



TRI-COUNTY WORKFORCE INVESTMENT BOARD, INC.

**TRI-COUNTY PY 2021 – PY 2024
WIOA LOCAL AREA PLAN**

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The Tri-County Workforce Investment Board is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.

Introduction

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

1.1 Identify the composition of the region’s population and labor force.

The Tri-County Workforce Investment Board, Inc. (TCWIB) also known as the Tri-County Workforce Development Board and TCWDB is comprised of Armstrong, Butler, and Indiana counties in Southwest Pennsylvania. Overall, it is home to approximately 342,148 citizens according to the *U.S. Census 2021 ACS 5-Year Estimates*. With a 2022 labor force of 167,300, the largest sector is Healthcare and Social Assistance which employs 21,554 workers with average earnings of \$50,987 according to the *Quarterly Census of Employment and Wages, 2021 Annual Averages*. The next largest sectors include Retail Trade which employs 16,094 workers with average earnings of \$32,542, and Manufacturing which employs 14,157 workers with average earnings of \$66,972.

POPULATION

The population in Tri-County is estimated to have remained near the same from 341,683 in 2010 to 342,148 in 2021, resulting in an increase of 0.1%. From 2020 until 2030, the population is projected to grow by 1.3%. Across the nine-county region, there was an increase of 6,279 (+0.25%) residents between the U.S. Census dates of 2010 and 2020. Allegheny, Butler, and Washington Counties were the only counties in the region that saw an increase in population during this time period. Over the next ten years, the population of the Southwest Region is expected to decline another 1%. (Source: *Pennsylvania Projections 2010-2040, Pennsylvania State Data Center for the Center for Rural Pennsylvania*)

In 2021, the median age for Butler County was 43.3, for Armstrong County was 47, and for Indiana County was 40.1 according to the American Community Survey. Comparatively, the median age for the Southwest Planning Region is 44.5 years, while the average age for the region is 43.9 years. Five years from now, the median age is projected to continually rise.

The overwhelming majority of Tri-County's current population is predominately White Alone. For Butler County, 94.9% of the population is White Alone, 1% are Black or African American Alone, 0% are American Indian and Alaska Nat. Alone, 1.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.4% are Some Other Race, and 2.3% are Two or More Races. For Armstrong County, 96.9% of the population is White Alone, 1.0% are Black or African American Alone, 0% are American Indian and Alaska Nat. Alone, 0.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.2% are Some Other Race, and 1.6% are Two or More Races. For Indiana County, 93.6% of the population is White Alone, 2.2% are Black or African American Alone, 0.1% are American Indian and Alaska Nat. Alone, 1.0% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.5% are Some Other Race, and 2.7% are Two or More Races. Tri-County's current estimated Hispanic or Latino population is low in comparison to the United States at 18%. Butler’s is 1.7%, Armstrong’s is 0.9%, and Indiana’s is 1.4%. (Source: *U.S. Census 2021 ACS 5-Year Estimates*)

EDUCATION

Educational Attainment of Population (Ages 25 and older) by County

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

County	Total	Less than high school graduate:	High school graduate (incl. equivalency):	Some college or associate's degree:	Bachelor's degree or higher:
Armstrong	48,368	8.2%	49.2%	24.5%	18.1%
Butler	134,209	4.6%	31.8%	26.2%	37.5%
Indiana	55,680	9.2%	41.5%	24.3%	25.0%
PA Total	8,989,998	9.0%	34.2%	24.5%	32.3%

Source: American Community Survey, 5-Year Estimates; 2016-2020

In the Tri-County WDA, 43.6% of individuals 18 and older have a High School Diploma or less. 27.7% have Some College or an Associate's Degree, 18.4% have a Bachelor's Degree while 10.2% have a Graduate or Professional degree. Less Tri-County WDA residents have a Bachelor's Degree and Graduate Degree in comparison to Pennsylvania at 19.1% and 11.8% respectively. (Source: American Community Survey, 5-Year Estimates; 2016-2020)

INCOME

As seen in the table below, the average annual wage for all Armstrong, Butler, and Indiana Counties is below the state average wage.

Income	Armstrong County	Butler County	Indiana County	Tri-County	Pennsylvania
Average Annual Wage	\$46,748	\$59,020	\$52,260	\$56,108	\$65,104

Source: CWIA- PA Department of Labor and Industry, 2023

LABOR FORCE AND EMPLOYMENT

The Tri-County WDA has a labor force of 167,300 with 160,600 employed and 6,700 unemployed in December 2022. Source: Local Area Unemployment Statistics (LAUS) The highest percentage of workers in the Tri-County WDA are employed in Office and Administrative Support (13%) and Sales and Related Services (10%) occupations. Workers in the Tri-County WDA are employed in the following occupational categories: 2.5% are in Architecture and Engineering, 1.2% are in Arts, Entertainment and Sports, 3.6% are in Business and Financial Operations, 2.0% are in Computers and Mathematics, 5.4% are in Education, Instruction, and Libraries, 6.2% are in Healthcare Practitioners and Technicians, 4.8% are in Healthcare Support, 0.8% are in Life, Physical and Social Sciences, 5.1% are in Management, 2.7% are in Community and Social Services, 7.8% are in Food Preparation and Serving, 0.4% are in Legal Services, 1.8% are in Protective Services, 2.9% are in Personal Care Services, 2.9% are in Building and Grounds Maintenance, 5.7% are in Construction and Extraction, 1.1% are in Farming, Fishing and Forestry, 5.4% are in Maintenance and Repair, 7.0% are in Production, and 9.0% are in Transportation and Moving. (Source: Occupational Employment, 2020 and Wages, 2021)

Industry Clusters with the most employment in Tri-County include Health Care, Advanced Manufacturing and Business Services.

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Industry Cluster Statistics for Tri-County WDA												
	Ag. & Food Prod.	Adv. Mftg.	Build & Const.	Bio-Med.	Bus. Serv.	Edu.	Energy	Health Care	Hosp, Leis., Ent.	Log & Transp	Finan., Ins.	Wood, Wood Prod.
2021 Employment	2,958	14,107	10,831	1,795	13,502	11,115	5,194	21,837	12,510	4,105	4,437	1,437
Percent WDA Employment	2.36%	11.26%	8.64%	1.43%	10.77%	8.87%	4.14%	17.42%	9.98%	3.28%	3.54%	1.15%
Employment Growth (2016-2021)	103	-1,562	78	409	-250	-1,136	-462	-284	-1,212	302	269	-354
Percent Growth (2016-2021)	3.61%	-9.97%	0.73%	29.51%	-1.82%	-9.27%	-8.17%	-1.28%	-8.83%	7.94%	6.45%	-19.77%
2021 Average Wage	\$46,811	\$67,207	\$57,523	\$91,812	\$86,351	\$54,849	\$88,113	\$52,582	\$19,338	\$51,520	\$71,597	\$41,385
2021 National Location Quotient	0.63	1.55	1.22	1.09	0.82	0.96	2.15	1.13	0.92	0.75	0.61	0.89

Source: Quarterly Census of Employment and Wages

According to the *Tri-County Inflow/Outflow Report, 2019* provided by the Center for Workforce Information and Analysis, there are 111,947 employed within the Tri-County WDA. 52.1% of those employed work and live in the Tri-County WDA while 47.9% of those working in the Tri-County WDA live outside the region. Out of the 126,764 living in the WDA, 45.4% live and work in the region and 54% live in the region but works outside of it. Therefore, the net commuting in and out is -14,817 which means that the number of individuals working in the WDA but living outside is less than the number of individuals living in the WDA but employed outside. This indicates the Tri-County WDA's proximity to Pittsburgh, a metropolitan area.

The overall unemployment rate in 2021 for the Tri-County WDA was 6.3%, with a labor force of 166,500. When looking at 2022, the unemployment rate has fluctuated between 4.1% and 5% as the area began to rebound from the COVID-19 pandemic. In the Tri-County WDA, Trade, Transportation and Utilities, Construction, and Education and Health Services had the most continued claims.

Annual Average Labor Force Statistics, Tri County WDA, 2021

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2021	166,500	156,000	10,500	6.3

Seasonally Adjusted Labor Force Statistics, Tri County WDA, 2022

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	164,800	156,600	8,200	5.0
February	163,300	156,000	7,300	4.5
March	165,600	158,300	7,300	4.4
April	166,300	158,400	7,800	4.7
May	167,100	159,600	7,500	4.5

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

June	166,000	158,300	7,700		4.6
July	165,400	158,600	6,700		4.1
August	167,200	159,200	8,000	Preliminary	4.8

Source: Local Area Unemployment Statistics (LAUS)

PA Regular UC Benefits, Continued Claims by Industry, August 2022												
Workforce Development Area County	Natural Resources and Mining	Construction	Manufacturing	Trade, Transportation, and Utilities	Information	Financial Activities	Professional and Business Services	Education and Health Services	Leisure and Hospitality	Other Services	Government	Industry Not Available
PENNSYLVANIA	0.6%	8.7%	9.2%	28.7%	1.1%	4.0%	14.7%	17.9%	10.1%	2.0%	1.2%	1.8%
TRI COUNTY	1.5%	15.7%	7.2%	37.3%	0.9%	2.5%	10.6%	12.9%	7.7%	2.1%	0.8%	0.8%
ARMSTRONG	0.6%	19.0%	9.4%	40.4%	0.7%	1.0%	8.4%	13.8%	3.7%	1.5%	0.5%	1.0%
BUTLER	0.6%	14.7%	8.0%	37.9%	1.1%	3.4%	12.2%	10.3%	7.9%	2.3%	0.7%	0.9%
INDIANA	3.7%	15.3%	4.3%	34.4%	0.6%	2.0%	9.4%	16.5%	10.1%	2.1%	1.0%	0.6%

Source: Center for Workforce Information & Analysis

POPULATION WITH BARRIERS

Poverty/Low Income

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 Tri-County, 9.6% are living in poverty.

Poverty and Labor Force Status (Ages 16 and older) by County

County	Total Population Age 16 and Older	Individuals Below the Poverty Level Age 16 and Older						
		Total Individuals	Poverty Rate	Employed	Unemployed	Not in Labor Force	Unemployment Rate	Labor Force Participation Rate
Armstrong	53,859	5,421	10.1%	1,471	469	3,481	24.2%	35.8%
Butler	149,626	10,958	7.3%	3,411	710	6,837	17.2%	37.6%
Indiana	65,793	9,454	14.4%	3,081	621	5,752	16.8%	39.2%
PA Total	10,083,244	1,088,906	10.8%	320,086	95,639	673,181	23.0%	38.2%

Source: American Community Survey, 5-Year Estimates; 2016-2020

Re-Entry Population

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 occupations. According to the PA Department of Corrections, in Tri-County in 2021 there were 191 individuals released from a state prison who were predominately male and had an average age of 42 in Armstrong 39 in Butler County, and age 43 in Indiana County. In 2020, there were 220 people released from state prison indicating a steady release of individuals. Releases from county or federal prisons this number would only increase the number of individuals who are re-entering the workforce and society.

Foster Care

Research obtained from Children’s Rights 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. In 2020, more than 20,000 young people aged out of foster care without permanent families. Research has shown that those who leave care without being linked to forever families have a higher likelihood than youth in the general population to experience homelessness, unemployment, and incarceration as adults. 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.

According to the Pennsylvania State Resource Family Association, on average, 1,100 PA youth “age out” of foster care or leave the system at 18 or older. Far too many youth never end up with a stable, permanent family situation. Often they are left on their own; with few or no financial resources, limited education, training and employment; homeless, and with little or no support from family or friends. One in four PA youth who “age out” of the system, experience homelessness, struggle with mental health challenges such as depression, substance abuse and anxiety disorders, with nearly 1 in 4 youth having been arrested since leaving care. Young PA women in foster care are two and a half times more likely to become pregnant by 19, than young women were not in foster care. Nearly half of PA foster care youth haven’t found a job four years after leaving the system and struggle to pay bills. Nearly half who “age out” will not complete high school and are twice as likely to drop out as other youth. According to the *State of Child Welfare Report 2022* from PA Partnerships for Children, in Tri-County, approximately 368 children are in foster care with 18.2%-30.9% being between the ages of 15-20 depending on the county.

Language

English Speaking Ability by County, Ages 5 and Older

County	Total	Speak English less than "very well"	Percentage of Individuals Speaking English less than "very well"
Armstrong	62,256	403	0.6%
Butler	178,247	1,603	0.9%

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Indiana	80,469	1,934	2.4%
PA Total	12,092,654	522,261	4.4%

Source: American Community Survey, 5-Year Estimates; 2016-2020

According to the data above, the Tri-County WDA does not have a significant part of its population who speak English less than “very well” in comparison with the state’s 4.4%. Armstrong has only 0.6%, Butler has 0.9%, and Indiana has 2.4% of its population who speaks English less than “very well”.

Disability

According to the Division for Social Policy and Development Disability, around 15% of the world’s population, or estimated 1 billion people, live with disabilities. They are the world’s largest minority. An estimated 386 million of the world’s working-age people have some kind of disability, says the International Labour Organization (ILO). Unemployment among the persons with disabilities is as high as 80 per cent in some countries. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

Disability and Labor Force Status of Working Age Population (Ages 25-64) by County

County	Total Population	Number of Individuals with a Disability	Percentage of Population with a Disability	Unemployment Rate		Labor Force Participation Rate	
				No Disability	Disability	No Disability	Disability
Armstrong	38,064	5,530	14.5%	5.2%	11.0%	83.5%	39.7%
Butler	114,251	10,943	9.6%	4.1%	8.3%	82.9%	38.5%
Indiana	52,053	6,756	13.0%	6.4%	14.6%	75.0%	41.2%
PA Total	7,692,941	865,740	11.3%	4.7%	12.8%	82.8%	43.6%

Source: American Community Survey, 5-Year Estimates; 2016-2020

When looking at Tri-County data above, Armstrong and Indiana Counties have a higher percentage of the population with a disability in comparison with Pennsylvania. In addition, the employment rate is for those with disabilities is in the double digit range in comparison with those individuals without a disability. In addition, the labor force participation rate is roughly half of the participation rate with those without a disability.

Teen Parenting and Single Parents

According to Youth.gov, 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.

Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to:

- Have a higher risk for low birth weight and infant mortality;
- Have lower levels of emotional support and cognitive stimulation;
- Have fewer skills and be less prepared to learn when they enter kindergarten;
- Have behavioral problems and chronic medical conditions;
- Rely more heavily on publicly funded health care;
- Have higher rates of foster care placement;
- Be incarcerated at some time during adolescence;
- Have lower school achievement and drop out of high school;
- Give birth as a teen; and
- Be unemployed or underemployed as a young adult.

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen’s risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about \$11 billion per year due to increased health care and foster care, increased incarceration rates among children of teen parents, and lost tax revenue because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as \$28 billion per year or an average of \$5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

Family Household Type by County

County	Total Family Households with Child/Children	Married-Couple Family with Child/Children	Single Parent with Child/Children
Armstrong	6,234	4,505	1,729
Butler	19,579	15,487	4,092
Indiana	6,697	4,894	1,803
PA Total	1,278,062	862,116	415,946

Source: American Community Survey, 5-Year Estimates; 2016-2020

Single parents are more likely to be living in poverty, with 23.5% of households in Tri-County are considered single parent households. In Tri-County, there were 437 children between the ages of 0 and 17 receiving TANF Assistance in 2021 according to the Kids Count Data Center. According the

Pennsylvania Department of Health, in 2019 the number of reported pregnancies for ages 15-19 in Pennsylvania was 7,622. In Armstrong County there were 36 reported pregnancies, 47 in Butler County and 38 in Indiana County. These numbers are lower than in the past.

Homelessness

According to the National Coalition for the Homeless, 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 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. In 2022, there were 735 people homeless on a given night in the Western Pennsylvania Continuum of Care which includes the Tri-County region.

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 accommodation";
- 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 2020-2021, there were 699 students in Tri-County who met the McKinney-Vento definition of homeless according to the PA Department of Education.

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?

An analysis of skill gaps begins with a look at current and projected skills demanded by employers in the region. 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 2020-2030, the total employment in the Tri-County WDA is projected to grow by 8.0% or 11,040. A table with the breakdown of projected growth by industry can be found in Attachment 4. Leisure & Hospitality, Professional and Business Services, and Other Services except Public Administration are projected to experience the greatest percent increase

In addition, various occupations are projected to have increases as seen in a table located in Attachment 4. The Long-Term Occupational Projections for Tri-County WDA (2020-30) shows Protective, Food, Building, & Personal Services is projected to experience the greatest percent and volume increase while Healthcare Practitioners, Technicians, and Support is projected to experience the next largest volume increase.

Looking at Help Wanted postings provides insight into real time employment demand. Several of the industry and occupation postings have increased over the past year. The industries with the largest number of postings continue to be Direct Health and Medical Insurance Carriers, General Medical and Surgical Associates, and Banking. The occupations with the largest increase in postings include Managers, Automotive Specialty Technicians, and General Maintenance and Repair Workers. Data tables are located in Attachment 4.

One way to measure the skill gap is to compare current educational attainment to expected employment growth by education level. According to the Center for Workforce Information and Analysis, occupations requiring an Advanced or Bachelor’s degree is projected to increase the most over the next few years. The highest number of positions require on-the-job training. See data tables in Attachment 4.

Understanding the knowledge and skills employers need in the workforce can help ensure candidates are prepared to enter the labor force. According to the Center for Workforce Information & Analysis of Occupational Information Network (ONET) data and Occupational Employment Projections, 2018-2028, the highest knowledge area is the ability for Customer and Personal Service along with English Language, Administration and Management, Education and Training, Public Safety and Security, and Mathematics. The most common work activities include getting information, making decisions and solving problems, organizing, planning, and prioritizing, establishing and maintaining interpersonal relationships, and communicating with supervisors, peers, or subordinates. Data can be found in Attachment 4.

The skills and certifications that show up most frequently in employer job postings also provides insight into the types of training and certification that are in demand to meet our employer needs. The most requested skills include forklifts, blueprints and flatbed scanners, commercial driver’s license. The most needed certifications are Driver’s License, Certified Registered Nurse, and Project Management.

Top 10 Help Wanted OnLine™ Certifications – December 2022

Certifications	OnLine™ Job Postings
Driver's License	987
Registered Nurse	215
First Aid CPR AED	154
Licensed Practical Nurse	111
Security Clearance	68
Basic Life Saving (BLS)	52
Advanced Cardia Life Support (ACLS) Certification	49
Project Management Certification	47
Direct Care	41

Certified Nursing Assistant	38
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Source: Center for Workforce Information and Analysis

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?

The review of employer demand and population skills quantity/quality reveals a number of challenges to be addressed by the Tri-County Workforce Development Board and its partners during implementation of this plan. Included are:

Population Growth Lacking

The population of the Tri-County area has remained relatively the same since 2010 and is projected to grow only a small amount in southern Butler County over the next five years. Lack of population growth in the two of the three counties combined with stagnant population growth in the broader Southwest Region combines to cause concern among local employers on the availability of workers to fill jobs. The challenge is to both retain and recruit more talent for the region’s employers.

Educational Attainment/Alignment

As jobs increasingly require attainment of a post-secondary credential in some form, with estimates that the percentage of jobs requiring such credentials over the next five years may reach 60%, attainment rates for an associate degree or higher, per data from the Lumina Foundation. With educational attainment levels below 60% in the region, the challenge is work on several fronts to increase higher attainment, including working with the region’s employers on strategies to align with specific skills needs and incentivize the return to college for workers who started but did not complete.

Cross-Sector Collaborations

On-line job postings point to numerous jobs in service industries, often at lower wages, where customer contact skills can be taught and developed. In addition, many lower-wage jobs increasingly have foundational IT components embedded in the work. These jobs can be entry points for job seekers for moving toward higher-wage occupations when combined with education and training targeted to high-demand occupations. The challenge is to connect sector partnerships to form cross-sector strategies that meet the needs of all sectors.

STEM Needs

Increasingly, all jobs are requiring STEM components, often in the form of computer literacy: office suite software, database user interfaces, spreadsheet software, and others. The challenge is to embed computer literacy into all occupational training along with both language and math skills. Partnerships with adult education programs can be leveraged to increase the acquisition of the specific types of math needed by local employers.

Out-Commuting

The three counties in the local area, led by Armstrong County, have high levels of net out-commuting to surrounding counties. The challenge is to work with employers in the local area to determine if current and projected skills gaps can be filled with county residents who currently commute longer distances for employment. Further analysis will also point to mismatches in skills that can be addressed through short-term training and education programs, leading to redesign of existing programs or creation of new ones.

Barriers to Employment

Data presented above illustrate the large numbers of residents in the county who will require specialized services and multi-agency resources to ultimately prepare and connect them to family-sustaining jobs in the region. The challenge is leverage the one-stop center partnerships, along with partnerships with social services organizations, to provide the necessary connections and support along the skills development pathways to these jobs.

1.4 Provide an analysis of workforce development activities, including education and training.

Based on data and the needs of the local area, there are several workforce development needs. With fewer workers in this prime working age group and with a large number of expected retirements, the focus will be on preventing a labor shortage in the future and retaining experienced employees. In addition, the local area needs to develop its pipeline of workers. This includes career awareness and training opportunities for youth as well as career pathways for all workers. In addition, it includes reaching out to disconnected youth as well as recent high school and college graduates who have trouble finding jobs. Also, the local area needs to do better with matching jobseekers and employers. This may mean that the local workforce system should be better explained and developing clearer job postings as well as doing training when the skills of the job seeker do not match the needs of the employer. The local area also needs to increase job placement to individuals such as veterans, older workers, offenders, welfare recipients, and those with disabilities. Finally, the local area needs to focus on its incumbent workforce. Some are underemployed and need connected to an occupation with a family sustaining wage while others need training to advance on their career ladder. This leads to promotion for the trained workers while creating an opening for an entry level employee. With the age of the workforce increasing, it is crucial that employees are aware of career pathways. Work needs to be done to expand career pathways in the sectors with the most opportunities including Health Care, Manufacturing, Transportation, Hospitality, Building and Construction, Business Services, and Energy. The Energy sector provides unique challenges due to the ups and downs of the field. For example, in the last few years, oil and gas were facing labor shortages. Now with the downturn in prices, these industries are laying off along with mining. At some point, the industry will change once again and a ready workforce will be needed.

As part of local area's strategic vision, funding has been used to create and sustain three comprehensive American Job Center sites, one in each of the three county seats. This decision was made due to the desire of the local residents and employers to meet their respective hiring and job matching needs. Last year the three centers had just over 10,000 plus residents using the services available at the centers in addition to many more over the phone due to the pandemic. The comprehensive centers are funded primarily by state and local partners with WIA/WIOA formula funding being used by the Tri- County Workforce Development Board. Despite covering these costs with formula funds, there currently are remaining funds which can be used for skill training activities. Additionally, where specific needs have been identified, Tri-County has historically been successful in meeting the local needs by applying for and receiving Industry Partnership, NEG, and Rapid Response funding. The local area has been successful in obtaining employer match for incumbent worker training. TCWDB is also the grant recipient of DHS funding for TANF clients under the EARN program.

The WDB's use of funds is geared to serving both the job seeker and the employer and to support the local area's needs in workforce development. When basic skills are needed, the local area coordinates

with the Title II providers in the area for the needed increase in skills. The WDB offers ITAs and OJTs to qualified individuals in the high priority occupations in order to gain better employment, wages, and retention. In addition, work experiences are offered to give individuals experience with basic work readiness skills when needed.

Fortunately, the local area is home to many educational providers including: two state universities, two intermediate units, three tech centers, two community colleges (home to BCCC and WCCC branch), and several private sector trainers each participating in meeting the training needs of the local area. The area also has the Armstrong County Community Education Council (Armstrong Center for Community Learning) that serves as an intermediary and broker of training programs based on identified need and demand. In addition, and with the advent of WIOA, it is anticipated that both apprenticeship and pre-apprenticeship programs will be expanded and the number of “registered” programs will increase to serve the local area. The strengths of training services within the local area include: availability of different types of training based on needs and assessment, several available trainers in high priority occupations, and client choice when choosing the best career pathway and training option. The main weakness is that economic conditions have created an environment with an abundance of higher paying job opportunities which causes a lack of perceived value for people interested in education and skills training since employment can currently be obtained without it.

The Office of Vocational Rehabilitation assists Pennsylvanians with disabilities to secure and maintain employment and independence under Title IV-Amendments to the Rehabilitation Act of 1973. 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, individualized support services; and pre-employment training services for eligible and potentially eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

The WDB leverages WIOA funds to serve as many people as possible. The WDB is active in working with the industry cluster groups in the three counties which assist in training jobseekers in the skills that employers need. As a result of the successful consortium groups, members have received additional sources of training funds for their respective clusters. The work of the local area in industry partnerships in health care, technology, agriculture, and manufacturing has helped the group to attract new participants and allowed them to focus on both higher and lower order activities. This has provided opportunities for the groups to access other funds, such as the Robert Wood Johnson Better Jobs Better Caring grants, PA Fund for Workforce Solution grants, Youth TANF monies and several consortia building and incumbent worker grants from the Commonwealth. The WDB works closely with the local economic development corporations to remain current on economic designations and needs in the area which could affect eligibility for grant monies. The WDB also participates in regional efforts with other WDAs in Southwest PA, Northwest PA and statewide as the data and local workforce priorities dictate. One example of regional efforts of TCWDB to leverage funds and serve those with barriers is the Appalachian Regional Commission’s (ARC) INSPIRE initiative, the Southwest Pennsylvania Regional Recovery Ecosystem. Another example of a regional effort TCWDB is part of to support the goals of the regional plan is the Workforce Opportunity for Rural Communities (WORC) Initiative Southwest Pennsylvania Healthcare Employment Ecosystem (SWPA HEE).

Registered Apprenticeships are another avenue that the WDB utilizes to serve jobseekers and employers. Reports from the Apprenticeship and Training Office (ATO) show that we have 20 sponsors of registered apprenticeship programs and three sponsors of registered pre-apprenticeship programs in

our area with most in the manufacturing sector. The Builders Guild of Western PA, Butler County Community College, German American Chamber of Commerce, and Keystone Development Partnership are current training providers and community organizations that are utilized on helping identify and engage new and existing apprenticeship opportunities. The TCWDB currently partners with the Steamfitters Local 449 on an apprenticeship training opportunity. The Local Board also has representation from local labor organizations that support registered apprenticeships.

A searchable list of the current active registered apprenticeships and pre-apprenticeships in the region is available [here](#).

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

The *Quarterly Census of Employment and Wages, 2021 Annual Wages* also indicated the Location Quotients. High location quotients (LQs) indicate sectors in which a region has a high concentration of employment compared to the national average. The sectors with the largest LQs in the Tri-County WDA region include Mining, Quarrying, and Oil & Gas (LQ= 5.19), Utilities (LQ= 1.72), Management of Companies and Enterprises (1.36), Wholesale Trade (LQ= 1.31), and Retail Trade (LQ=1.22). Industries with the highest volume of average employment in the region include Health Care, Retail Trade, and Manufacturing as seen in the total employment number in those sectors.

The fastest growing industries in the Tri-County WDA include Restaurants and Other Eating Places as well as Offices of Other Health Practitioners which are experiencing the greatest volume increase while Offices of Other Health Practitioners and School and Employee Bus Transportation are experiencing the greatest percent increase. This is shown in the Long-Term Industry Employment Projections (2020-30) Chart in Attachment 4.

The fastest growing occupations by volume in the Tri-County WDA are Fast Food and Counter Workers, Home Health & Personal Care Aides, and Restaurant Cooks. The fastest growing occupations by percent are Restaurant Cooks, Substance Abuse, Behavioral Disorder, & Mental Health Counselor, and Hairdressers, Hairstylists, & Cosmetologists. The fastest growing occupations by demand are Fast Food & Counter Workers, Retail Salespersons, and Home Health & Personal Care Aides. This is shown in the Fastest Growing Occupations Projections (2020-30) Chart in Attachment 4.

High Priority Occupations are employment opportunities that are in demand by employers, have higher skill needs, and most likely to provide family sustaining wages. The purpose of the HPO list is to align workforce training and education investments with occupations that are in demand. Combining statistical data with regional expert input allow for a complete picture of the actual workforce needs of the commonwealth. The High Priority Occupations with the highest expected growth by percentage are Substance Abuse, Behavioral Disorder, & Mental Health Counselor, Coating, Painting, & Spraying Machine Setters, Operators, and Tenders, and Medical & Health Services Managers. A list of these occupations for the Tri-County WDA is included in Attachment 4.

