollment where possible. Partner4Work will utilize self-certification in accordance with Workforce System Guidance 04-2015 and Partner4Work's eligibility policy to facilitate eligibility validation for individuals with barriers to employment. Partner4Work will utilize self-certification as a final resort after determining no other method for verification is possible or available. Where possible, Partner4Work contracted providers will also utilize telephone verification prior to the use of self-attestation for adult, dislocated worker, and in school youth populations.

Partner4Work is also working with the core programs to explore models for increasing co-enrollment where appropriate. Job seekers who enter PA CareerLink® without a high school diploma or GED are referred to Title II services before, or concurrently with, participating in occupational skills training. Basic skill deficient job seekers are also referred to Title II services to increase English, computational, or computer skills. Additionally, Partner4Work is working closely with OVR staff to identify models to increase awareness and expand access to programs through OVR. This includes exploring opportunities for co-enrollment of both youth and adult participants in order to ensure that individuals with a disability have robust employment services. Recognizing that Title III Wagner-Peyser programs represent the entry point to the public workforce system for a large share of job seekers, all PREP workshops include a discussion of the Title I services available to our clients.

Partner4Work is exploring both brick and mortar and virtual solutions to further expand access for job seekers unable to reach the two PA CareerLink® sites in Pittsburgh and Allegheny County. In doing so, Partner4Work is working with the Pittsburgh Works network of workforce development providers to develop a meaningful distribution strategy to expand the geographic footprint and accessibility of PA CareerLink® services. Utilizing mobile PA CareerLink® staff and cross training of library staff, Partner4Work is also partnering with the Carnegie Library of Pittsburgh system to establish new access points for PA CareerLink® services while leveraging the infrastructure and resources of the local libraries.

However, recognizing that not all individuals want to go to a physical business location to access services, Partner4Work is exploring virtual provision of services to meet these job seekers where they are. The Census estimates that over 93% of individuals between the ages of 18-64 in Allegheny County live in a home with internet access. WIOA calls for workforce development boards to utilize technology

to increase job seeker access to services. Partner4Work will utilize Job Gateway to link job seekers with employers and utilize technology as much as possible to expand access to services.

Partner4Work also recognizes that not all job seekers, particularly those with barriers to employment, will be ready to immediately enter jobs with family sustaining wages when they seek services at PA CareerLink®. In response to this need, Partner4Work is exploring partnerships with social service agencies to provide the supportive services necessary for job seekers while they work on job readiness. For example, in one neighborhood-based project, the Choice Neighborhoods Initiative, Partner4Work is partnering with several community based organizations to transform the Larimer community of Pittsburgh. The program focuses on holistic neighborhood revitalization, from housing development, individual and family case management, financial literacy counseling, community health assessments, relocation services, to workforce development services for area residents.

To further help those at the nascent stages of their careers, Partner4Work is working to develop career pathways linked with the Eligible Training Provider List (ETPL) to help job seekers understand both options available to them and how training can be leveraged for success. Myriad agencies, from career and technical education providers to employers, utilize career pathways in Allegheny County. To date, however, there has not been a systemic effort to develop pathways that are vetted by a broad group of employers and validated in coordination with licensed training providers. To address this need, Partner4Work has begun working with a group that includes local employers, youth providers, CTCs, adult basic education providers, higher education providers, and other interested stakeholders to identify and develop career pathways that lead youth and adult job seekers from entry level positions to opportunity occupations with stackable, relevant credentials along the way.

To be useful for job seekers, career pathways must have multiple on and off ramps and must have interim steps that are manageable to achieve while clients are working or with minimal disruption to their employment history. For this reason, Partner4Work is working with CCAC on the development of three micro-credentials in high-demand occupations. The micro-credential curricula were developed and piloted in Program Year 2016, and lessons learned in this process are being incorporated across multiple training programs, with connections to other stackable credentials within identified career pathways.

In an example of this effort, Partner4Work piloted badging in our Summer Youth Employment Program during the summer of 2015. We plan to expand on the lessons learned during that pilot and to help us incorporate the use of badges, microcredentials, and other stackable credentials in the development of career pathways.

Partner4Work will continue to promote career pathways as the “language of the system” in bringing employers and educators together as partners. As previously mentioned, employers must increasingly become full partners in career pathways, engaging in work-based learning in multiple ways to connect to classroom learning. Specificity on pathways within sectors will be a key topic with employers in sector partnership and a key component of Next Generation Industry Partnership work. Partner4Work will also engage employers on a cross-sector basis to identify occupational skills that apply to multiple sectors, and to build entry skills (such as customer service and IT) in sectors such as Retail and Hospitality that can be applied to high-demand, high-quality jobs in multiple sectors.

Please note: Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Further, training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR

District Administrator.

3.4. What strategies will be implemented in the local area to improve business/ employer engagement that: [20 CFR § 679.560(b)(3)]

- **Support a local workforce development system that meets the needs of businesses in the local area;**
- **Manage activities or services that will be implemented to improve business engagement;**
- **Better coordinates regional workforce and economic development strategy, messaging, engagement and programs; and**
- **Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.**

In order to continue to address the needs of employers and job seekers in the local area, Partner4Work implements a broad, collaborative business engagement strategy. This includes multiple activities led by internal team members as well as collaborative activities with other employer-serving organizations.

In this endeavor, Partner4Work works in close coordination with the PA CareerLink® centers and with the one-stop operator. Through the PA CareerLink® centers, Partner4Work facilitates the connection of employers to qualified talent and increases awareness of the public workforce system resources available from partner organizations. Together, local partners provide talent acquisition and workforce readiness, work-based training, talent pipeline and diversity development, on-site recruitment events at the PA CareerLink® centers and at other locations. Through these events employers reach new pools of job candidates at cost saving to them. Additional resources include employer engagement structures for work-based learning via on-the-job training (OJT), customized training, and incumbent worker training to improve employers' talent acquisition strategies, access untapped talent pools, decrease on-boarding and talent development costs, and increase retention of talent.

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

The Office of Unemployment Compensation (UC) also provides services to ensure employers understand their legal rights and responsibilities, which helps to reduce their cost of doing business. UC customer service staff conduct seminars on UC topics where these rights and responsibilities are explained. This also allows the opportunity to forge even stronger connections between employers and the PA CareerLink® system. Additionally, individuals who are likely to exhaust benefits are identified through the Profile Reemployment Program (PREP) and the Reemployment Services Eligibility Assessment (RESEA) and are directed to come to the PA CareerLink® Center for special staff assistance. Through employer information sessions, employers are made aware of these programs as an additional source of referrals and as a means of reducing the time individuals need to receive benefit payments.

Employer-driven career pathways consist of required skills and credentials for high priority occupations. Job seekers receiving WIOA-funded training are registered in Job Gateway and are recruited, assessed, and counseled by PA CareerLink® multi-agency staff. Adult Basic Education and Office of Vocational Rehabilitation (OVR) staff are located in each PA CareerLink® center to assist eligible job seekers with access to resources. Both of these core partners provide case management to assist job seekers with job placement with local employers. The connection of all partners to coordinated sector strategies and career pathways development will now be strengthened by the role of the one-stop operator.

In the community, Partner4Work is represented on the Allegheny Conference on Community Development's Workforce Committee and is a member of the African American Chamber of Commerce, among other professional memberships intended to strengthen linkages between employers and the public workforce development system. These partnerships serve to maintain key, ongoing connections that yield multiple results. For example, Partner4Work collaborates with the Allegheny Conference on Community Development on quantitative and qualitative research, including recent employer roundtables focused on information technology (IT) needs and solutions. Partner4Work has deep organizational connections to the local employer community and is able to expand its reach and messaging with multiple memberships with business associations and business-serving organizations in the local area and the broader region.

Partner4Work also contracts with additional community organizations to increase business awareness and engagement with resources and services that are available. Currently, Goodwill Industries of Southwestern PA and the Energy Innovation Center are responsible for developing and implementing outreach strategies to increase outreach via their employer networks.

Partner4Work has created multiple venues for efficient and effective engagement with local employers. The research and strategy team provides employers with labor market research to assist them in customizing their talent development strategies. Through the Pittsburgh Works partnership, Partner4Work is able to serve employers with an aligned continuum of services and providers that use evidence-based tools to screen, assess, and match job seekers to key openings of local employers. As part of the Pittsburgh Works partnership, Partner4Work regularly hosts *Employer Talks* events where hiring employers in key industry sectors present insights related to job opportunities and skills needs. Through these events, partners are able to develop connections, personal relationships, and joint solutions to serve local employers.

Several specific Partner4Work programs provide additional employer engagement opportunities. The *Summer Youth Employment Program* extends talent pipelines for employers into underserved areas. *Employer Internships* develop young adult talent while giving employers early access to talent. The *Veterans Value Initiative* increases the number of "veteran friendly" companies and provides crosswalks from military to civilian skills along with targeted, short-term training for specific job opportunities. *Quick Train* grants fill need for immediate talent in a wide range of sectors using short-term training available from Pittsburgh Works partners. *Industry Partnerships* in Healthcare, Construction, and Information Technology, among others, bring employers a better understanding of the workforce development system and its resources within the context of specific needs of the sector. Partner4Work is currently a recipient of a construction industry partnership grant that funds upskilling of the current workforce.

Business engagement occurs on the regional level and is a key priority in the Southwest Pennsylvania

WIOA Regional Plan. Partner4Work is collaborating with other workforce development entities in a 3-state region (Pennsylvania, Ohio, West Virginia) to create a plan for meeting the needs of workers and employers negatively impacted by changes in the coal industry. The Coal Business United Resource Network (BURN) plan that is being developed focuses on structured interviews and multi-partner solutions for employers that experiencing negative impacts from decreased coal usage. This is an example of a “transactional” level approach to working with individual employers to address specific, current needs. The Board also works with employers at the “transformational” level in industry sectors to work on longer-term issues and solutions in the labor market.

3.5. How will the local board coordinate local workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services? [20 CFR § 679.560(b)(4)]

Partner4Work’s partnerships with economic development partners are well-developed and include frequent and strategic interactions. Partner4Work works closely with economic development authorities at both the city and the county level, and is also a member (an investor) of the Allegheny Conference on Community Development, the region’s lead economic development entity. Partner4Work is an active member of the region’s Partnership for Regional Economic Performance (PREP) as well as the WEDnetPA program. Additional collaboration includes engagement with business intermediaries such the region’s manufacturing extension partnership, the Pittsburgh Technology Council, the Small Business Association, local chambers of commerce, among many others. Collaboration with economic development partners and programs aims to:

- Increase awareness among employers about resources available through the public workforce development system. For example, through regular interactions, Partner4Work’s colleagues in economic development understand well the capabilities of the PA CareerLink® system and programs such as on-the-job training, customized training, work-based learning, and incumbent worker training, and are able to effectively market them to their members and stakeholders.
- Streamline workforce development efforts and holistically address employers’ needs. For example, economic development partners are included in joint sector strategies (healthcare, manufacturing, construction and technology) in order to leverage the capacity of business intermediaries for outreach and convening purposes as well as often utilizing their know-how for the delivery of consortium-based incumbent worker training.

Partner4Work also partners with economic development organizations to identify and address key workforce challenges. For example, critical shortages in tech occupations have been identified that raise the need to create accelerated training pathways to these opportunity jobs. Collective efforts led to initiating training pilots for youth and adults and securing a White House designation as a TechHire region. Another example of collaboration with employers is the Veterans Value Initiative, a collaborative effort to source veteran friendly employers and support their hiring and upskilling needs.

Partner4Work actively partners with economic development entities (Urban Redevelopment Authority, Almono, etc.), developers and unions in large-scale neighborhood-based development projects such as a “first source” entity to facilitate entry into the building and construction trades of local, low-income, and/or minority residents who are interested in careers in the industry. Partner4Work serves as a

resource to construction managers, contractors and unions for identifying and screening residents interested in the construction trades, and facilitates the appropriate connections with training providers as needed to prepare individuals to access these opportunities.

