

November 28, 2016

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

Dear Mr. Latterner,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southwest Region Program Year (PY) 2016 Transitional Regional Plan. Per the Workforce Innovation and Opportunity Act (WIOA), this approval extends to the local plans associated with the local workforce development areas that comprise the planning region. Such approval is effective through the end of PY 2016 (i.e., June 30, 2017). The Southwest planning region is composed of the following local workforce development areas:

- Allegheny County Workforce Development Area (Three Rivers Workforce Development Board)
- Pittsburgh City Workforce Development Area (Three Rivers Workforce Development Board)
- Southwest Corner Workforce Development Area
- Tri-County Workforce Development Area
- Westmoreland/Fayette Workforce Development Area

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

Please note that each planning region, through collaboration with its local workforce development area boards and partners, must submit a "multi-year" (i.e., PY17-PY19) regional plan, to include multi-year local plans. Each plan must be complete; consistent with the Department's forthcoming planning guidance and the Pennsylvania's WIOA Combined State Plan; and compliant with applicable federal, state, and local statute, guidance, policy and procedure.

Please direct specific questions regarding the PY 2016 transitional plans and/or the upcoming multi-year plans and planning processes to Michael White at (717) 214-7173 or [michwhite@pa.gov](mailto:michwhite@pa.gov).

Sincerely,



Eileen Cipriani  
Deputy Secretary for Workforce Development

cc: The Honorable Rich Fitzgerald, Allegheny County Chief Executive  
The Honorable William Peduto, Mayor of Pittsburgh  
Ms. Stefani Pashman, Three Rivers Workforce Development Board Executive Director

## Southwest Planning Region Program Year 16-17 Transitional Regional Plan

- 1.1 Provide the following:
- A. A reference name for the planning region;
  - B. Identification of the local workforce development areas that comprise the planning region;
  - C. Identification of the county(s) each local workforce development area serves;
  - D. Identification of the key planning region committee members charged with drafting the regional plan;
  - E. Indication of the local workforce development area each committee member is associated with; and
  - F. A list of key planning region committee meeting date(s). [WIOA Sec. 106(a) and (c)]

A. The planning region will be called “the Southwest Planning Region.”

B. The Southwest Region is made up of five local workforce development areas:

- Allegheny County Workforce Development Area (SW005)
- City of Pittsburgh Workforce Development Area (SW095)
- Southwest Corner Workforce Development Area (SW165)
- Tri-County Workforce Development Area(SW110)
- Westmoreland Fayette Workforce Development Area(SW045)

Four local workforce development boards oversee these local areas:

- Southwest Corner Workforce Development Board (SW Corner)
- Three Rivers Workforce Investment Board (3RWIB)
  - Allegheny County Workforce Development Area
  - City of Pittsburgh Workforce Development Area
- Tri-County Workforce Development Board (TCWIB)
- Westmoreland/Fayette Workforce Development Board (Westmoreland-Fayette)

C. The region serves nine counties:

- SW Corner – Beaver, Greene, and Washington Counties
- 3RWIB – City of Pittsburgh and Allegheny County
- Tri-County – Armstrong, Butler, and Indiana Counties
- Westmoreland-Fayette – Fayette and Westmoreland Counties

D and E. The regional planning committee responsible for drafting the regional plan included:

Name	Organizational Affiliation
Bill Thompson	Westmoreland-Fayette WDB
Ami Gatts	SW Corner
Fred Fornataro	TCWIB
Stefani Pashman	3RWIB

F.

January 28, 2016—Kickoff Meeting

March 16, 2016—Draft discussion (via e-mail)

March 29,2016—Draft finalization discussion (via e-mail)

May 16, 2016—Conference call to discuss comment incorporation into final plan

- 1.2 Provide a labor market and economic analysis of the workforce development planning region. This regional analysis must include:
- A. The economic conditions;
  - B. Labor force employment and unemployment data;
  - C. Information on labor market trends;
  - D. Workforce development activities;
  - E. The educational and skill levels of the workforce, including individuals with barriers; and
  - F. The development and implementation of sector initiatives for existing and emerging in-demand industry sectors or occupations for the region.

Indicate the sources of regional labor market and economic data. [WIOA Sec. 106(c)]

### Regional Overview

The region is home to nearly 2,500,000 residents, which represents, about 20.0% of Pennsylvania’s population. Almost half (49.5%) of the region’s population resides in Allegheny County, followed by Westmoreland (14.6%), Washington (8.4%), Butler (7.4%), and Beaver (6.8%) Counties.