The Local Board takes all of this data into consideration when making strategic policy decisions. The Board utilizes the data when working with employers, job seekers, education, and all stakeholders in the workforce system. Looking at data about the industries, occupations, job ads – both current and

projected allows the local area to plan investments in training in order for the workforce to be ready for the jobs that are and will be available.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The Tri-County WDB works diligently to set and meet goals and as a result has developed a dynamic strategic plan with clearly defined objectives for ensuring the success of the local workforce development system. The vision of the Tri-County Workforce Development Board is that the local area will be a destination of choice for employers and jobseekers, where existing businesses experience growth and where new businesses are eager to locate because of the excellent job opportunities, economic vitality, quality of life and the presence of a skilled workforce. Therefore, the local workforce investment system will increase the employment, retention, and earnings of participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the three-county workforce area.

The mission of the Tri-County Workforce Development Board is to provide responsive and innovative leadership that meets the current and future needs of employers and jobseekers. The current key workforce priorities of the Board are being implemented via the following goals and strategies:

Goal 1: Strengthen relationships with economic development and education partners.

Strategies:

- Monitor and map workforce trends based on historical and current trend analysis and share data with partners via reports
- Create a clearinghouse for career pathways, internships, job shadowing, mentoring, and apprenticeship opportunities

Goal 2: Support local business and industry through targeting the key industry sectors and identifying growth areas.

Strategies:

- Target industries with sustainable and emerging growth and substantial economic impact as the primary workforce focus
- Identify industries that pay above 80% of the national average wage and that are experiencing more than 5% employment growth in high priority occupations, or constitute more than 5% of the employment base, or have location quotients great than 1.0
- Coordinate local industry partnership activities by assessing employment and pipeline development needs, identifying career pathways, and implementing effective outcome driven strategies

Goal 3: Ensure the workforce development system meets the needs of employers and jobseekers.

Strategies:

- Implement a program of continual improvement concerning the PA CareerLink® services to employers and jobseekers
- Hold meetings between TCWDB or designated board members and the PA CareerLink® operator to assess PA CareerLink® operations and services and to explore new ideas for improvement
- Ensure services meet needs by identifying strategies to maximize outreach for PA CareerLink® employer and job seeker services
- Target programs and services to include youth and individuals with barriers to employment

Goal 4: Support workforce development issues through maximizing resources and funding.

Strategies:

- Identify and pursue alternative (non-traditional) sources of public and private funding for all programs and initiatives for TCWDB
- Identify workforce needs, propose effective strategies, and make applications relevant to funding opportunities.

As seen by the local area’s mission, vision, and strategic goals, the local area wants a business focused workforce public system in order to support regional economic growth and economic self-sufficiency. This creates a better link between employers and jobseekers. It allows business to grow and create more jobs. At the same time, it allows jobseekers to be trained in the skills that employers need. Both the state and local area supports training for high priority occupations, career pathways, better job matching, and programs that address skill gaps.

By accomplishing and surpassing TCWDB’s negotiated levels of performance, TCWDB accomplishes its vision. Tracking the entered employment rate and median earnings enables programs for adults, dislocated workers, and youth to make sure that they are training participants for the jobs in high priority occupations where participants can make a family-sustaining wage. In addition, retention rates ensure that participants and jobseekers become a productive part of the labor force for a long time. Credential rates for all participants show the number of participants that are increasing their skills and can advance on a career pathway. Credentials also allow participants to build skills that are stackable and transferrable. Measuring skill gains show that the participants are learning new skills that can be utilized for a new job or career. Finally, measuring the effectiveness in serving employers is crucial in finding out if the local workforce development is serving its employers by giving them employees with the skills that are needed by local businesses. This is crucial in building economic growth. All of these measures lead to a better prepared workforce of higher quality. This helps business grow in the local area and thus supports the TCWDB vision.

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?

The Board’s strategy included work to align resources at two levels. First, at the individual county level and with strong support from elected officials in each of its counties, the Board maintains a comprehensive PA CareerLink® Center in each county with commitments from core partners tailored to needs and resources at the county level. This includes:

- Ongoing convening of county-based services agencies to connect resources for both job seekers and employers;
- Working directly with education and training providers within a career pathways model to connect outreach to potential customers to a continuum of training and supports aimed at high-demand jobs;
- Continual monitoring of program outcomes at the county level to insure high performance and alignment to regional skills demand; and
- Establishment of performance goals on a county level to support local area, regional and state performance expectations.

A second level of alignment is occurring with the Board’s engagement and full support with the implementation of the Southwest Pennsylvania WIOA Regional Plan. Regional Plan goals call for:

- Enhanced coordination among all local boards in the region to connect programs and services, with particular emphasis on joint development of policies, message and tools that are aimed at consistent higher levels of customer service throughout the region.
- Streamlined talent delivery and business services where front-line staff across the region share knowledge and service approaches, particularly aimed at business services and addressing the needs of priority-of-services population segments.
- Increase work-related opportunities for youth within the context of WIOA’s heightened requirements for recruiting and serving out-of-school youth, using career pathways as the “language of the system” and sector strategies with employers to define occupational goals.

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

TCWDB’s strategies align with the governor’s priorities in the Commonwealth of Pennsylvania’s Combined Workforce Development Strategic Plan (State Plan). Pennsylvania is looking beyond WIOA to set broad goals for a comprehensive workforce development system that ensures access for all to “jobs that pay, schools that teach, and government that works.” Pennsylvania will do this by providing the highest quality of service to jobseekers and employers through well-coordinated approaches at the state and local levels. System access will be enhanced through the use of technology and creative partnerships with community organizations and other service providers. While access will be improved for all jobseekers, the provision of services and training will be focused on those most in need and hardest to serve. The local area is looking to support these efforts at the local and regional levels by aligning workforce priorities across multiple partners and by creating a skilled workforce for today and in the future.

The five goals for the commonwealth’s workforce development system along with the local board’s goals and strategies aligning towards these goals include the following.

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

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

In supporting both jobseekers and employers in apprenticeships, leveraging of funds is encouraged and supported. WIOA funds are utilized in the LWDA through ITAs to support the educational instruction, OJTs to support the on-the-job learning component, Incumbent worker training and industry partnerships to support apprentices that are already working, customized training through industry partnerships for special requirements, and supportive services to help eliminate barriers that might prevent jobseekers or incumbent workers from successful apprenticeship career pathways. Examples of WIOA funding support utilized in our area are ITAs to support the education component of apprenticeships, supportive service to pay for tools, uniforms, and supplies for their apprenticeship, and receiving lists of accepted applicants for apprenticeships to review eligibility for funding opportunities. The TCWDB can also connect jobseekers to RAs by encouraging employers to have their RAs included on the ETPL, provide informational sessions to educate RA sponsors about the services and funds they can provide that support RA programs, and host job fairs that only lead to RA opportunities.

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

TCWDB is engaging employers directly by targeting industry clusters to fund skill gaps and then design skills training around those business needs. The manufacturing and health care industries currently need workers. In partnership with local employers and educational partners the local area has designed a manufacturing pre-apprenticeship program. It is hoped that this will address some of the current and future workforce needs. TCWDB also works with regional and local industry partnerships to expand pipeline development by coordinating partnership activities such as assessing employment and pipeline development needs and implementing effective outcome driven strategies for entry and middle level skills. Training needs surveys are completed and shared with workforce partners.

TCWDB also engages employers for apprenticeship and pre-apprenticeship grant opportunities when made available. The healthcare sector is one of the largest employers in our area and employers were contacted to develop apprenticeships when the nursing apprenticeship grant was offered. There is currently a partnership for an apprenticeship training grant with the Steamfitters Local 449 with plans to apply for additional opportunities. Manufacturing is also a large sector of employment in our area that also has a large amount of apprenticeship opportunities available. Many of these employers participate in our industry partnership. BST teams can utilize the Registered Apprenticeship Desk guide and the designated local ATO staff to promote and engage employers in apprenticeship opportunities including promoting current RAs to be posted on the PA CareerLink® website.

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

The local area is working to increase opportunities for youth by creating a clearinghouse for career pathways, internships, job shadowing, mentoring, and apprenticeships opportunities. Through the Tri-County Business-Education Partnership, the TANF Youth Program, and the WIOA Title I Youth Program, youth have more access to work-based learning through internships, work experiences, and job shadowing. Youth are exposed to opportunities in pre-apprenticeships and apprenticeships as well as mentoring. The LWDA currently has three registered pre-apprenticeships in the manufacturing sector.

Continuous Improvement of the Workforce Development System: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.

TCWDB works to shares data between local workforce development partners in order to understand education and employment outcomes. The local board will continue to evaluate local efforts and will participate in all state efforts to share data. TCWDB enters data into the PA CareerLink® system as required. In addition, TCWDB has partnerships with local partners including economic development, educational entities, community based organizations, and others within the region.

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

TCWDB works with its partners in the one-stop system to improve service delivery. The Operator schedules regular meetings to coordinate activities, to plan new projects, and to provide joint training opportunities in the Tri-County region. Training has included meeting new businesses, equal opportunity issues, ADA compliance, scam prevention, and customer service. These may also include information about local ATO contacts, the registered apprenticeship desk guide, and the apprenticeship jobseeker guide when available. ATO may provide local trainings for staff as well. This coordination has been especially important during the COVID-19 pandemic when virtual services were being implemented.

TCWDB strategies not only align with the governor's priorities and the State Plan, they also align with the Southwest Planning Region's vision of thriving people and a strong economy. These strategies can be seen through the different examples of local and regional partnerships to accomplish these goals such as: the Pa Department of Labor Re-Entry Demonstration Project, partnering with the Steamfitters Local Union 449 to fund new apprentices and provide skills training for incumbent union members, Appalachian Regional Commission's (ARC) Investments Supporting Partnerships in Recovery (INSPIRE) initiative, the Southwest Pennsylvania Regional Recovery Ecosystem, and the Workforce Opportunity for Rural Communities (WORC) Initiative Southwest Pennsylvania Healthcare Employment Ecosystem (SWPA HEE).

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

The Local Area establishes performance goals every year. Title I programs and the local PA CareerLink® centers record data that will illustrate the progress towards their stated goals. The established goals are reviewed annually to see if benchmarks have been met. Goals are then revised accordingly. Data

reviewed includes, but is not limited to, customer demographics, customer satisfaction, customer success, wage increases, and employment statistics. In addition, training opportunities will be evaluated for their effectiveness and in getting people back to work. Case managers meet with clients and work with clients to establish goals and to complete the appropriate programs. Clients are tracked and reports are submitted to the local board. For more information, please refer to Attachment 1: Local Area WIOA Title I Programs Performance Accountability.

The Tri-County WDB is among the top performers in the state for meeting performance standards. The WDB negotiates its performance measures with the state based on economic, workforce and education statistics. The WDB also factors for continuous improvement. The WDB's success can be attributed to excellent communication between the board, the staff and the Title I and other service providers. The WDB ensures that those entering data and working with customers are well trained and have a good understanding of the life cycle of a WIOA participant. The WDB has ensured that staff has access to face-to-face training, print materials and online services. This training has allowed service providers to successfully track customer activity and understand timing of measures from registration through hard and soft exits.

The Local Area regularly reviews performance and makes changes as necessary to ensure meeting the standards. The Youth Committee reviews youth strategies to ensure that common measure standards will be met. The Title I operator reviews adult and dislocated worker programs to ensure common measures will be implemented effectively. In addition, the local PA CareerLink® centers changed the data collected on customers in order to have the necessary information needed for common measures.

The local board's vision, mission, and goals all relate to the achievement of federal performance accountability measures. Performance measures relating to entered employment, median earnings and retention relate to the local board's goals of targeting key industry sectors and identifying growth areas as well as the board's vision of improving the quality of the workforce, reducing welfare dependency, and enhancing productivity and competitiveness of the three-county workforce area. Performance measures relating to skill gains and credential rates directly relate to the goals of strengthening relationships with economic development and education by developing career pathways and working to create opportunities for internships, job shadowing mentoring, and apprenticeships. The performance measure regarding the effectiveness of serving employers is reflected in all of the local area's goals and objectives. For example, the local area will be reviewing data and trends about employers in the area and their needs. In addition, the local area will develop programs and services based on employer needs including pipeline development assessment, identifying career pathways, and implementing outcome driven strategies for employers.

TCWDB continually revises its goals based on the programs it is offering. Therefore, TCWDB continually works to increase the number of workers with family-sustaining wages, to increase the number of participants that are trained, to increase the number of job orders available for the public, and to increase the numbers of successful job matches.

The local area will work with the state and the region to determine the most effective way to measure skills gains and effectiveness in serving employers. Currently, the local area does survey employers periodically about services in the PA CareerLink®. The PA CareerLink® System is the system of record used to capture and report performance data. Title I programs and the local PA CareerLink® centers record data that will illustrate the progress towards the performance goals. The established goals are reviewed annually and are then negotiated with the state each year. Data reviewed includes, but is not

limited to: customer demographics, customer satisfaction, customer success, wage increases, local area wages, and labor market statistics.

Data for negotiated performance measures is reviewed continually. Case managers continually update the PA CareerLink® system with information gathered from clients. This information along with PA CareerLink® reports that measure progress towards performance is reviewed by supervisors. An Incentive Program that includes gift cards for job retention and reporting wages is in place to encourage clients to report employment information. In addition, case managers contact clients on a regular basis in order to track performance progress. Finally, case managers have created databases/spreadsheets to track individuals throughout the program. This allows case managers to intervene if there is an issue.

By accomplishing and surpassing local area's negotiated levels of performance, the Workforce Development Board accomplishes a key component of its vision for local success. Tracking the entered employment rate and median earnings leads programs to make sure that they are training participants for the jobs in high priority occupations where participants can make a family-sustaining wage. In addition, retention rates ensure that participants and jobseekers become a productive part of the labor force for a long time. By accomplishing measures in skills gains and credential rates, participants are prepared for the workforce or training. Measuring effectiveness with employers shows that the local workforce development system is serving the needs of employers for its workforce and training participants for needed skills. This all leads to a better prepared workforce of higher quality which assists business growth in the local area and thus supports the TCWDB vision.

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

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

The roles of the LEO, LWDB, fiscal agent, PA CareerLink® Operator, and the WIOA Title I Contractor in the local workforce development system are described below.

The LEO maintains administrative oversight and liability for funds through participating on the Commissioner Board; designates a sub grant recipient or fiscal agent; appoints local board members; assists in the development of the local plan; and negotiates local performance standards and other duties set forth by the Act. The County Commissioners are the Chief Elected Officials of the local workforce development area and have established the Tri-County Commissioner Board as a governing body. The Commissioner Board is comprised of the nine commissioners from the three counties. The members of the Commissioner Board put forth nominations for a Chair, and a majority of votes elects the Chair to serve for a two-year term. A deputy chair is elected by a majority vote of the Tri-County Commissioner Board to serve for a two-year term, and shall serve as chair in the chair's absence. In the event of the absence of both the chair and the deputy chair, the members present shall select a member to serve as temporary chair. The elected chair shall be empowered to sign all legal documents on behalf of the Tri-County Commissioner Board. All Commissioners vote on joint issues and are kept up to date of meeting items through attending quarterly Commissioner Board meetings and WDB meetings and through the meeting minutes. The Local Elected Official/ WDB Agreement spells out the specific relationship between the LEO and the WDB.

The Tri-County Workforce Development Board shall provide, in partnership with the Tri-County Commissioner Board, the policy, program guidance and independent oversight services for all activities under the Workforce Development Plan for this workforce development area pursuant to the Workforce Innovation and Opportunity Act. In addition, the Workforce Development Board, in mutual agreement with the Tri-County Commissioner Board, is designated the administrative entity to conduct oversight responsibility in the course of normal and customary activities pursuant to the Workforce Innovative and Opportunity Act plan and program implementation.

The local board has several committees. The Executive Committee is comprised of the Officers of the TCWDB. The Officers are comprised of at least one Officer representative of each County of the workforce development area. The President, at his/her/their discretion, may appoint other members. The Executive Committee recommends potential WDB members to the respective Chambers of Commerce, chief elected officials or other general purpose organizations. The Executive Committee makes recommendations to the full membership of TCWDB and has the power and authority to conduct business and to take official action in accordance with the PA Sunshine Law during the period of time between the regularly scheduled meetings of TCWDB meetings. A Joint Personnel Committee was created from the WDB and the Tri-County Commissioner Board, and has full personnel authority under all programs as specified in the current CLEO-TCWIB agreement. Other work groups, task forces, special committees, and/or standing committees were designated by the President to deal with special areas of interest to the TCWDB and to assist in developing more fully its goals and objectives. Generally, they are considered as advisory. The Planning Committee (standing committee) works with local stakeholders, board members, chief local elected officials, and others to produce local / regional plans and to track progress of approved plans. The planning committee identifies eligible providers of training services in the local area and carries out analyses of the economic conditions in the region and the needed knowledge and skills for the region. The Finance Committee (standing committee) assists to formulate the budget, review quarterly expenses and review annual audit and 990 tax returns. The Youth Committee (standing committee) recommends eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the TCWDB to carry out youth activities. The Workforce Delivery System (standing committee) works with the Operator in setting policies for the PA CareerLink® including evaluating business and client services, services to clients with disabilities, and overall performance of the PA CareerLink® system in the local area. Standing committees shall include other individuals appointed by the local board who are not members of the local board and who the local board determines have appropriate experience and expertise that will assist the local board in accomplishing its goals.

Current ad hoc committees that meet for only a short period of time to accomplish a specific task include Bylaws (reviews bylaws and makes recommendations to the full board for possible changes in response to the direction of the board), Nomination Committee (prepares ballot for board elections), Employer-of-the-Year Selection Committee (charged with the process to recognize employers who contribute to the workforce development system), Operator and Title I Adult and Dislocated Selection Committee (competitively procures the WDB Operator and Title I Adult and Dislocated services as necessary and recommends to the Board and CEO), Board Education Committee (charged with preparing orientation and education materials for new and prospective board members), the CLEO-TCWIB Agreement Committee (reviews and revises the Chief Local Elected Officials Agreements between the three counties, and the Commissioner Board and Board when necessary), and the Business-Education Committee (charged with reviewing career-education outreach plans). The Board President appoints board members to these committees and creates new committees as needed.

The Tri-County Commissioner Board (Chief Elected Official) designates the Tri-County Workforce Investment Board, Inc. as the Workforce Innovation and Opportunity Act grant sub-recipient/fiscal agent and appoints the Tri-County Workforce Investment Board, Inc. as the administrative entity for all the WIOA initiatives operated within the Tri-County Workforce Development Area. This corporation also retains welfare and other non-Title I WIOA services. TCWIB, Inc. works with the local board in the local workforce development system to provide key policy decisions affecting the local workforce development system, and certify the Pennsylvania CareerLink® centers. In addition, TCWIB, Inc. provides Title I services to Adults, Youth, and Dislocated Workers through its Title I service providers. The goal of the programs is to increase employment, retention, earnings, and occupational skill attainment of the participants who receive services.

Please see Attachment 2 for the Local Workforce Development System Organizational Chart.

While the Board maintains overall responsibility for ensuring that all individuals in the system have all protections related to equal employment opportunity and civil rights, the following individuals are the points of contact for addressing any issues and presenting recommended actions to the Board:

Tri-County WDB
Paul Weifenbaugh
pweifenbaugh@tricitywib.org
Assistant Director/EO Officer
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112 Hollywood Drive, Suite 201
Butler, PA 16001
Phone: 724-282-9341
Fax: 724-282-4896

PA CareerLink® Armstrong County
Richard Kozel
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PA CareerLink® Career Advisor Trainee
Bureau of Workforce Partnership & Operations
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Kittanning, PA 16201
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PA CareerLink® Butler County
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PA CareerLink® Career Advisor
Bureau of Workforce Partnership & Operations
PA CareerLink® Indiana County
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Phone: 724-471- 7220
Fax: 724-471-7225

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?

The Tri-County Workforce Development Board works to align all required programs as well as complementary programs in the local workforce development system. The board works with service providers of the six core programs as well as other stakeholders in the workforce system such as economic development, employers, and education to ensure collaboration by having representatives from stakeholders on its board and committees as well as advisory committees for special projects involving veterans, industry partnerships, and pre- apprenticeships. The PA CareerLink® is the center and most visible workforce development entity in the local area. The PA CareerLink® is the entry point for both job seekers and employers. Within the local PA CareerLink® system the six core partners are both programmatically and physically co-located. The local area alignment of the programs will enhance our ability to provide counseling, supportive services, training, and other partner resources to be successful in supporting career pathways into high priority occupations.

The TCWDB collaborates with required and additional partners in the PA CareerLink® system to promote service alignment through both strategic and operational efforts. These partners were recruited to participate in this local plan process and the development of the TCWDB's strategic goals. This participation has led to more meaningful goals and better strategic alignment. This strategic alignment is maintained through operational efforts including quarterly Provider/Partner meetings, invitations to attend TCWDB meetings, and shared information about programming trends and best practices. Furthermore, partners are encouraged to participate in professional development and cross training at the local level and through participation in statewide conferences and trainings. The TCWDB's partners are made aware of the state and regional plans during the Local Planning process. TCWDB's strategic goals align with the state plan and regional plan to boost the impact for all initiatives. Local Workforce Development System Program Partner-Provider List located in Attachment 3 lists all of the partners within the PA CareerLink® system.

WIOA clearly identifies the one-stop system as the service delivery system for programs funded under the Act and its partner programs. In Pennsylvania, the PA CareerLink® system has been designated as the one-stop delivery system. The PA CareerLink® is a collaboration of site partners that are responsible for administering workforce investment, educational, and other human resource programs and funding streams. The local service delivery network consists of three full service PA CareerLink® centers. The board encourages recognition of the PA CareerLink® system as the primary venue for jobseekers and employers to access services. The service delivery network includes the WDB, the PA CareerLink®

Operator, and PA CareerLink® Partners (mandated and voluntary). Each PA CareerLink® is a full-service site and provides the full continuum of career and training services for jobseekers.

The core programs – Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and VR – will work in concert to effectively serve job seekers and employers across the commonwealth. Strategies will be informed by labor market information. 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. The local area’s alignment of core programs will include establishing effective career pathways that combine guidance, education, training and support services that prepare individuals for careers. The local area will promote co- enrollment to align services and will encourage shared roles for guidance and support services within each career pathway program to prevent duplication of services among the core programs.

PA CareerLink® offices are the physical locations where, at a minimum, the services associated with each WIOA- mandated partner’s core programs are provided. In addition, many partner program services, such as post-secondary recipients required under Pennsylvania’s Perkins plan and TANF and SNAP programs, can also be accessed through the PA CareerLink® offices. Integration of PA CareerLink® service delivery is critical for effective and efficient service to customers. All partners have itemized the types and availability of services to be provided in the PA CareerLink® Memorandum of Understanding.

The TCWDB is also focused on alignment of services for youth in the region in order to ensure a pipeline of talent to meet the needs of employers, engaging employers in a sector basis to promote job and career opportunities. TCWDB, the Youth Committee, and PA CareerLink® have also worked to provide career information and data from the Center of Workforce Information and Analysis to all population groups through presentations, information on the local board website, handouts, DVDs, and direct mailings. In addition, career pathways, education, and training information is available to all the youth enrolled in our WIOA and TANF youth programs.

Through these strategies, youth and all of the people around them have access to the quality data needed to make informed decisions about their futures. Over the years, the Youth Committee has participated in strategic planning. In general, the youth programs are designed to offer needy youth opportunities to successfully transition to adult roles and responsibilities. While youth program design does ensure that WIOA performance measures are met, the emphasis has been on teaching academic and employability skills to youth who might otherwise not have an opportunity to succeed academically or vocationally. The youth service providers work with various agencies to recruit the neediest youth who may be out-of-school, homeless, aging out of foster care, offenders, disabled, and other at-risk youth. Youth with disabilities receive the same services as any other youth with additional connections to the Office of Vocational Rehabilitation and other relevant human service agencies.

The Youth Committee has a proactive vision of creating a seamless system that ensures all youth transition successfully from school to advanced training to work. The Youth Committee also understands the constraints of WIOA eligibility and the performance measures, but strives to create programs that teach transferable skills.

With the proactive vision of assisting youth in mastering transferable skills, the Youth Committee reacts to such opportunities as TANF youth funding. These monies have allowed the Youth Committee to create programs geared toward the industry clusters, such as career awareness programs. In addition, TANF funding has been used to create more opportunities for work experience for in-school youth. The

Youth Committee has made inroads in linking youth programming to high priority occupations and cluster groupings. The Youth Committee understands that to be truly successful in creating a youth system, there must be partnership between business, schools, support groups and other agencies in the process. It is always a priority of the Youth Committee to reconnect disconnected youth with career pathways and education. Youth are assessed as they enter a program. Training is provided as needed for ABE, GED, work readiness, or advanced skills. In addition, youth may be set up in a work experience such as an internship or on the job training. Youth programs are always linked with HPO lists and cluster activities. Therefore, youth are given experiences that will enhance their success in the job market. In addition, youth within the WIOA programs are provided information with STEM- related jobs.

Also, youth in the local area are served in Business-Education Partnership projects. For example, students have had career awareness activities for high demand occupations. Teachers and youth have had industry tours. The Youth Committee also works closely with the local industry partnerships to link youth with career pathways in high demand occupations in health care, manufacturing, technology, and energy. The WDB utilizes the PA CareerLink® to partner with multiple agencies and its website to convey information and to generate outside contacts. This electronic format allows the WDB to share its youth endeavors with a greater number of people than would be possible through print media.

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

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

The Board maintains primary access points in each of its three counties via the PA CareerLink® centers where all partners' programs and services are provided and promoted as an integrated set of services. Each PA CareerLink® center is focused on service access and quality within its county and offers job seekers a one-stop "front door" to all services to connect them to employment, training, and support services that are available. Staffed with well-trained employees from the partner organizations, the centers offer job seekers a wide array of materials, consultation services, referrals, and assistance with on-line access to other resources. Referrals for services are made to internal and external agencies through the PA CareerLink® system. This also connects on a region-wide basis because referrals can be made across counties and the region based on the participant needs. Referrals to other agencies and services can be acknowledged and recorded. Communications between staff members on the participants follow up is also recorded.

Services offered to job seekers by the service partners include:

- Labor market information
- Career assessment
- Career advising
- Screening and referral for available jobs
- Literacy and occupational training to qualify for jobs
- Workshops
- Access to special types of assistance available to qualifying individuals: veterans, persons with disabilities, youth, laid-off workers, TANF recipients, and others.

Career T.R.A.C.K is the WIOA Title I provider for adult and dislocated worker services. Career T.R.A.C.K has collaborated with all service partners at each PA CareerLink® center to ensure that all job seekers have access to all available services. Through a process of assessment, career exploration, training, support and job search, Career T.R.A.C.K. provides customers a path to economic self-sufficiency.

From the base of the three comprehensive PA CareerLink® centers, the Board is working with organizations throughout the three counties to expand access to employment, training, education and supportive services, particularly to those individuals who have barriers to employment. The Board and its selected Operator will work with all partners to advance the system in multiple ways:

- Eligibility Determination and Validation to ensure that all customers have access to all services that require eligibility documentation, maintaining relationships with agencies in each counties to assist customers in obtaining necessary documents;
- Career Pathways that provide a customized career strategy for each job seeker which identifies career goals, occupational interests, job skills, relevant work experiences, training/education needs, and barriers to employment that need to be addressed;
- Co-Enrollment and On-Ramps are actively promoted by the Board via the Memorandum of Understanding (MOU) that is implemented by the one-stop operator, including a core set of services provided by WIOA and Wagner-Peyser funding and seamless connections to other services as needed including adult education, veteran services, EARN, senior services and vocational rehabilitation;
- Credentials Attainment via access to Individual Training Accounts (ITAs), apprenticeships, micro-credentials, and specific credentials tied to multiple Industry Partnerships, with messaging to job seekers that most high-quality jobs that are emerging in the region require some form of post-secondary credential to access; and
- Referrals/Community Connections for special needs that include mental health, substance abuse, domestic violence and other issues, with the Board and its one-stop operator developing and maintaining relationships with local organizations that can meet these needs.