Recognizing the need for entrepreneurial skills training for young adults, the requests from young adult programs participants, and the priority for such training under WIOA, Partner4Work piloted entrepreneurial skills training programs during the spring and early summer of 2017. These programs engaged youth through teaching course content of product conception, iteration, and marketing, and also provided practice in developing business plans and learning from failure. More than 70 young adults were served through these programs. Lessons learned have been documented and will be incorporated into year-long youth training and development programs.

4. OPERATIONAL PLANNING ELEMENTS: Local Workforce Delivery System

The questions in this section require greater detail and should focus on how the local board will execute the strategies in section 3. The responses in this section should be more explicit in that they will expand on the roles of all partners, include examples of specific employment and training activities, as well as specific methods used to engage employers.

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

Partner4Work released its Request for Proposals (RFP) for One-Stop Operator for PA CareerLink® Pittsburgh/Allegheny County on March 23, 2017, with proposals due by May 5, 2017. Fourth Economy, a Pittsburgh-based national community and economic development consulting firm, was selected for the role of One-Stop Operator. The role of the Operator, as outlined in the RFP and developed for implementation by Fourth Economy in its subsequent proposal include:

Enhancing Collaboration:

- Get to know our partners inside and out – who are they, what they do, and how do they do it
- Identify what's working and leverage these strengths across all one-stop programs
- Identify what's not working and coordinate the implementation of solutions
- Expand the network of partners to engage entities and services that aren't currently represented at the one-stop center
- Leverage existing partnerships (such as our Pittsburgh Works network)
- Create solutions that enhance the use of resources and reduce duplication of efforts
- Facilitate effective and seamless collaboration and communication between all one-stop partners

Enhancing Service Delivery:

- Work with our partners to create and achieve collective goals
- Ensure that basic services are available, accessible, and customer-focused
- Design and implement a customer flow that meets the needs of partners and customers
- Identify ways we can better meet the needs of companies and job seekers
- Bring innovation to the system – help us take the public workforce system to the next level or the next neighborhood
- Recommend policy changes to improve performance and collaboration

Expanding Outreach Efforts

- Help us spread the word about PA CareerLink® - develop and implement an outreach plan that will let people know about the resources in PA CareerLink® and how to connect
- Get out into the community – represent CareerLink® on task forces, working groups, and any community events related to workforce development efforts

Ensuring Compliance with State and Federal Guidance (as outlined by the Commonwealth)

- Establish and manage the Memorandum of Understanding (MOU) between partners
- Ensure compliance with PA CareerLink® certification criteria
- Ensure that Equal Opportunity guidelines are followed.

Identified through competitive bid and effective for the start of Program Year 2015, United Labor Agency (ULA) is Partner4Work's WIOA Title I adult and dislocated worker services contractor for

Pittsburgh and Allegheny County. ULA is a non-profit organization based in Cleveland, Ohio that, since 2010, has served as the One-Stop Operator and Business Services Contractor for Ohio Means Jobs Cleveland-Cuyahoga County. Partner4Work works in partnership with the ULA, as well as with the other PA CareerLink® partners to carry out the core programs and align resources available to the local area.

The WIOA Title 1 Service Provider, ULA, is a partner in Pittsburgh Works, which is a key initiative of Partner4Work. It is a public/private collaboration of more than 80 workforce development service providers united in the effort to reduce fragmentation, raise the quality of services provided, and connect more job seekers to in-demand careers at family-sustaining wages. Through the Pittsburgh Works Initiative, since 2012 to present, Partner4Work has invested approximately \$2 million, served 1187 employers, trained 627 people and placed 2,657 people into jobs. Through this initiative Partner4Work continues to forge deep partnerships on a local, state and national level, aligning workforce priorities with education and economic development, to build a thriving local workforce. Partner4Work maintains a calendar of workforce development activities throughout the region, brokers candid conversations between employers in key sectors and workforce development professionals, and provides a robust three-tiered technical assistance agenda to arm professionals with the tools they need to better serve job seekers and employers.

Partner4Work contracts with several local community-based organizations to deliver targeted advanced career services and transitional job experiences to both WIOA adult and dislocated workers, expanding the reach of the local PA CareerLink® system. Partner4Work has also established partnerships with several public and community-based organizations (including Pittsburgh Public Schools and the Pittsburgh Housing Authority) on the Choice Neighborhood Initiative which works to provide comprehensive services (education, wellness, housing, workforce development, etc.) to residents of the public housing community of Larimer in Pittsburgh. Partner4Work is partnering with the Allegheny County Jail Collaborative on a USDOL-funded training to work program for ex-offenders. In addition, Partner4Work is partnering with the Allegheny County Department of Human Services through a data sharing agreement that helps to better understand how we can more effectively serve individuals who are accessing both social and workforce development services. Partner4Work also has a strong partnership with the Carnegie Public Library of Pittsburgh, which is a member Pittsburgh Works and is represented on the Partner4Work Board.

In addition, Partner4Work partners with numerous organizations in locally and nationally to effect change. For example, Partner4Work is a key member of the Allegheny Conference on Community Development, Vibrant Pittsburgh, the Federal Reserve Bank, U.S. Conference of Mayors and National Associations of Workforce Boards.

A list of required PA CareerLink® partners and their roles is shown below:

Partner Program	Authorization/Category	Partner Organization	Signatory Official	Contact Information
US Department of Labor Programs				
WIOA Adult, Dislocated Worker, and Youth Programs	WIOA Title I – Adult, Dislocated Worker, and Youth Programs	Partner4Work	Debra Caplan, Interim CEO	Centre City Tower, 2600, 650 Smithfield St., Pittsburgh, PA 15222
Re-Entry Employment	Reentry Employment Opportunities (REO)			(412) 552-7090 dcaplan@partner4work.org

Opportunities (REO) Program	programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169			
		Auberle	Abby Wolensky, Deputy Director, Employment Institute	1101 Hartman Street McKeesport, PA 15132 (412) 673-5856 ext. 1317 abbyw@auberle.org
WIOA Title I - YouthBuild	YouthBuild WIOA Sec. 171 (29 USC 3226)	Garfield Jubilee	Joann Monroe, Executive Director	5323 Penn Ave, Pittsburgh, PA 15206 chico81637@gmail.com (412) 665-5200
WIOA Title I - Indian and Native American Programs	Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3221	Council of Three Rivers American Indian Center, Inc. (COTRAIC)	Kerry Jevsevar, WIOA Director	120 Charles St., Pittsburgh, PA 15238 (412) 782-4457 kjevsevar@cotraic.org
National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	WIOA Title I - National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	PathStone Corporation, Inc.	Nita R. D'Agostino	412 McFarlan Rd, Suite E Kennett Square, PA 19348 (717) 234-6616 ndagostino@pathstone.org
Job Corps	Job Corps, WIOA Title I, Subtitle C	Job Corps – Pittsburgh	Molly Taleb, Center Director	7175 Highland Dr., Pittsburgh, PA 15206 (412) 441-8700 Taleb.molly@jobcorps.org
Senior Community Service Employment Program	Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	AARP (Allegheny and Pittsburgh)	Katherine Tinney, Project Director	2020 Ardmore Blvd., Pittsburgh, PA 15221 (412) 271-1580 ktinney@aarp.org
		Urban League of Greater Pittsburgh	Rodney Brown, Program Director	610 Wood St., Pittsburgh, PA 15222 (412) 325-3927 rbrown@ulpgh.org
Trade Adjustment Assistance Activities	Trade Adjustment Assistance (TAA), authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Bureau of Workforce Partnership and Operations	Ruben Pachay, Director	PA Department of Labor & Industry, BWPO 651 Boas St, Harrisburg, PA 17102 (717) 787-6915 rpachay@pa.gov
Wagner-Peyser	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA Title III			

Jobs for Veterans State Grants	Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C.			
Unemployment Compensation Programs	Unemployment Compensation Programs	PA Department of Labor & Industry	Barbara A. Mourer, Director, Office of UC Service Centers	651 Boas St, Room 625 Harrisburg, PA 17121 (717) 787-4127 bmourer@pa.gov
US Department of Education Programs				
Adult Education and Family Literacy	WIOA Title II – Adult Education and Family Literacy Activities	Allegheny Intermediate Unit	Larry Klinger, Program Supervisor – Adult Education	475 East Waterfront Dr., Homestead, PA 15120 (412) 394-5955 larry.klinger@aiu3.net
		Community College of Allegheny County	Dr. Quintin B. Bullock, President	109 Byers Hall Pittsburgh, PA 15212 412.237.4413 gbullock@ccac.edu
		Goodwill of Southwestern PA	Judy Martier, Director of Education, Assessment, and Training	118 52 nd St, Pittsburgh, PA 15201 (412) 632-1848 judy.martier@goodwillswpa.org
		Greater Pittsburgh Literacy Council	Lori Como, Associate Director	411 Seventh Ave, Suite 550 Pittsburgh, PA 15219 (412) 393-7640 lcomo@gplc.org
Vocational Rehabilitation	State VR program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV	Office of Vocational Rehabilitation	Marci Katona, District Administrator	531 Penn Avenue, Pittsburgh, PA, 15222 (412) 392-4952 mkatona@pa.gov
Perkins CTE Post-Secondary Programs	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Community College of Allegheny County	Dr. Quintin B. Bullock, President	109 Byers Hall Pittsburgh, PA 15212 412.237.4413 gbullock@ccac.edu
		Rosedale Technical College	Dennis Wilke, President	215 Beecham Drive, Suite 2 Pittsburgh, PA 15205 (412) 521-6200 dennis.wilke@rosedaletech.org
Department of Health and Human Services Programs				
Temporary Assistance for	Programs authorized under the Social Security	PA Department of Human	Tamila Lay, Director, Bureau of	Health and Welfare building 2 nd Floor West

Needy Families	Act title IV, part A (TANF)	Services	Employment Programs	7 th and Forster St Harrisburg, PA 17105 (717) 787-8307 tlay@pa.gov
Community Services Block Grant – Employment and Training Activities	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	PA Department of Community and Economic Development	Neil Weaver, Deputy Secretary	Commonwealth Keystone Building, 400 North Street, 4th Floor (717) 720-1355 nweaver@pa.gov
Department of Housing and Urban Development Programs				
HUD Employment and Training Programs	HUD Employment and Training Programs	Allegheny County Housing Authority	Frank Aggazio, Executive Director	625 Stanwix St., 12 th Floor, Pittsburgh, PA 15222 (412) 402-2450 franka@achsng.com
		Housing Authority of the City of Pittsburgh	Caster D. Binion, Executive Director	200 Ross St., 9 th Floor, Pittsburgh, PA 15219 (412) 456-5012 caster.binion@hacp.org
Additional Partners (Non-Required)				
Foreign Labor Certification (FLC)	Bureau of Workforce Partnership and Operations		Ruben Pachay, Director	PA Department of Labor & Industry, BWPO 651 Boas St, Harrisburg, PA 17102 (717) 787-6915 rpachay@pa.gov
Rapid Response				

To ensure equal opportunities and civil right protections are upheld, the following individuals serve as Equal Opportunity Officers for the Pittsburgh and Allegheny workforce areas:

Partner4Work:

Matthew Aelmore
maelmore@partner4work.org
(412) 932-2958

PA CareerLink® - Pittsburgh/Allegheny East:

Melissa Handlovitch
mhandlovit@pa.gov
(412) 552-7048

4.2. Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area? Describe briefly the role(s) of the one-stop partners (required and other)? [20 CFR § 679.560(b)(5)(iv)]

A full list of the required partners in the one-stop system (PA CareerLink®) in the Pittsburgh and Allegheny County WDAs is available the above table in Section 4.1. Partner4Work, in collaboration with its chief elected officials and one-stop partners will enter into a Memorandum of Understanding (effective July 1, 2017) outlining the roles and contributions of partners in the one-stop system, as well as how services will be coordinated among these programs. A brief description of partners' roles and

partner programs is available below.