Regional Population by County, 2014		
County	Population	Share of regional population
Allegheny	1,229,172	49.5%
Westmoreland	362,587	14.6%
Washington	208,157	8.4%
Butler	185,034	7.4%
Beaver	170,124	6.8%
Fayette	135,376	5.4%
Indiana	88,301	3.6%
Armstrong	68,343	2.7%
Greene	38,171	1.5%
<b>Total Regional Population</b>	<b>2,485,265</b>	<b>100%</b>

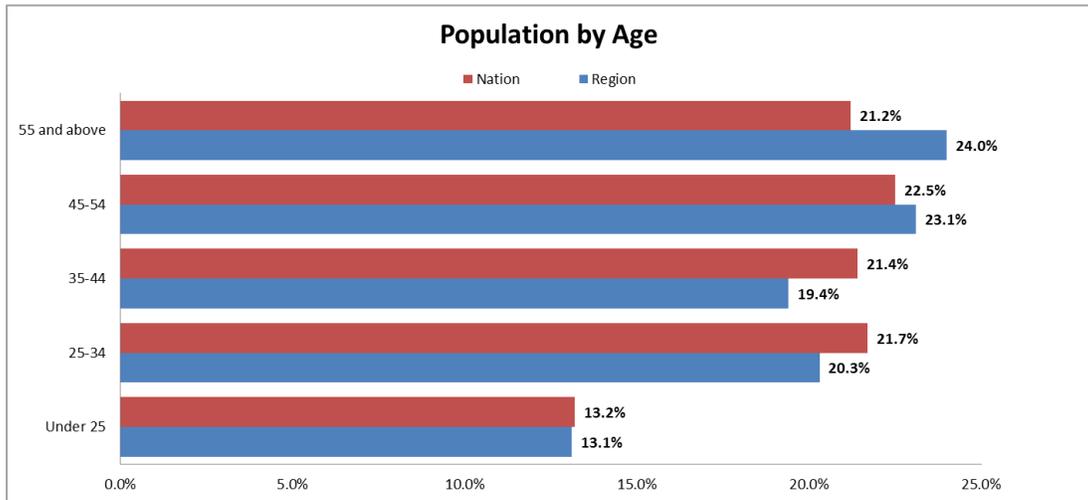
Source: U.S. Census Bureau, 2014

The region is an economic driver for the commonwealth: one-fifth (20%) of Pennsylvania’s labor force resides in the region. Since 2012, the region’s labor force participation experienced moderate growth, while the state’s rate slightly decreased. Both the region and the state experienced decreasing unemployment rates since 2012, though the state experienced a slightly larger decrease. Increased employment and labor force participation indicate slow, but steady regional recovery from the fallout of the 2007-2009 recession.

Economic Indicator	Region		State	
	2012	2014	2012	2014
Unemployment Rate	7.7%	5.9%	7.9%	5.8%
No. of Employed Individuals	1,197,451	1,199,841	5,957,326	6,015,668
Labor Force Participation Rate	63.3%	63.4%	64.40%	64.1%

Source: Bureau of Labor Statistics and United States Census Bureau, 2012 & 2014

While labor force participation and employment rates have grown slightly, the regional workforce is aging. Nearly one quarter (24%) of the region’s workforce is 55 or older, and will likely retire in the next 15 years. As older workers retire over the next decade, employers will need to turn to younger workers to fill skilled positions. The age of the region’s workforce, coupled with a low net in-migration (less than 1% from 2010-2014), means that growth of the labor force must come from up-skilling current residents rather than attracting new talent.



Source: Economic Modeling Specialist International, 2015

### Industries

The region experienced 4% job growth from 2010-2015, the same percent growth as the state, representing a net increase of 49,745 jobs. Both goods producing and service industries are well represented within the region. The industries comprising the largest proportions of jobs in the region are: Health Care (196,444 jobs, 16.9% of jobs), Retail Trade (134,275 jobs; 11.5% of jobs), Government (123,051 jobs, 10.6% of jobs), Accommodation and Food Services (101,721 jobs, 8.7% of jobs), and Manufacturing (90,779 jobs, 7.8% of jobs).