Addressing access issues, particularly with populations with barriers to employment, is also a priority in the Southwest WIOA Regional Plan. Through the PA CareerLink® offices in the broader region, regional planning members seek to align programs to meet the State and Federal requirements for Priority of Service (more than 51% served will be individuals with barriers). The regional partners have already identified a number of promising practices that can be brought to greater scale on a regional basis:

Reentry Programs that work with previous incarcerated individuals with a criminal background to address barriers in obtaining and retaining employment; EARN program connections where databases will be better linked with assistance from the state; Pre-Employment Transition Services of OVR to better prepare students in grades 9-12 or 14-21 years of age for life after high school; and a program that is championing the use of stackable credentials for career pathways leading to high-priority occupation in the region.

The executed Memorandum of Understanding (MOU) between the Board and the Tri-County PA CareerLink® partners clarifies roles and responsibilities in the local workforce development system, including outreach to customers, accessibility to all programs, data management, and resource sharing in a fully integrated local system. Co-enrollment and multiple service on-ramps are actively promoted by

the Board via the MOU that is implemented by the one-stop operator to maximize access to the range of services needed for customer success. These services include a core set of services provided by WIOA and Wagner-Peyser funding and seamless connections to other services as needed including adult education, veteran services, EARN, senior services and vocational rehabilitation. Attainment of post-secondary credentials is promoted with all system customers and is made possible via access to Individual Training Accounts (ITAs), apprenticeships, micro-credentials, and specific credentials tied to multiple Industry Partnerships, with messaging to job seekers that most high-quality jobs that are emerging in the region require some form of post-secondary credential to access.

The MOU and Priority of Services policies of the Board emphasize the need for connecting specialized services, such as those provided by WIOA Title I, Title II, Title III, and Title IV, to address specific barriers while ensuring that all PA CareerLink® customers receive all of the broader array of job search and training assistance that is available.

Title II partners determine eligibility of participants following all State guidelines. Federal funding eligibility requirements are for those at least 16 years of age; are not enrolled or required to be enrolled in secondary school under state law; and are basic skills deficient, or do not have a secondary school diploma or its recognized equivalent, and have not achieved an equivalent level of education, or are an English language learner. Students enrolled in postsecondary education may participate in federally funded adult basic education services, as long as those services do not exceed the pre-college level. Eligibility for individuals in State funded adult literacy programs are for those 17 years of age or older; a Pennsylvania resident; and not currently enrolled in a public or private secondary or postsecondary school. Foreign students with an F-1 visa are prohibited from enrolling in any division-funded adult education or family literacy program. Programs must provide all prospective students with sufficient notice of this prohibition to allow affected individuals to self-report. To the maximum extent possible, adult education and literacy services are provided concurrent with occupational training in order to increase customer engagement and decrease the time to completion of training.

Cross-training of staff of partners, at a minimum, provides each partner including Title I, Title II, Title III, and Title IV programs with awareness of resources and goals of the other partners so that referrals can be made and services blended appropriately. Training for OVR staff is at the discretion of the local OVR District Administrator, as overall staff supervision and direction is the responsibility of the OVR District Administrator. Eligibility to receive services under WIOA Title IV may only be determined by a trained and qualified OVR Rehabilitation Counselor.

Eligibility determination for Title I programs and services follows guidelines for documentation prescribed by the state. A self-certification process can be used after all other methods of acquiring verification have been exhausted, including the use of the Telephone/Document Inspection Form. The eligibility criteria being verified must be included on the form; more than one type of eligibility criteria may be verified with one form. The need for the form should be stated and written by the participant with guidance from the case manager. The statement should be as concise as possible and only pertinent information to the eligibility criteria being verified should be included. A lengthy narrative is not necessary.

The participant must sign and date the form at the time of the form's completion. The form cannot be completed, signed, or dated prior to the case manager meeting with the participant. A parent or guardian must sign the form if necessary. The case manager must sign and date the form at the

“Counselor’s Signature/Date” section. The “Reviewer’s Signature/Date” section should be signed by the Supervisor/Second Level Reviewer at the time the Supervisory/Second Level Eligibility Review.

The case manager should attempt to acquire the necessary documentation to substantiate the participant’s statement. Case notes should be provided documenting the continued attempts and once the documentation is received it should be attached to the Self-Certification Form.

Tri-County Workforce Investment Board, Inc. Quality Assurance Officer, as part of the normal monitoring procedures, shall randomly review the self-certifications. A random sampling method shall be used by Tri-County Workforce Investment Board, Inc. to verify proper usage of self-certification forms. Tri-County Workforce Investment Board has chosen to use the following process:

- On a quarterly basis a report will be extracted from the PA CareerLink® system of all participants in which self-certifications have been used to verify eligibility.
- 10% of the reported files shall be reviewed on a quarterly basis.
- Files shall be reviewed to verify that the self-certification forms were completed in compliance with state and federal guidelines.

Registered Apprenticeship and pre-apprenticeship can support all WIOA programs for better outcomes in their programs as they offer successful outcomes in many if not all WIOA performance measures when completed. TCWDB will continue to establish partnerships with current registered apprenticeship and pre-apprenticeship programs, and form new partnerships with employers, education providers (including post-secondary and career and technical centers), labor organizations, and other stakeholders to increase the registered apprenticeship and pre-apprenticeship opportunities in the region. To do this, our region will leverage our industry partnerships, local board memberships, and other connections to convene key stakeholders around apprenticeship. Our region will also ensure close coordination with Pennsylvania’s Apprenticeship & Training Office (ATO). This will include regular communication with the Western Region Apprenticeship & Training Representative (ATR), helping to ensure partners are aware of the apprenticeship information and resources available through ATO, and applying for additional funding through ATO and other grants to support apprenticeship expansion. Current stakeholders in our area that have experience in this field are the Builders Guild, Butler County Community College, Keystone Development Partnership, and the German American Chamber of Commerce.

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

the qualifications needed for employment along a career pathway. TCWDB will continue to promote career pathways, bringing employers and educators together as partners.

3.4 What strategies will be implemented in the local area to improve business/employer engagement that:

- 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.

An industry sector approach to employer engagement is crucial because it has a substantial current impact through jobs that lead to economic self-sufficiency and opportunities for advancement in the local and regional economy. The local area has been fortunate to have interested and engaged local partners who have contributed greatly to supporting efforts in the health care, technology, and manufacturing sectors. Because of the wealth of local talent and the strong participation of industry partnership members, the local board has taken various roles in local efforts, ranging from providing industry cluster coordination and taking the lead in sector initiative development to serving as an active partner with valuable resources and links to workforce development, economic development and education. In establishing the cluster efforts, the local board conducted needs analyses in health care, technology, and manufacturing through surveying all of the employers identified in each cluster group. These survey results were shared with the grass-roots groups, and training and collaboration were geared to meet the employer needs. Local sector partnerships in health care, manufacturing, technology, and agriculture include representation from multiple businesses, labor representatives, higher education, local government, workforce agencies, economic development agencies, nonprofits, etc. The local board regularly reviews data regarding industry sectors in the local area, high priority occupations, job postings, and employment data in order to identify the area's in-demand occupations and sectors.

As part of the Southwest Region, the WDB has been active in all of the efforts to support the industry clusters and employer needs in general. These efforts include the PA CareerLink®, PREP (Partnerships for Regional Economic Performance), regional industry partnerships, Business-Education Partnerships, and STEM Initiatives. The local board engages with small employers through collaboration with its industry partnerships, Chambers of Commerce, local economic development entities, and local Small Business Development Centers. These projects help to identify regional skill gaps and help to develop a better and more relevant data source for both employers and jobseekers. New Century Careers and regional educational institutions in cooperation with other regional WDBs provided training for both entry level and incumbent workers. The local board continues to work with the other regional WDBs in developing a regional working relationship. By working with business and industry in the local area as well as the region, the local area maintains a competitive edge by addressing worker skill shortages.

The Tri-County Workforce Development Board utilizes the PA CareerLink® system as well as the local industry partnerships to engage employers in the region. All employers are welcome to utilize PA CareerLink® services. Outreach is targeted to employers, including small employers, that are from in-demand industry sectors based on local labor market data. Each of the three Tri-County PA CareerLink® centers has a Business Service Team staffed by representatives from the local partners. The Business Service Team in each county is the key team within the PA CareerLink® because of its pivotal role in working with workforce strategy and development. These teams determine strategy within the individual PA CareerLink® sites for building a demand driven system by outreach to employers. All of the PA CareerLink® sites offer space, screening, hosting and information services to employers on a consistent and fairly uniform basis. The business services team also provides employers with Labor Market information, utilizing annual wage rates etc. from the Center for Workforce Information and Analysis. For instance, employers in the three counties are adamant that job and career fairs are beneficial. Therefore, the PA CareerLink® centers host these events each year. The PA CareerLink® responds to workforce needs of the region by working with employers, schools, industry partnerships, Chambers of Commerce, community and local governmental agencies, etc.

The PA CareerLink® has been proactive throughout its history with promoting, developing, and maintaining relationships with its business community, and through its Chambers of Commerce, the County Human Resource Associations, and with the local apprenticeships and other trade affiliations. The Chambers actively refer their member businesses to the PA CareerLink®, and many of those businesses in the Chambers participate in job fairs and employer workshops hosted in the PA CareerLink®. Tri-County regularly uses employer email blasts to contact, educate, and solicit participation in events hosted by the PA CareerLink® or the LWDB. The PA CareerLink® has developed industry distribution lists that enables the LWDB and its industry partnerships to further promote their activities and opportunities. The PA CareerLink® has a prescribed email and Business Services flyer attachment that is sent to all businesses registering on the website and to all new HR contact people. It is also used as a follow up for telephone calls and emails initiated by employers with whom there is not a history.

For the most part, service delivery solutions for businesses are handled by the PA CareerLink® centers. Employer visits, follow up contacts, website assistance, occupational wages, tax credits, and other services are part of the regular PA CareerLink® activities. The PA CareerLink® promotes its Business Services as being customized to meet the needs of the employer. Once the employer identifies the need, then the Business Services team member provides/suggests the service(s) that best addresses that need.

The development of career pathways is critical to the success of health care, manufacturing, and other industries. The industry partnerships as well as the local business-education partnerships are always focused on the importance of these. TCWIB, Inc. and the PA CareerLink® have worked with several initiatives and training facilities to help raise awareness of these pathways. While industry-recognized credentialing is invaluable in health care, it is just gaining some interest from a few of the manufacturers in the area.

The PA CareerLink® has developed recruitment and business resource materials over the years based upon the needs of its diverse employer base, and these have proven to be valuable in attracting and retaining businesses. Pennsylvania's Rapid Response program has a well-developed approach and materials they deliver to businesses to help avoid lay-offs, and the UC Work-Share program also is a valuable resource to help companies in lay-off mode. The local area also provides information regarding

the Steel Valley Authority and its Strategic Early Warning Network (SEWN) as well as local economic development entities to assist with layoff aversion. When working with companies, the PA CareerLink® promotes programs such as on-the-job training, work-based learning opportunities, industry partnerships, and customized training. In addition, the local area provides local labor market data to employers. Work-based learning programs including on-the-job training, work experiences, incumbent worker training, pre-apprenticeships, and apprenticeships are all pursued and developed with business support and input.

Pre-Apprenticeships and apprenticeships are promoted in the local area to both job seekers and employers. An Apprenticeship Summit was held to promote opportunities in apprenticeship. The local area has worked closely with local labor unions to recruit individuals to the trades and manufacturing and to seek eligible participants who may need PA CareerLink® services. In addition, apprenticeship presentations have been made to employers within the local industry partnerships. Next, TCWIB recently started partnering with Steamfitters Local Union 449 to recruit and train new apprentices while increasing skills for incumbent workers and has met with employers and schools about developing manufacturing, healthcare and other registered apprenticeship programs.

Expanding access to registered pre-apprenticeship and apprenticeship opportunities will also be an important component of the TCWDB local strategy as well as of our regional strategy. The Tri-County WDA will work with the Southwest Planning Region in exploring ways to better partner with training providers, local school districts, employers, and the Commonwealth's Apprenticeship and Training Office (ATO) to expand pre-apprenticeships and apprenticeships in the region, including ways to connect women, people of color, and other populations to apprenticeship opportunities. This may include utilizing the menu of training options (ITA, OJT, CJT, and IWT) and supportive services outlined in Section 2.3 to support apprenticeship, ensuring apprenticeship and pre-apprenticeships are leveraged by industry partnerships when appropriate, applying for additional funding from ATO and other entities to support apprenticeship in our region, and ensuring job seekers, employers, and other stakeholders are aware of the information and resources available through ATO. Our region will also consider ways of facilitating stronger connections between apprenticeship programs and PA CareerLink®. These may include: 1.) Encouraging employers/sponsors to post open RA jobs on the PA CareerLink® website; 2.) Making information available to PA CareerLink® customers about the process of how/when to apply to RAs; 3.) Encouraging local RAs to have their programs included on the Eligible Training Provider List (ETPL); 4.) Hosting informational sessions to educate RA sponsors about the funding and other resources available through PA CareerLink®; or 5.) Hosting job fairs that lead to RA opportunities. Our region will also ensure PA CareerLink® staff take advantage of training and resources offered through ATO and coordinate with our regional ATO representative to conduct additional apprenticeship related training as needed.

Customized training is not utilized in the local area other than if two or more employers can work together through industry partnership funding. Therefore, the PA CareerLink® responds to employer requests for specific customized training by researching LWDB training funds that may be available through state and federal resources such as industry partnership funding. TCWDB implements an Incumbent Worker Training Program through WIOA which assist employers in upgrading the skills of their workforce in order to remain competitive in both regional and global markets and to avert layoffs. In addition, employers are referred to other types of programs such as WEDnetPA. The board coordinates the local industry partnerships which have been a valuable locally created resource. The strong relationship between the local PA CareerLink® offices and their Chambers of Commerce is another local resource. The local board encouraged the development of an Employer Satisfaction Survey

that can be utilized by the PA CareerLink® and local board. Finally, the local board collaborates with both industry partnerships and the PA CareerLink® to determine the needs for businesses.

The Board will improve strategies and practices to increase business and employer engagement over current levels in several ways. First, the board will better coordinate activities from the Business Service Teams and other initiatives that work with employers such as the industry partnerships and the business-education partnership. By coordination of activities, the local area will be able to eliminate duplication of services and therefore expand to more businesses. Second, the board will deepen its connection with the local chambers of commerce, economic development partners, and regional partners to reach more businesses and employers. Next, the board will survey out local businesses to see what they need. This has been done in the past but by developing a new survey, the local area may see more services that can be provided to those businesses and then do outreach to them. Finally, the local area will ask all its partners to better track the business contacts in order to do more follow up with businesses and to see if the engagement of businesses is expanding.

The Board fully embraces and supports the employer-engaged, demand-driven processes specified in WIOA and further defined and developed via the Next Generation Partnership structure of the Commonwealth. Both the local plan and the Southwest PA Regional Plan include goals for engaging employers on a sector basis as full partners in development of training curricula and by providing work-based learning opportunities that blend classroom instruction with hands-on learning. The Board has a proven record of working with neighboring workforce areas, both within and outside the Southwest Region, to design and implement industry partnerships and will continue to do so under the new Next Generation Partnership program design and funding.

The Board and the PA CareerLink® partners have developed recruitment and business resource materials over the years based upon the needs of its diverse employer base, and these have proven to be valuable in attracting and retaining businesses. Pennsylvania's Rapid Response program has a well-developed approach and materials that it delivers to businesses to help avoid lay-offs, and the new UC Work-Share program also is a valuable resource to help companies in lay-off mode. The local area also provides information regarding the Steel Valley Authority and its Strategic Early Warning Network (SEWN) as well as local economic development entities to assist with layoff aversion. When working with companies, the PA CareerLink® network promotes programs such as on-the-job training (OJT), Next Generation Industry Partnerships, and customized training.

OVR meets the needs of businesses by providing no cost services to include ADA Awareness training, ADA Accessibility evaluations, accommodation recommendations for current employees and retention services. OVR also continues to partner with employers with On-the-Job Training (OJT), providing 100% wage reimbursement to businesses that hire OVR customers. OVR also works with businesses through connecting students involved in OVR's pre-employment transition services. Services under pre-employment transition services include programs like paid work experiences, job shadowing, workplace tours.

Unemployment Compensation needs are addressed are addressed through use of courtesy phones which connect to the UC Service Center and computers in the CRC that is specifically for those who want to file a claim online. The One-Stop will accept appeals and fax them to the appropriate Service Centers, but our staff are not here to provide UC services. Our goal is to educate the unemployed job seeker with the toll-free numbers he/she needs to use, and provide booklets and brochures that describe the application process. UCBR was encouraged from the time the One-Stop opened to conduct appeal

hearings on site for a rental fee. This brings employers into the office that are not aware of our services and provides a positive setting where those who must seek employment can begin their job search. The PA CareerLink® has collaborated with the Unemployment Compensation during the times of economic crisis to refer those with questions to the process or department. The PA CareerLink® also worked with UC to have local Employer UC presentations that have been successful.

The Middle Class Tax Relief and Job Creation Act of 2012 extended federal Emergency Unemployment Compensation (EUC) and added a new requirement for individuals receiving EUC benefits to participate in a Reemployment Services and Eligibility Assessment (RESEA). Individuals may be ineligible for benefits if they fail to participate in reemployment services to which they have been referred through the claimant profiling system. The claimant profiling system has been designed to identify claimants who may benefit the most from reemployment services. If selected, individuals must participate in the Reemployment Services and Eligibility Assessment (RESEA) mandatory program of reemployment services, unless: they are already participating in or have already completed such services; or there is a justifiable reason for failure to participate in such services.

Therefore, the UC center sends a letter to the profiled UC recipients, informing them they must self-register for the orientation. At the meeting, Reemployment Services' participants are provided orientation to the RESEA program, assessment of their occupational needs, career planning assistance, job match and referral, and the use of the Career Resource Center. Other services available may include labor market information, résumé preparation assistance, career guidance, job search workshops, job clubs, education and training. A record of work search activities must be kept and must be brought to the meeting for the two most recent weeks of benefits that were claimed.

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?

The WDB works closely and collaboratively with the state and local areas and economic development for the sustainability of existing businesses and the growth and creation of small, new and emerging industries. The WDB continues to strengthen ties to economic development and supports all the local industry partnerships. The PA CareerLink® also works closely with new and emerging industries, the WDB, and economic development to determine and meet critical needs. By learning about workforce needs from data, economic development, and employers themselves, the WDB is able to better design workforce and training programs with service providers and educational entities. The collaboration allows a case management system that communicates employer needs across multiple entities and allows for the leveraging of resources to meet those needs.

Ongoing efforts between economic development and the WDB are crucial in order to achieve regional prosperity. A region that has a strong workforce that is adaptable to new technologies and has success in attracting business attraction is better able to retain business. This will allow the community to grow. By working with businesses to determine their skill needs for existing and emerging employers to prepare for high- growth occupations, the local area is better prepared to work with the needs of under-skilled workers. Workers that are under-skilled can be assessed to their aptitudes and skills levels and then advised of career pathways. The workers are then presented with training opportunities as well as supportive services.

The Board partners with economic development organizations and local chambers of commerce at the planning level via economic development representation on the Workforce Development Board and joint participation of economic development and workforce development organizations on industry partnerships, which will also occur as part of the Commonwealth's roll-out of Next Generation Partnerships in the region. At the transactional level in working with individual employers, the Board and its one-stop operator 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). The system of record for Employer services remains the PA CareerLink® system. DCED executive pulse system has integrated with the PA CareerLink® system, where one-stop staff with appropriate access is able to review DCED notes from Executive Pulse and vice versa. 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 base on identified needs. The challenge will be to build on information shared on individual state platforms rather than duplicating the state systems.

The Board also recognized the need for incorporating entrepreneurial skills training into occupational training programs, particularly with young adults, as the economy continues to shift free agency and self-employment for many workers. Workers will need to be equipped to navigate the new "gig economy." Developing new programs for entrepreneurial training will also be a focus for sharing of best practices among workforce development areas in the Southwest PA Regional Plan. Of particular interest for replication or adapting for the local area will be Partner4Work's young adult entrepreneurship program that was piloted in early summer of 2017.

The local area promotes entrepreneurial skills training and microenterprise services by working with its local partners. Individuals who are interested in self-employment and starting a business are referred to the local partners such as local industry development councils/corporations within each county, Small Business Development Centers at Indiana University of PA, Clarion University of PA, and Duquesne University. In addition, the board also promotes local business incubators such as the ExcEL (Excellence in Entrepreneurial Leadership) Center at Indiana University or the Sustainable Enterprise Accelerator at Slippery Rock University as well as entrepreneurial training at Butler County Community College. Assistance is given by these partners in the form of consulting and training. Topics include business and strategic planning, capital acquisition, environmental management, financial management, operations, technology, and targeted assistance for specific industries as well as governmental regulations and online business.

Young adults in the WIOA Youth Program may take a workshop on entrepreneurial skills with information about business development, communication, creativity, etc. The local board also has partnered with the Alle Kiske Strong Chamber and the Midwestern Intermediate Unit to promote entrepreneurship with youth. These programs have assisted youth with learning about how to create a product and getting it to market along with all of the aspects of business planning.

4. OPERATIONAL PLANNING ELEMENTS: Local Workforce Delivery System

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

As the local workforce development board for Butler, Armstrong, and Indiana Counties, TCWDB serves as a convener of workforce development stakeholders, including elected officials, one-stop system partners, employers, community-based organizations, educational institutions, labor organizations, government agencies, funders, economic development organizations, and other relevant entities. Many of these stakeholders are represented on the TCWDB Board, to ensure they have a voice in guiding decision-making related to public investment in workforce development.

TCWDB works closely with the local one-stop system operator to coordinate service delivery among one-stop system partners. TCWDB released a Request for Proposals (RFP) for PA CareerLink® Operator Services in March 2017. The Board reviewed the proposals and awarded Career TRACK, Inc. the contract. In April 2021, the PA CareerLink® Operator Services was bid out again. After the Board reviewed the proposals, Career TRACK, Inc. was again chosen as the PA CareerLink® Operator.

The purpose of the PA CareerLink® is to create a seamless system of service delivery that will enhance the access to individual program services while improving long term employment outcomes for both job seeker and employer customers receiving assistance. The Operator will work with PA CareerLink® center partners and system partners to better integrate and coordinate services, evaluate performance and customer needs, review and report on local MOUs, serve as a liaison with the WDB, provide written and oral reports, work to resolve any issues, and recommends center and system improvements to the WDB and Chief Local Elected Officials when warranted. TCWDB and the Chief Local Elected officials define the role of the operator, determines the number and type of PA CareerLink® sites in the WIOA, defines minimum requirements for each site, sets performance standards, reviews, monitors, and evaluates performance, charters PA CareerLink® sites, and negotiates the memoranda of understanding of the PA CareerLink® partners to provide services.

The incorporation of a large number of required programs and their service providers into the PA CareerLink® system ensures representation to address a variety of customer needs in obtaining employment. The following are the providers and the required programs for the local service area. The following required partners are not located in the Tri-County LWDA: JobCorps, YouthBuild Program, and the Second Chance Act. Referrals to neighboring service providers are available upon request.

(1) Programs authorized under title I of WIOA (Adults, Dislocated Workers, Youth, Migrant and Seasonal Farmworker Programs, Native American)	<u>Career T.R.A.C.K., Inc., ARIN IU 28, Butler County Community College, PathStone, Council of Three Rivers American Indian Center, Job Corps and YouthBuild</u>
(2) The Wagner-Peyser Act Employment Service program (authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III)	<u>Bureau of Workforce Partnership and Operations (BWPO)</u>

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

(3) The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA (ABE/GED)	<u>BCCC, ARIN IU 28</u>
(4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV	<u>Office of Vocational Rehabilitation (OVR)</u>
(5) The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	<u>AARP, PathStone</u>
(6) Career and technical education 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.)	<u>Butler County Community College and Westmoreland County Community College</u>
(7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	<u>BWPO</u>
(8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.	<u>BWPO</u>
(9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.)	<u>Armstrong County Community Action Program</u> <u>Butler County Community Action Program,</u> <u>Indiana County Community Action Program</u>
(10) Employment and training activities carried out by the Department of Housing and Urban Development;	<u>Housing Authority of Butler County</u> <u>Housing Authority of Armstrong County</u> <u>Housing Authority of Indiana County</u>
(11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	<u>Unemployment Compensation and UC Board of Review</u>
(12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532)	<u>PA Department of Corrections</u>
(13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 678.405(b) – (DHS); Various State and Federal DHS funding sources including Title IV SS	<u>EARN, DHS</u>
Other Local Partners	<u>Armstrong County, Alliance of Nonprofit Resources,</u>

In addition, other non-contractual partners and workforce stakeholders who offer in-kind support include the Local Management Committee (LMC), Tri-County Business-Education Partnership, Tri-County Health Care Industry Partnership, Tri-County Manufacturing Industry Partnership, Tri-County Technology Consortium, and Job Corps.

During the initial competitive process, Career T.R.A.C.K., Inc. was the designated WIOA Title I Contractor for Adults and Dislocated Workers. WIA and WIOA Youth programs have always been and will continue to be competitively procured. Due to current state policy Title I Adult and Dislocated Worker services

will need to follow the path of Youth programming and therefore, require a formal bid process. The Tri-County WDB formally conducted a competitive procurement beginning in March 2018 with proposals due on April 27. Proposals were reviewed by RFP Committee members to determine the best provider or providers who can meet federal guidelines of the required program elements, State and Local goals, performance measures, program feasibility, and costs. At the May TCWDB meeting, the Board approved Career T.R.A.C.K. as the Title I Contractor for WIOA Title I Adult and Dislocated Worker Services. The initial contract was for one twenty-four (24) month period, July 1, 2018 through June 30, 2020. Contracts may be renewed for up to two-consecutive two-year periods without rebid. Currently, the contract was renewed in June 2022 for its final two year period of July 1, 2022 through June 30, 2024. The procurement process for WIOA Title I Adult and Dislocated will be completed again in the spring of 2024 for the next contract beginning July 1, 2024.

The local board identifies eligible providers of youth activities by awarding grants or contracts on a competitive basis, based on the recommendations of the youth committee. Therefore, TCWDB conducts a competitive procurement process for youth providers of youth activities every 2-3 years depending on provider performance. A Request for Proposals is developed and then advertised. Proposals are received and reviewed by Youth Committee members to determine the best provider or providers who can meet federal guidelines of the required program elements, State and Local goals, performance measures, program feasibility, and costs. The Youth Committee recommendation is then forwarded to the Board for approval or disapproval. TCWDB conducted the youth procurement process in the spring of 2022 and awarded contracts to Career T.R.A.C.K., Inc., and ARIN Intermediate Unit 28. The contract period is July 1, 2022-June 30, 2024 with the option a one year renewal without rebid.

The local area PA CareerLink® centers are:

PA CareerLink® Armstrong County

11931 State Route 85, Suite E
Kittanning, PA 16201
Phone: 724-548-5693
Fax: 724-543-7025
TTY: 724-543-4510
Hours: Monday-Tuesday, Thursday-Friday – 8:30 AM – 4 PM
Wednesday 9:30 AM – 4:00 PM

PA CareerLink® Butler County

112 Hollywood Drive, Suite 203
Butler, PA 16001
Phone: 724-431-4000
Fax: 724-431-4016
TTY: 724-431-4030
Hours: Monday-Friday: 9:00 AM – 3:00 PM
By Appointment: M-F: 8-9:00 AM, 3-4:30 PM

PA CareerLink® Indiana County

300 Indian Springs Road
Indiana, PA 15701
Phone: 724-471-7220
Fax: 724-471-7225
TTY: 724-471-7221
Hours: Monday-Friday: 9:00 AM – 3:00 PM

All procurements by the TCWDB use the same competitive process described in this section. This procurement process includes, but is not limited to, the acquisition of administrative or program equipment, supplies, professional services (e.g. individual legal, accounting, and personnel services contracts), one-stop operator services, and program services. Procurement must be documented in accordance with the state grantee and sub-recipient written policies and procedures.