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

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

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

- Effective communication, information sharing, and collaboration with the one-stop operator;
- Joint planning, policy development, and system design processes;
- Commitment to the joint mission, vision, goals, strategies, and performance measures;
- The design and use of common intake, assessment, referral, and case management processes;
- The use of common and/or linked data management systems and data sharing methods, as appropriate;
- Leveraging of resources, including other public agency and non-profit organization services;
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction;
- Establishing a point-of-contact(s) to serve as a liaison between the Partner program and PA CareerLink®; and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

Below is a description of partner programs and their services:

WIOA Adult and Dislocated Worker

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

Partner4Work contracts with service providers to deliver Adult and Dislocated Worker Services in PA CareerLink® locations using a model of dual-customer focus on employers and jobseekers that aligns with Partner4Work's vision of a world class workforce development system. The current Title I service provider for PA CareerLink® Downtown Pittsburgh and PA CareerLink® Allegheny East is the United Labor Agency (ULA). As the Title I service provider, and a key Partner4Work service delivery partner, ULA utilizes employment specialists, business service consultants, recruiters and other workforce development professionals to ensure WIOA Title I Adult and Dislocated Worker Services are readily

available to customers and effectively delivered through the PA CareerLink® Pittsburgh/Allegheny County system.

WIOA Youth

Youth programming is designed to serve eligible youth and young adults through a variety of services: high-quality case management support toward educational attainment that includes career guidance and exploration, summer and/or year-round work experience opportunities such as internships and pre-apprenticeships, skills training along a career pathway for in-demand industries and occupations, as well as any necessary supportive services. The ultimate goal for program participants is either advancement into post-secondary education or the attainment of employment with a family-sustaining or self-sustaining wage. Youth program services are prioritized for out-of-school youth (OSY) and youth with significant barriers to employment, such as a disability, being a pregnant or parenting youth, or being subject to the juvenile/adult justice system. All youth services are provided by Partner4Work subrecipients.

Wagner-Peyser

Wagner-Peyser staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities. The Bureau for Workforce Partnership and Operations is the Wagner-Peyser Partner for the Pittsburgh and Allegheny County WDAs.

Adult Education and Family Literacy

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

Vocational Rehabilitation

As a core partner the Office for Vocational Rehabilitation provides services for people with disabilities. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to

assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Our statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

YouthBuild

YouthBuild is a discretionary grant program that serves 16-24 year-old youth who are high school dropouts or those who have dropped out and subsequently re-enrolled. YouthBuild participants also must be one of the following: member of a low-income family, in foster care, an offender, and individual with a disability, the child of a current or formerly incarcerated parent, or a migrant youth. YouthBuild combines academics to support secondary diploma or equivalency receipt for participants with hands-on occupational skills training in construction and/or other in-demand industries, resulting in industry-recognized credentialing. The program includes a strong emphasis on leadership development, community services, and soft skills competencies. The YouthBuild partner programs for the Pittsburgh and Allegheny County WDAs include Auberle and Garfield Jubilee Association.

Indian and Native American Program

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

Migrant and Seasonal Farmworker Program

The National Farmworker Jobs Program (NFJP) is a nationally-directed, locally-administered program of services for migrant and seasonal farmworkers (MSFWs). The program partners with community organizations, state agencies, and State Monitor Advocates to provide appropriate career and training services, youth services, housing assistance services, and related services to eligible MSFWs and their dependents. NFJP grantees partner with the one-stop system to integrated services for farmworkers and their families. The Migrant and Seasonal Farmworker Program partner for the Pittsburgh and Allegheny County WDAs is PathStone Corporation, Inc.

Job Corps

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

enrollment in postsecondary education, including an apprenticeship program. Pittsburgh Job Corps is the Job Corps partner for Pittsburgh and Allegheny County WDAs.

Senior Community Service Employment Program

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

Trade Adjustment Assistance Activities

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

Jobs for Veterans State Grants

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

Unemployment Compensation Programs

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible to provide meaningful assistance to individuals seeking

assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers. Physical accessibility of PA CareerLink® sites and services will be assured in collaboration with the local board. In addition to physical accessibility, UC provides programmatic accessibility through TTY on its dedicated courtesy telephones, as well as bilingual translation and sign language interpretation when needed. Partner collaboration locally will ensure all special populations can be served via referral to partner program supports. The PA Department of Labor & Industry is the UC program partner for the Pittsburgh and Allegheny County WDAs.

Perkins CTE Post-Secondary Programs

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

Temporary Assistance for Needy Families

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

Community Services Block Grant – Employment and Training Activities

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

HUD Employment and Training Programs

The Department of Housing and Urban Development (HUD) Employment and Training programs are part of HUD's commitment to providing employment opportunities, training, and supportive services to

assist low-income persons in becoming self-sufficient. The HUD Employment and Training partners for the Pittsburgh and Allegheny County WDAs include the Housing Authority of the City of Pittsburgh and the Allegheny County Housing Authority. Partner4Work is working to forge stronger connections between public housing and the PA CareerLink® system

Re-Entry Employment Opportunities (REO) Program

Partner4Work is the REO program partner for the Pittsburgh and Allegheny County WDAs, as a recipient of a two year grant from the US Department of Labor and Industry to serve the ex-re-entry population. In partnership with the Allegheny County Department of Human Services, PA CareerLink®, and the community-based organization Phase 4, the *Training to Work* project provide career and training services to the re-entry population with goals of job placement and reducing the rate of recidivism for this group.

4.3. How will the local board facilitate access to services provided through the one-stop service delivery system. [20 CFR § 679.560(b)(5)(ii)]

Note: Off-site program partner service locations may provide access to career services.

A key priority for Partner4Work is ensuring universal access to the entire array of education, training, and support services offered through the PA CareerLink® system. Partner4Work works to ensure that every resident of Allegheny County has the opportunity to progress along a clearly defined and guided career pathway that leads to economic self-sufficiency. While access is improved for all job seekers and incumbent workers, services are focused on those most in need and hardest to serve. Partner4Work provides the highest quality of service to job seekers, incumbent workers and employers through the use of strategically located centers, technology, and creative partnerships with community organizations and other service providers.

Strategically located centers: At PA CareerLink® Pittsburgh/Allegheny County locations, eligible adults and dislocated workers receive career and training services. To do this, Partner4Work operates two distinct one-stop locations, including one in downtown Pittsburgh that is in the easiest area to reach on public transportation. In addition, a county-based site is located in Forest Hills that is well positioned to serve job seekers in the Eastern and Southern parts of Allegheny County. Employment services overseen by PA CareerLink® are also offered through several library locations (Pittsburgh Downtown, Pittsburgh Northside, Braddock, McKeesport, and Hazelwood) and in the Energy Innovation Center in Pittsburgh's Hill District. In addition, Partner4Work utilizes GIS mapping software for neighborhood strategies to comprehensively map workforce resources and specific neighborhood needs.

Technology: Recognizing that the Commonwealth Workforce Development System (CWDS) is the sole system of record, Partner4Work is continuously exploring ways to leverage this technology with tools that increase the ability to better serve job seekers and customers. Through this system job seekers can access cores services remotely by using the internet-based Job Gateway. Additional online offerings include career guides, on-demand workshops, labor market information, and program specific information from each partner of PA CareerLink®. Partner4Work is also implementing an electronic registration system that enables job seekers to enroll in PA CareerLink® services from anywhere with computer access. This electronic registration system also facilitates referral of job seekers from community based partners, creating a community-wide Pittsburgh Works Talent Bank that can be used to track referrals and communicate on progress with referring agencies. In addition and similar to the system utilized in PA CareerLink®, ULA is coordinating with PA CareerLink® partners to implement an

electronic kiosk system within the local PA CareerLink® offices that will enable all visitors to sign in and register for services from any partner. Partner4Work also utilizes robo-calling technology and messaging -- automated calls and messages that alert clients of available jobs and upcoming recruitment events in real-time. Created by and for youth, Partner4Work has also successfully piloted a professional work-readiness video game series which is being used by youth providers to help reinforce work readiness skills. Partner4Work developed another video game that facilitated understanding of key concepts used in programming. (All games are available free on iTunes and Google Play).

Youth fill out on-line and mobile applications for Learn and Earn summer programming, which mimic modern job applications and provide broader access to programming. With the tool based on Salesforce technology youth applicants can a) fill out an application using a computer, tablet or smartphone, b) securely upload eligibility documents, c) match applicants to appropriate jobs d) work closely with providers in an online space to operate the program including documentation, payroll etc. e) communicate with all involved stakeholders, including managing funders, reports, program evaluation and work readiness training.

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

Creative Partnerships with Community Organizations: Partner4Work leads a collaboration of over 80 public and private workforce development stakeholders serving youth and adults in Pittsburgh and Allegheny County. Branded as Pittsburgh Works, this initiative aims to increase the effectiveness of the collective supply side. The network connects community providers to PA CareerLink® to addresses issues such as job seeker assessment or placement, promote exchange of best practices, and streamline recruitment efforts and preparation for high-demand occupations. Ultimately, this initiative defragments workforce development services in the Pittsburgh area, while also helping us to reach customers that are unwilling or unable to visit PA CareerLink®. This partnership also enables pilots of innovative strategies that expand the reach of PA CareerLink®. For example, Partner4Work is working closely with ULA and Pittsburgh Works partner, Carnegie Library of Pittsburgh, to expand access points to PA CareerLink® services within two city of Pittsburgh library branches.

Access to Partner Services: As a part of the One-Stop Partner Memorandum of Understanding, Partner4Work has engaged our WIOA partners to define how access to services will be provided through the one-stop system. The below chart demonstrates how access to partner services will be provided at each PA CareerLink® comprehensive site in the Pittsburgh and Allegheny County workforce development areas:

Access Types:

1. Having a program staff member physically present at the PA CareerLink® site;
2. Having a staff member from a different partner program physically present at the PA CareerLink® site and appropriately trained to provide information to customers about the programs, services, and activities available through the partner program; or

3. Making available a direct linkage through technology (phone, Skype, etc.) to a program staff member who can provide meaningful information or services.

Program	Partner(s)	Direct Service Provider	PA CareerLink® - Allegheny East Access Type(s)	PA CareerLink® - Downtown Pittsburgh Access Type(s)
Department of Labor & Industry Programs				
WIOA Adult	Partner4Work	Indirect; Sub-Recipients	1	1
WIOA Dislocated Worker	Partner4Work	Indirect; Sub-Recipients	1	1
WIOA Youth	Partner4Work	Indirect; Sub-Recipients	2,3	2,3
Wagner-Peyser	Bureau of Workforce Partnership and Operations	Yes	1	1
YouthBuild	Auberle	Yes	2,3	2,3
	Garfield Jubilee	Yes	2,3	2,3
Indian and Native American Program	COTRAIC	Yes	3	3
Senior Community Service Employment Program	AARP	Yes	2,3	Not Applicable
	Urban League of Greater Pittsburgh	Yes	Not Applicable	2,3
Migrant and Seasonal Farmworker Program	PathStone	Yes	2,3	2,3
Job Corps	Pittsburgh Job Corps	Yes	2,3	2,3
Trade Adjustment Assistance	Bureau of Workforce Partnership and Operations (BWPO)	Yes	1	1
Jobs for Veterans	Bureau of Workforce Partnership and Operations (BWPO)	Yes	1	1
Unemployment Compensation	PA Department of Labor & Industry	Yes	3	3
REO Program	Partner4Work	Indirect; Subrecipients	1	1
Department of Education Programs				
Adult Education and Family Literacy	Allegheny Intermediate Unit	Yes	1,2,3	1,2,3
	Community College of Allegheny County	Yes	2,3	2,3
	Goodwill of Southwestern PA	Yes	1,2,3	1,2,3
	Greater Pittsburgh Literacy Council	Yes	1,2,3	1,2,3
OVR	Office of Vocational Rehabilitation	Yes	1	1
Perkins Post-Secondary CTE	Community College of Allegheny County	Yes	2,3	2,3

	Rosedale Technical College	Yes	2,3	2,3
Department of Health and Human Services Programs				
TANF	PA Department of Human Services	Yes	2,3	2,3
Community Services Block Grant (CSBG)	PA Department of Community and Economic Development	Yes	2,3	2,3
Department of Housing and Urban Development				
HUD Employment and Training Activities	Allegheny County Housing Authority	Yes	2,3	Not Applicable
	City of Pittsburgh Housing Authority	Yes	Not Applicable	2,3

The following section (4.4) describes in greater detail how Partner4Work ensures the physical and programmatic accessibility of the one-stop delivery system to individuals with disabilities.