A. INCIDENTAL PURCHASES

The incidental method should be used when the item or service (consumable supplies or materials) is \$249.99 or less. TCWDB and their subrecipients must submit a request for purchase form documenting three prices if possible. This process can be as simple as phoning three vendors, receiving signed and dated price quotes, print out from a web page with final price if ordering on-line and documenting each quote. The basis for the completing a Request to Purchase Form is for price comparison. This excludes general office purchases for general office supplies (i.e. paper, pens, folders, etc.) and items \$50 or less purchased by the IT department does not need to submit a request.

B. SMALL PURCHASES – RFQ - \$250 TO \$24,999

The solicitation instrument used for small purchases is the Request for Quote (RFQ). TCWDB will require individuals to submit three (3) quotes if possible. The basis for selection is independent price determination, availability of product or service, and quality of product or service provided. The identification of sources and solicitation of quote must be supported by documentation. This could be receiving signed or dated price quotes, printing off information from websites, documentation of verbal quotes by listing the vender's name, person of contact, and price. This method is generally used for purchases from vendors, but can be used in subrecipient purchases.

TCWDB and subrecipients may select to formally advertise small purchases / RFQ by advertising in local newspapers, etc. The basis for selection is independent price determination, availability of product or service, and quality of product or service provided.

One purchase cannot be split into several purchases in order to use small purchase policies / procedures instead of other procurement policies and procedures.

For commodity goods/services, the basis for selection is normally the lowest bid. However, qualifications of the vendor, availability of goods or services, quality, and location are some additional factors that could influence the procurement. The document must contain the basis for vendor selection and if the basis is something other than price, the submitting entity must prepare a written documentation or justification in the procurement file describing the additional criteria for selection, or reason for selecting vendor.

C.FORMAL ADVERTISING- INVITATION FOR BID (IFB)

Under the Formal Advertising method, bids are publicly solicited from at least three known suppliers, and the procurement is awarded to the lowest bidder, resulting in a firm-fixed price (lump sum or unit price) contract. In order for this process to be feasible, three conditions must be met: 1) complete and realistic specifications of required goods and services are available and part of the solicitation; 2) there are at least two responsible bidders; and 3) the procurement may be principally on basis of price.

A firm fixed-price contract may be awarded to the responsible bidder whose bid, conforming to all the material terms and conditions of the invitation to bid, is the lowest price. Any or all bids may be rejected if there is a documented reason.

1. This method is generally used for purchases and vendors for commodity-type goods/services, which are widely available in the market place (furniture, vehicles, equipment).

2. The bids must be received in sealed packages and must incorporate a clear and accurate description of the technical requirements for the material, product or service to be procured including quantities; identify all requirements which the offerors must fulfill, and all other factors to be used in evaluating bids or proposals. The selected bidder will generally be the bidder with the lowest price, if all technical requirements of the solicitation are met.
3. All bids must be publically opened at the time and place prescribed in the invitation to bid
4. Documentation must include at a minimum the following.
 - a. A copy of the formally advertised invitation to bid
 - b. The vendors receiving invitation for bids by request and through a qualified bidder's list
 - c. The publication notices
 - d. All bids received
 - e. A statement in the file detailing the reasons for rejecting the lowest bid

D. COMPETITIVE NEGOTIATION-RFP

Competitive proposals are used when there is more than one prospective bidder, the lowest price is not necessarily the determining factor for the award, and either a fixed-price or cost reimbursement agreement will be awarded. The competitive proposal method also meets the standards for "full and open competition" methods that may be employed to achieve the results called for in the Request for Proposal (RFP). Often the evaluation factors will focus on approach, program design, innovation, coordination, and experience. This method is generally used when the nature of the goods/services to be acquired cannot be defined at the level of completeness and precision required by the sealed bid, and specifically when factors other than price is important in the selected decision. The most common instrument for procuring these types of services is the RFP.

1. For each RFP, TCWDB shall publish the following information.
 - a. The name and location of the entity requesting proposals
 - b. Where and how the RFP specifications can be obtained
 - c. The date and time in which responses must be received by the requesting entity
 - d. The date and time that the responses will be opened /reviewed
2. TCWDB shall give reasonable notice of all RFP's for the proposed purchases of goods and services when utilizing WIOA Title I funds
3. TCWDB shall without limitation do the following.
 - a. Publish the RFP notice in at least one newspaper of general circulation in the respective local workforce development area
 - b. Post the RFP notice on their respective Website
 - c. Send notification of the RFP to an established list of interested parties
 - d. Ensure that copies of the complete RFP package are available to the public at the respective local workforce development office

4. The RFP must contain the specifications that provide a clear, accurate, and common description of the technical requirements for the material, product, goods or service to be procured, and all the requirements must be identified which the offerors must fulfill as well as the other factors and their relative weight or importance to be used in evaluating the bids or proposals. At a minimum, the RFP must contain the following.

- a. A copy of the solicitation page
- b. A copy of the public notification
- c. A bidder's list to which notices were mailed
- d. A list of all organizations / entities that received the RFP
- e. An agenda and minutes if a bidder's conference was held
- f. Written responses to all clarifying questions received outside of the bidder's conference
- g. A copy of each proposal received
- h. A determination of demonstrated performance
- i. Rating and scoring sheets completed in the evaluation process
- j. Written documentation that clarifies instances when an evaluation team member's scores(s) varies significantly from those received from the other team members
- k. Documentation of the rationale for the selection and funding of an offeror which did not receive the highest score/ranking in the evaluation process
- l. Documentation regarding negotiation or each contract
- m. A completed price analysis for each selected bidder and a cost analysis when required and
- n. A copy of any submitted grievances and the resolution to each

If the solicitation of a proposal from a single source, or, after solicitation of a number (more than one) of sources, competition is determined inadequate to fulfill the requirements of the funding agency, sole source procurement may be used when the award of a contract is infeasible under incidental, small, formal advertising, or competitive negotiation purchase practices.

Circumstances under which a sole source contract may be awarded include the following.

1. the services or goods are available only from a single source
2. unavoidable urgency for the services or goods will not allow for a competitive solicitation
3. the funding source authorizes noncompetitive proposals
4. a vendor or sub-recipient possesses unique capacity or is uniquely qualified to provide the good or service
5. a public solicitation, competition is determined inadequate

File documentation must include: a description of the specific circumstances supporting the sole source procurement and the results of any negotiations; cost analysis or other means verifying the reasonableness of the price; and a determination of demonstrated effectiveness of a provider or vendor who provides educational, training, employment or supportive services.

Career T.R.A.C.K., Inc. is the WIOA Title I Contractor for Adults and Dislocated Workers. Career T.R.A.C.K., Inc. is an active participant in the local PA CareerLink® centers and is the operator. Career T.R.A.C.K., Inc. has a 7-member board of directors. The Tri-County Workforce Investment Board, Inc. also provides, through contract with Career T.R.A.C.K., Inc., traditional administrative functions, including but not limited to human resources services, check writing and procurement. The Workforce

Investment Board also retains title to all property and licensing currently owned as well as that of any future procurements.

Paul Weifenbaugh, Assistant Director/EO Officer is responsible for ensuring equal employment opportunities and civil rights protections. Other local EO points of contact are provided in Section 3.1 earlier.

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).

The WIOA Local Workforce Development Delivery System Program Partner-Provider List is provided in Attachment 3.

The following table provides the WIOA required partners.

Required partners are the entities responsible for administering the following programs and activities in the local		
(1) Programs authorized under title I of WIOA (Adults, Dislocated Workers, Youth, Migrant and Seasonal Farmworker Programs, Native American)	<u>Career T.R.A.C.K., Inc., ARIN IU 28, Butler County Community College (BCCC), PathStone, Council of Three Rivers American Indian Center, Pittsburgh Job Corps, and YouthBuild</u>	Career T.R.A.C.K., Inc., ARIN IU 28, and Butler County Community College provides monetary and programmatic contributions. PathStone and the Council of Three Rivers American Indian Center provides programmatic contributions. Referrals to neighboring areas are made for Job Corps and YouthBuild.
(2) The Wagner-Peyser Act Employment Service program (authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III)	<u>Bureau of Workforce Partnership and Operations (BWPO)</u>	The Bureau of Workforce Partnership and Operations (BWPO) provides monetary and programmatic contributions.
(3) The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA (ABE/GED)	<u>Butler County Community College, ARIN IU 28</u>	Butler County Community College and ARIN IU 28 provide monetary and programmatic contributions
(4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV	<u>Office of Vocational Rehabilitation (OVR)</u>	The Office of Vocational Rehabilitation (OVR) provides monetary and programmatic contributions.

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

(5) The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	<u>AARP, PathStone</u>	AARP and PathStone provide in-kind contributions.
(6) Career and technical education 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.)	<u>Butler County Community College and Westmoreland County Community College</u>	Butler County Community College provides monetary and programmatic contributions. Westmoreland County Community College provides programmatic contributions.
(7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	<u>BWPO</u>	The Bureau of Workforce Partnership and Operations (BWPO) provides monetary and programmatic contributions.
(8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.	<u>BWPO</u>	The Bureau of Workforce Partnership and Operations (BWPO) provides monetary and programmatic contributions.
(9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.)	<u>Armstrong County Community Action Program Butler County Community Action Program, Indiana County Community Action Program</u>	All of the County Community Action Programs provide monetary contributions.
(10) Employment and training activities carried out by the Department of Housing and Urban Development;	<u>Housing Authority of Butler County</u> <u>Housing Authority of Armstrong County</u> <u>Housing Authority of Indiana County</u>	The Housing Authority in all three counties plan to provide programmatic contributions.
(11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	<u>Unemployment Compensation and UC Board of Review</u>	Unemployment Compensation and UC Board of Review provides monetary contributions.
(12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532)	PA Department of Corrections	Referrals to neighboring areas are made to the PA Department of Corrections.
(13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 678.405(b) – (DHS); Various State and Federal DHS	<u>EARN, DHS</u>	EARN and DHS provide monetary and programmatic contributions.

funding sources including Title IV SS		
Other Local Partners	<u>Armstrong County, Alliance of Nonprofit Resources</u>	Armstrong County, Alliance of Nonprofit Resources, and provide monetary and programmatic contributions.

The following required partners are not located in the Tri-County LWDA: JobCorps, YouthBuild Program, and Second Chance Act. Referrals to neighboring service providers are available upon request.

In addition, other non-contractual partners and workforce stakeholders who offer in-kind support include the Local Management Committee (LMC), Tri-County Business-Education Partnership, Tri-County Health Care Industry Partnership, Tri-County Manufacturing Industry Partnership, Tri-County Technology Consortium, and Youth Corps. These partners work to promote career pathways and connections to employers.

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

Section 3.3 describes the Board’s efforts to increase access in each county through strong connections with partners and a robust referral process – both from the PA CareerLink® centers for specialized services and to the centers from the partners when career services are appropriate for special populations. Also noted in Section 3.3 is the work with partnering boards in the broader region to bring to scale many of the successful programs and initiatives that address populations with barriers. This also includes referrals to required partners not located in the Tri-County LWDA such as JobCorps, YouthBuild, and Second Chance Act. These referrals are made to neighboring programs as listed on Attachment 3. The Board will also work with its regional partners to find more creative solutions to transportation issues experienced by many job seekers. In addition to these efforts, two other means of expanding access will continue to be explored.

First, the Board and its one-stop operator will work to enhance the use of technology for recruitment, service access and for delivery of training and education. This will include increased use of tools such as text messages, social media, on-line video conferencing, internet availability of services and other state-of-the-art technology to connect to customers in remote areas and others who have difficulty accessing the physical PA CareerLink® centers.

Second, the network of community-based partnerships will be expanded. These will include community/neighborhood associations, faith-based organizations, employer-sponsored groups, libraries, and government centers. The one-stop operator will be charged with providing necessary training to these sites to ensure quality of services.

The Board and its PA CareerLink® partners collaborate with the Employment, Advancement and Retention Network (EARN) Program to address the needs of TANF (Temporary Assistance for Needy Families), SNAP (Supplemental Nutrition Assistance Program), and Extended TANF recipients with serious barriers to gaining and maintaining employment and to better coordinate the existing employment and training programs available for them. The EARN program provides comprehensive case

management, skills training, job-search assistance, guidance, and support to its participants. Program participants create a plan of action to attend training and gain and retain employment. They are offered remediation guidance toward self-sufficiency through resources such as, computer labs, on-site recruiting events, career clothing and individualized attention. Additional supportive services are offered through the County Assistance office (CAO) including, but not limited to, transportation and childcare expenses. Work activities in EARN include unsubsidized employment, subsidized employment, paid work experience, and community service. Enrollment for the program is done through the local County Assistance Office (CAO).

The EARN program unites the services of local Workforce Innovation and Opportunity Act (WIOA) staff, Bureau of Workforce Partnership & Operations (BWPO) representatives, educational institutions, and County Assistance Office (CAO) staff. A Local Management Committee (LMC) jointly works with EARN at the local level. The LMC is comprised of representatives from each of the above agencies. Direct Service Teams comprised of CAO, EARN, and other resource services staff provides personalized services for all EARN participants. EARN programs are located in all three PA CareerLink®. Being co-located in each of the PA CareerLink® centers allows for real time interaction and program accessibility for clients in all three counties.

OVR Vocational Rehabilitation Counselors provide eligible WIOA Title IV customers with multiple, individualized services. OVR also provides both eligible and potentially eligible 14 to 21-year-old in-school youth with disabilities pre-employment transition services. OVR Business Services Team staff provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals with disabilities. Accommodation requests for disabilities is available upon request. In addition, communication access for the Deaf and Hard of Hearing participants is available. TTY communication devices and American Sign language interpreters will be provided upon request. OVR customers also have access to the full range of PA CareerLink® programs and services available to the general population.

Each PA CareerLink® center has a Career Resource area that provides an adjustable height table for personal computer, Alternate mini keyboard, Alternate track ball mouse, Foam wrist rest, Low glare screen filter, Monitor arm (Adjustable positioning to increase viewing position), Screen magnification software, Lynx Browser, Speech output, Assistive Listening Devices, TTY (Text telephone) or Video Relay, headphones, UbiDuo speech generating device, paper magnifier, braille and large print keyboard stickers, signature writing guide, and an ADA compliant chair. In addition, the local area recently purchased additional signage for ADA assistance.

The local area has had reasonable accommodations requests for the hearing and sight impaired. The available equipment was utilized for those who were sight impaired. A sign language interpreter was provided when needed for a participant. In addition, the local area has allowed extra time for assessment and vocational assessment when a request is made due to a disability.

It is the policy of PA CareerLink® to provide meaningful access to all individuals applying for, participating in programs or receiving services/benefits administered by, supervised by, authorized by and/or participated in by PA CareerLink®. Meaningful access involves PA CareerLink® promoting effective communication to LEP individuals seeking or receiving services, benefits or participation in programs funded in whole or in part by federal funds. The local area utilizes Telephone Interpreting Services provided by the Commonwealth through Propio. The PA CareerLink®, at no cost to the LEP individuals or families, provides interpreter services to all LEP individuals or families applying for,

participating in programs or receiving services/benefits through the PA CareerLink®. The interpreter services are provided in an efficient and timely manner so as not to delay a determination of eligibility for an individual or family, receipt of eligible services/benefits or participation in a Department run program beyond that of an English speaking individual or family. The PA CareerLink® makes this policy known to the participants with Language Interpretation reference cards that are prominently located at the point of Reception.

The PA CareerLink® addresses phone calls and voice mail by LEP individuals in the following manner through the use of Telephone Interpreting Services provided by Propio. The PA CareerLink® addresses walk-ins to the office who are LEP individuals in the following manner: reference materials are posted at the front desk/reception desk (refers to receptionists or point of contact) a client can point to the appropriate language and the receptionist/staff member will contact Propio interpretation services via the telephone based on the participants identification of the appropriate language.

The PA CareerLink® translates all designed vital documents into each LEP language group. This includes the following languages: Spanish (translations are provided as part of distribution of statewide vital documents from Labor and Industry.) Currently there are no LEP language groups in the Tri-County area that are 5% or 1,000, persons eligible for or are likely to be affected by agency's services. For any LEP individuals applying or receiving services from PA CareerLink® where vital documents are not available in the LEP individual's language, PA CareerLink® provides a notice in the LEP individual's language that the LEP individual may bring any document into the PA CareerLink® office and an interpreter will be provided free of charge to interpret the document for the LEP individual. Staff are made aware of LEP polices and methods of providing services through new employee orientations, regular weekly staff meetings and review of new and updated policies and procedures. Historically, the local area has received few language assistance requests with Spanish being the main need.

The Board and its PA CareerLink® partners are committed to serving applicants with barriers in accord with state and federal goals for implementing a Priority of Service structure. This includes serving those who are deficient in basic skills that will be needed for occupational training and job placement. WIOA Title II Adult Education programs assist adults to achieve literacy and obtain the knowledge and skills necessary for employment and self-sufficiency. Adults are assisted in attainment of a high school diploma or equivalency and in transitioning to post-secondary education aligned with career pathways. Adult Education training will be provided including emphasis on academic skills, life skills, and job skills. Classes will be conducted at PA CareerLink® sites and at other locations. Courses will include both individualized and group instruction tied to each student's specific goals and objectives. Examples of Adult Literacy Program services include: basic skills testing in reading and math desired by any PA CareerLink® visitor, High School Equivalency orientation for high school drop-outs desired by any PA CareerLink® visitor or Career TRACK youth referral, PA CareerLink® computer workshop, computer literacy for those with little computer experience, and High School Equivalency preparation classes for youth and others. Adult education providers utilize the eData management information system.

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible for providing 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.

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?

The local board and the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. All providers within the local system must be accessible to individuals with disabilities and be in accordance with the Americans with Disabilities Act (ADA). They must also have written policies and procedures in place to protect against discrimination on the basis of an individuals' race, color, religion, sex, national origin, age, disability, genetic information, political affiliation or belief. In addition, an ADA Program Accessibility Assessment Tool is available for new programs and locations. All RFPs for services include how the provider will provide ADA accessibility for the activities and services being proposed. The local board monitors all providers, programs, and one-stop facilities for compliance with ADA.

PA CareerLink® staff have access to a variety of resources and information on the PA CareerLink® system 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. 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.

The Board and the PA CareerLink® partners have entered into a Memorandum of Understanding (MOU) that includes the relationship between OVR and the local board. The purpose of the PA CareerLink® is to create a seamless system of service delivery that will enhance access to services while improving long term employment outcomes for both job seeker and employer customers receiving assistance. As the Office of Vocational Rehabilitation is a partner, their assistance is sought at all levels to ensure that there is adequate outreach to persons with disabilities, and that services are accessible to all customers. The Tri-County Workforce Development Board (TCWDB), through the TCWDB Operator, will ensure that a comprehensive cross- training and development plan is established for each comprehensive center and its staff. The purpose of the cross-training is to facilitate full access to services and the appropriate exchange of information.

The following services are offered to jobseekers including those with disabilities: career resource room, career exploration activities, job search (self-directed/computer-based) via PA CareerLink® Online System and job referral with staff help in decision making process, candidate matching/placement assistance, labor market information and job vacancy listings, staff-administered and interpreted standardized skills assessments, job seeker workshops, follow-up contact after job placement, comprehensive and specialized assessments, career pathway development, group counseling, individual counseling and career planning, case management, job club activities, short-term pre-vocational services, and other intensive services, short-term pre-vocational services such as adult basic education, English as a second language, basic computer literacy, interviewing skills, soft skills, and training services. Available training options are: occupational skills training, on-the-job training, workplace training with related instruction, private sector training programs, skills upgrading and retraining, entrepreneurial training, job readiness training, Adult education and literacy activities, private sector customized training, and other training services.

OVR also works directly with the Business Services Team. Functions include but are not limited to the following: business outreach; recruitment and referral for job vacancies primarily for targeted business and industry; job candidate qualification review; provision of economic, business and workforce trend data and information; organized service delivery around business and industry needs; referral to human resource and other business services; and job development.

The integrated partner resources of the PA CareerLink® system also affords employers with a single contact site for finding qualified candidates, accessing training services and becoming involved in local initiatives. The career resource center will also offer employers Internet access for screening resumes and candidates and for reviewing on-line regional and statewide labor market information on the Commonwealth's PA CareerLink® system.

There will also be information regarding issues like unemployment insurance, Equal Employment Opportunity, complying with the ADA and available training services.

Designated equal opportunity officers for each PA CareerLink® Center are:

Tri-County WDB

Paul Weifenbaugh

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Assistant Director/EO Officer

Tri-County Workforce Investment Board, Inc.

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PA CareerLink® Armstrong County

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Kelsey Huf

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300 Indian Springs Road Indiana, PA 15701

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Further, the TCWDB and its partners participate in regular reviews conducted by the Office of Equal Employment Opportunity to ensure that each of its PA CareerLink® centers and all partners in service and training delivery meet the requirements of all EEO laws, policies, and regulations. These compliance reviews will be conducted annually. In addition, training opportunities regarding EEO and ADA laws will be available to TCWDB, PA CareerLink® partners and staff, and customers. The Office of Equal Opportunity received the TCWDA monitoring compliance review in November 2021. Upon review, the Tri-County LWDA received notification on October 7, 2022 they were determined to be compliant with all EO/ADA Accessibility requirements.

TCWDB and its service providers must take appropriate steps to ensure that they are providing equal access to their WIOA Title I programs and activities. These steps involve reasonable efforts to include members of the various groups protected by these regulations (hereinafter referred to as "protected groups"): persons of different sexes, various racial and ethnic/national origin groups, various religions, individuals with limited English proficiency, individuals with disabilities, and individuals in different age groups.

Outreach efforts include, but are not limited to:

- promoting programs and activities in media outlets (including the Internet) that target protected groups;
- sharing information about program offerings with schools and community-based organizations and service agencies that serve protected groups; and,
- consulting with appropriate community organizations about ways outreach to protected groups may be improved.

To meet the minimum requirements of affirmative outreach, TCWDB does the following:

- review Census or other reliable information on an annual basis to determine the protected groups in the area who could potentially use WIOA Title I programs and activities;
- make efforts to use One-Stop partner resources and consult with One-Stop partners about ways to improve outreach and service for protected groups;
- ensure staff awareness of outreach efforts through training and orientation; and,
- document outreach efforts, including contacts with One-Stop partners, for monitoring purposes

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.

The local board works to ensure the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system. The tri-county area utilizes a competitive procurement process in the selection of its Title I Adult, Dislocated, and Youth providers

When selecting the provider, proposals, agencies, and programs are assessed on a variety of criteria, including: past performance, organizational capacity and experience, ability to establish organizational partnerships, program design, program budget, etc. The PA CareerLink® Operator meets regularly to discuss strategies for continuous improvement, including opportunities for cross training and collaboration across program partners. The WIOA Title I provider for Adult and Dislocated Workers services submits monthly reports to the local board providing regular updates on performance, services, and WIOA caseloads. This allows the local board to ensure that the provider is meeting the local needs. Finally, TCWIB, Inc. annually conducts monitoring of PA CareerLink® facilities and its Title I Adult/Dislocated Worker provider 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 have been in operation for at least twelve months, 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 Tri-County Workforce Development area, 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.

The local board ensures that the training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. The local board makes workforce investments decisions in training based on labor market data identifying the

high demand industry sectors and occupations, as well as based on needs as identified through the WDB employer-driven industry partnership partners. Training investments are then made through OJTs and ITAs when funds are available. Training priorities are identified for Adults, Dislocated Workers and Youth through the local PA CareerLink® and linked directly to those training providers that have met the requirements of the Local Training Provider List. The Tri-County WDB will approve training providers on the approved Eligible Training Provider List (ETPL) that are offering training programs aligned with state and region in-demand occupations and sectors.

Participants are provided with local labor market information on a variety of occupations. To ensure that customers have a choice with regard to training areas outside the local High Priority Occupation List, there will be information regarding statewide offerings. All training must be for an occupation on the High Priority Occupation List which is linked to the local in-demand industry sectors. The local board will collaborate with local training providers to offer additional programs and to become eligible for the training provider list. When employers need training programs, the local board will work to recruit additional training providers to the local area. Finally, the local board will encourage employers and agencies to add apprenticeship programs to their business and to the ETPL.

The local board will adhere to Workforce System Policy, *Eligible Training Providers, revised May 10, 2022*. The local board will do the following to include a wide range of providers and opportunities for its Local Training Provider List (LTPL):

- Solicit training providers, including but not limited to, work-based and cohort training providers and registered apprenticeship program sponsors, within and outside of their respective local areas as deemed appropriate to ensure a competitive market designed to promote consumer choice and achieve successful implementation of data-driven career pathways and sector strategies;
- Ensure adequate access to services for individuals with disabilities;
- Verify eligibility of entities providing a program of training services, including but not limited to, the provisions, assurances, and procedures listed in Workforce System Policy, *Eligible Training Providers, revised May 10, 2022*;
- Conduct a debarment check on all subgrantees and/or contractors prior to the execution of a contract to ensure such entities are not under suspension or debarment by the commonwealth or any governmental entity, instrumentality, or authority;
- Collaborate with the Department to ensure sufficient numbers and types of providers of training services, including eligible providers with expertise in assisting individuals with disabilities and adults in need of adult education and literacy activities described under WIOA sec. 107(d)(10)(E);
- Develop and maintain the LTPL. Only providers that the local board determines to be eligible will be included on the local list. LTPL criteria and performance requirements can be found in Workforce System Policy 04-2015, *Eligible Training Providers*;
- Disseminate and utilize the statewide ETPL throughout the local one-stop system;
- Recommend the termination of a provider due to the submission of inaccurate, incomplete or untimely eligibility and performance information; or the provider's substantial violation of any provisions of federal, state, or local statutes, regulations, policies or procedures; and
- Ensure compliance with Workforce System Policy *Eligible Training Providers., revised May 10, 2022*

To be an eligible training provider, an entity must qualify as one (1) of the following as described in WIOA sec. 122:

- An institution of higher education that provides a program leading to a recognized post-secondary credential;
- An entity that carries out registered apprenticeship programs;
- Other public or private providers that provide training, which may include community-based organizations, or CBOs, or joint labor-management organizations;
- Eligible providers of adult education and literacy activities under WIOA title II, if such activities are provided in combination with occupational skills training; and
- Local boards, if they meet the conditions of WIOA Section 107(g)(1)

Once a training provider has been deemed eligible, the entity remains eligible until it is removed from the applicable ETPL.

All providers and programs that have not previously been eligible to provide training services under WIOA sec. 122, except for registered apprenticeship programs, must submit required information to be considered for initial eligibility in accordance with the procedures outlined in Workforce System Policy, Eligible Training Providers, *revised May 10, 2022*. Once approved, programs will remain initially eligible for inclusion on the statewide ETPL through the end of the standard ETPL annual inclusion cycle (July 31). Providers who wish to have their programs included on the list after July 31, must apply for continued eligibility in accordance with the requirements shown below.

Once an application has been submitted in CWDS by the training provider, the appropriate local workforce development area(s) will review the application and determine if the required information has been provided and the criteria listed below has been met. Local board staff must:

- Verify that the provider is licensed, certified or authorized by the Pennsylvania Department of Education, or the relevant state agency with oversight to operate training programs in Pennsylvania. If a provider is in compliance with the oversight agency, the application can proceed to the next step in this process. If a program is not in compliance with the oversight agency as required by state law, the application will not proceed and the provider will not be included on the statewide ETPL until the necessary requirements are met. This applies to both in-state and out-of-state providers with training programs.
- Ensure the provider submits a policy that requires compliance with the Americans with Disabilities Act of 1990;
- Ensure the provider submits a policy that requires compliance with nondiscrimination and equal opportunity laws; WIOA Sec. 188, and the regulations implementing this statutory provision;
- Ensure the provider submits (1) of the following to demonstrate financial capacity:
 - Most recently submitted IRS form 9-90, Return of Organization Exempt from Income Tax; or
 - Most recent independent audit; or
 - A letter from a Certified Public Accountant attesting to the fact that the entity has a financial system in place for tracking participants in training and is using accepted accounting practices;
- Ensure the provider complies with physical and programmatic accommodations as required by Section 504 of the Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act of 1990, as amended and the regulations implementing these statutory provisions;
- Ensure the provider's financial capacity — an approved entity must adhere to all federal, state and local statutes, regulations, policies and procedures regarding the administration of funds; such entity

will follow accepted accounting practices, has no tax liabilities or other commonwealth obligations, and is not suspended or debarred by the commonwealth;

- Ensure that the provider assures that he/she has disclosed any and all conflicts of interest with state or local workforce development board members and/or staff including, but not limited to, family ties, fiduciary roles, employment or ownership interests in common;
- Ensure that each program(s) submitted for consideration is available to the general public;
- Ensure the provider agrees to provide performance data for each program as required for reporting purposes;
- Ensure the provider agrees to submit student data for each program of study as required for reporting purposes;
- Ensure the provider agrees to accept Individual Training Accounts (ITA) or contracts for services so long as admission and program performance requirements have been met;
- Ensure the provider assures the timely and accurate reporting of required information; and
- Ensure the provider agrees to permit on-site visits by any federal, state or local agency as legally authorized to monitor activities for which funds have been provided.
- Ensure that the provider has provided the following information for each training program for the purposes of determining initial eligibility:
 - A description of the training program, including all costs associated (tuition, books, fees, etc.);
 - Evidence of state licensure requirements of training providers, and licensing status of providers of training services, as applicable; o Evidence supporting the provider's and/or program's relationship to business or industry;
 - A description of credential earned to include, at minimum, information supporting applicable training program leads to a post-secondary credential, an industry-recognized credential; and a detailed description of the credential;
 - A description of the accessibility of training services (i.e., is this program of study facility-based training, or is it accessible throughout the commonwealth, to individuals in rural areas, through the use of technology);
 - A description of the program's demonstrated effectiveness in serving employed individuals and individuals with barriers to employment (which may be verified through the review of performance data for these populations);
 - Data regarding program alignment with in-demand sectors and/or high-priority occupations; o Performance data for each program as required.

Within 30 days of receipt of an application, local board staff will either recommend approval or denial to the Department through CWDS, or request further information from the provider. If additional information is required, the local board will have an additional 15 days to either recommend approval or denial to the Department (for a total of 45 days). The Department will make a final determination and add the program to the statewide ETPL within 30 days of receipt from a local workforce development area if the determination is favorable.

Performance - Required measures for performance of programs on the ETPL will include program completion data and date of exit from services. The information provided will be used to generate the following performance measures: Attainment of Post-Secondary Credentials,; Entry into unsubsidized employment at second quarter after exit; Entry into unsubsidized employment at fourth quarter after exit; and Median earnings during second quarter after exit for all students and for all the WIOA

participants (4 measures for each population). Training providers must meet at least seven of the ten minimum criteria to remain on the training provider list.

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.

The local board provides career services to individuals who are adults or dislocated workers through the one-stop delivery system. These career services include the following:

- Determination of whether the individuals are eligible to receive assistance
- Outreach, intake, and orientation to the information and other services available through the one-stop system
- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs
- Labor exchange services (includes job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations and on nontraditional employment, appropriate recruitment and other business services on behalf of employers)
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop system
- Provision of workforce and labor market employment statistics information including job vacancies, job skills, local in demand occupations and earnings
- Provision of performance information and program cost information on eligible providers of training services
- Provision of information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures
- Provision of information, in formats that are usable by and understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance, benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit and assistance under a State program for temporary assistance for needy families funded
- Provision of information and assistance regarding filing claims for unemployment compensation
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under WIOA
- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives
- Group counseling
- Individual counseling
- Career planning

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training
- Work experiences that are linked to careers
- Workforce preparation activities
- Financial literacy services
- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training programs
- Follow-up services, including counseling regarding the workplace, for participants in workforce activities authorized under WIOA who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment

Several career services are internet-based or self-directed in the career resource center. One avenue the Commonwealth has developed that the TCWDB has embraced for the benefit of all local residents is the SkillUp™ PA online training platform available 24/7 for free to Pennsylvania residents through the PA CareerLink® website. This provides flexible, on-line self-directed job skills training for over 1000 badges or certificates of completion from soft skills to preparation for industry recognized credentials. This tool provides customized curriculum for career pathways based on a self-assessment. Next, staff from various partners and programs collaborate to present workshops and direction on job search, referrals, placement and other individual services. It is noted that not all co-located partners participate in the listed workforce activities because they are mandated to provide services to select eligible participants. For example, OVR is mandated to provide services only to individuals with disabilities based on the program's authorizing statute. Therefore, co-located OVR staff would only collaborate to present on the services listed above if they are for individuals with disabilities. The career resource center will offer customers access to computers equipped with a printer, Internet capabilities, and other programs and software that will allow for career exploration, job search, resume preparation and other self-directed activities. Other resources will include copying, fax, telephone and TTY services, DVDs on relevant job search topics, writing tables, and desks. Self-help materials will include, but are not limited to: State and Federal Civil Service information, local job information, current career reference materials, resources for self-employment, college and technical school catalogs and other reference materials.

Adults and Dislocated Workers will also find information on each partner's programs, supportive services (including transportation, child care, dependent care, housing and needs related payments), and information on the partner referral network. A key segment for both jobseekers and employers will be the list of training programs and the consumer reports of customer satisfaction and success rates. Adults and dislocated workers will have access to services offered by local partners regardless of the availability at the center through a comprehensive referral network. Activities in the resource center will be coordinated and staffed by investing partners from the PA CareerLink®.

Several career services are offered to those customers who have successfully completed some of the career services and who need additional assistance for economic self-sufficiency. These include: in-depth assessment of skills, knowledge and career aspirations; group and individual counseling; short term, pre-vocational services; and case management, including access to supportive services and directed job search and other activities created and delivered by PA CareerLink® partners. To ensure that career services are provided, PA CareerLink® staff use their intake form to know when clients should be referred for career services. In addition, career services are discussed and promoted at RESEA meetings as well as when working with clients at the Career Resource Center. Career Services are also

promoted at all meetings attended. In addition, at PA CareerLink® staff meetings, discussion is held about client referrals.

Training services are provided to adults and dislocated workers after an interview, evaluation, or assessment, and career planning, have been determined by the WIOA provider. Training is provided if the person is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through the career services, has the skills and qualifications to successfully participate in the selected program of training services, and selects a training program that is directly linked to the employment opportunities in the local area. These training services include the following: Skill Training, Individual Training Accounts, Work Experiences, On-the-Job Training, Apprenticeships, etc.

The local board utilizes data from job seeker and employer surveys to determine the success and appropriateness of services within the one-stop system. In addition, the local board reviews the performance reports on a quarterly basis to determine if the system is successful in leading individuals to jobs with self-sustaining wages.

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

Residents of the Armstrong, Butler and Indiana Counties or workers dislocated from work sites in the three counties can apply for individual training accounts (ITAs) if they are determined eligible and suitable by staff of a local PA CareerLink® center. ITA applicants must have completed an evaluation, interview by PA CareerLink® staff, an assessment, and participated in career planning to receive this funding. ITA funding is not guaranteed to any participant and is contingent on funding availability.

Key ITA policies include:

ITA Funding Cap - The maximum value of an ITA is \$7,500. This amount would apply to WIOA Title I Adult, Dislocated Worker, Youth, and Rapid Response funds. Special funding such as NEG grants may have different funding caps or eligibility requirements.

ITA Duration - Maximum of 2 years.

Expenses that may be covered by an ITA - Tuition, application fees, tools and/or uniforms, and/or any costs of the program that is required and is included on the PA CareerLink® website listing.

Payment Mechanism Utilized - A formal contract is executed for an ITA and a Master Agreement (Non-Financial Agreement) is executed through the Workforce Development Board. The school submits the invoice(s) for payment based on the period breakdown on the Individual Training Contract (such as per semester, term, class, etc.).

Additional Conditions:

- Students are required to complete financial aid forms if the program qualifies. Pell and PHEAA and related grants must be utilized before payment of ITA funds
- Students must indicate how the remaining costs of training will be funded
- To assist in determining suitability for a particular training program, all training decisions are determined after completion of a comprehensive vocational screening assessment
- Training must be an approved program or course listed on the Commonwealth Workforce Development System Eligible Training Program/Provider list and must be an occupation listed on the current High Priority Occupation (HPO) list
- OVR to share training expenses for eligible individuals as appropriate
- ITAs will not be issued to any student who does not have a high school diploma, GED or equivalent
- Individuals who receive ITA funding can only reapply every 5 years.

The Board sets the ITA cap limit and other considerations for ITA funding based on available funding, training targets, costs of local training, and on demand for ITAs. Procedures for initiating ITA contracts are described below.

A formal Contract is executed for an ITA through the WIOA Title I provider and a Master Agreement (Non-Financial Agreement) is executed through the Workforce Development Board. The school submits the invoice(s) for payment based on the period breakdown on the Individual Training Contract (such as per semester, term, class, etc.).

WIOA title I adult, dislocated workers, and youth purchase training services from the State eligible training providers they select in consultation with the WIOA Title I staff, which includes discussion of program quality and performance information on the available eligible training providers. Training must be an approved program or course listed on the Pennsylvania Eligible Training Program/Provider list and must be for an occupation listed on the current High Priority Occupation (HPO) list. Policies are continuously reviewed to allow for program changes including those for registered apprenticeships to be utilized with ITAs if not on the HPO and other barriers that may prevent the use of ITAs. If a registered apprenticeship is not included on the PA ETPL, ATO staff will be notified so that it can be added.

The need for training services is determined after an interview, evaluation, and objective assessment. To assist in determining suitability for a particular training program, all training decisions are determined after completion of a comprehensive vocational screening assessment.

ITAs and training may only be issued after the following determinations and activities have taken place.

- The participant has been determined eligible.
- The participant has had a career interest assessment and a fully completed objective assessment.
- An individual employment plan (IEP) has been jointly developed between the participant and the Case Manager utilizing the results of the interview, evaluation or objective assessment. The IEP must identify the participant's employment goals, the appropriate achievement objectives, the combination of services required to achieve the employment goals, and the program of training selected to directly link the participant to the employment opportunities in the local area or in another area where the participant is willing to relocate. Goals should be established using career interest assessments along with a fully completed objective assessment. Assessment

Tools include but are not limited to TABE or CASAS for reading and math, CareerScope to evaluate the participant learning strengths, and TORQ (if needed). This includes reading, math, reasoning and language assessments, verbal aptitude, general learning, special aptitude, manual dexterity, finger dexterity, form perception, color discrimination, motor coordination, clerical aptitude, and. A reasonable accommodation for the assessment process will be made for individuals with disabilities in consultation with OVR.

- The participant has been given the opportunity to review the State eligible training provider list and the High Priority Occupation List so the participant may make an informed choice in the selection of a training provider and program.
- The participant has the skills and qualifications necessary to complete a selected training program.
- It has been determined the participant is unable to obtain full financial assistance from other sources to pay for the cost of training such as Trade Adjustment Assistance, Pell Grants, Welfare to Work Programs, State training funds, or will require financial assistance in addition to the other sources of funds. Students are required to complete financial aid forms if the program qualifies. Pell and PHEAA and related grants must be utilized before payment of ITA funds can begin. The local board will work cooperatively with OVR to share training expenses. In addition, students must indicate how the remaining costs (over and beyond the ITA) of training will be funded.

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

In general, the youth programs are designed to offer needy youth opportunities to successfully transition to adult roles and responsibilities. While youth program design does ensure that WIOA performance measures are met, the emphasis has been on teaching academic and employability skills to youth who might otherwise not have an opportunity to succeed academically or vocationally. The youth service providers work with various agencies to recruit the neediest youth who may be out-of-school, homeless, aging out of foster care, offenders, disabled, and other at-risk youth. The Youth Committee has a proactive vision of creating a seamless system that ensures all youth transition successfully from school to advanced training to work. The Youth Committee also understands the constraints of WIOA eligibility and performance measures, but strives to create programs that teach transferable skills. With the proactive vision of assisting youth in mastering transferable skills, the Youth Committee reacts to such opportunities as increased TANF funding. These monies have allowed the Youth Committee to create programs geared toward the industry clusters, such as career awareness programs. The Youth Committee has made inroads in linking youth programming to high priority occupations and cluster groupings.

The Youth Committee understands that to be truly successful in creating a youth system, there must be a partnership between business, schools, support groups and other agencies in the process. The membership of the Youth Committee reflects various organizations and businesses that work together to collaboratively build a workforce development system for youth to assist the youth with the most significant barriers. Membership includes, but is not limited to: local businesses, Job Corps, a local community college, local career technical schools, human services organizations, Office of Vocational Rehabilitation, juvenile probation, and the housing authority. In addition, youth case managers develop relationships with local organizations that work with youth.

It is always a priority of the Youth Committee to reconnect disconnected youth with career pathways and education. Youth are assessed as they enter a program. Training is provided as needed for ABE, GED, work readiness, or advanced skills. In addition, youth may be set up in a work experience such as an internship or on-the-job training. Youth are given experiences that will enhance their success in the job market. The local youth program is designed to connect youth with the education and training opportunities available to them in the high demand occupations or a field of employment that they are interested in by exploring. Youth within the WIOA programs are provided information with STEM-related jobs. Youth in the local area are also served in Business-Education Partnership projects. For examples, students have had career awareness activities in manufacturing and health care. The Youth Committee also works closely with the local industry partnerships to link youth with career pathways in high demand occupations in health care, manufacturing, technology, and energy as well as with the PA CareerLink® to partner with multiple agencies. The local board utilizes its website to convey information and to generate outside contacts. This electronic format allows the local board to share its youth endeavors with a greater number of people than would be possible through print media.

The local youth programs are designed to include various components to assist youth with preparing for post-secondary education and securing employment. A list of activities within our program is provided under the components.

a. Preparing youth for postsecondary educational opportunities

- Tutoring programs
- Study skills training
- Drop-out prevention programs
- Linkages with Community Colleges to provide speakers, information, workshops
- Financial aid institutions
- Contact with vocational-technical schools
- Contact with 4 year colleges
- Technical schools
- School-to-work programs
- Apprenticeship programs

b. Connecting academic and occupational learning

- Relate work experiences to academic learning taking place in school
- Incorporate academics into work experiences by providing classes that teach academics through work and occupational learning
- Provide opportunity and time during work to teach skills and academics linked with the job
- Provide in school programs and after school programs that provide classes in math, language arts, science, etc. as they relate to occupational learning
- Provide summer program opportunities which tie academic learning in school to a summer work experience

c. Preparing youth for unsubsidized employment opportunities

- Work Experiences provides a sixth month or less work experience and educational/occupational learning lab experience to assist youth in finding long term family sustaining employment
- Work experiences in jobs that promote real world learning opportunities that prepare youth for future jobs that can support them and their families
- Work-based learning opportunities in internships, apprenticeships, and on-the-job training
- Learning opportunities that promote job-search skills, effective resume writing, interviewing techniques, completing job applications, phone skills, interpersonal skills, verbal skills, decision making (soft skills)

d. Connecting youth to the business community through intermediary entities

- Connect with School-to-Work programs
- Expose more youth to YouthBuild, Job Corps and AmeriCorps programs and opportunities that are available in the SW PA region
- Connect with local business and education industry partnerships
- Opportunities for job shadowing and tours of employers
- Connection with the local Business-Education Partnership

The Youth Committee continues to develop a strategy for providing comprehensive services for in and out-of- school youth consistent with the Act that address local needs and considers availability of local resources. The activities include: the objective assessment of each youth; the development of individual services strategies; the delivery of services which prepare youth for postsecondary educational opportunities; linking academic and occupational learning; preparing youth for employment; and providing connections to intermediary organizations linked to the job market and employers. The design of the local youth program will allow each eligible youth to receive an appropriate mix of the required program elements. Youth programs will also include linkages to entities that will foster the participation of eligible youth and offer assistance and support to those youths with special needs or barriers to employment. Youth with disabilities receive the same services as any other youth with additional connections to the Office of Vocational Rehabilitation and other relevant human service agencies. Partners will collaborate on service plans for youth with disabilities and share costs appropriately. Some individuals with disabilities may choose not to seek OVR services; in such cases the services of all other partners will be available to such individuals.

The fourteen elements and how the local area addresses them are below.

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized post-secondary credential

Local youth programs offer instruction and tutoring in basic skills. If needed, GED preparation is done. All youth are strongly encouraged to complete secondary school and are required to receive a GED if needed.

2. Alternative Secondary School services, or drop-out recovery services, as appropriate

Local youth programs offer GED preparation. In addition, they do the following.

- Provide information to alternative schools regarding the populations that TCWDB serves

- Refer those in need to alternative schools in the areas
- Provide a listing of alternative educational services in the area along with contact numbers and names
- Provide information to students attending alternative schools about program offerings

3. *Paid and unpaid work experiences, that have as a component academic and occupational education which may include:*

- (i) Summer employment opportunities and other employment opportunities available throughout the school year*
- (ii) Pre-apprenticeship programs*
- (iii) Internship and job shadowing*
- (iv) On-the-job training opportunities*

The Youth Committee offers youth employment opportunities that link academic and occupational learning, and provide other elements and strategies as appropriate to serve the needs and goals of the participants. Youth employment opportunities are integrated into this program with a comprehensive strategy for addressing the youth's employment and training needs. The work experience opportunity provides planned structured work experiences that take place in a workplace for a limited period of time. Depending on the needs of the participant, work experiences may be paid or unpaid (internships/job shadowing). Worksites are in the private, for-profit sector; the non-profit sector; or the public sector. These experiences enable youth to gain exposure to the working world and its requirements. Youth are able to acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. This is to provide the youth participants with the opportunities for career exploration and skill development. The work experience program may include the following elements

- Instruction in employability skills or basic workplace skills
- Exposure to various aspects of an industry
- Provide for more complex tasks as the work experiences progresses
- Supported work, work adjustment, and other transition activities
- On-the-job training
- Pre-apprenticeship and apprenticeship programs

The Youth Committee offers summer youth employment opportunities that link academic and occupational learning, and provide other elements and strategies as appropriate to serve the needs and goals of the participants. The summer youth employment opportunities are integrated with a comprehensive strategy for addressing the youth's employment and training needs. The summer employment opportunity also provides planned structured work experiences that take place in a workplace for a limited period of time. Depending on the needs of the participant, work experiences may be paid or unpaid. Worksites are in the private, for-profit sector; the non-profit sector; or the public sector. These experiences enable youth to gain exposure to the working world and its requirements. Youth are able to acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The program may provide youth with the opportunities for career exploration and skill development. The summer program may include the following elements.

- Instruction in employability skills or basic workplace skills
- Exposure to various aspects of an industry

- Provide for more complex tasks as the work experiences progresses
- Integration of basic academic skills into work activities
- Supported work, work adjustment, and other transition activities

4. Occupational skill training, which shall include priority consideration for training programs that lead to recognized post-secondary credentials that align with in-demand industry sectors or occupations in the local area

Youth have access to Individual Training Accounts and can pursue training for High Priority Occupations from trainers on the Eligible Training Provider List. This training does lead to recognized post-secondary credentials.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster

The program offers classroom training that provides a broad array of diploma, certificate, and associate degree programs from trade and technical schools, community colleges, hospitals, vocational-technical schools, and qualified providers licensed under the PA Department of Education to Youth according to their individual service strategy.

6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate

Opportunities include the following.

- Exposure to post-secondary educational opportunities
- Community and service-learning projects
- Peer-centered activities, including peer mentoring and tutoring (past participants working with first year participants)
- Organizational and team work training, including team leadership training
- Training in decision making, including determining priorities
- Citizenship training, including life skill training, such as parenting, work behavior training, and budgeting of resources
- Employability and positive social behaviors (soft skills), which include: Positive attitudinal development, Self-esteem building, Cultural diversity training, Work stimulation activities

7. Supportive services

Programs include the following supportive services.

- Linkages to community services
- Assistance with transportation costs
- Assistance with child care and dependent care costs
- Referrals to medical services
- Assistance with uniforms or other appropriate work attire and work related tool costs, including such items as eye glasses and protective eye gear
- Assistance with books, non-student activity fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- Payments and fees for employment and training-related applications, tests, and certifications

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months

Adult mentoring is integrated into our youth program. Basic skill instructors and worksite supervisors as well as youth case managers serve as mentors to youth by providing support, leadership examples, and any information that is needed by youth. Youth have the opportunity to build relationships with adults in order to gain the additional support that they need due to their individual circumstances.

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate

All youth participants receive follow-up services which suit their needs. Programs include the leadership and development services listed above and also:

- Regular contact with a youth participant through telephone conversations, visits, and written documentation
- Regular contact with employers through telephone conversations, visits, and written documentation, including addressing work-related problems
- Assistance in securing better paying jobs, career development and further education
- Adult mentoring programs
- Tracking the progress of youth in employment after training

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, and referral, as appropriate

The Youth programs provide drug and alcohol abuse counseling referrals, as well as other counseling needs such as, abuse, neglect, etc. The Youth Committee ensures that each participant or applicant receives applicable and appropriate services that are available through the local area, other youth providers, and one-stop centers. Referrals will be made to appropriate training and educational programs that have the capacity to serve the participant on a sequential or concurrent basis. Applicants not meeting enrollment requirements will be referred to appropriate programs.

11. Financial literacy education

Youth have the opportunity for financial literacy education that includes household budgets, informed financial decisions, credit, debt, credit reports, credit cards, comparison of financial products, and multilingual financial educational.

12. Entrepreneurial skills training

Youth have access to training in entrepreneurial programs with information about business development, communication, creativity, etc.

13. Services to 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

Youth have access to local business and employment information including the High Priority Occupation List and career pathways. Youth have the opportunity to explore a variety of careers through the internet, local Career Resource Center, job shadowing, business tours, etc.

14. Activities that help youth prepare for and transition to post-secondary education and training

Youth have the ability to pursue post-secondary education and training through assessment, college and career exploration activities, tours of training facilities, and contact to trainers.

As a core partner, OVR collaborates with the local Tri-County Workforce Development Board 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.

WIOA Youth Eligibility for Out-of-school youth (OSY) and In-school youth (ISY)

The priority of the WIOA Youth program is for Out-of-School Youth. A minimum of 75 percent of the Youth funds allocated to the local area is utilized to provide services to OSY as stated in WIOA. Not less than 20 percent of Youth funds allocated to the local area is used to provide paid and unpaid work experiences as defined by WIOA. In addition, the local area promotes co-enrollment in related programs such as under Title II (ARIN and Butler County Community College) and Title IV (OVR) as well as other appropriate programs within the community.

All eligibility requirements must be documented in the participant file as well as in the system of record, PA Commonwealth Workforce Development System (CWDS).

An OSY is an individual who is:

- (a) Not attending any school (as defined under State law);
- (b) Not younger than age 16 or older than age 24 at time of enrollment; and
- (c) One or more of the following:
 - (1) A school dropout;
 - (2) A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter;
 - (3) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner;
 - (4) An offender;
 - (5) A homeless individual, a homeless child or youth, or a runaway;
 - (6) An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
 - (7) An individual who is pregnant or parenting;
 - (8) An individual with a disability; or
 - (9) A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

An ISY is an individual who is:

- (a) Attending school (as defined by State law), including secondary and postsecondary school;
- (b) Not younger than age 14 or (unless an individual with a disability who is attending school under State law) older than age 21 at time of enrollment;
- (c) A low-income individual; and
- (d) One or more of the following:
 - (1) Basic skills deficient;
 - (2) An English language learner;
 - (3) An offender;
 - (4) A homeless individual, a homeless child or youth, or a runaway;
 - (5) An individual in foster care or who has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption, a child eligible for assistance under sec. 477 of the Social Security Act (42 U.S.C. 677), or in an out-of-home placement;
 - (6) An individual who is pregnant or parenting;
 - (7) An individual with a disability; or
 - (8) An individual who requires additional assistance to complete an educational program or to secure or hold employment.

The Board will require documentation for youth who are included in the category of “requires additional assistance to complete an educational program or to secure and hold employment” using the following criteria:

- Poor Work History or Under-Employed (including no employment history, unable to keep jobs, only part-time low-wage jobs, no jobs related to career pathways)
- Education/Skills Deficient (includes low test scores, currently at risk of dropping out of school, significantly behind in grade level)
- Transportation Issues (no access to reliable transportation)
- At-Risk Youth (includes youth with disabilities, youth in high-risk groups such as foster care)
- Incarcerated Parents
- Recovering from Drug Addiction (lacking a support network)

The Tri-County Workforce Development Board utilizes a competitive procurement process to secure programming for TANF Youth Development Program (YDP) funds. The Youth Committee and Board focuses these funds on work experiences for youth designated as in-school participants. The TANF youth funds will be used to serve year-round activities with both youth employment opportunities and career awareness activities. Tri-County uses the funding allocation for a year-round program. Career T.R.A.C.K. is the local provider organization responsible for providing the youth employment opportunities programming. Blairsville-Saltsburg School District, now doing business as River Valley School District, is responsible for providing the career awareness activities. The WIOA Youth Program Elements being provided are tutoring, study skills training, and instruction leading to secondary school completion, paid and unpaid work experiences with an academic and occupational education component, leadership development activities, supportive services, financial literacy educational components, integrated education and training for a specific occupation or cluster, comprehensive guidance and counseling, including drug and alcohol abuse counseling, services that provide labor market information about in-demand industry sectors and occupations, and postsecondary preparation and transition activities. Supportive services are available to participants in the program if available and are referred to partnering agencies if additional support is needed.

The local provider organization providing the programming are responsible to recruiting youth participants for the programs. Multiple methods are being used to recruit participants for these programs. The local provider organizations work in collaboration with local County Assistance Office(s), the Department of Human Services' Employment and Training providers, PA CareerLink®, and other WIOA funded programs. Local provider organizations reach out to local community agencies and school districts in the area to recruit participants. Other methods of recruitment are fliers displayed around the community.

The TCWDB Youth Committee will continue to work on recruiting participants from actual TANF households. Multiple strategies will be utilized to achieve this. First, providers will give the program information to the local County Assistance Offices to disseminate to families receiving assistance. By directly giving the information to households receiving assistance, this reaches both the in-school and out-of-school youth that are TANF eligible for available programs. Next, providers will also work collaboratively with other community agencies as well as other Tri-County Workforce Investment Board, Inc. partners and providers such as the LMC, EARN, and KEYS, in recruiting TANF eligible participants that may have previously or are currently receiving services through these other partners. Each provider will target youth from TANF households.

High quality academic and workforce development programming is essential in recruitment and retention of TANF teens. In offering programs to these teens, these work experience and career awareness programs must coincide with Pennsylvania Academic Standards for Career Education and

Work that are now in place. Through work experiences and job skills development, our TANF programs are aligned with the Pennsylvania Academic Standards for Career Education and Work. This makes the TANF allocated programs more valuable for TANF in-school youth to help meet their requirements for high school graduation. The hourly wage for year-round work experiences was increased four years ago from \$7.50/hr to \$10.35/hr. The \$10.35 per hour continues to be the wage amount as per recommendation of the Youth Committee. This is regularly reviewed to make sure it is in line with local area needs.

The local provider organization(s) are responsible for recruiting employers/organizations for work experience, building and maintaining these connections, and establishing recruitment efforts. Recruitment efforts are conducted by reaching out to businesses and organizations in the area to offer services through work experience. The connections are built and maintained through a constant effort to remain in contact throughout the duration of the work experience program. Prospective businesses, schools and community agencies that will host employment opportunities, job shadows, tours and provide speakers may include but are not limited to: AAAA Tire, Associated Artists of Butler County, Armstrong District Attorney, Kittanning Care Center, North Apollo Borough, Parker Personal Care Home, Saxony Health Center, Slippery Rock Area Parks and Recreation, Southwest Game Farm, Goldstrohm Auto, Walker and Walker Equipment, Housing Authority of Butler County, Indiana County Parks and Trails, Allegheny Valley Land Trust, Miller Manufacturing, Lynn Haven Personal Care Home, First Commonwealth Bank, S&T Bank, Pennsylvania College of Technology, Excelsa Health, H&W Global, Clark Metal, Oberg, Indiana Insurance, ExOne Digital Part Materialization, and Westmoreland County Community College.

Local community agencies and schools that Tri-County will partner with for participant recruitment include but not limited to: local CAO's, EARN, KEYS, Armstrong School District, Blairsville-Saltsburg School District, Butler County Area Vocational and Technical School, South Butler County School District, Justice Works, Karns City School District, Lenape Technical School, Community Guidance Center and Adelphoi Village.