4.4. How will entities within the one-stop service delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities? [20 CFR § 679.560(b)(5)(iii)]

To provide access to facilities and programming for individuals with disabilities, Partner4Work and the other entities within the one stop delivery system will be in compliance with both WIOA section 188 and the Americans with Disabilities Act of 1990 (ADA). In the local one-stop facilities, the leasing agreement states that the landlord will be responsible for compliance with the laws and regulations relating to the building operations in the common areas associated with the grounds. The tenant will be responsible for compliance within the actual rented premises.

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

For instance, OVR is represented on the Partner4Work Board and is a key partner in PA CareerLink® in Pittsburgh and Allegheny County. As a member of the PA CareerLink® Operator's Consortium, OVR staff members meet regularly with other PA CareerLink® staff to identify opportunities for improvement of one-stop service delivery, including cross-training of core program staff and coordinating services to

address the diverse needs of job seekers and reduce duplication. Furthermore, Partner4Work and OVR meet regularly to discuss opportunities to expand the local partnership, including data sharing and other cooperative agreements.

Further, Partner4Work participates in annual reviews conducted by the Office of Equal Employment Opportunity to ensure that the PA CareerLink® centers and all partners in service and training delivery meet the requirements of all EEO laws, policies, and regulations.

4.5. Describe how the local board will ensure the continuous improvement of eligible training providers through the system that such providers will meet the employment needs of local area employers, workers, and job seekers. [20 CFR § 679.560(b)(5)(i)]

Partner4Work diligently works to ensure the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system in the City of Pittsburgh and Allegheny County. The manner in which Partner4Work carried out a competitive procurement process in the selection of its Title I Adult and Dislocated Workers provider illustrates that value in action. The selected provider in this case, the United Labor Agency (ULA), was assessed on a variety of criteria, including: past performance, organizational capacity and experience, ability to establish organizational partnerships, program design, program budget, and capacity to join, manage and lead the PA CareerLink® Operators' Consortium. Furthering this effort, the PA CareerLink® Operators' Consortium meets regularly to discuss strategies for continuous improvement, including opportunities for cross training and collaboration across program partners. In addition, ULA submits monthly reports to Partner4Work providing regular updates on performance, services, and WIOA caseloads, which enables Partner4Work to regularly monitor its one-stop service delivery results and capacity. Furthermore, Partner4Work conducts monitoring of PA CareerLink® facilities and its Title I Adult/Dislocated Worker providers annually to provide detailed fiscal and programmatic reviews of operations and service delivery.

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

As an additional effort to encourage continuous improvement of services, Partner4Work has developed a comprehensive technical assistance plan to support the local network of workforce development providers. Through this project, Partner4Work is working to gain input from service providers on

technical assistance needs as well as working to make knowledge and resources more accessible through ongoing technical support, an online resource center on the Partner4Work website, regular blog postings, webinars, a speaker series, and one-on-one meetings. Topics and issues to be covered through this project will include, but will not be limited to: best practices in workforce development, labor market analysis, building employer partnerships, data-driven decision-making, and WIOA implementation.

Partner4Work strives to ensure that training funds are invested in programs linked to in-demand industries and occupations. Funds for individual training accounts, on-the-job training, customized training, and incumbent worker training must be spent on programs that provide training in occupations on the High Priority Occupation (HPO) List, as determined by the Commonwealth, for the City of Pittsburgh and Allegheny County. Updated annually, the HPO List includes occupations that have high projected annual openings and high average wages within the City of Pittsburgh and Allegheny County. As an additional mechanism to ensure that the HPO List is aligned with employer demand, Partner4Work works with stakeholders (training providers, economic development organizations, etc.) when necessary to petition for additional occupations to be added to the HPO List. Labor market data and information from employers is used to support the argument that an occupation is in-demand in the region. Partner4Work's staff also works with Business Services staff at PA CareerLink® to continuously engage employers in key industries, assessing their hiring needs and coordinating a variety of training opportunities (on-the-job training, incumbent workers training, etc.) to meet those needs.

Partner4Work and Business Services staff at PA CareerLink® centers also will continue to work together to engage a multitude of employers in key industries (Healthcare, Manufacturing, IT, etc.), assess their hiring needs, and develop a diverse mix of training opportunities (on-the-job training, incumbent work training, etc.) to meet those hiring needs. To maintain the quality of training providers/programs exempt from the statewide ETPL, Partner4Work currently has policies in place, including OJT, Incumbent Worker, and Customized Training policies. For example, participants in work-based training programs must receive self-sustaining wages, as well as working conditions and benefits equivalent to those of other employees in a business.

4.6 Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [20 CFR § 679.560(b)(6)]

Partner4Work invests WIOA funding to maintain a diverse range of quality employment and training services available to job seekers and employers in the City of Pittsburgh and Allegheny County. Training options include classroom training funded through individual training accounts, on-the-job work-based training, incumbent worker training, training through industry partnerships, training opportunities made available through Partner4Work's Quick Train initiative, and trainings for special populations.

Eligible Training Providers: The local Eligible Training Provider List (ETPL) for the City of Pittsburgh and Allegheny County includes more than 180 state-approved training programs providing training in high priority occupations such as Healthcare, Information Technology (IT), Manufacturing, and Transportation. Registered Apprenticeships and programs provided by the Community College of Allegheny County are among these programs. To ensure quality of the ETPL, programs must meet performance benchmarks related to program completion, job placement rates, median earnings, and credential attainment of their students. Furthermore, to inform customer choice as job seekers select among available training opportunities, providers and programs must provide a variety of program-

specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered. Funding to attend training programs on the ETPL is available to qualified WIOA participants through individual training accounts (ITAs).

Work-Based Training: Partner4Work also works to maintain a diverse mix of quality work-based training opportunities (On-the-Job, Incumbent Worker, and Customized Job Training, youth work experience, and Transitional Jobs) in the City of Pittsburgh and Allegheny County. Partner4Work works with PA CareerLink® staff and young adult service providers to engage with employers in key, high-demand industries (healthcare, information technology, manufacturing, energy, etc.) and coordinate quality work-based training programs providing training in a high priority occupation. These programs benefit both job seekers and employers. For example, businesses engaged in youth work experience programs get first-hand experience working with their workforce pipeline while young adults learn skills that can only be learned on the job. Depending on their size, employers in OJT programs are able to receive reimbursement on a sliding scale (from 35% to 75% of the local sustaining wage) for training new workers. Likewise, work-based training programs enable job seekers to receive training in high priority occupations while also earning a self-sufficiency level wage.

Incumbent Worker Training through Industry Partnerships: Through the development of strategic sector partnerships, Partner4Work manages Industry Partnerships that provide incumbent worker training designed to benefit business and industry by assisting in the skill development of existing employees. For example, Partner4Work's current industry partnerships in Manufacturing and Healthcare have enabled more than 438 incumbent workers to receive training. To further expand opportunities for incumbent worker training, Partner4Work utilizes WEDnetPA to engage with additional companies in Southwestern Pennsylvania that are interested in incumbent worker training opportunities.

Quick Train Initiative: To expand opportunities for short-term, employer-driven training, Partner4Work has established the Quick Train for Jobs initiative. The initiative connects job seekers to quality, affordable training programs and has experienced considerable success, with more than 80 percent of job seekers who have completed these training programs having found jobs related to their training.

Trainings for Special Populations: To provide employment and training services to specific populations with barriers to employment, Partner4Work utilizes funding for a number of initiatives. For example, Partner4Work leveraged funds through different National Emergency Grant funding or USDOL competitive grants to fund customized career services and work-based training programs for long-term unemployed individuals, refugees/immigrants, re-entry populations, and veterans who may be experiencing certain barriers to employment. Additionally, Partner4Work has established a Transitional Jobs (TJ) program that is time-limited work experiences that help individuals with chronic unemployment build work histories. In addition to valuable work experiences, most of the TJ participants receive skills training in construction or culinary training programs.

Partner4Work works to continuously assess the quality and impact of training programs in the region. Improved access to data, including data from unemployment insurance wage records, would enable Partner4Work to conduct more real-time analyses of training program performance and strengthen understanding of the return on investment for these programs. The result would improve all local employment and training efforts focusing more strategic investments in training programs that are proven to work.

4.7 How will training services be provided through the use of individual training accounts (ITA), including contracts for training services, will be coordinated with the use of ITAs. [20 CFR 679.560(b)(18)]

Partner4Work ensures that training funds are invested in programs linked to in-demand industries and occupations. Funds for individual training accounts (ITAs), on-the-job training, customized training, and incumbent worker training must be spent on programs that provide training in occupations on the High Priority Occupation (HPO) List, as determined by the Commonwealth, for the City of Pittsburgh and Allegheny County. Updated annually, the HPO List includes occupations that have high projected annual openings and high average wages within the City of Pittsburgh and Allegheny County. As an additional mechanism to ensure that the HPO List is aligned with employer demand, Partner4Work works with stakeholders (training providers, economic development organizations, employers, etc.) when necessary to petition for additional occupations to be added to the HPO List. Labor market data and information from employers is used to support the argument that an occupation is in-demand in the region. Through the Pittsburgh Works platform and dedicated Business Partnership and Community Engagement staff, Partner4Work conducts regular communication and outreach efforts to employers and workforce development partners to further ensure program and training investments are aligned with industry demand and the training needs of job seekers. This includes a review to ensure that courses in demand are on the Eligible Training Provider List (ETPL) or that other mechanisms are in place to meet the training need.

Qualified WIOA Adult and Dislocated Workers may apply for ITA funding, up to \$5,000, to attend a training program on the WIOA Eligible Training Provider List. ITA applicants must first complete an objective assessment and interview with a PA CareerLink® employment specialist to determine their eligibility and that training is necessary for them to achieve their career goals. ITA funding is not guaranteed to any participant, must be coordinated with other financial aid (including Pell grants), and is contingent upon funding availability. The amount of ITA funding awarded is based on the wages and annual openings for the occupation in which the participant is training. ITAs are valid for up to two years. An individual may only qualify for ITA funding once.

Partner4Work also provides access to funds for work-based training opportunities, including on-the-job training (OJT) and incumbent worker training (IWT). These programs benefit both job seekers and employers. For example, depending on their size, employers in OJTs are able to receive reimbursements on a sliding scale (from 35% to 75% of the local self-sustaining wage) for training a new worker. Likewise, OJT programs enable job seekers to receive training in a high priority occupation, while also earning a self-sustaining wage. In addition, employers are able to access incumbent worker training funds to upskill current workers, which works to address employer skill demand while also providing additional job security and opportunity for growth for current employees.

4.8 Provide a description and assessment of the type and availability of youth workforce investment activities in the local area. [20 CFR § 679.560(b)(8)]

Note: Categories of 'additional assistance' are required to be defined and developed for both ISY and OSY. However, the 5% limitation for the use of this 'additional assistance' barrier category only applies to ISY. [WIOA (Department of Labor Only) Final Rule sections 681.300 and 681.310].

Partner4Work's Youth Advisory Committee (YAC) continues to develop and implement strategies for connecting Allegheny County youth with meaningful careers, building on the work of its predecessor,

the Youth Policy Council. The Partner4Work Board and the YAC have identified the following strategic objectives to help achieve a stronger and more cohesive youth workforce development system in the region:

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

To help achieve these objectives, Partner4Work competitively procures year-round youth programs every four years or as necessary. The last process, grounded in national best practice research, was run in February 2015.

Partner4Work contracted with successful bidders to run evidence-based programs serving in school and out of school youth throughout the City of Pittsburgh and Allegheny County. Efforts were made to ensure geographic coverage of programs and to invest in new models with the potential to be scaled.