A portion of the TANF funding will be utilized for the purpose of an incentive for participants. First, the incentive for the year-round youth employment opportunities program is \$100 available to all TANF eligible youth in the program. To be earned, the participant must complete the required minimum number of work experience hours and increase or maintain their work readiness skills. The hours worked are tracked and documented through timesheets signed by both the participant and the worksite supervisor. The increase in work readiness skills is documented by the use of a work readiness skills attainment ratings evaluation. Shortly after starting the work experience, the participant's supervisor will evaluate their work readiness skills and the participant will be re-evaluated at the completion of the work experience. Next, there is an incentive for the year-round career awareness program of \$200 available to all TANF eligible youth in the program. This is earned for completing the program including a minimum of 16 hours in a job shadowing experience. Completion of the program will be documented through scored assessments. The job shadowing experience hours will be tracked and documented though signed timesheets.

The WDB staff member responsible for implementation, tracking and reporting of the TANF Youth program is Ron Rummell, Youth Program Coordinator, Tri-County Workforce Investment Board, Inc., Phone: (724) 282-9341, ext. 110, rrummell@tricitywib.org.

The Provider Contacts are the following.

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TANF youth program provider staff are responsible for completing the TANF YDP Preliminary Eligibility Screening Tool for participant eligibility. Ron Rummell, Youth Program Coordinator and local program staff participated in State training to learn how to complete the process for this tool.

The Tri-County WDB monitors all local providers to ensure that required documentation is present for review and that all requirements of the program are being fulfilled. The Youth Program Coordinator is responsible for all files whose programs are funded through TANF funding. Checklists that correspond to the program being monitored have been developed to ensure that all appropriate documentation is present.

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

The local area provides Rapid Response services as an early intervention to assist workers and employers affected by layoffs, plant closures, or natural disasters. It provides access to the Commonwealth's PA CareerLink® system of user-friendly resources and information to help transition workers into reemployment. The local area adheres to all guidance for Rapid Response and Trade issued by the federal government and state that is released.

Rapid Response activities are triggered when the Department of Labor and Industry, the local WDB, and the local PA CareerLink® learn of a planned closure or layoff either by receiving a notice as required by the Worker Adjustment and Retraining Notification (WARN) Act, through the media, or by other contacts in the local area. Services may also be offered when Pennsylvania experiences mass job

dislocation as the result of a disaster. There is no charge to the employer or employee for these services and they are provided regardless of the reason for the layoff.

In addition to the traditional role of Rapid Response in responding to layoff notices, the local PA CareerLink® partners are working to integrate Rapid Response staff and resources into the total toolkit for ongoing employer services. As noted in section 3.4 of this plan, Pennsylvania's Rapid Response program has a well-developed approach and materials to deliver to employers to help prevent lay-offs, and these resources will be blended with the new UC Work-Share program and the Strategic Early Warning Network of the Steel Valley Authority.

The Local Area works with the state-assigned Rapid Response Coordinator for the region. The Coordinator's role is to coordinate with LWDA companies and/or the representative of the employees, whose workers are adversely affected by layoffs, plant closures or natural disasters to provide a Benefits Rights presentation on site or at a central location for all workers involved in the lay-off. Depending on scheduling, this presentation is provided prior to the lay-offs or as quickly thereafter as possible. Integration of Rapid Response includes Bureau of Workforce Partnership & Operations and Career T.R.A.C.K., Inc. (WIOA) staff in presenting information about the One-Stop's employment and training resources. Coordinated through the regional Rapid Response Coordinator, meetings with affected workers are provided on site, at off site locations or in the One-Stop. PA CareerLink® staff will conduct an initial assessment, which will consist of identifying employment interests and barriers, scheduling a comprehensive assessment, a review of Trade benefits, pertinent deadlines, and provide guidance on the worker's next steps such as workshops, WIOA enrollment or other services. All workers who are or will be unemployed are provided information directly from the providing entities: the PA CareerLink®, Title I Dislocated Worker training monies, Unemployment Compensation, CHIPS and Adult Health Care options, various community-based organizations, and non-profit consumer credit counseling. If they are trade-eligible, they are also provided with the booklet and timeline fact sheet regarding accessing training, job search and/or relocation monies. If employees are not present at these meetings, PA CareerLink® staff will call and email the workers to set up additional meetings and provide information. In addition, PA CareerLink® staff holds follow-up meetings with workers wishing to receive more information additional services.

The LWDB ensures that Dislocated Worker monies are available for re-training and that the one-stop staffs provide information about their services, as well as applicable supportive services in their respective counties. If the local area decided that additional funds are needed based on the local data and training needs received from the dislocated workers, the local area will apply for additional rapid response funds. In addition, Trade-affected workers are enrolled in the WIOA Dislocated Worker program. WIOA PA CareerLink® partners are urged to consider this information when working with dislocated workers who are awaiting certification of a pending Trade petition and immediately after receiving referrals of trade-affected workers from BWPO staff.

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?

The local board will coordinate activities with education and training providers in the local area, including providers of workforce development activities, providers of adult education and literacy

activities under Title II, providers of career and technical education, and registered apprenticeships. The area is home to many educational providers including: two state universities, two intermediate units, three tech centers, two community colleges (home to BCCC and WCCC branch), one community education council, several private sector trainers, as well as several secondary education programs. Each provider works to participate in meeting the training needs of the local area. The local area works with the educational providers with the Eligible Training Provider List as well as with working to meet the needs of business for incumbent worker training with the industry partnership. Educational providers have always been active in the industry partnerships to coordinate strategies. Because everyone is working together, there is less duplication of services. For example, community colleges have a different focus than the state universities. The local board, with representatives from secondary and postsecondary education programs, shall work with businesses in the local area to develop and implement career pathways by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. By increasing a focus on apprenticeships, programs may enhance performance outcomes since apprenticeships can provide positive performance measures for multiple indicators of performance.

TCWDB coordinates with the local Title II Adult Education partners to appropriately refer customers to the important education, GED/HiSET attainment, literacy, and other services offered through these programs. Title II Adult Education programs provide direct access to services with staff physically present at the PA CareerLink® sites. TCWDB and our Title II Adult Education partners 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.

The local board has strong relationships with the local CTCs and community colleges. For many years, board staff have served on various committees at the local educational institutions including occupational advisory committees and the Perkins Committees at Butler Area AVTS, Lenape Technical School, Indiana County Technology Center, Butler County Community College, and Westmoreland County Community College. In addition, school representatives serve on the Workforce Development Board and Youth Committee. With the implementation of the Perkins Act legislation, the local board participates in all CTE comprehensive needs assessment planning sessions to review performance, career pathways, sufficiency of size, scope, quality of programs, recruitment and retention of staff and students, and equal access of all career and technical education programs. The Board will continue to provide data regarding industry sectors and occupations as well as career pathways that are identified as in-demand occupations to the schools as it has done for many years. In addition, the Perkins recipients utilizes the PA CareerLink® for recruitment of participants as well as job search for graduates.

The board is well aware that duplication of services is wasteful and unproductive. There is an ongoing dialogue at the committee and the board level about this issue, as reducing duplication is a particular priority as funds for training are limited. The concept of the one-stop centers has greatly reduced duplication of efforts as a result of increased coordination of efforts of the PA CareerLink® partners under the leadership of the board and the one-stop operator. The business services teams coordinate their efforts through dividing tasks into industry sector focus areas. The structure of the board has allowed for the exchange of best practices among training and education partners and immediate feedback from private sector board members about the effectiveness of the efforts. The board has actively sought to reduce the number of partners visiting employers by focusing the efforts and conveying leads and employers needs through increased post-visit communications that bring joint agency, coordinated solutions.

The board remains constantly vigilant about the funding streams and maintains a high level of cost control. The Board Executive Director, Assistant Director, and Fiscal Director, and the Fiscal Committee review and oversee financial matters related to Tri-County Workforce Investment Board's scope of authority and plans. Federal, state and internal procedures are strictly followed for all purchases. Financial controls also ensure that purchases are necessary and reasonable.

A primary means of reducing duplication of efforts is the shifting of emphasis toward sector-based employer planning in the context of Industry Partnerships and now within the Next Generation Partnership structure of the Commonwealth. With career pathways as the language of the system, educational programs are tied directly to employers' needs on a sector basis, and employers are engaged as full partners in providing work-based learning opportunities tied to classroom instruction. The board has contracted with an outside vendor to create career pathways structures in Healthcare, Manufacturing, and IT, and will continue to refine and streamline courses, relevant certifications, and work-based learning opportunities within these structures.

The board continues to partner to provide relevant training opportunities for registered apprenticeship and pre-apprenticeship programs through partnerships with the 20 current RA sponsors, Builders Guild, employers, trade organizations, postsecondary institutions, Keystone Development Partnership and the German American Chamber of Commerce. Registered apprenticeships are also included on the Eligible Training Provider List as a training option for jobseekers.

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.

Within the PA CareerLink®, program staff is aligned functionally, rather than by program. Aligned functions include: welcome function to include the greeting and initial intake and assessment of customers; skill and career development function to include the provision of career and training services; and business services function to include building relationships with employers through regional initiatives, including but not limited to sector partnerships, business alliances and identifying opportunities to address the human resource needs of employers. This alignment offers direct access to a broader range of services that can be adapted and leveraged to address each customer's unique needs.

In February 2019, the Commonwealth implemented the CWDS 2.0 Program Referral System. The local TCWDB PA CareerLink® partners began to utilize this for internal and external referrals. Utilizing this referral system fosters collaboration, improves services, improves communication between partners, and enhances outreach, recruitment, and marketing for program services

It is noted that OVR is mandated to provide services only to individuals with disabilities based on the program's authorizing statute. In that role OVR staff may only provide technical assistance regarding the provision of disability related services to PA CareerLink® staff. Functional supervision and training of OVR staff must remain under the purview of OVR management to ensure adherence to the statute.

Partners focus on the common issues of offering a seamless continuum of services for jobseekers and employers, sharing responsibility for improved performance and ensuring informed customer choice. Local employer and job seeker customers have complete access to the entire continuum of core, intensive and training services at the PA CareerLink® centers. In addition to having physical sites where partnering agencies are collocated, the local PA CareerLink® partners strive to make every other path to services available to potential customers, including allowing for electronic access to services and establishing a referral network for all investing, contributing and affiliated agencies. All jobseekers begin their services with the PA CareerLink® Career Resource Center. This entry level core service provides the job seeker with the complete guide of PA CareerLink® Services. From providing assistance with registering on the PA CareerLink® website to referral to a participating partner, the Career Resource Center covers all aspects of entry level job search and guidance. This entry way to PA CareerLink® services paves the way for intensive and training services if needed.

Every individual who enters the PA CareerLink® fills out an intake form which indicates his/her background (employed, unemployed, dislocated, UC recipient, veteran, educational level, etc.) and services that they may need (youth, aging, VA, disability, job search, GED, training program, resume, etc.). This form is then used as a referral mechanism that is distributed to partners and renters so that individuals can be contacted. In addition, there is a workshop for those people in general career services. Everyone is then told about all the individualized career and training services that are available in the PA CareerLink® at the workshop. Partners and renters refer clients back and forth to each other as clients need services. Employers transition between services easily and are presented with information about the services and assistance available at the PA CareerLink®. While employers may use the PA CareerLink® services as self-service, employers are also provided with information that they may have staff assistance for using the PA CareerLink® system, screening applicants, hosting interviews, etc. For example, employers may enter job orders within PA CareerLink® that may or may not be staff-assisted. In addition, partners work directly with employers for special events such as job fairs. Employers may take part in training activities by becoming a site for on-the job training opportunities or hiring newly trained individuals.

The purpose of the PA CareerLink® is to create a seamless system of service delivery that will enhance the access to individual program services while improving long term employment outcomes for both job seeker and employer customers receiving assistance. The One-Stop Operator designs the integration of systems and coordination of services, developed in collaboration-with the board. The One-Stop Operator implements the key elements of the Memorandum of Understanding (MOU), evaluates performance and customer needs, maintains the one stop service plan, acts as a liaison with the WDB, markets the PA CareerLink®, recruits partners, assures adherence to the provisions of Memorandum of Understanding, defines and provides means to meet operational goals, share and maintain data, responds to community needs, facilitates team building, and recommends to the WDB when necessary the need for additional access points. The WDB defines the role of the one-stop operator, determines the number and type of PA CareerLink® sites in the WDA, defines minimum requirements for each site, sets performance standards, reviews, monitors, and evaluates performance, charters PA CareerLink® sites, and negotiates the memoranda of understanding of the PA CareerLink® partners to provide services.

The WIOA Title I provider is co-located in one of the PA CareerLink® centers in order to avoid duplicative costs. In the second location, the WIOA Title I provider is co-located in the same building but not the same office suite due to space limits of the PA CareerLink®. However, the WIOA Title I provider does have office space within that PA CareerLink®, and staff regularly go back and forth between the two office suites to provide services. In the third location, a building could not be found that had enough

space to house both the WIOA Title I provider and the PA CareerLink®. However, the WIOA Title I provider does have office space within the PA CareerLink®, and staff are regularly at the site to provide services. The business services teams coordinate their efforts through dividing tasks into segments. The structure of the board has allowed for the exchange of best practices among providing partners and immediate feedback from private sector board members about the effectiveness of the providers' efforts. The board has actively sought to reduce the number of partners visiting employers by focusing the efforts and conveying leads and employers needs through increased post visit communication. In addition, feedback is received via surveys from job seekers and employers. The operator as well as the board reviews this feedback and incorporates changes to improve services as needed.

The Board is ultimately responsible for the integration of services via its One-stop Operator for the PA CareerLink® offices along with all the partners. The One-Stop Operator will work with the Site Administrators on:

- ❖ Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program within the context of commitments made by each partner in the Memorandum of Understanding (MOU).
- ❖ Ensuring that services are seamless to the job seeker and employer customers, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another, and that there is a smooth customer flow to access the array of services available in the workforce center and via connections to all partners.

Cross-training is accomplished primarily at regular meetings when PA CareerLink® partners discuss program coordination, new programs, and training that is needed for implementation. When longer training sessions are needed, a special time will be set aside for the training and the audiences for the training will be identified. In all cases, training of staff must be authorized by the formal supervisor within each partner's structure.

4.12 How will the local board coordinate WIOA title I workforce investment activities with adult education literacy activities under WIOA title II?

TCWDB fully supports the vision of WIOA and the Commonwealth for improved coordination and collaboration across WIOA programs and partners, including Adult Education and Literacy. Representatives from the local Title II providers are on the local workforce board. Just as the TCWDB has engaged with adult education providers through surveys, plan reviews, and meetings during the development of this local plan, TCWDB will continue to engage with eligible adult education providers throughout the implementation of WIOA.

TCWDB staff and local board members will review local adult education provider applications under WIOA Title II, taking into consideration their alignment with the strategies, vision, and goals outlined in the local workforce development plan. TCWDB will utilize the process and scoring criteria established by the PA Department of Education and follow any additional guidance provided to the Board on the process. Procedures announced by the PA Department of Education call for the local Adult Education proposers for services in the local area to submit applications directly to PDE. PDE will perform an initial review to ensure compliance by the proposers with requirements established by the PDE. PDE will then

share applications related to each workforce area with the appropriate workforce development board, along with the scoring framework that is being employed by the PDE. Local boards will then send recommendations regarding local Adult Education provider proposals to the PDE for consideration during PDE's final review, scoring, and selection process. PDE will make final decisions and inform the local board so that representatives of Adult Education providers can be included in service coordination meetings led by the one-stop operator.

The one-stop operator coordinates services with the representative of the local Adult Education providers who provide the adult education and literacy activities (ABE/HSE). In general, this will be accomplished by assisting adults to become more literate and obtain a knowledge and the skills necessary for employment and self-sufficiency. Assistance will also be provided to adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their family. Adults will be assisted in attaining a secondary school diploma and in the transition to postsecondary education and training (including through career pathways). Assistance will be provided to individuals who are English language learners including service to immigrants in order to improve their reading, writing, speaking, and comprehension skills in English and mathematics skills, and in acquiring an understanding the American system of Government, individual freedom, and the responsibilities of citizenship.

The ABE/HSE training will be provided with an emphasis on academic skills, life skills, or job skills. The local ABE/HSE representatives will conduct classes both on and off PA CareerLink® sites. Students working towards their Commonwealth Secondary School Diploma will be able to use this class as an extension to develop the skills necessary to pass a High School Equivalency test. The course will consist of individualized and group instruction based on the students' specific goals and objectives. Examples of Adult Literacy Program services include: basic skills testing in reading and math desired by any PA CareerLink® visitor, High School Equivalency orientation for high school drop-outs desired by any PA CareerLink® visitor or Career TRACK youth referral, PA CareerLink® computer workshop, computer literacy for those with little computer experience, English as a Second Language (ESL) and High School Equivalency preparation classes for youth and others.

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?

In general, the establishment of the PA CareerLink® one-stop centers in the local area helps to ensure that the educational and job skill needs of all local jobseekers are met. By offering a truly integrated array of adult education/ABE/GED services, a link to specialized services such as job coaching and career assessments, individually designed career exploration workshops, job search and job retention seminars and a complete array of training providers for the local occupational demand areas, individuals will have access to all available resources regardless of their point of entry. For targeted populations including individuals with barriers to employment and long-term unemployed, the development of strategies to support the use of career pathways with workforce development activities, education, and supportive services to enter or retain employment is crucial. Every individual who enters the PA CareerLink® fills out an intake form which indicates his/her background (employed, unemployed, dislocated, UC recipient, veteran, educational level, etc.) and services that they may need (youth, aging, VA, disability, job search, GED, training program, resume, etc.). This form is then used as a referral mechanism that is

distributed to partners and renters so that individuals can be contacted and barriers are discussed. In February 2019, the Commonwealth implemented the CWDS 2.0 Program Referral System. The local TCWDB PA CareerLink® partners began to utilize this for internal and external referrals and continues whenever possible.

Low-income individuals and individuals receiving public assistance have special needs that can be addressed through intensive coordination between service providers. These individuals may need more in-depth assistance and guidance to begin and complete the path through career and training services. Similarly, veterans may have a unique set of needs and barriers that would require an integrated approach. While USDOL Veterans services will offer an excellent starting point, the integrated nature of the PA CareerLink® system will offer veterans greater opportunity to choose a direction and a service path. As with all programs, duplication of services is avoided by the seamless network of delivery that is provided to clients in the PA CareerLink®. Clients provide intake information for proper referral to PA CareerLink® partner programs.

The local area's LEP Plan is designed to serve and to quickly be able to respond to those customers with Limited English Proficiency by having immediate access to an interpreter who can translate communication between the customer and the staff through the Language Line interpretation services. A poster is prominently displayed in the reception area, and Language Identification Cards are at the Reception Desk and on the staff worktable in the CRC for ready access. Staff who answer the main phones all have a copy of the Quick Reference Guide for receiving a call from a Limited-English speaker, while all staff have the Language Line step-by-step procedures. Since we recognize the confidentiality issues which may be involved, we have a room close to the reception point so that the customer can be taken there for assistance. In addition, referrals are made to ESL programs.

Individuals that are basic skills deficient have literacy connections through Adult Basic Education, Remediation programs and others that are offered through universal access to our customers. Butler County Community College provides a Literacy program (ABEL) which encompasses GED Review classes, English as a Second Language (ESL), and math and English remediation to the public at no charge. ARIN Intermediate Unit also provides ABEL programs such GED and basic skills classes. These ABEL programs are located in the PA CareerLink®. Customers are provided with information on all of these providers and decide for themselves which provider best suits their needs. These skills are important in increasing the employability of clients.

The Local Veterans Employment Representative (LVER) provides functional responsibility for Veterans' Programs. LVER responsibilities include referral and placement, job development, referral to social services and follow-up to determine success of activities. Staff assist veterans with connecting to the appropriate service organizations or veteran support groups and work closely with that person with regular 30, 60 and 90 day follow ups to insure that the veteran is receiving the support and assistance he needs to return to or change employment. Staff maintain knowledge of and contact with various veteran organizations, employers and community organizations to assist veterans to prepare for and enter employment. The LVER also reviews and analyzes veteran programs and performance standards to determine success of programs and prepares required reports to ensure compliance with veteran standards. The LVER can provide information and referral to Veteran programs such as Veterans Retraining Assistance Program (VRAP), and Federal Benefits for Veterans and Dependents. Veterans receive personalized assistance which begins with staff who personally meet with every veteran who enters the office or enrolls on the website from home. The LVER provides employment workshops there

for any veteran in the VAMC and then coordinates with their case manager to offer employment workshops in the PA CareerLink® for those same people to be in the office to enroll on the website and to be in an employment setting. By leveraging the PA CareerLink® resources with those of the local VA, we have been able to offer open houses for veterans, bringing to one site all the veteran service organizations and benefit providers for veterans and their families to make connections and have their questions answered all in one stop.

Ex-offenders are encouraged to participate in workshops offered through the PA CareerLink®. In Butler, the Starting Over After a Record (SOAR) workshop is offered in the One-Stop. Co-facilitated by the local crisis intervention agency, the county's Drug and Alcohol program, OVR and the One-Stop, the workshop is designed to provide the support and community connections needed by ex-offenders in order to stabilize their lives and get the needed assistance while also learning job search techniques and assessing their own skills to prepare for employment. Recognized in the community for its value, the program is also offered one day a month in the local prison to those on work release. Because of this involvement, the One-Stop has been asked to participate in many of the city and county initiatives to work with ex-offenders. Workshops are conducted by PA CareerLink® staff for male and female adult inmates on jail premises. PA CareerLink® resource material is provided and discussed during the workshop and inmates are encouraged to visit the Pa CareerLink® upon release for job search, training and employment related assistance.

Migrant and seasonal farm workers receive all of the services provided to all jobseekers accessing our services, and with the LEP Plan in place, communications of their needs and our services is now insured with the Language Line. Migrant and Seasonal Farm Workers (MSFW) will receive qualitatively equivalent and quantitatively proportionate services equal to those provided to all other customers. MSFWs will receive the full range of employment services, benefits and protections including counseling, testing, and job and training referral services. In providing such services, all PA CareerLink® offices will consider the preferences, needs, and skills of individual MSFWs. In addition, when listings of migrant seasonal positions in other counties of PA are received, they are shared with jobseekers. Those with disabilities are provided with targeted services through OVR, Career Opportunities for the Disabled and Goodwill and through the TTY in the office which has a dedicated phone line. These services include assessment, career planning, training, accommodations, and/or job coaching. This group further benefits from the efforts of the One-Stop's ADA Focus group which is comprised of those with disabilities and who help in the oversight of ADA efforts and accessibility in the office and in our activities.

Individuals training for non-traditional employment have often started with the PA CareerLink® and its services and workshops located within our local area. The local unions have been targeting this group of individuals as well, and both Trade Act and WIOA funding have enabled many of these individuals to complete the requisite training for their new fields.

Women receive the same services available to everyone but special consideration is given to those indicating low income due to recent death of a spouse, those with children receiving public assistance and those transitioning from being homemakers into the job market. Many of these jobseekers are not aware of the variety of services available to them, including the Senior Aide program for aged 55 and up. Clients who have lost a spouse or whose spouse or dependent children are disabled are referred to Social Security. Those with children who are on assistance may qualify for the EARN program and other special services to aid in the reemployment process. Those who are displaced homemakers are strongly encouraged to participate in various workshops to update their skills. There is also concern for those

indicating they are dealing with verbal and other types of spousal abuse, and they are immediately referred to appropriate agencies.

Older Adults also receive the same services available to everyone but may also be referred to the Senior Community Service Employment Program (SCSEP). There are SCSEP Senior Aides Programs in Butler, Armstrong, and Indiana Counties.

Minorities receive the same services as everyone accessing the One-Stop and are afforded the full range of career and training services as anyone else meeting the specific income or other guidelines required to participate. Assessment, training opportunities, placement, and supportive services are explained and promoted to all potential clients.

Local agencies have been serving individuals who have multiple barriers to finding employment including individuals who are basic skills deficient. This customer base presents the biggest challenge to the PA CareerLink®. These customers need more than just career and training services. They may face such issues as language barriers, domestic violence, limited literacy skills, discrimination, and other obstacles. The local area also has an excellent history of combining the services of partnering agencies like OVR, the Intermediate Units, the local Title One assessment and adult education services, literacy providers, the sheltered and progressive workshops and other providers to assist individuals whose basic skill levels are extremely low. Serving individuals with multiple barriers will also be a true test of the effectiveness of an integrated approach to services.

Reemployment Services form a major initiative of the One-Stop as we work to assist those workers laid off from their jobs (recently or long-term) or whose work hours have been cut to locate suitable employment and/or training to enable them to return to self-sufficiency. The PA CareerLink® conducts a workshop that emphasizes the services in the One-Stop and in the area that will provide support while encouraging enrollment in workshops that could help to jump start the job search process – resume writing, job search skills, financial literacy, etc. Integration of Rapid Response includes PA CareerLink® staff in presenting information about the One-Stop's employment and training resources. Coordinated through the regional Rapid Response Coordinator, meetings with affected workers are provided on site, at off site locations or in the PA CareerLink®. All workers who are or will be unemployed are provided information directly from the providing entities: Unemployment Compensation, Highmark Blue Cross/Blue Shield and CHIPS, United Way, and Consumer Credit Counseling of Western PA.

Dislocated workers receive Rapid Response and Title I services if their company closed or there was a large layoff so that they are aware of career assessment and training, healthcare, credit counseling, PA CareerLink®, United Way and other services in the community which they can access, as well as their eligibility for unemployment. Trade Act services are provided in the PA CareerLink® through integrated employment evaluation and career assessment and training application support. Eligible people work with One-Stop staff who have received the training on the program and its on-line application and other forms. Where employment is considered likely, the staff work with the job seeker to develop a current resume and actively work to refer him to suitable employment. If a job is not likely to offer at least 80% of his last wage, then staff encourages the person to consider formal training or possibly an OJT contract in which he can acquire and develop skills while being paid.

By combining the expertise of partners who can provide counseling, supportive services, ABE/GED, literacy training and advocacy, the local system should offer all individuals a chance to reach economic self-sufficiency. Businesses are offered opportunities and assistance to recruit employees through job

fairs, PA CareerLink®, and other activities. In addition, businesses are provided with locations for interviewing as well as labor market information such as wages in the local area. Businesses may also take part in industry partnerships and work with the PA CareerLink® to provide a clear picture about the needs of the industry. Also, job seekers are also marketed to employers through various programs. This allows the WDB and PA CareerLink® to better serve the industry by referring appropriate potential employees and referring clients to appropriate training.

The local area will serve individuals with barriers to employment, including: veterans, low-income individuals, recipients of public assistance, individuals who are basic skills deficient, and individuals who are underemployed and low income. Based on the data analysis, income and education are the area's largest barriers of employment. Through the PA CareerLink® offices, the local area 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.

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 veteran service providers, provides information about and referral to veterans programs, and reviews and analyzes veterans program to ensure compliance with veteran standards. Disabled Veterans' Outreach Program (DVOP) specialists focus on their primary core role which is to provide case management and career services to targeted Veterans. Veterans are linked with other services in the area including the Veterans Administration. As part of the Southwest Region, tri-county is part of the Veterans Value Initiative which 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.

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, the local board will explore opportunities to strengthen the partnership between Title I WIOA services and EARN providers. This customer base presents the biggest challenge to the PA CareerLink®. These customers need more than just the basic career and training services. They may face such issues as language barriers, domestic violence, limited literacy skills, discrimination, and other obstacles. The local area also has an excellent history of combining the services of partnering agencies like OVR, the Intermediate Units, the local Title I assessment and adult education services, literacy providers, the sheltered and progressive workshops and other providers to assist individuals whose basic skill levels are extremely low. Serving individuals with multiple barriers will also be a true test of the effectiveness of an integrated approach to services.

Individuals with basic skills deficiencies who enroll in Title I services through PA CareerLink® will be also be 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. Literacy connections including Adult Basic Education, Remediation programs and others are offered through universal access to our customers. Butler County Community College, provides a Literacy program (ABEL) which encompasses GED Review classes, English as a Second Language (ESL), and math and English remediation to the public at no charge. ARIN intermediate Unit also provides ABEL programs such as GED, ESL, and basic skills classes. These ABEL programs are located

in the PA CareerLink®. Customers are provided with information on all of these providers and decide for themselves which provider best suits their needs. These skills are important in increasing the employability of clients.