Developed through national best practice research and extensive program evaluation, Partner4Work youth service providers follow one of four models:

- *The ISY Industry Pipeline Model* – this model provides comprehensive, industry-specific career exploration and training for high school students. The purpose of this model is to ensure that participants graduate high school and are successful, upon graduation, in gaining employment at either a high wage/high-demand occupation within a local priority industry sector, or in pursuing post-secondary training or education toward viable career pathways. Whenever possible, youth are dual enrolled in occupational skills training, internships, or work experience while completing their high school diploma.
- *The ISY Academic Pathways Model* – this model focuses on long-term, consistent development of the skills needed to succeed in post-secondary education. It consists of activities systematically enriching academic preparation through service learning, internships, career-exploration, work-readiness training, and post-secondary planning. Whenever possible, youth are dual enrolled in credit-bearing, non-remedial college courses while completing their high school diploma.
- *The OSY Youth Placement Model* – with a focus on helping them find and retain unsubsidized employment, programs following this model assist individuals to attain the work readiness skills necessary to succeed in the workplace, including helping individuals to gain industry recognized credentials.
- *The OSY Industry Pipeline Model* – focusing on a GED to Skills pathway, this model incorporates rigorous preparation for career path employment by placing participants into certified occupational skills training or paid work experience while they also study to earn their GED.

Throughout the RFP and contracting process, Partner4Work strove to ensure that all 14 elements

required under WIOA were provided in the system. To ensure this provision continues, Partner4Work regularly monitors providers and, when necessary, provides technical assistance to providers. All Partner4Work funded youth programs are open to youth with disabilities, while two programs funded in the City of Pittsburgh and Allegheny County focus their recruitment efforts predominantly on the youth disability community. A description of the 14 program elements is below.

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

Alternative secondary school services or dropout recovery services: Youth who are good candidates for earning a diploma should pursue that option before embarking on the path to get a GED. Recent research from the US Census Bureau¹⁷ shows that while adults who earn a GED or high school diploma have higher monthly earnings than individuals without these credentials, those with a high school diploma out-earn those with a GED by an average of \$1,600 per month. Two contractors provide alternative secondary school and dropout recovery services at three locations in the City of Pittsburgh and Allegheny County.

Paid and unpaid work experiences that have both academic and occupational education components (which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities): All service providers that are contracted to provide ISY and OSY services in Allegheny County and the City of Pittsburgh are required to make paid and unpaid work experience available to their participants. While all work experience is valuable, through the RFP process, providers were given additional points for the provision of paid work experience for participants. To facilitate the provision of work experience, Partner4Work works with providers to connect them with businesses to assist businesses in the development of work experience activities for participants.

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

Occupational skills training (which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved): Applicants to the RFP with a program model that clearly provides occupational skills training aligned with in-demand industry sectors and with stackable, industry recognized credentials were given priority in the scoring process. Partner4Work is working with youth services providers, training providers, and employers to develop career pathways that begin with these foundational skills and lead to high priority, family sustaining careers. Currently, Partner4Work has contracts with youth service providers to provide occupational skills training in the construction, tech, retail, and other fields.

Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster: Evidence demonstrates that contextualized learning assists in the retention of skills and the development of cross-functional or soft skills. Where possible, Partner4Work contracts with youth services providers that link academic with occupational

education.

Leadership development opportunities (which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate): Contracts are in place with providers who value leadership development for their youth participants. Opportunities for leadership development offered include volunteer experience, community service, and peer-to-peer mentoring. For additional opportunities, providers are given access to a Partner4Work developed professional development curriculum.

Supportive services: Programs provide supportive services in-house or refer participants to other partners for supportive service needs. Services are provided based on an assessment of need via the participant's Individual Service Strategy or through the case management process. Partner4Work's supportive service policy is available on the website at www.partner4work.org.

Adult mentoring: Partner4Work's data shows that adult mentoring has a significant positive correlation with successful outcomes. For this reason, we require all contracted providers to provide adult mentoring to their participants. To assist with this, Partner4Work has a significant relationship with the Mentoring Partnership of SWPA (represented on the Youth Advisory Committee).

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

Comprehensive guidance and counseling: All providers within Pittsburgh and Allegheny County are required to offer career counseling and case management services. If they do not have expertise in house, providers refer participants to external drug and alcohol counseling as appropriate.

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

Entrepreneurial skills training: In conjunction with professional development training, contracted providers provide entrepreneurial skills training. Additionally, Partner4Work is exploring cohort-based occupational skills training that would be grounded in entrepreneurial skills for youth participants.

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

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

Partner4Work believes strongly in the value of data to drive program delivery. In PY14, additional reporting requirements were instituted for all year-round youth providers, collecting data on the types and duration of services provided with WIOA and TANF funding. These data are used to draw connections between services and outcomes so we can be sure to develop programs that are evidence

based and help youth achieve success. Through this research, Partner4Work has determined that adult mentoring and work experience are strongly correlated with successful outcomes of program participants. Partner4Work has therefore placed a strong emphasis on these two particular elements in our youth system.

Partner4Work's year round programs are complemented by a Summer Youth Employment program open to low-income youth ages 14-21 in Pittsburgh and Allegheny County. Youth participate in paid work activities in 14 career tracks preparing them for in-demand occupations. The summer program links with year-round professional development opportunities to create a continuum of services for youth. Youth also complete a work readiness training that includes time management, communication skills, financial literacy, resume writing, and conflict resolution training. The program seeks to promote youth leadership and increase opportunities for personal growth and career exploration.

In an innovative partnership, Partner4Work worked with Allegheny County's Department of Human Services (DHS) to provide year-round programming to homeless and foster youth at the 412 Youth Zone, a drop-in center run by DHS. A single procured provider runs both the social service programs funded by DHS and the employment programs funded by Partner4Work. The program recognizes that integrating social service supports and a sense of place with employment services for youth help to provide stability to participants. In best practice research this stability has been shown to help foster and homeless youth achieve better employment outcomes as well as to have more success in non-employment areas of their lives.

To strengthen connections between the business community and local secondary Career and Tech Centers, Partner4Work leverages funding for paid work experience, dual enrollments, and credentials attainment for currently enrolled secondary school students and career exploration for sending school students. In the past, these programs have been funded by Business Education Partnership and TANF Youth funds. Work experience programs reinforce the lessons learned in the classroom and are linked to high priority occupations. Credentialing and dual enrollment opportunities focus on helping students earn credentials that are industry-recognized and graduate from high school with a head start on college credits.

Partner4Work has created and maintains a dashboard of key performance indicators that align with the strategic plan for all program areas and enables Partner4Work to track, measure, and share practices and outcomes. This transparency and attention to detail allow Partner4Work see quickly what is working and where adjustment decisions need to be made tied to sound time-sensitive, data.

Partner4Work works diligently to serve youth with disabilities through a number of programs and efforts. Youth with disabilities are served across Partner4Work's network of year-round programs. Partner4Work partners with Pittsburgh Public School's Start on Success program, which offers youth with learning disabilities co-op work opportunities, career exploration, work readiness activities, and 21st Century skill development to prepare them for competitive employment following high school. Beyond year-round programs, Partner4Work also partnered with the Office of Vocational Rehabilitation (OVR) to identify opportunities for co-enrollment into Partner4Work's Summer Youth Employment Program, connecting youth with disabilities to quality work experience with employers in in-demand industries and occupations.

As a core partner, OVR collaborates with Partner4Work to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and

knowledge to enter the workforce. In partnership with the Workforce Development Board and other youth services providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment.

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

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
- Independent Living Skills training will allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence. Independent Living Skills can include the following: household budgeting and financial management; utilizing public transportation; navigating through the social services system.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness, advocating during an IEP process, understanding transition processes, and advocating for themselves in post-secondary education, employment, and coordinating social services.
- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curriculums can include soft skills training, interview skills, job readiness, job-seeking skills, HR practices, and other skills needed to become “workplace ready”.
- Job Shadowing will provide students with disabilities a one to five day job shadowing experience, for a maximum of 25 hours per school year, in an occupation of interest within a community integrated setting. Students will be provided an opportunity to shadow employees and obtain an overview of the knowledge, tasks, and abilities needed to work in a variety of occupational fields.

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

With the assistance of young adults, young adult serving programs, and the Youth Advisory Committee, Partner4Work has defined the “requires additional assistance to complete an education program to secure or hold employment” for ISY and OSY. More information can be found in the Partner4Work Eligibility Policy, found here: <https://www.partner4work.org/uploads/p4w-eligibility-policy.pdf>. These eligibility determinations are reasonable, quantifiable, and evidence-based. At this time, Partner4Work uses WIOA Youth funding solely for ISY that will qualify for WIOA without the needs additional assistance barrier, which will ensure that no more than 5% of ISY are determined eligible through this method.

4.9 How will the local board coordinate workforce investment activities carried out in the local area with statewide rapid response? [20 CFR § 679.560(b)(7)]

Note: Libraries are a possible place for Rapid Response teams to assemble, given their Wi-Fi, technology, role in communities, etc.

Partner4Work recognizes the importance of rapid response as an early-intervention service that helps workers and employers affected by layoffs, plant closures, or natural disasters. The primary objective of rapid response is to provide workers with the resources and services necessary to allow them to find new jobs or get the training and education needed for new careers, so they can return to work quickly. Rapid Response Coordination Services (RRCS) also help communities develop proactive and coordinated strategies to access Pennsylvania's economic development systems that help businesses at risk of closing to keep their doors open.

Partner4Work plays a fundamental role in ensuring that early intervention services that assist workers and employers affected by layoffs, plant closures, or natural disasters are available in both Pittsburgh LWIA and Allegheny County LWIA. So, Partner4Work proactively monitors layoffs and business closure plans and assumes leadership role in coordinating timely, strategic and systemic response in major cases.

After learning of an impending planned closure or layoff, Partner4Work communicates with the local Rapid Response team, which consists of Partner4Work staff and PA CareerLink® staff (State Rapid Response staff, Business team, Unemployment Compensation staff and Career Counselors). This team works with the affected employer and employees to develop a customized plan of response. Each customized plan includes at least strategies for disseminating information about unemployment insurance, health and pension benefits, job search activities, education services, training programs (e.g., WIOA, Trade Adjustment Assistance, and NAFTA), social services, community and economic development activities, emergency assistance, and crisis counseling. Partner4Work's vision for future rapid response services is have them connected with job seekers immediately upon notification of layoff, thus facilitating a more rapid reemployment of affected workers.

It should be noted that Rapid Response activities are not always event-driven, but should also be a proactive approach to planning for and managing economic transitions. Partner4Work also will work with Rapid Response staff to help communities develop proactive and coordinated strategies to access the workforce economic development systems in Pennsylvania that help businesses at risk of closing to keep their doors open.

4.10 How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of services. [20 CFR § 679.560(b)(9)]

Allegheny County is home to six secondary Perkins Career and Technical Education centers and two postsecondary Perkins programs. Partner4Work staff attend Perkins Participatory meetings and offer labor market data relevant to secondary and postsecondary populations to help guide and implement programs of study. To avoid duplication of these services and promote additional ways to coordinate education and workforce investment activities Partner4Work has begun conversations with local CTCs to identify standardized Career Pathways. In 2016, Partner4Work worked with five secondary CTCs to expand access to career exploration activities for in-school youth. These and similar programs will be expanded contingent upon available funding.

Partner4Work continues to encourage programs at postsecondary educational institutions that train job seekers for high priority occupations to apply for inclusion on the Eligible Training Provider List (ETPL).

Additionally, Partner4Work works with postsecondary training providers to create cohort based training programs when appropriate.

Beginning in PY17, Partner4Work expects to pilot a system navigator position, which will work with young adult providers to help ISY and OSY access post-secondary opportunities and funding. This individual will work closely with year-round program staff to coordinate services, supports, and college applications for young adults.

Partner4Work also coordinates with our local Adult Education providers to appropriately refer customers to the important education, GED attainment, literacy, and other services offered through these programs. Allegheny County's Adult Education Coalition, includes Allegheny Intermediate Unit, Community College of Allegheny County, Goodwill of Southwestern PA, and Greater Pittsburgh Literacy Council. Partner4Work has established partnerships with each of these organizations through the One-Stop Partner Memorandum of Understanding. The Coalition provides direct access to services with staff physically present at the PA CareerLink® sites in Pittsburgh and Allegheny County. Through the MOU, Partner4Work and the Coalition are also committed to working with the one-stop operator to develop more effective referral processes, engage in cross-training efforts among PA CareerLink® staff, and explore opportunities for improved service coordination and co-enrollment of participants.

4.11 Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop service delivery system. [20 CFR § 679.560(b)(11)]

Through the use of technology and creative partnerships with community organizations and other service providers, Partner4Work provides the highest quality of service to job seekers, incumbent workers and employers. While access is improved for all job seekers and incumbent workers, the provision of services and training is focused on those most in need and hardest to serve. PA CareerLink® staff provides off-site PA CareerLink® and Job Gateway enrollment services at community-based organizations and events across Allegheny County, enabling job seekers to register in the system without visiting a physical PA CareerLink® location. All customer information is entered into CWDS, the Commonwealth's system of record. Partner4Work will also explore other opportunities to utilize different technologies to expand the reach of the PA CareerLink® system to job seekers and employers.

All staff in the PA CareerLink® offices work together to ensure that job seekers have access to career training, labor exchange, and education services as necessary. At PA CareerLink® Pittsburgh/Allegheny County locations, adults and dislocated workers receive core services, intensive and training services if eligible. The Title I provider, the United Labor Agency (ULA) works in partnership with Adult Basic Education, Wagner-Peyser, and OVR staff to coordinate across programs. Monthly Leadership meetings are attended by representatives of ULA, Adult Basic Education, Wagner-Peyser, OVR, and shared center management staff. These meetings are used to set and implement strategy in alignment with Federal, State, and local guidance. In addition, direct service supervisors from core program partners attend weekly Supervisory Meetings where daily operations are determined and managed. Integral to our system, job seekers are identified by shared staff at the point of entry and then referred to the appropriate program(s) to meet their needs.

Partner4Work works with its contracted youth providers to ensure an appropriate referral network for

youth program participants, which makes workforce and supportive services available for program participants throughout Pittsburgh and Allegheny. To avoid service duplication and to provide for the best match between program and participant, youth programs are encouraged to work together. Further, to assist in best practices sharing to improve the services provided by the public workforce system to youth participants, Partner4Work is developing a technical assistance program for youth providers.

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

Partner4Work fully supports the vision of WIOA and the Commonwealth for improved coordination and collaboration across WIOA programs and partners, including Adult Education and Literacy. Just as Partner4Work has engaged with adult education providers through meetings during the development of this local plan, Partner4Work will continue to engage with eligible adult education providers throughout the implementation of WIOA. As a part of this process, Partner4Work staff and Board members will review local adult education provider applications under WIOA Title II, taking into consideration their alignment with the strategies, vision, and goals outlined in the local workforce development plan for the City of Pittsburgh and Allegheny County.

Partner4Work will utilize the process and scoring criteria established by the PA Department of Education and follow any additional guidance provided to the Board on the process.

Procedures recently announced by the PA Department of Education call for the local Adult Education proposers for services in the local area to submit applications directly to PDE. PDE will perform an initial review to ensure compliance by the proposers with requirements established by the PDE. PDE will then share applications related to each workforce area with the appropriate workforce development board, along with the scoring framework that is being employed by the PDE. Local boards will then send recommendations regarding local Adult Education provider proposals to the PDE for consideration during PDE's final review, scoring, and selection process. PDE will make final decisions and inform the local board so that representatives of Adult Education providers can be included in service coordination meetings led by the one-stop operator.

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

Partner4Work funded programs work to provide services to individuals with significant barriers to employment. Partner4Work has established a Priority of Service policy, aligned with the requirements of WIOA and related policies that prioritizes WIOA Adult services to veterans, low income individuals, recipients of public assistance, and individuals who are basic skills deficient. Nearly 60% of PA CareerLink® customers have no post-secondary education (including 12% without a HS Diploma/GED), 33% are minorities (including 55% of WIOA Adult participants), 11% are single parents (including 22% of WIOA Adult participants), and 11% are ex-offenders (including 19% of WIOA Adult participants). The eligibility requirements for year-round youth programming ensure programs focus on serving youth with barriers to education and employment. For example, nearly 100% of youth served in year-round programs are low income, nearly 70% of OSY are basic skills deficient, 15% of ISY has a disability, 10%

of OSY are pregnant or parenting, and 7% of OSY has a criminal background²⁹. Partner4Work uses TANF Youth Development funds to further expand services to low income youth, with an emphasis on youth with barriers to employment.

Beyond year-round programs, Partner4Work has funded a number of additional projects focused on serving individuals with barriers to employment and other special populations. Examples include the *Training to Work* project, a USDOL-funded partnership with PA CareerLink®, Allegheny County DHS, and Phase 4, that provides career and training services to ex-offenders with the goal of job placement and reducing the recidivism rate among this group. The *Veterans Value Initiative*, a partnership with Tri-County WDB and Westmoreland-Fayette WDB, focuses on employer engagement and providing career and training services to veterans in the Pittsburgh region. Additionally, in partnership with the City of Pittsburgh and Allegheny County, Partner4Work's *Learn & Earn* program focuses on providing low income youth and youth with barriers to employment with quality summer employment and work readiness training.

4.14 What services, activities, and program resources will be provided to businesses and employers, in the local area? [20 CFR § 679.560(b)(3)]

Expectation: The narrative should indicate:

The Memorandum of Understanding (MOU) among PA CareerLink® partners describes the menu of services that will be available to local employers as a shared responsibility of all partners. At a minimum, the below business services will be made available at each Comprehensive PA CareerLink® location, as applicable to the program, consistent with and coordinated via the PA CareerLink® Pittsburgh/Allegheny County. Additional services may be provided on a case by case basis and with the approval of the Partner4Work Board and the CEO. Access to partner programs and services may be delivered through any of the following methods:

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

Business Services		
Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment	Provide employer and industry cluster-driven Occupational Skills Training

²⁹ CWDS, 2016

	and referral services	through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor market information	Conduct job fairs	Develop customized training opportunities to meet specific employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on human resources issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

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

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

At the transactional level in working with individual employers, the Partner4Work partners are actively exploring new mechanisms and platforms for sharing employer contact information, which will include incorporating new strategies that are being clarified by the Commonwealth (such as Executive Pulse). Local partners are also working with other local workforce areas across the tri-state area of Pennsylvania, Ohio and West Virginia that are being impacted by changes in the coal industry. Part of this work involves streamlining employer contacts and responsiveness by sharing contact information and creating joint-agency solutions to each employer based on identified needs. The challenge will be to build on information shared on individual state platforms rather than duplicating information in individual state systems.

4.15 How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?
[20 CFR § 679.560(b)(10)]

Recognizing the value of supportive service in helping people overcome barriers and successfully

complete training and/or enter employment, Partner4Work, through coordinated and strategic partnerships with PA CareerLink® and a network of providers, ensures that appropriate and necessary services are available to assist adults, dislocated workers, and youth in the City of Pittsburgh and Allegheny County.

Partner4Work has a Supportive Service Policy in place that allows for the following:

Access to public transportation: Based on a case-by-case needs assessment, Partner4Work provides funds for public transportation passes for use throughout Allegheny County. These passes, made available through PA CareerLink® and partner organizations, can eliminate a transportation barrier that would prohibit an eligible adult, dislocated worker or youth the access to training or employment opportunities that would lead to self-sufficiency.

Educational or licensing fees: Partner4Work can assist eligible participants to pay for industry-recognized certificates or a non-employer paid license or testing fees. For eligible adults, dislocated workers, and youth, Partner4Work also can pay for pre-employment drug tests and/or criminal background checks.

Shared referrals: Partner4Work works with our partners to ensure the comprehensive service needs, beyond the above supportive services, of adult and youth customers are met. By tapping into the collective expertise of a network of provider organizations, Partner4Work ensures WIOA youth have access to all of the 14 elements. Through shared referrals, Partner4Work and its partners can ensure youth have every opportunity to achieve their goals on the path to a successful future.

In addition, through the One-Stop Partner Memorandum of Understanding, WIOA partners commit to establishing a coordinated and streamlined system for referrals across partner programs to ensure the full service needs of customers are met. The Pittsburgh Works platform is also leveraged to strengthen the connection between workforce development focused agencies and the public workforce development system, including increasing referrals from these agencies to the comprehensive services available through PA CareerLink®.

5. COMPLIANCE

The questions in this section are focused on the local area's compliance with federal, state and/or local government requirements. Please provide a separate response for each of the elements listed below.

5.1 Describe the cooperative agreements that define how all local service providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. [20 CFR § 679.560(b)(13)]

Strong partners in the PA CareerLink®, system including Wagner/Peyser, Adult Basic Education, and OVR, have also collaborated with Partner4Work and United Labor Agency to design and implement an innovative service delivery model aligned with WIOA regulations and Partner4Work's strategic goals.

Partner4Work partners with the Office of Vocational Rehabilitation (OVR) to further enhance the services provided to individuals with disabilities. This relationship has been formalized through partnership agreements that allow OVR to operate effectively in the local workforce development area.

OVR is represented on the Partner4Work Board of Directors and OVR is a key partner in PA CareerLink® in Pittsburgh and Allegheny through a signed partnership agreement. Additionally, OVR is a member of the PA CareerLink® Operators Consortium, established through a signed operators' agreement. The Operators Consortium meets monthly to address challenges to and improve one-stop service delivery (including to individuals with disabilities) through better service coordination, cross-training of staff, identifying opportunities for co-enrollment, and other efforts. Partner4Work is also currently working with OVR to explore further opportunities for partnership through data sharing and additional cooperative agreements to better serve the needs of adults and youth with disabilities.

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

5.2 What is the process the local board uses to ensure the collection of the debts of lower-tier sub-recipients, as a result of audits?

Partner4Work will utilize the procedures for debt collection of lower-tiered sub-recipients due to audits as outlined in the PA Department of Labor & Industry Financial Management Guide (April 2017). This includes the options of Repayment and/or Reprogramming of funds.

5.3 What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board? [20 CFR § 679.560(b)(17)]

Partner4Work diligently works to ensure the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system in the City of Pittsburgh and Allegheny County. The manner in which Partner4Work carried out a competitive procurement process in the selection of its Title I Adult and Dislocated Workers provider illustrates that value in action. The provider we selected in this case, the United Labor Agency (ULA), was assessed on a variety of criteria, including: past performance, organizational capacity and experience, ability to establish organizational partnerships, program design, program budget, and capacity to join, manage

and lead the PA CareerLink® Operators' Consortium. Furthering this effort, the PA CareerLink® Operators' Consortium meets regularly to discuss strategies for continuous improvement, including opportunities for cross training and collaboration across program partners. In addition, ULA submits monthly reports to Partner4Work providing regular updates on performance, services, and WIOA caseloads, which enables Partner4Work to regularly monitor its one-stop service delivery. Furthermore, Partner4Work conducts monitoring of PA CareerLink® facilities and its Title I Adult/Dislocated Worker provider annually to provide detailed fiscal and programmatic reviews of operations and service delivery.

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

As an additional effort to encourage continuous improvement of services, Partner4Work has developed a comprehensive technical assistance plan to support our network of workforce development providers. Through this project, Partner4Work is working to gain input from service providers on technical assistance needs as well as working to make our knowledge and resources more accessible through on-going technical support, an online resource center on the Partner4Work website, regular blog postings, webinars, a speaker series, and one-on-one meetings. Topics and issues to be covered through this project will include, but will not be limited to: best practices in workforce development, labor market analysis, building employer partnerships, data-driven decision-making, and WIOA implementation.

5.4 What is the process the local board used to provide an opportunity to have input into the development of the local plan, particularly for representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders? [20 CFR § 679.560(b)(19)]

Partner4Work recognizes the value and importance of engaging with the public and key stakeholders in the development of this local plan. Input from the public and key stakeholders is crucial to ensuring that the local plan is a comprehensive document that works for all stakeholders within the public workforce development system to serve both job seekers and employers. Through both a 30-day public comment period and hosting a community forum, Partner4Work gathered and incorporated input from its program partners and other key stakeholders, including employers, service providers, educational institutions, training providers, labor organizations, and public and economic development agencies.