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 who have been determined eligible to receive services under WIOA Title IV 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.

OVR Vocational Rehabilitation Counselors provide eligible WIOA Title IV customers with multiple, individualized services such as diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. OVR also provides both eligible and potentially eligible 14 to 21-year-old in-school youth with disabilities pre-employment transition services designed to prepare them to enter competitive, integrated employment. Pre-employment transition services include paid work-based learning experiences, job shadowing as well as vocational counseling and guidance. Also offered are group training on workplace readiness, independent living skills, and self-advocacy skills.

Staff from the Bureau of Workforce Partnership and Operations (BWPO) provide some direct assistance to UC claimants and employers at the PA CareerLink® sites. BWPO staff are required to keep records of time spent assisting UC claimants and employers and there are certain identified personnel services that BWPO staff provide that are reimbursed by the UC Program. BWPO staff will continue the processes for referral with approved activities they conduct on UC's behalf. This would include opportunities for referral through partner collaboration, including services available for employers.

The Pennsylvania Department of Community and Economic Development (DCED) participates in the local workforce service delivery system via the local Community Service Block Grant (CSBG) agencies. CSBG agencies located in the local workforce development area may:

- Participate on local and regional planning groups;
- Engage in Business Service Teams activities;
- Have print materials available in the PA CareerLink® centers;
- Be linked to local workforce websites on computers;
- Potentially hold meetings at PA CareerLink® centers;
- Conduct joint employer outreach sessions as necessary; and
- Seek to leverage grant funding opportunities.

Finally, individuals who are underemployed and low income receive access to the services mentioned above. In addition, these individuals receive access to case management, career services, career pathways, training, and credentials as appropriate. This allows individuals who are underemployed to gain skills and to follow a career pathway.

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

PA CareerLink® offices in the three counties reach out to employers through Business Services Teams, which consist of joint membership from all the PA CareerLink® partners. These teams visit employers and invite them to the one-stop centers for information and services.

One of the key services offered to employers is filling of job orders. The PA CareerLink® system allows employers to view resumes and match job seekers to job openings via the on-line System. Employers can register through the on-line PA CareerLink® site, <http://www.pacareerlink.state.pa.us>

Employers have access to a full array of services including:

- a. Recruiting staff
- b. Interviewing
- c. Obtaining assistance with policy & regulations
- d. Accessing subsidized employment opportunities
- e. Accessing tax incentives
- f. Job Fairs
- g. Workshops

The PA CareerLink® centers are staffed and operated by a consortium of local partners who ensure the local one-stop centers offer quality services to job seekers and employers. Business Services Team members are referred and refer all of the above services including promoting Registered Apprenticeships. Registered Apprenticeship opportunities are shared by the TCWDB to the PA CareerLink® partners through various collaborations and the Commonwealth presents information on them through information sessions such as BWPO Interval training with the Apprenticeship and Training Office.

The PA CareerLink® partners share the costs of operating the physical one-stop site. These partners act as a consortium to coordinate services that implement the Board's priorities within the one-stop centers. PA CareerLink® partners are those agencies that provide employment and training services through the one-stop centers. Mandatory partners are outlined in the Workforce Innovation and Opportunity Act. Other partners are recruited locally to increase services to employers and job seekers. The on-site services are provided based on the available positions brought forth by the different agencies working within the different PA CareerLink® centers. Customers may be referred for additional services outside the PA CareerLink® as needed. There is a PA CareerLink® center located in each of the three counties.

OVR Business Services Team staff provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals with disabilities. OVR business services include reasonable accommodation consultation, 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. OVR's 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.

The local board also facilitates a connection between businesses and education. Whenever, businesses approach the board with questions regarding workforce development, board staff and the PA CareerLink® representatives will discuss funding opportunities including WEDnet PA and refer companies to educational partners. Through the local industry partnerships, businesses often connect to students and educators to promote industry career paths by providing industry information and tours. Working with the emerging workforce has been a priority of the local industry partnerships.

In addition, the board has created the Tri-County Business-Education Partnership Program. Through career pathway promotion, best practice sharing, and strategic planning, partners in the local area work to expand the partnership to develop, implement, and continuously improve school-based, work-based and connecting activities. The partnership connects schools, employers, parents, and students to provide career-related group experiences and exposure opportunities for students through employer tours, summer camps, job shadowing, career mentoring, etc. These programs increase awareness of in-demand technical careers and the technical skills required by employers. The end result of the effort is a business-education partnership with a unified connection between schools and businesses in the entire region. Through everyone working together, youth are better prepared for the future and employers will find employees with the skills that they need. The Business-Education Partnership served over 2200 students and 161 employers. This past year, county-wide career fairs were held in Armstrong and Indiana counties that reached 896 students and 87 employers.

The board has also worked with Midwestern Intermediate Unit, ARIN Intermediate Unit, and Oberg Industries on Teacher in the Workplace projects as well as creating its own program for the region. The Teacher in the Workplace Program allows an educator to spend time in a business or industry environment working side by side with a professional in the field. The educators learn a variety of occupations that need a variety of skills levels. The educators then incorporate this experiential learning into their work or classroom curriculum by using the information, techniques, skills, and hands-on experiences gathered through their time with the employer. This project enables educators to learn about local workforce needs, high priority occupations, and skills needed in today's workforce. In addition, businesses gain a better understanding of what is being taught in the classroom and to have influence on the future curriculum.

Business Services Teams, including Title I staff, can utilize the Registered Apprenticeship Desk guide to promote and engage employers, offer the designated local ATO staff to clarify information and instruct how to set up an apprenticeship opportunity, promoting current RAs to be posted on the PA CareerLink® website, included on the ETPL, and provide informational sessions to educate RA sponsors about the services and funds they can provide that support RA programs.

4.15 How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

Populations needing supportive services are determined on their intake form and assessed by the agency that the client is referred to for services. By assessing individuals, employment barriers are more clearly defined and assistance may be given to ensure success in the workplace. Adults and Dislocated Workers will also find information on each partner's programs, supportive services (including

transportation, child care, dependent care, housing and needs related payments), and information on the partner referral network. Programs include the following supportive services.

- Linkages to community services
- Assistance with transportation costs
- Assistance with child care and dependent care costs
- Referrals to medical services
- Assistance with uniforms or other appropriate work attire and work related tool costs, including such items as eye glasses and protective eye gear
- Assistance with books, non-student activity fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- Payments and fees for employment and training-related applications, tests, and certifications

In addition, the provision of information, in usable and understandable formats and languages, is available for individuals. The information relating to the availability of supportive services and appropriate referrals to those services and assistance include: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under Temporary Assistance for Needy Families, and other supportive services and transportation provided through that program.

Regionally, the WDBs will utilize PA 2-1-1 Southwest, a resource and information hub that connects people with community services as well as other community agencies within each county to provide supportive services. In addition, information about public transportation as well as carpooling through Commuteinfo (a ten county customer-focused full service commuting options resource center) will be provided to anyone who needs it.

Lack of available transportation remains an issue that impacts both job seekers and employers throughout the Southwest PA region, but is often beyond the scope of local workforce development boards to address systematically. The local boards that make up the Southwest PA Region, as part of their regional planning and implementation efforts, will work to inform regional transportation planning organizations about the impact on the labor force. The efforts will include work with the Allegheny Conference on Community Development (ACCD), through the Regional Transportation Alliance of Southwestern Pennsylvania, a public-private initiative that will develop a ten-county transportation plan for the region.

Local access to services by both the jobseekers and the employers was seen as a key element in establishing PA CareerLink® centers. With multiple sites, there are increased costs and multiple structures to support and coordinate, but the local players believe that the partnership created through the PA CareerLink® centers has benefited the customers through the development of relationships across agency personnel, information sharing, and a more comprehensive delivery of services. Certainly geography has a great deal to do with the location of the PA CareerLink® sites. Each county seat has a bus system in place which connects various parts of each respective county. The three public transit companies (Butler Transit Authority, Town and Country Transit, and INDI-GO) continue to expand in areas which have sufficient ridership. Each of the three transit authorities offer fixed routes as well as shared ride opportunities which can reach anywhere in the counties. Each of the three PA CareerLink® locations is accessible via fixed routes. Access to services is extremely important for both jobseekers and

employers. The hours of the PA CareerLink® centers are based on local community needs. Access is also available online 24 hours a day and 7 days a week via the PA CareerLink® system.

5. COMPLIANCE

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

It is anticipated each on-site and system partner will continue to provide the same or similar services that are currently being provided in the PA CareerLink® system/sites. Each partner will make available in real time, required WIOA services to customers, that are integral to that partner's programs, and will participate in the operation of the One Stop system consistent with the terms of the MOU and with the requirements of applicable federal law and state policy. These services will be better integrated and coordinated and every effort will be made to ensure non-duplication. The TCWDB Operator will work with local partners to better integrate services and to assist in identifying both cash and in-kind contributions to the one-stop system and centers.

At a minimum the local goal will be to re-engage and revisit all WIOA required local services and to link those identified services to each of the three local PA CareerLink® centers either through active on-site participation or through other real time alternatives. Where necessary staff cross training will be provided to ensure customers are made aware of all applicable services. A common application will be developed and be available both on and off line to ascertain customer needs. The TCWDB local area will begin implementing the newly designed digital intake form in Phase 4 of the rollout. This process will continue to evolve over time. The PA Commonwealth Workforce Development System (CWDS) will continue to remain the system of record for all PA CareerLink® participants.

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

The following is the Board's **Debt Collection Policy**:

Purpose: The purpose of the debt collection policy is to provide policy and procedures for debt collection associated with the misexpenditure of Workforce Innovation and Opportunity Act (WIOA) funds.

References:

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

PA Workforce System Policy 03-2015: Financial Management Guide

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

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

Procedures:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Harrisburg, PA 17121

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

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

Multiple national groups and the U.S. Department of Labor have identified characteristics of high-performing workforce development boards. These characteristics cluster around the following general standards and specific criteria:

Standard I: Strategic Planning & Implementation

Criteria:

- Creation of a goal-oriented strategic plan that goes beyond the scope of WIOA funds
- Strategic plan that is developed from a broadly inclusive process including economic development, employer, education, human services, and other community leaders
- Strategic plan is a living document that is part of the board's continuous improvement process
- Adoption of a sector strategy approach in engaging employers
- Adoptions of a career pathways approach in engaging education and training providers

Standard II: Developing and Managing Resources

Criteria:

- Board reviews and monitors budget that aligns with strategic goals
- Resources and assets are coordinated and leveraged among service partners
- Board works with partners to attract more public and private resources to support strategies
- Board meets the expectations of the local elected officials in spending public funds

Standard III: Managing the Work of the Board

Criteria:

- Board is diverse, includes major employer sectors, and includes key community planners in economic development, education, and community services
- Board oversees the one-stop partnerships and resources pledged in the MOUs as a primary line of business
- Board has its own business plan and manages its business in accord with the plan, including oversight of staff to implement the board's business strategies.

The TCWDB continues to strive for excellence in all of these categories of leadership. Several examples are described below.

An important element of success for a high-performing board, particularly in times of grant funding fluctuations, is the diversification of the funding base and its partnerships to ensure ongoing success in meeting the needs of job seekers and employers in the area. The Tri-County WDB is fortunate to have interested and engaged local partners who have contributed greatly to supporting the local workforce development system. The WDB received state grants for the capacity building of industry partnerships as well as incumbent worker training. The WDB's roles have taken many different forms, from providing industry cluster coordination and taking the lead in consortium development to serving as an active partner with valuable resources and links to workforce development, economic development and education. Also, the WDB has provided opportunities for the partnerships to access other funds from public and private sources. The WDB takes advantage of private, state, and federal activities for special projects including those for veterans and apprenticeships.

As part of the Southwest Region, the local WDB has been active in all of the efforts to support the industry cluster and employer needs in general. TCWIB, Inc. is an active participant in many SWPA and NW PA efforts including the PA CareerLink®, multiple regional industry partnerships in transportation, financial services, and energy, Business-Education Partnership, and STEM Initiatives. These projects help identify regional skill gaps and to develop a better and more relevant data source for both employers and jobseekers. New Century Careers and regional educational institutions in cooperation with other regional WDBs provided training for both entry level and incumbent workers. Entry level and advanced training was provided through a combination of classroom, on-site, mentoring, and career exploration means. The local board continues to work with the other regional WDBs in developing a regional working relationship. By working with business and industry in the local area as well as the region, the local area maintains a competitive edge by addressing worker skill shortages.

The local board also pursues training opportunities through other sources and is active with various local agencies and colleges to leverage resources that they have available for training. For example, the board partners with the United Way and the Tri-County Manufacturing Consortium to provide training for those who need to transition to manufacturing careers. The WDB has also partnered with employers within the industry partnerships to coordinate training offered by entities who are willing to open that training to other companies. The WDB also sets up shared training for incumbent workers and for new hires in the cluster areas with partnership funds in order to fill employer needs and to get people jobs. Finally, the local board has worked with local colleges with special grant funds to promote training to the PA CareerLink® clients. The WDB is constantly looking at ways to increase training opportunities for the local area by being active within the community and by reaching out to other organizations to partner.

5.4 What is the process the local board uses to provide an opportunity to have input into the development of the local plan, particularly for representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders?

The local board involves as many stakeholders as possible into its planning process on an ongoing basis. The WDB does not view its plans as static. Instead, the members are quite adamant about the need to constantly re-evaluate, refine and update plans based on changing areas of need and opportunity. The

board has established a planning committee comprised of board members and staff. The board and this committee ensure continuous improvement. The Local Plan was drafted in such a manner to include as many of the ideas, objectives and goals developed by the board and its partners as possible.

Development of the local plan was discussed with the Commissioner Board which is comprised of the commissioners from the local counties and serves as the LEO. In addition, the local plan was discussed at WDB meetings and has input from PA CareerLink® Operator and Administrators. Representatives from labor organizations, economic development, OVR, education, and the business community are members of the Local Board. Many of the local industry partnership members are also members of the Local Board. Therefore, they are part of the collaborative effort in our planning process. Contributions from all relevant stakeholders are vital to the success in creating goals and strategies for the local plan. In addition, the local plan is made available for public comment from all interested parties whenever plan changes are made.

This plan has been made available for public comment via legal advertisements in local newspapers within the three county area (*Butler Eagle*, *Kittanning Leader-Times*, and *Indiana Gazette*). The local plan was published at the Tri-County Workforce Investment Board, Inc. web site - www.tricountywib.org. Comments were requested from any and all residents including business partners, community-based organizations, local educational and other public agencies, and labor organizations. If comments are received from outside parties, they will be considered to the board for inclusion in this plan. Any comments that were received regarding disagreement with the plan or suggested changes to the plan are attached.

To obtain further stakeholder input related to the final plan, the TCWDB collected information via a survey that was conducted from January 15, 2021 through January 29, 2021. Seventy-two stakeholders replied to the survey. Top priority results were the following.

The local area should engage and support in-demand sector employers by:

- Promote awareness of employment opportunities
- Continue to work with educational providers
- Promoting work-based training

Connections should be made between high priority populations with barriers to employment and the high-demand occupational needs of employers by:

- Educate employers about the supports available in the community to hiring job seekers with barriers.
- Educating policy makers about the barriers that exist for key populations to access services (such as privacy laws that exist preventing sharing of information in healthcare and education systems)

Strategies that transcend the local area, including advocacy at the state level:

- Promote jobs and careers that are available in the region
- Educate families on jobs that are available without college degrees, and on the skill development pathways available to acquire the jobs
- Promote work experiences and career exposure in the school districts

- Promote training opportunities

These priorities will be incorporated into strategies of the board for implementing the plan.

In completing the PY2021-2024 plan modification, comments and input were requested December 8th and December 15th from the Planning Committee and local workforce partners for the modification. The draft was sent out to the Board and partners for review again in February.

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

The WIOA Regional and Local Plans for the Southwest Pennsylvania Planning Region were posted for a 30-day public comment period from Legal advertisements are placed in the following newspapers – Butler Eagle, Kittanning Leader Times, and Indiana Gazette. In addition, notification is placed on the TCWIB, Inc. website. Key stakeholders are also notified by email. Proof of publication for the public comment period may be found in Attachment 6.

Questions and comments were to be submitted in writing and addressed to Tri-County Workforce Investment Board, Inc., 112 Hollywood Drive, Suite 201, Butler, PA 16001 or to policy@partner4work.org.

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and documents listed are (or will be) in place and effective prior to June 30, 2023. In the rare circumstance that something is not applicable, the local board must write “N/A” next to adjacent line item.

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

- The Tri-County Local Workforce Development Area attests that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local and chief elected officials.
- Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- Agreement between the local area elected official(s) and the LWDB.
- LWDB policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.
- Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.
- Local area procurement policy that must describe formal procurement procedures.
- Local area MOU.
- Program management policies and processes must include equal opportunity for customers; complaints and grievances; supportive services; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; "additional assistance" definition; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.
- It is best practice to have a risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.
- It is best practice to have a human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity and non-discrimination.
- It is best practice to have professional services contract(s) for administrative services such as staffing and payroll, if applicable.

ATTACHMENTS

1. Performance Measures Table
2. Organizational Chart
3. Workforce Development Delivery System Program Partner-Provider List
4. Supporting Data
5. Comments from the Public Comment Period and Response
6. Proof of Publication of Public Comment Period

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Attachment 1. WIOA Title I Programs Performance Accountability Table

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

The *WIOA Title I Programs Performance Accountability Table* is for the benefit of the public and must be updated accordingly. Local boards must edit the table’s two columns with the appropriate program year(s) to correctly match the **most recent*** LWDA-negotiated performance goals and attained performance results. This completed table must be publicly posted with the local plan. The LWDB does not need to perform a WIOA plan modification as this table is revised; an email notification to local area workforce development stakeholders will suffice.

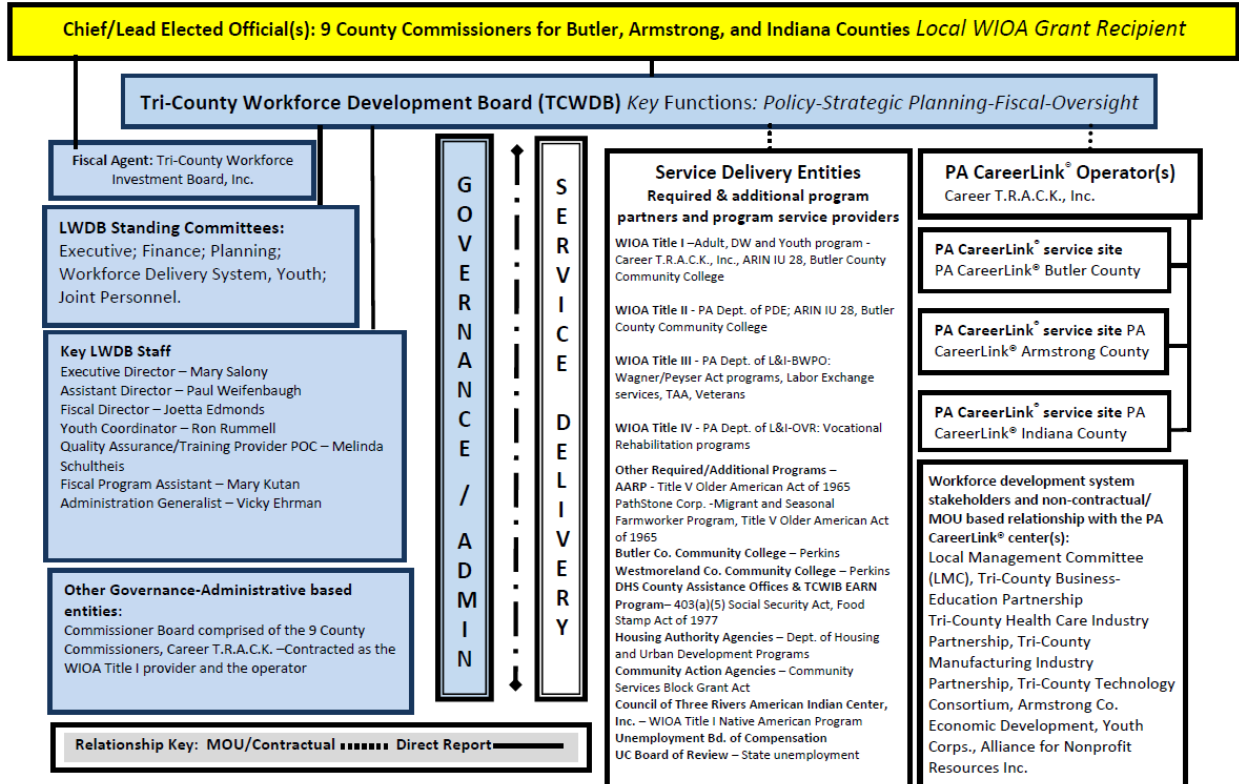
LWDA Name: Tri-County Workforce Development Board (SW110)			
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	<u>Attained</u> <u>Performance Results</u>	<u>Negotiated</u> <u>Performance Goals</u>	<u>Negotiated</u> <u>Performance Results</u>
	*Program Year 2021	*Program Year 2022	*Program Year 2023
Employment (Second Quarter after Exit)			
Adult	75.9%	75%	75%
Dislocated Worker	83.1%	83%	84%
Youth	77.4%	67%	70%
Employment (Fourth Quarter after Exit)			
Adult	75.8%	72%	73%
Dislocated Worker	85.0%	83%	84%
Youth	75.7%	66%	67%
Median Earnings (Second Quarter after Exit)			
Adult	\$6,832	\$6,100	\$6,250
Dislocated Worker	\$10,434	\$9,250	\$9,500
Youth	\$3,195	\$3,200	\$3,300
Credential Attainment Rate			
Adult	96.3%	76%	77%
Dislocated Worker	85.3%	79%	80%
Youth	65.8%	66%	67%
Measurable Skill Gains			
Adult	84.6%	70%	71%
Dislocated Worker	89.7%	72%	73%
Youth	73.5%	51%	52%

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Attachment 2. Organizational Chart

Appendix E: WIOA Local Workforce Development System Organizational Chart model

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



Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Attachment 3. WIOA Local Workforce Development Delivery System Program Partner-Provider List

Local Workforce Development Area name: Tri-County Workforce Development Area

Effective Date: 7/1/2020

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Programs authorized under title I of WIOA (Adults, Dislocated workers, Youth) Not available in Tri-County area: Job Corps, YouthBuild	WIOA, Title I, Sec. 131	Career T.R.A.C.K.
112 Hollywood Drive, Suite 104 Butler, PA 16001	724-431-4040	www.tricountyct.com kanthony@tricountyct.com
Programs authorized under title I of WIOA - Youth	WIOA, Title I, Sec. 131	ARIN Intermediate Unit
300 Indian Springs Road Indiana, PA 15701-3656	724-463-5300	https://www.iu28.org/ bmatson@iu28.org
Programs authorized under title I of WIOA - Youth	WIOA, Title I, Sec. 131	Butler County Community College
107 College Dr., Butler, PA 16002	724-287-8711	http://www.bc3.edu/ barbara.gade@bc3.edu
Programs authorized under title I of WIOA - Youth	WIOA, Title I, Sec. 131	Pittsburgh Job Corps
7175 Highland Dr. Pittsburgh, PA 15206-1205	412-475-7820	Dobbs.Donna@jobcorps.org
Programs authorized under title I of WIOA - Youth	WIOA, Title I, Sec. 131	YouthBuild - Garfield Jubilee Association
5325 Penn Avenue Pittsburgh, PA 15224	412-665-5200	info@garfieldjubilee.org
Programs authorized under title I of WIOA - Native American programs	WIOA, Title I, Sec. 131	Council of Three Rivers American Indian Center, Inc.
120 Charles Street Dorseyville, PA 15238-1027	412-782-4457 ext. 219	www.cotraic.org kjevsevar@cotraic.org
The Wagner-Peyser Act Employment Service program	Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III)	Bureau of Workforce Partnership and Operations (BWPO)
255 Elm Street Oil City, PA 16301	814-678-5070	http://www.dli.pa.gov/Businesses/Workforce-Development/Pages/default.aspx#.Vwa0o0drG70 lfannie@pa.gov
The Adult Education and Family Literacy Act (AEFLA) program authorized under	Title II of WIOA (ABE/GED)	ARIN Intermediate Unit
300 Indian Springs Road Indiana, PA 15701-3656	724-463-5300	https://www.iu28.org/ bmatson@iu28.org

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

The Adult Education and Family Literacy Act (AEFLA) program authorized under	Title II of WIOA (ABE/GED)	Butler County Community College
107 College Dr., Butler, PA 16002	724-287-8711	http://www.bc3.edu/ barbara.gade@bc3.edu
The Vocational Rehabilitation (VR) program	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV	Office of Vocational Rehabilitation (OVR) (For Butler and Armstrong Counties)
1745 Frew Mill Road, Suite #1 New Castle, PA 16101	724-656-3070	http://www.dli.pa.gov/Individuals/Disability-Services/Pages/Disability-Services.aspx gsteck@pa.gov
The Vocational Rehabilitation (VR) program	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV	Office of Vocational Rehabilitation (OVR) (For Indiana County)
727 Goucher St, Johnstown, PA 15905	814-255-6771	http://www.dli.pa.gov/Individuals/Disability-Services/Pages/Disability-Services.aspx maduranko@pa.gov
The Senior Community Service Employment Program	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	AARP
112 Hollywood Drive, Suite 203 Butler, PA 16001	814-254-4147	http://www.aarp.org/ rweible@aarp.org
The Senior Community Service Employment Program Migrant and seasonal farmworker programs	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.) WIOA, Title I, Sec. 131	PathStone
103 N Gilpin St # 313, Punxsutawney, PA 15767	814-938-5300	http://www.pathstone.org/ kwashington@pathstone.org
Career and technical education programs at the postsecondary level	Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Butler County Community College
107 College Dr., Butler, PA 16002	724-287-8711	http://www.bc3.edu/ karen.zapp@bc3.edu
Career and technical education programs at the postsecondary level	Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Westmoreland County Community College
439 Hamill Rd., Indiana, PA 15701	724-357-1404	https://westmoreland.edu/ yandrickc@westmoreland.edu
Trade Adjustment Assistance activities	Chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Bureau of Workforce Partnership and Operations (BWPO)
255 Elm Street Oil City, PA 16301	814-678-5070	http://www.dli.pa.gov/Businesses/Workforce-Development/Pages/default.aspx#.Vwa0o0drG70 lfannie@pa.gov
Jobs for Veterans State Grants programs	Chapter 41 of title 38, U.S.C.	Bureau of Workforce Partnership and Operations (BWPO)
255 Elm Street Oil City, PA 16301	814-678-5070	http://www.dli.pa.gov/Businesses/Workforce-Development/Pages/default.aspx#.Vwa0o0drG70 lfannie@pa.gov

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Employment and training activities carried out under the Community Services Block Grant	(42 U.S.C. 9901 et seq.)	Community Action Programs (Butler, Armstrong, and Indiana Counties)
705 Butler Road, Kittanning, PA 16201 PO Box 1208, 124 West Diamond Street, Butler, PA 16003-1208 827 Water Street, Indiana, PA 15701	724-548-3408 724-284-5125 724-465-2657	www.armstrongcap.com crystalja@armstrongcap.com www.co.butler.pa.us/community-action ButlerCAP@co.butler.pa.us www.iccap.net mfought@iccap.net
Employment and training activities carried out by the Department of Housing and Urban Development		Housing Authority (Butler, Armstrong, and Indiana Counties)
114 Woody Drive, Butler, PA 16001 350 S. Jefferson St, Kittanning, PA 1620 104 Philadelphia St., Indiana, PA 15701	724-287-6797 724-548-7671 724-463-4730	https://www.housingauthority.com/ BCHA@housingauthority.com http://www.hacarmstrong.org/ msutton@hacarmstrong.org https://www.haichousing.com/
Programs authorized under State unemployment compensation laws	In accordance with applicable Federal law	Unemployment Compensation and UC Board of Review
UC Service Center 651 Boas St. Room 625 Harrisburg, PA 17121	717-787-4127	http://www.uc.pa.gov bmourer@pa.gov
UC Board of Review 651 Boas St. Room 1116 Harrisburg, PA 17121	717-787-5122	http://www.uc.pa.gov rbrandes@pa.gov
Programs authorized under sec. 212 of the Second Chance Act of 2007	42 U.S.C. 17532	Department of Corrections Commonwealth of Pennsylvania
1920 Technology Parkway Mechanicsburg, PA 17050	717-728-4045	kemartini@pa.gov
Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP)	Part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 678.405(b)	Department of Human Services (DHS), TCWIB EARN Program
PA Dept. of Human Services 625 Forster St, Harrisburg, PA 17120	724-953-4435 717-783-5818	http://www.dhs.pa.gov/ bshaw@pa.gov pcopeland@pa.gov
TCWIB EARN Program 112 Hollywood Dr., Suite 201, Butler, PA 16001	724-282-9341	www.tricountywib.org cfritch@tricountywib.org
Other Partner		Armstrong County
450 East Market Street Kittanning, PA 16201	724-543-2500	http://www.co.armstrong.pa.us/
Other Partner		Alliance for Non-Profit Resources

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

300 Indian Springs Road, Indiana, PA 15701	724-431-3663	https://anrinfo.org/ info@anrinfo.org
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Attachment 4. Tri-County LWDB Supporting Data

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?