A final draft of our local plan was made available on **July 25, 2017** for a 30-day period for public comments. The release of the local plan document for public comments was announced to Partner4Work's various networks. All feedback received during the public commenting period was thoroughly reviewed, considered, and then, as appropriate, incorporated into the final local plan document. Comments that suggested adjustments to the plan are shown as an attachment to this document, along with actions taken. A public session for stakeholders was held on **August 16, 2017**, which was attended by more than 30 individuals representing workforce development, community development, government, business, and educational institutions. The session was facilitated by Community Workforce Advancements focusing on the following questions:

1. What are the best opportunities you see for engaging populations with barriers in starting points of career pathways leading to high-demand occupations?
2. What are the biggest challenges you see in moving populations with barriers to jobs that offer family-sustaining wage levels?
3. What are the identified skill gaps that our local partnership is best prepared to fill?
4. What identified skill gap issues will be the most difficult for our partners to address?
5. What current programs and initiatives have demonstrated the most success and should be brought to bigger scale, either regionally or locally?

The forum included in-person discussion and the collection of written responses. Partner4Work also provided stakeholders the opportunity to respond to the above questions through an electronic survey for those unable to attend the forum in-person. A summary of the feedback received during the forum is available in the Appendix of this document.

5.5 What is the process the local board used to provide a 30-day public comment period prior to submission of the plan? [20 CFR§ 679.560(b)(19)]

Note 1: In accordance with this policy, planning regions are required to post the entire regional plan for public comment in each of the local areas that make up the planning region.

Note 2: Comments submitted during the public comment period must be submitted along with the plan. Additionally, any comments made by a local board as a result of such comments, must also be included.

The draft local plan was posted for review on the Partner4Work website and through other applicable networks for a period of 30 days. An electronic notification of the draft local plan was sent to Partner4Work contacts including employers, regional CBOs, and WIOA partners. In addition, Partner4Work solicited feedback through an electronic survey and a public forum during the public as noted in the previous section. Notice of this forum was posted at our website, at our physical offices, through social media and electronic communications and through a legal notice.

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents/listed are (or will be) in place and effective prior to December 31, 2017.

Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local plans.

- ✓ Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials
- ✓ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated
- ✓ Agreement between the local elected official(s) and the local workforce development board
- ✓ Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest
- ✓ Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs
- ✓ Local procurement policy – Must describe formal procurement procedures
- ✓ Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/certification random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; incumbent worker training
- ✓ Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan
- ✓ Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination
- ✓ Professional services contract(s) for administrative services such as staffing and payroll, if applicable

Public Comments:Comment 1:

During the formal comment portion of the public forum hosted by Partner4Work on August 16, 2017, one participant commented that there were instances in which veterans were referred to as individuals with barriers to employment in the Local Plan for Pittsburgh and Allegheny County. The commenter stated that being a veteran is not a barrier to employment and such instances within the Local Plan should be revised. The commenter also provided a written document with the following language:

Page 25, para 4

Revise to: Remove “Veteran” reference

Justification: Being a Veteran is not a barrier to employment nor is it generally accepted that Veterans, as a group, have barriers to employment.

Suggestion: Add phrase at end of paragraph, “including Veterans who may be experiencing these types of barriers.

Page 30, para 1/

What has been the success of VVI? Will it continue?

PP33, para 6

This description of the VVI program appears to be mostly fictional

P48, para 4

How did VVI create more Veteran Friendly Companies? More fiction?

P49, para 3

What employer collaborations for VVI?

P55, para 2

In the provision of individualized career and training services, WIOA establishes a priority of serving Veterans, as well as, ...

P64, para 5, sentence 2

Revise to: Remove “Veteran” reference

Justification: Being a Veteran is not a barrier to employment nor is it generally accepted that Veterans, as a group, have barriers to employment.

Suggestion: Add phrase at end of paragraph, “including Veterans who may be experiencing these types of barriers.”

Partner4Work Response:

Partner4Work appreciates this comment and agrees that being a veteran is not a barrier to employment. We have revised language in this document to clarify that veterans are, instead, a priority population under WIOA and focus population for specific Partner4Work programs and initiatives.

Though we welcome and value all feedback, Partner4Work believes the Local Plan provides an accurate description of the Veterans Value Initiative (VVI). Through a partnership with Tri-County WDB, Westmoreland-Fayette WDB, and PA CareerLink®, VVI has provided career services, work-based training, and other training services to more than 50 veterans in the Pittsburgh region. VVI has also had the support of regional employers, including PNC Bank, Allegheny Health Network, and UPMC. Partner4Work looks forward to improving and expanding upon these successes as the VVI program continues through June 2018.

Summary of Forum Survey Results

On Wednesday, August 16th, 32 individuals attended the Local Plan Forum hosted by Partner4Work. Of these, 23 attendees completed a survey which asked about their experiences with and understanding of regional challenges in workforce development.

Survey respondents represented a wide variety of organizations, including those in workforce development (6), community development (7), and government agencies (4), as well as local businesses (3) and educational institutions (3).

Questions below show specific survey responses and highlights from each question, as well verbal responses given during the forum itself.

Organizations represented:

A.W. Beattie Career Center	Greater Pittsburgh Literacy Council
Allegheny Conference on Community Development	Hill District Consensus Group
Allegheny County Housing Authority	Housing Authority of the City of Pittsburgh
Allegheny Technologies Incorporated (ATI)	Landforce
Bidwell Training Center	Life's Work of Western Pennsylvania
Career Development Center	Mon Valley Initiative
Community College of Allegheny County (CCAC)	Pennsylvania Women Work
Council of Three Rivers American Indian Center	Phase 4 Learning Center
Department of Human Services	The SRS Group
Department of Labor & Industry	Veteran's Place
Educational Data Systems, Inc. (EDSI)	VA Pittsburgh Healthcare System
Fourth Economy	
Goodwill SWPA	

1. What are the best opportunities you see for engaging populations with barriers in starting points of career pathways leading to high-demand occupations?

Top 5 Responses:

Community outreach (9 Responses)
Defining a clear path for success (7)
Education (6)
Job training (both prior to job start and on-the-job) (6)
Publicizing opportunities (5)

"People need to see real, achievable opportunities and see them as realistic opportunities for themselves. We can show people what's out there in a very concrete way (personal relationships/connections, not just job postings) and lay out for people a clear pathway." (Survey)

"Talking with people in the field, the job seeker wants to get more information, Barriers most have is the criminal background check and drug free. Internships and job shadowing will help." (Survey)

"Programs work beautifully because of how employers now feed into the housing authority, you can bring in these kind of workforce [development] programs into focus to create a prepared group of people that employers can depend on. Individuals are finding ways to come get services they need, we should expand wraparound services partnerships." (Forum Discussion)

Of the survey responses, approximately 39% named community outreach as a best practice when it comes to reaching populations with significant barriers to employment. This encompassed community partnerships, communication in

regards to training and job openings, and the availability of networking and collaboration events. 26% cited education and education-related opportunities, including formal classroom as well as internships, apprenticeships, and certification courses.

2. What are the biggest challenges you see in moving populations with barriers to jobs that offer family-sustaining wage levels?

Top 5 Responses:

Transportation (10 responses)

Housing availability (6)

Training (both knowledge of and ability to attend) (5)

Criminal records (5)

Education (5)

“Ensuring that day to day needs are met in the short term, rent, childcare, food, clothing, transportation. Remove disincentives through wrap-around service coordination.” (Survey)

“Understanding real job ladders with growth potential, reducing negative perceptions about hiring the formerly incarcerated, people living in projects, or minorities. Paying for training for family sustaining jobs and enabling people to provide for themselves and their families while they go through training. Also, enabling people to see job opportunities that exist outside of the job they have been in their world growing up.” (Survey)

“The biggest problem is the mindset of populations and getting people comfortable with moving from short term sustenance to moving toward long term careers. You are not working with an individual, you are working with the generations that precede them.” (Forum)

“Policy and eligibility limits what clients can and can’t do, while there are some opportunities the ability to participate stops potential clients at the door.” (Forum Discussion)

Overwhelming, survey respondents spoke of resource issues, specifically transportation, housing, childcare, and financial constraints as major employment barriers. Transportation concerns fall largely around public transit, but some make mention of driver’s license acquisition assistance as well as aid in buying personal vehicles. Alternatively, the conversation during the forum centered much more around the “culture” and “cycle” of poverty, linked closely to work mindset challenges.

3. What are the identified skill gaps that our local partnership is best prepared to fill?

Top 5 Responses:

Training in technical fields (8 Responses)

Availability of continuing education (5)

Soft skills training (4)

Community outreach (3)

Apprenticeship offerings (3)

“Our local partnership are best prepared to move individuals who desire skills and have time and resources to give it training connected to good jobs.” (Survey)

“[Local partnerships are able] to change [job seekers] work ethic so they want to work, to develop skills in technology that will help find jobs.” (Survey)

“Good wage jobs like auto collision, auto tech, carpentry, [and] HVAC have more openings than participants with employers are picking up the bill. We don’t do a good enough job [...] talking to parents. We have to change how we engage students and parents.” (Forum Discussion)

The need for technical skills is a major topic right now, specifically because of the wide swath of careers that are affected by these abilities. IT knowledge can come of on-the-job trainings, but is cited as being best for pre-employment trainings, where an individual can learn a wider variety of skills that they can later apply to specific functions. Over one-third of survey respondents see technical job skills as an integral part of the job search. This kind of training can be difficult for job seekers, but there are numerous opportunities available.

4. What identified skill gap issues will be the most difficult for our partners to address?

(NB: Many respondents cited non-skill issues in their answers to this question, and instead largely focused on barriers to employment which lay in a lack of resources, specifically in regards to personal situations. There were some responses that brought up needs for technical training as well as soft skills, but these answers were in the minority.)

Top 5 Responses:

Transportation (8 Responses)

Training (4)

Childcare (4)

Long term planning (2)

Family outreach (2)

“Changing attitudes about training, available jobs with family sustainable wages, attitudes toward long-term career thinking, motivating individuals to look at work skills over a work lifetime, [and] available jobs within a reasonable distance from home.” (Survey)

“Soft skills [and] mindset change are the most challenging, [also] teaching transferrable skills.” (Survey)

Unlike the training and education mentioned in the previous question, the major skill gaps here surround concepts that are much more difficult to give concrete fixes. Issues on a personal level, such as getting to trainings or jobs, childcare, and connecting with families continues to be a struggle in regards to career opportunities. Approximately 25% of survey respondents mentioned one of these resources as a core barrier in the job seeking process.

During the forum itself, the brief discussion around this same question ultimately focused back on transportation issues for jobseekers, specifically asking what Partner4Work is doing to help with this issue.

5. What current programs and initiatives have demonstrated the most success and should be brought to bigger scale, either regionally or locally?

(NB: Due to the wide variety of responses given in order to illustrate successful programs on both a local and regional level, gathering specific trends proved difficult when attempting to form a cohesive view of examples. Below are several answers highlighting specific programs and organizations seen as excelling at promoting workforce development.)