Long-Term Industry Projections for Tri-County WDA (2020-30)

Industry	Employment (2020)	Projected Employment (2030)	Employment Change (2020-30)	
			Volume	Percent
Total Jobs	137,240	148,280	11,040	8.0%
Goods Producing Industries	25,500	26,260	760	3.0%
Agriculture, Mining & Logging	4,960	5,080	120	2.4%
Construction	6,010	6,360	350	5.8%
Manufacturing	14,520	14,830	310	2.1%
Services-Providing	103,350	113,620	10,270	9.9%
Trade, Transportation & Utilities	27,140	28,460	1,320	4.9%
Information	1,390	1,560	170	12.2%
Financial Activities	4,740	4,980	240	5.1%
Professional & Business Services	14,260	16,180	1,920	13.5%
Education & Health Services	30,130	32,990	2,860	9.5%
Leisure & Hospitality	10,320	13,020	2,700	26.2%
Other Services, Except Public Admin.	6,570	7,460	890	13.5%
Federal, State & Local Government	8,790	9,000	210	2.4%
Self-Employed Workers	8,390	8,400	10	0.1%

Source: Long-Term Industry Employment Projections (2020-30)

*Data may not add due confidentiality

Long-Term Occupational Projections for Tri-County WDA (2020-30)

Occupational Title	Employment (2020)	Projected Employment (2030)	Employment Change (2020-30)		Annual Demand
			Volume	Percent	
Total, All Occupations	137,240	148,280	11,040	8.0%	16,743
Management, Business & Finance	11,980	13,080	1,100	9.2%	1,147
Computer, Engineering & Science	7,320	8,170	850	11.6%	655
Education, Legal, Social Service, Arts & Media	12,340	13,480	1,140	9.2%	1,233
Healthcare Practitioners, Technicians & Support	15,060	16,750	1,690	11.2%	1,508
Protective, Food, Building & Personal Service	21,240	24,990	3,750	17.7%	3,907

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Sales & Related	13,050	13,590	540	4.1%	1,810
Office & Administrative Support	17,410	17,190	-220	-1.3%	1,844
Farming, Fishing & Forestry	1,560	1,640	80	5.1%	256
Construction & Extraction	7,850	8,240	390	5.0%	847
Installation, Maintenance & Repair	7,470	8,080	610	8.2%	801
Production	9,560	9,540	-20	-0.2%	1,014
Transportation & Material Moving	12,400	13,530	1,130	9.1%	1,717

Source: Long-Term Occupational Employment Projections (2020-30)

*Data may not add due confidentiality

Top 10 Help Wanted OnLine Job Postings by Industry, 2022 and 2021

Industry Title	Dec. 2022	Dec. 2021
Direct Health and Medical Insurance Carriers	361	164
General Medical and Surgical Hospitals	227	317
Commercial Banking	154	191
Nuclear Electric Power Generation	86	13
Limited Service Restaurants	78	110
Colleges, Universities, and Professional Schools	74	29
Couriers and Express Delivery Services	72	36
Home Health Care Services	64	105
Engineering Services	44	18
All Other General Merchandise Stores	44	25

Source: Center for Workforce Information and Analysis

Top 10 Help Wanted OnLine Job Postings by Growing Occupations, 2022 and 2023

Occupation	December 2022	December 2021
Managers, All Other	133	90
Automotive Specialty Technicians	63	29
Maintenance and Repair Workers, General	103	71
Personal Care Aides	122	94

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

General and Operations Managers	66	38
Real Estate Sales Agents	36	10
Business Intelligence Analysts	34	10
Postsecondary Teachers, All Other	56	34
Maids and Housekeeping Cleaners	51	30
Light Truck or Delivery Services Drivers	46	25

Source: Center for Workforce Information and Analysis

Educational Distribution by Educational Attainment Level for Tri-County WDA

Educational Grouping	Employment (2018)	Projected Employment (2028)	Percent Change (2018-28)
Advanced degree	5,730	6,270	9.4%
Bachelor's degree	25,780	28,350	9.7%
Associate degree	3,040	3,330	9.5%
PS education or experience	23,840	25,590	7.3%
Long-term training	5,990	6,480	8.2%
Moderate-term OJT	20,040	21,190	5.7%
Short-term OJT	52,830	57,070	8.0%

Source: Long-Term Occupational Employment Projections (2020-30)

Employment Growth Rates by Educational Attainment Level for Tri-County WDA

Educational Grouping	Employment (2020)	Projected Employment (2030)	Percent Change (2020-30)
On-the-job training	72,870	78,270	7.4%
Long-term training	5,990	6,480	8.2%
PS education or experience	23,840	25,590	7.3%
Associate degree	3,040	3,330	9.5%

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Bachelor's degree	25,780	28,350	10.0%
Advanced degree	5,730	6,270	9.4%

Source: Long-Term Occupational Employment Projections (2020-30)

Top 20 Knowledge Areas and Projected Needs, 2018-2028

Knowledge Area	Number of Occupations	PA 2018 Employment Needing this Skill	PA 2028 Employment Needing this Skill	Percent Change in Employment
Customer and Personal Service	239	93,190	97,200	4%
English Language	261	95,500	99,410	4%
Administration and Management	219	81,580	85,210	4%
Education and Training	202	66,830	70,360	5%
Public Safety and Security	183	61,900	65,400	6%
Mathematics	213	81,530	84,730	4%
Psychology	112	36,360	38,970	7%
Law and Government	124	31,940	34,510	8%
Computers and Electronics	208	64,590	67,150	4%
Clerical	184	65,020	67,550	4%
Personnel and Human Resources	108	39,870	42,150	6%
Sociology and Anthropology	54	14,380	15,970	11%
Therapy and Counseling	45	12,990	14,520	12%
Economics and Accounting	85	26,910	28,380	5%
Sales and Marketing	92	39,940	41,400	4%
Medicine and Dentistry	38	11,600	13,060	13%
Production and Processing	124	33,210	34,580	4%
Mechanical	108	32,750	34,110	4%
Communications and Media	78	24,390	25,740	6%
Chemistry	54	12,860	14,020	9%

Source: The Center of Workforce Information & Analysis of Occupational Information Network (ONET) data (www.onetonline.org) and Occupational Employment Projections, 2018-2028

Top 20 Work Activities and Projected Needs, 2018-2028

Work Activity	Number of Occupations	PA 2018 Employment Needing this Skill	PA 2028 Employment Needing this Skill	PA Change in Employment 2018-2028
Getting Information	207	69,280	72,290	3,010
Making Decisions and Solving Problems	141	37,820	40,370	2,550
Organizing, Planning, and Prioritizing Work	92	24,800	27,150	2,350

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Establishing and Maintaining Interpersonal Relationships	100	33,370	35,550	2,180
Communicating with Supervisors, Peers, or Subordinates	160	43,800	45,910	2,110
Updating and Using Relevant Knowledge	98	23,030	25,130	2,100
Identifying Objects, Actions, and Events	93	29,020	30,870	1,850
Documenting/Recording Information	87	21,310	22,930	1,620
Evaluating Information to Determine Compliance with Standards	73	19,140	20,750	1,610
Assisting and Caring for Others	46	13,490	15,030	1,540
Performing for or Working Directly with the Public	61	29,010	30,430	1,420
Monitor Processes, Materials, or Surroundings	62	19,570	20,980	1,410
Interacting With Computers	125	35,880	37,260	1,380
Processing Information	64	15,750	17,100	1,350
Analyzing Data or Information	53	11,700	13,010	1,310
Interpreting the Meaning of Information for Others	35	8,050	9,160	1,110
Thinking Creatively	38	9,680	10,690	1,010
Developing and Building Teams	27	7,760	8,750	990
Training and Teaching Others	31	10,260	11,230	970
Coaching and Developing Others	22	7,610	8,560	950

Source: The Center of Workforce Information & Analysis of Occupational Information Network (ONET) data (www.onetonline.org) and Occupational Employment Projections, 2018-2028

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

Industry Employment by 2-Digit NAICS, Tri-County WDA, All Ownerships, Fourth Quarter Comparison 2020-2021, Final

NAICS Title	4Q 2021			
	Establishments	Average Employment	Total Wage	Average Weekly Wage
Total, All Industries	8,601	126,770	\$ 1,910,642,830	\$ 1,159
Agriculture, Forestry, Fishing and Hunting	93	573	\$ 5,595,474	\$ 751
Mining, Quarrying, and Oil and Gas Extraction	132	2,434	\$ 66,785,251	\$ 2,111
Utilities	71	1,264	\$ 32,686,073	\$ 1,989

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Construction	833	6,906	\$ 119,900,124	\$ 1,336
Manufacturing	410	14,209	\$ 262,638,133	\$ 1,422
Wholesale Trade	431	5,952	\$ 116,871,419	\$ 1,510
Retail Trade	1,054	16,334	\$ 144,858,258	\$ 682
Transportation and Warehousing	356	6,305	\$ 81,242,940	\$ 991
Information	89	1,520	\$ 31,524,650	\$ 1,595
Finance and Insurance	418	3,439	\$ 68,962,517	\$ 1,543
Real Estate and Rental and Leasing	240	1,169	\$ 22,755,740	\$ 1,497
Professional, Scientific, and Technical Services	698	5,905	\$ 128,948,966	\$ 1,680
Management of Companies and Enterprises	92	4,245	\$ 134,031,943	\$ 2,429
Administrative and Support and Waste Management and Remediation Services	355	4,204	\$ 53,850,352	\$ 985
Educational Services	202	9,539	\$ 146,326,272	\$ 1,180
Health Care and Social Assistance	1,364	21,303	\$ 304,422,240	\$ 1,099
Arts, Entertainment, and Recreation	129	1,230	\$ 6,265,938	\$ 392
Accommodation and Food Services	660	10,469	\$ 54,671,234	\$ 402
Other Services (except Public Administration)	745	4,578	\$ 44,958,057	\$ 755
Public Administration	229	5,193	\$ 83,347,249	\$ 1,235

Source: Quarterly Census of Employment and Wages

Fastest Growing Industries in Tri-County WDA (2020-30)

By Volume Change:

By Percent Change: (min. employment of 500)

Industry Title	Employment Change (Volume)	Industry Title	Employment Change (Percent)
Restaurants & Other Eating Places	1,640	Offices of Other Health Practitioners	45.8%
Offices of Other Health Practitioners	770	School & Employee Bus Transportation	44.2%
Management of Companies & Enterprises	670	Personal Care Services	42.5%
School & Employee Bus Transportation	380	Other Amusement & Recreation Industries	41.8%

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Other Amusement & Recreation Industries	380	Outpatient Care Centers	29.3%
Individual & Family Services	340	Computer Systems Design & Rel Services	25.0%
Personal Care Services	340	Investigation & Security Services	21.3%
Elementary & Secondary Schools	320	Restaurants & Other Eating Places	20.8%
Computer Systems Design & Rel Services	290	Commercial Machinery Repair/Maintenance	20.8%
Outpatient Care Centers	290	Management of Companies & Enterprises	15.4%
Investigation & Security Services	260	Residential Mental Health Facilities	15.1%
Other Schools & Instruction	170	Child Day Care Services	13.3%
Residential Mental Health Facilities	160	Private Households	13.0%
Offices of Physicians	150	Offices of Dentists	12.8%
Services to Buildings & Dwellings	130	Individual & Family Services	12.6%
General Merchandise Stores	130	Other Professional & Technical Services	11.9%
Commercial Machinery Repair/Maintenance	110	Services to Buildings & Dwellings	11.1%
Other Professional & Technical Services	100	Employment Services	10.6%
Motion Picture & Video Industries	100	Building Foundation/Exterior Contractors	9.6%
Offices of Dentists	100	Automotive Repair & Maintenance	8.1%

Source: Long-Term Industry Employment Projections (2020-30)

Fastest Growing Occupations in Tri-County WDA (2020-30)

By Volume Change:

Occupational Title	Employment Change (Volume)
Fast Food & Counter Workers	660
Home Health & Personal Care Aides	590
Cooks, Restaurant	550
Retail Salespersons	290
Hairdressers, Hairstylists & Cosmetologists	270
Waiters & Waitresses	240
Supervisors - Food Preparation & Serving Workers	240
Laborers & Freight, Stock & Material Movers	240
Substance Abuse, Behavioral Disorder, & Mental Health Counselors	230
Stockers & Order Fillers	220
General & Operations Managers	200

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

Registered Nurses	160
Janitors & Cleaners	160
Software Developers & QA Analysts	120
Computer User Support Specialists	120
Medical Assistants	120
Maintenance & Repair Workers, General	110
Medical & Health Services Managers	110
Bus & Truck Mechanics & Diesel Engine Specialists	110
Construction Laborers	110

Source: Long-Term Occupational Employment Projections (2020-30)

By Percent Change: (min. employment of 500)

Occupational Title	Employment Change (Percent)
Cooks, Restaurant	47.4%
Substance Abuse, Behavioral Disorder, & Mental Health Counselors	37.7%
Hairdressers, Hairstylists & Cosmetologists	27.0%
Supervisors - Food Preparation & Serving Workers	22.2%
Computer User Support Specialists	19.4%
Industrial Machinery Mechanics	18.5%
Waiters & Waitresses	18.5%
Fast Food & Counter Workers	18.3%
Mechanical Engineers	16.1%
Bus & Truck Mechanics & Diesel Engine Specialists	15.9%
Medical Assistants	15.2%
Home Health & Personal Care Aides	15.0%
Driver/Sales Workers	12.1%
Welders, Cutters, Solderers & Brazers	12.0%
Civil Engineers	11.3%
Stockers & Order Fillers	11.1%
General & Operations Managers	10.3%
Landscaping & Groundskeeping Workers	9.8%
Laborers & Freight, Stock & Material Movers	9.1%
Supervisors - Mechanics, Installers & Repairers	8.9%

Source: Long-Term Occupational Employment Projections (2020-30)

By Annual Demand:

Occupational Title	Annual Demand
Fast Food & Counter Workers	863
Retail Salespersons	668
Home Health & Personal Care Aides	568
Cashiers	526
Laborers & Freight, Stock & Material Movers	386
Office Clerks, General	353
Stockers & Order Fillers	346
Waiters & Waitresses	299
Janitors & Cleaners	298
Heavy & Tractor-Trailer Truck Drivers	289
Customer Service Representatives	265
Cooks, Restaurant	263
Secretaries	206
Supervisors - Food Preparation & Serving Workers	201
General & Operations Managers	186
Bookkeeping, Accounting & Auditing Clerks	175
Maintenance & Repair Workers, General	169
Supervisors - Retail Sales Workers	160
Construction Laborers	160
Registered Nurses	156

Source: Long-Term Occupational Employment Projections (2020-30)

2022 High Priority Occupations for Tri-County Workforce Development Area

SOC Code	SOC Title	Educational Attainment	Wages (2021)			Employment			
			Entry Level	Annual Average	Exper. Level	Estimated 2018	Projected 2028	Percent Change	Annual Demand
11-1021	General & Operations Managers	BD+	\$48,970	\$107,180	\$136,280	1,750	1,880	7.4%	170
11-9021	Construction Managers	BD	\$77,900	\$119,290	\$139,980	330	360	9.1%	28
11-9111	Medical & Health Services Managers	BD+	\$61,320	\$98,710	\$117,400	370	460	24.3%	41
13-1020	Buyers & Purchasing Agents	BD	\$42,710	\$65,870	\$77,450	330	300	-9.1%	31
13-1041	Compliance Officers	BD	\$52,540	\$81,280	\$95,650	220	230	4.5%	21
13-1051	Cost Estimators	BD	\$49,540	\$73,450	\$85,400	320	340	6.3%	34
13-1071	Human Resources Specialists	BD	\$40,470	\$66,160	\$79,000	330	350	6.1%	36
13-1111	Management Analysts	BD+	\$54,440	\$90,490	\$108,510	680	770	13.2%	77
13-1161	Market Research Analysts & Marketing Specialists	BD	\$38,340	\$66,260	\$80,220	350	390	11.4%	42
13-2011	Accountants & Auditors	BD	\$46,510	\$72,620	\$85,680	850	900	5.9%	88
15-1121	Computer Systems Analysts	BD	\$60,390	\$94,240	\$111,160	220	220	0.0%	17
15-1132	Software Developers, Applications	BD	\$67,260	\$102,020	\$119,400	330	400	21.2%	32
15-1142	Network & Computer Systems Administrators	BD	\$49,480	\$75,670	\$88,770	200	190	-5.0%	13
15-1151	Computer User Support Specialists	PS	\$34,930	\$54,970	\$64,980	510	560	9.8%	49
17-2051	Civil Engineers	BD	\$74,930	\$106,090	\$121,670	350	380	8.6%	32
17-2141	Mechanical Engineers	BD	\$66,400	\$90,960	\$103,230	340	360	5.9%	26
17-3011	Architectural & Civil Drafters	AD	\$44,380	\$61,480	\$70,040	80	80	0.0%	8
17-3013	Mechanical Drafters	AD	\$41,330	\$56,020	\$63,370	150	140	-6.7%	14

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

17-3026	Industrial Engineering Technologists & Technicians	AD	\$36,560	\$52,430	\$60,360	90	80	-11.1%	8
17-3031	Surveying & Mapping Technicians	MT OJT	\$36,340	\$48,180	\$54,100	180	190	5.6%	24
19-4031	Chemical Technicians	AD+	\$32,760	\$52,830	\$62,870	90	90	0.0%	9
21-1012	Educational, Guidance & Career Counselors/Advisors	MD	\$47,180	\$72,180	\$84,680	210	220	4.8%	23
21-1018	Substance Abuse, Behavioral Disorder & MH Counselors	BD	\$33,600	\$48,800	\$56,400	480	670	39.6%	78
27-1024	Graphic Designers	BD	\$29,510	\$47,220	\$56,080	260	250	-3.8%	24
29-1122	Occupational Therapists	MD	\$61,990	\$82,600	\$92,910	340	400	17.6%	26
29-1123	Physical Therapists	PhD	\$70,590	\$92,930	\$104,100	360	440	22.2%	24
29-1141	Registered Nurses	BD	\$56,460	\$74,250	\$83,140	3,050	3,560	16.7%	228
29-2010	Clinical Laboratory Techs	BD	\$39,050	\$57,340	\$66,480	190	200	5.3%	12
29-2021	Dental Hygienists	AD	\$53,210	\$63,500	\$68,650	330	360	9.1%	25
29-2034	Radiologic Technologists & Technicians	AD	\$46,310	\$57,450	\$63,030	220	230	4.5%	15
29-2041	Emergency Medical Technicians & Paramedics	PS	N/A	N/A	N/A	N/A	N/A	N/A	N/A
29-2055	Surgical Technologists	PS	\$44,380	\$47,560	\$49,150	120	130	8.3%	12
29-2061	Licensed Practical & Licensed Vocational Nurses	PS	\$39,550	\$48,090	\$52,360	780	860	10.3%	71
29-2071	Medical Records & Health Information Technicians	PS	\$36,020	\$51,970	\$59,950	150	160	6.7%	11
31-1014	Nursing Assistants	PS	\$27,400	\$33,000	\$35,800	1,660	1,860	12.0%	218
31-9091	Dental Assistants	PS	\$32,940	\$42,330	\$47,020	210	220	4.8%	26
31-9092	Medical Assistants	PS	\$29,140	\$34,030	\$36,470	760	890	17.1%	105
31-9097	Phlebotomists	PS	\$30,540	\$37,490	\$40,970	80	90	12.5%	10
33-3012	Correctional Officers & Jailers	MT OJT	N/A	N/A	N/A	480	460	-4.2%	40
33-3051	Police & Sheriff's Patrol Officers	MT OJT	\$41,200	\$67,200	\$80,200	560	590	5.4%	43

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

39-1021	Supervisors - Personal Service Workers	WK EXP	\$27,210	\$40,380	\$46,970	470	510	8.5%	52
41-1011	Supervisors - Retail Sales Workers	WK EXP	\$28,190	\$44,700	\$52,960	1,580	1,550	-1.9%	169
41-1012	Supervisors - Non-Retail Sales Workers	WK EXP	\$52,200	\$84,940	\$101,310	380	380	0.0%	36
41-2022	Parts Salespersons	MT OJT	\$25,810	\$36,540	\$41,900	220	230	4.5%	28
41-3031	Securities, Commodities & Financial Services Sales Agents	BD+	\$36,510	\$66,770	\$81,890	490	530	8.2%	52
41-9022	Real Estate Sales Agents	MT OJT	\$34,340	\$67,670	\$84,330	450	460	2.2%	45
43-1011	Supervisors - Office & Administrative Support Workers	WK EXP	\$39,990	\$58,860	\$68,300	N/A	N/A	N/A	N/A
43-3021	Billing & Posting Clerks	MT OJT	\$27,480	\$37,670	\$42,770	610	660	8.2%	74
43-3031	Bookkeeping, Accounting & Auditing Clerks	PS+	\$27,920	\$42,070	\$49,150	1,810	1,760	-2.8%	201
43-4051	Customer Service Representatives	ST OJT	\$26,050	\$37,090	\$42,610	2,680	2,610	-2.6%	346
43-4111	Interviewers	ST OJT	\$29,070	\$34,560	\$37,310	N/A	N/A	N/A	N/A
43-4131	Loan Interviewers & Clerks	ST OJT	27,280	34,090	37,500	540	590	9.3%	62
43-5051	Postal Service Clerks	ST OJT	\$38,400	\$48,940	\$54,200	330	290	-12.1%	20
43-5071	Shipping, Receiving & Inventory Clerks	ST OJT	\$28,270	\$37,750	\$42,490	360	360	0.0%	35
43-6013	Medical Secretaries & Administrative Assistants	MT OJT	\$28,510	\$35,850	\$39,510	570	670	17.5%	80
43-9061	Office Clerks, General	ST OJT	25,430	38,930	45,680	3,890	3,810	-2.1%	453
45-2092	Farmworkers & Laborers: Crop, Nursery & Greenhouse	ST OJT	\$23,080	\$31,750	\$36,080	880	810	-8.0%	132
47-1011	Supervisors - Construction & Extraction Workers	WK EXP	\$50,460	\$75,620	\$88,200	670	730	9.0%	79
47-2031	Carpenters	LT OJT	\$33,000	\$48,160	\$55,740	880	930	5.7%	99
47-2061	Construction Laborers	ST OJT	\$31,880	\$47,240	\$54,920	1,370	1,490	8.8%	171
47-2073	Operating Engineers	MT OJT	\$37,530	\$52,430	\$59,880	1,140	1,210	6.1%	142
47-2111	Electricians	LT OJT	\$40,090	\$63,330	\$74,960	360	390	8.3%	47

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

47-2141	Painters, Construction & Maintenance	MT OJT	\$32,430	\$41,710	\$46,350	260	280	7.7%	28
47-2152	Plumbers, Pipefitters & Steamfitters	LT OJT	\$37,790	\$62,960	\$75,540	300	330	10.0%	38
47-4011	Construction & Building Inspectors	WK EXP	\$40,610	\$65,140	\$77,410	190	200	5.3%	26
47-4051	Highway Maintenance Workers	MT OJT	\$32,410	\$44,210	\$50,110	410	440	7.3%	49
47-5013	Service Unit Operators, Oil, Gas, & Mining	MT OJT	\$38,300	\$57,060	\$66,450	130	150	15.4%	22
49-1011	Supervisors - Mechanics, Installers & Repairers	WK EXP	\$46,960	\$70,170	\$81,770	600	630	5.0%	59
49-3021	Automotive Body & Related Repairers	LT OJT	\$32,150	\$46,580	\$53,790	N/A	N/A	N/A	N/A
49-3023	Automotive Service Technicians & Mechanics	PS	\$30,050	\$43,670	\$50,480	1,080	1,110	2.8%	110
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	LT OJT	\$36,110	\$49,260	\$55,830	510	540	5.9%	51
49-9021	Heating, A/C & Refrigeration Mechanics & Installers	PS+	\$34,630	\$49,830	\$57,430	470	530	12.8%	55
49-9041	Industrial Machinery Mechanics	LT OJT	\$41,020	\$57,590	\$65,880	680	730	7.4%	69
49-9052	Telecommunications Line Installers & Repairers	LT OJT	\$36,760	\$61,150	\$73,340	320	360	12.5%	42
49-9071	Maintenance & Repair Workers, General	MT OJT	\$25,900	\$40,750	\$48,170	1,340	1,410	5.2%	140
51-1011	Supervisors - Production & Operating Workers	WK EXP	\$44,910	\$67,310	\$78,510	840	840	0.0%	86
51-4011	CNC Machine Tool Operators	MT OJT	\$34,370	\$46,150	\$52,050	730	770	5.5%	81
51-4031	Cutting, Punching & Press Machine Setters/Oprs/Tenders	MT OJT	\$32,100	\$41,290	\$45,890	250	230	-8.0%	24
51-4033	Grind/Lap/Polish/Buffering Machine Setters/Oprs/Tenders	MT OJT	\$33,060	\$45,090	\$51,100	260	230	-11.5%	24
51-4041	Machinists	LT OJT	\$36,160	\$47,950	\$53,840	690	720	4.3%	73
51-4081	Multiple Machine Tool Setters/Oprs/Tenders	MT OJT	\$32,640	\$40,440	\$44,340	370	370	0.0%	39
51-4111	Tool & Die Makers	PS+	\$42,030	\$50,750	\$55,110	180	170	-5.6%	16
51-4121	Welders, Cutters, Solderers & Brazers	MT OJT	\$34,820	\$47,360	\$53,630	660	710	7.6%	81
51-8013	Power Plant Operators	LT OJT	N/A	N/A	N/A	280	270	-3.6%	25

Tri-County PY 2021 – PY 2024 WIOA Local Area Plan

51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	MT OJT	\$30,870	\$44,290	\$51,000	540	450	-16.7%	53
51-9121	Coating, Painting, & Spraying Machine Setters/Oprs/Tenders	MT OJT	\$30,450	\$40,980	\$46,240	110	140	27.3%	16
53-1048	Supervisors - Transportation & Material-Moving Workers	WK EXP	\$36,230	\$56,700	\$66,930	480	510	6.3%	56
53-3032	Heavy & Tractor-Trailer Truck Drivers	PS	\$36,620	\$49,100	\$55,340	2,350	2,470	5.1%	286
53-3033	Light Truck Drivers	ST OJT	\$22,120	\$41,790	\$51,630	1,130	1,210	7.1%	141
53-7051	Industrial Truck & Tractor Operators	ST OJT	\$31,820	\$42,650	\$48,060	470	480	2.1%	54
53-7073	Wellhead Pumpers	WK EXP	\$40,350	\$48,780	\$52,990	150	170	13.3%	21

Source: Center for Workforce Information and Analysis, High Priority Occupations, 2022

Attachment 5. Comments from the Public Comment Period and Response

Public Comments

Additional Changes

Attachment 6. Proof of Publication of Public Comment Period

All proofs of publication will be updated when advertised for the public comment period.