“Neighborhood Learning Alliance does a nice summer program with options to take a class/classes at Carlow as well as being a "Reading Warrior" that helps teens develop skills. Exposure to opportunities is key as well as clear steps forward for multiple pathways to achieve success.” (Survey)

“Build a system to help to navigate all program needs, need to develop integrated education and training who is willing to work with educators to develop the workers they need.” (Survey)

“Workforce programs, mission change, went to where the people groups are. Employers network with leader of Partner4Work expecting to receive prepared employees for specific jobs (employment matching).” (Survey)

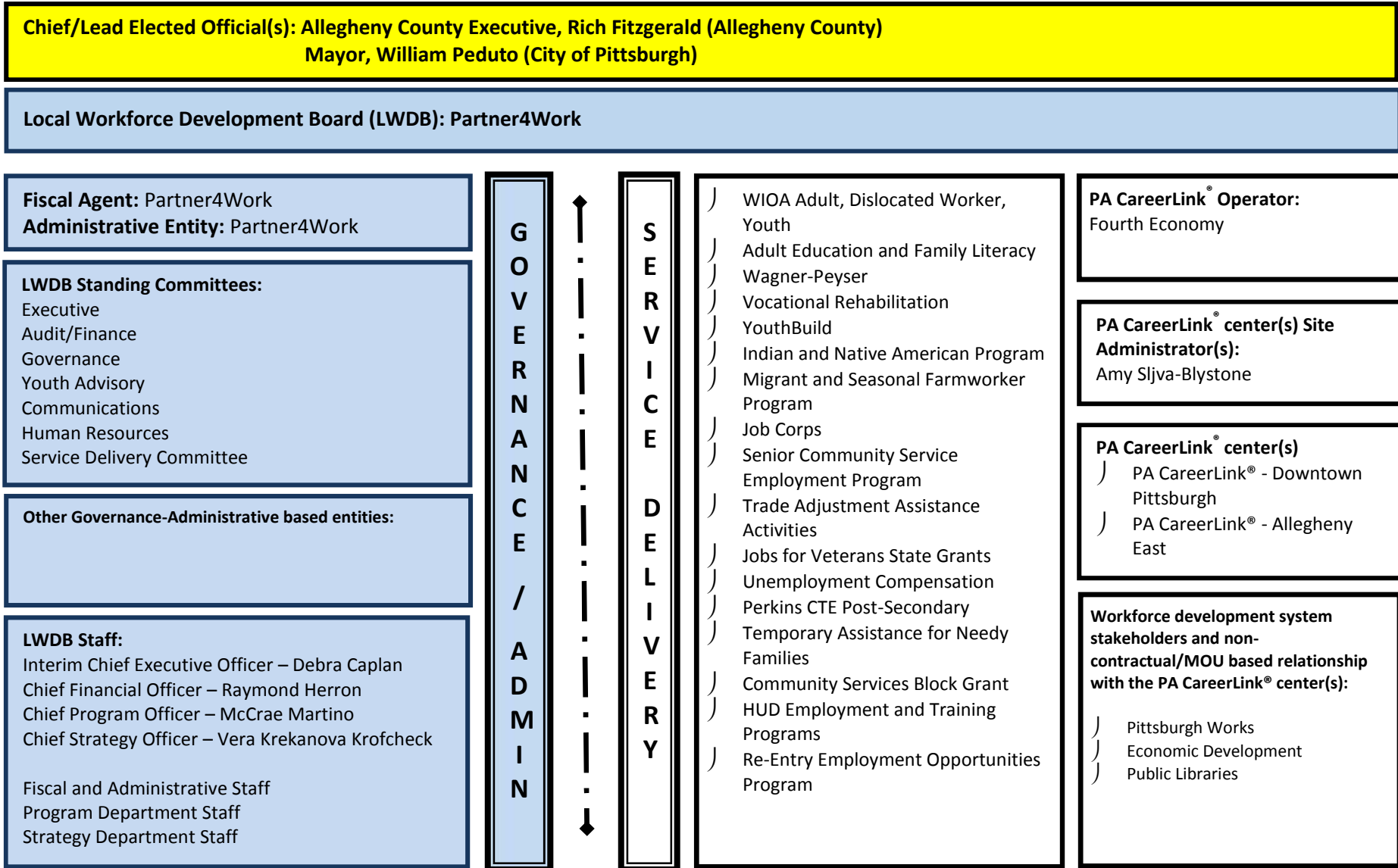
“Some of the [Energy Innovation Center] trainings seen to be quite successful. [Community Empowerment Association] has shown itself to be occasionally successful with connecting people to union jobs. And clearly, I'm partial to the Landforce model where we can nurture the future worker in a culture that demands superlative result and scaling is on our agenda.” (Survey)

All participants who gave responses to this question gave specific responses referencing organizations and their successful programs. Major trends included progressive programs that moved students into employment over time by engaging them in both soft and hard skill training.

PY 2017-2019 WIOA Multi-Year Regional/Local Area Plan: Appendix E (Fillable)
Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Three Rivers Workforce Development Area (Allegheny County and City of Pittsburgh)

Effective Date: 7/1/2017



Local Workforce Development Boards (LWDB) are requested to publically post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.

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

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

Effective Date: July 1, 2017

U.S. Department of Labor Programs

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
WIOA Adult/Dislocated Worker/Youth	WIOA, Title I, Adult/Dislocated Worker/Youth Programs	Partner4Work Debra Caplan, Interim CEO
Centre City Tower, 2600 650 Smithfield St. Pittsburgh, PA 15222	412-552-7090	www.partner4work.org dcaplan@partner4work.org
Wagner-Peyser	Wagner-Peyser Act Employment Service, as authorized under the Wagner-Peyser Act, as amended by WIOA Title III	Bureau of Workforce Partnership and Operations Ruben Pachay, Director
PA Department of Labor & Industry, BWPO 651 Boas St, Harrisburg, PA 17102	717- 787-6915	www.dli.pa.gov rpachay@pa.gov
Re-Entry Employment Opportunities (REO) Program	Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	Partner4Work Debra Caplan, Interim CEO
Centre City Tower, 2600 650 Smithfield St. Pittsburgh, PA 15222	412-552-7090	www.partner4work.org dcaplan@partner4work.org
WIOA Title I - YouthBuild	YouthBuild WIOA Sec. 171 (29 USC 3226)	Auberle Abby Wolensky, Deputy Director, Employment Institute Garfield Jubilee Joann Monroe, Executive Director
Auberle: 1101 Hartman Street McKeesport, PA 15132 Garfield Jubilee 5323 Penn Ave, Pittsburgh, PA 15206	Auberle: 412-673-5856 ext 1317 Garfield Jubilee: 412-665-5200	Auberle: abbyw@aublerle.org Garfield Jubilee: chico81637@gmail.com
WIOA Title I - Indian and Native American Programs	Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3221	Council of Three Rivers American Indian Center, Inc. (COTRAIC)
120 Charles St., Pittsburgh, PA 15238	412-782-4457	kjevsevar@cotraic.org
National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	WIOA Title I - National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	PathStone Corporation, Inc. Nita R. D'Agostino
412 McFarlan Rd, Suite E	717-234-6616	ndagostino@pathstone.org

Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/revise PA CareerLink® Memoranda of Understanding.

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

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

Effective Date: July 1, 2017

Kennett Square, PA 19348		
Job Corps	Job Corps, WIOA Title I, Subtitle C	Job Corps – Pittsburgh Molly Taleb, Center Director
7175 Highland Dr., Pittsburgh, PA 15206	412-441-8700	Taleb.molly@jobcorps.org
Senior Community Service Employment Program	Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	AARP (Allegheny and Pittsburgh) Katherine Tinney, Project Director Urban League of Greater Pittsburgh
AARP: 2020 Ardmore Blvd., Pittsburgh, PA 15221	AARP: 412-271-1580	AARP: ktinney@aarp.org
Urban League: 610 Wood St., Pittsburgh, PA 15222	Urban League: 412-325-3927	Urban League: rbrown@ulpg.org
Trade Adjustment Assistance Activities	Trade Adjustment Assistance (TAA), authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Bureau of Workforce Partnership and Operations Ruben Pachay, Director
PA Department of Labor & Industry, BWPO 651 Boas St, Harrisburg, PA 17102	717-787-6915	www.dli.pa.gov rpachay@pa.gov
Jobs for Veterans State Grants	Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C.	Bureau of Workforce Partnership and Operations Ruben Pachay, Director
PA Department of Labor & Industry, BWPO 651 Boas St, Harrisburg, PA 17102	717-787-6915	www.dli.pa.gov rpachay@pa.gov
Unemployment Compensation Programs	Unemployment Compensation Programs	Barbara A Mourer Director, Office of UC Service Centers
PA Department of Labor & Industry 651 Boas St, Room 625, Harrisburg, PA 17121	717-787-4127	bmourer@pa.gov

Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/revise PA CareerLink® Memoranda of Understanding.

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

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

Effective Date: July 1, 2017

Other Federal Departments

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult Education & Family Literacy (1)	WIOA Title II – Adult Education and Family Literacy Activities	Allegheny Intermediate Unit Larry Klinger, Supervisor Adult Ed.
475 East Waterfront Dr. Homestead, PA 15120	412-394-5955	larry.klinger@aiu3.net
Adult Education & Family Literacy (2)	WIOA Title II – Adult Education and Family Literacy Activities	Community College of Allegheny Co. Traci Nelson, Program Coordinator
800 Ridge Ave. Pittsburgh, PA 15212	412-237-4578	tnelson@ccac.edu
Adult Education & Family Literacy (3)	WIOA Title II – Adult Education and Family Literacy Activities	Greater Pittsburgh Literacy Council Lori Como, Associate Director
411 Seventh Ave, Suite 550 Pittsburgh, PA 1529	412-393-7640	lcomo@gplc.org
Adult Education & Family Literacy (4)	WIOA Title II – Adult Education and Family Literacy Activities	Goodwill of Southwestern Pennsylvania Judy Martier, Director of Education, Assessment, and Training
118 52 nd St, Pittsburgh, PA 15201	(412) 632-1848	judy.martier@goodwillswpa.org
Vocational Rehabilitation	State VR program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV	Office of Vocational Rehabilitation Marci Katona, District Administrator
531 Penn Avenue, Pittsburgh, PA, 15222	412-392-4952	mkatona@pa.gov
Carl Perkins Career & Technical Education Post-Secondary (1)	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Community College of Allegheny Co. Dr. Quintin B. Bullock, President
109 Byers Hall Pittsburgh, PA 15212	412.237.4413	qbullock@ccac.edu
Carl Perkins Career & Technical Education Post-Secondary (2)	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Rosedale Technical College Dennis Wilke, President
215 Beecham Drive, Suite 2	412-521-6200	dennis.wilke@rosedaletech.org

Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/ revised PA CareerLink® Memoranda of Understanding.

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

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

Effective Date: July 1, 2017

Pittsburgh, PA 15205		
Temporary Assistance for Needy Families (TANF)	Programs authorized under the Social Security Act title IV, part A (TANF)	PA Department of Human Services Tamila Lay, Director, Bureau of Employment Programs
Health and Welfare Building 2 nd Floor West 7 th and Forster St Harrisburg, PA 17105	717-720-1355	tlay@pa.gov
Community Services Block Grant – Employment and Training Activities	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Allegheny County Department of Human Services Office of Community Services John Litz, Planner
Allegheny County Department of Human Services One Smithfield St Pittsburgh, PA 15222	412-350-6611	jlitz@dhs.county.allegheny.pa.us
Community Services Block Grant – Employment and Training Activities	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Pittsburgh Community Services, Inc. A. Odell Richardson, Executive Director
249 North Craig St. Pittsburgh, PA 15213	412-904-4700	odellr@pghcsi.org
Housing & Urban Development (HUD) Employment and Training Programs (1)	HUD Employment and Training Programs	Allegheny Co. Housing Authority Frank Aggazio, Executive Director
625 Stanwix St., 12 th Floor, Pittsburgh, PA 15222	412-402-2450	franka@achsng.com
Housing & Urban Development (HUD) Employment and Training Programs (2)	HUD Employment and Training Programs	Housing Authority of City of Pittsburgh Caster D. Binion, Executive Director
200 Ross St., 9 th Floor, Pittsburgh, PA 15219	412-456-5012	caster.binion@hacp.org

Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/ revised PA CareerLink® Memoranda of Understanding.

Performance Accountability Template (*fillable*)

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

Effective Date: July 1, 2017

WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65.0%	%
Dislocated Worker	74.0%	%
Youth	57.0%	%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65.0%	%
Dislocated Worker	75.0%	%
Youth	55.0%	%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	%
Dislocated Worker	\$7,000	%
Youth	Baseline	%
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	55.0%	%
Dislocated Worker	57.0%	%
Youth	70.0%	%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	Baseline	%
Dislocated Worker	Baseline	%
Youth	Baseline	%
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	Baseline	%
Dislocated Worker	Baseline	%
Youth	Baseline	%

Local workforce development boards (LWDB) are required to include their WIOA core programs negotiated goals and attained performance as part of their four-year local plans, as well as any modifications to such plans.