Industries that represent opportunity for the region include those above and Mining, Quarrying, Oil, and Gas Extraction (location quotient: 2.8) and Management of Companies (location quotient: 2.1), both of which represent a higher concentration of industries in the region than in the nation as a whole.<sup>1</sup>

Industries with the greatest expected growth in the region include: Health Care (25,757 new jobs, 16.7% increase), Professional Services (25,757 new jobs, 13.1% increase), Construction, Mining, Oil, and Natural Gas Extraction, (6,387 new jobs, 36.5% increase) and Management of Companies (5,655 new jobs, 14.3% increase). The region also recognizes that Manufacturing is an opportunity industry due to a significant portion of manufacturing workers (28%) being over the age of 55 and therefore approaching retirement.

<sup>1</sup> The location quotient measures how heavily concentrated an industry is in a region compared to the nation as whole. Any location quotient value greater than one indicates that an industry is more concentrated in the region than the nation. A value less than one indicates an industry is comparatively less concentrated in the region. Industries are vital to the region’s economy if they: (1) have higher location quotient values and (2) constitute a significant portion of jobs.

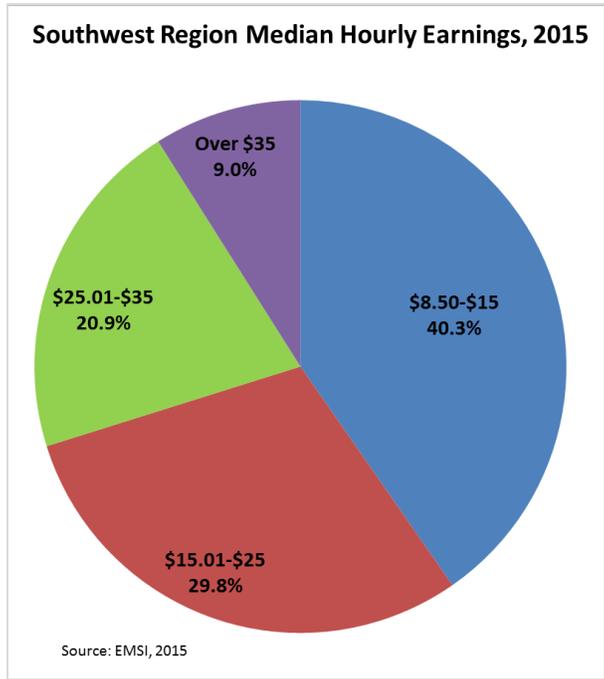
Industry	2015 Jobs	% of 2015 Jobs	2015 - 2025 Change	% Change	2015 Location Quotient
Health Care and Social Assistance	196,444	16.9%	25,757	13.1%	1.3
Retail Trade	134,275	11.5%	150	0.1%	1.0
Government	123,051	10.6%	-4,296	-3.5%	0.7
Accommodation and Food Services	101,721	8.7%	4,735	4.7%	0.9
Manufacturing	90,779	7.8%	-2,871	-3.2%	0.9
Professional, Scientific, and Technical Services	79,434	6.8%	10,620	13.4%	1.1
Finance and Insurance	56,074	4.8%	1,152	2.1%	1.2
Construction	55,117	4.7%	8,950	16.2%	1.0
Administrative & Support Services	49,575	4.3%	4,820	9.7%	0.7
Wholesale Trade	41,895	3.6%	1,501	3.6%	0.8
Other Services (except Public Administration)	40,295	3.5%	2,123	5.3%	1.1
Management of Companies and Enterprises	39,624	3.4%	5,655	14.3%	2.1
Educational Services	39,228	3.4%	1,726	4.4%	1.7
Transportation and Warehousing	38,186	3.3%	2,586	6.8%	1.0
Arts, Entertainment, and Recreation	22,090	1.9%	2,824	12.8%	1.2
Mining, Quarrying, and Oil and Gas Extraction	17,516	1.5%	6,387	36.5%	2.8
Information	17,416	1.5%	-974	-5.6%	0.8
Real Estate and Rental and Leasing	15,222	1.3%	1,195	7.9%	0.9
Utilities	6,630	0.6%	46	0.7%	1.4
Crop and Animal Production	1,255	0.1%	-118	-9.4%	0.1
<b>Total</b>	<b>1,165,827</b>	<b>100%</b>	<b>71,968</b>	<b>6.2%</b>	

Source: Economic Modeling Specialist International, 2015

Each local area has a slightly different industry mix, which mandates additional local autonomy in program development. 3RWIB has a larger share of jobs in Professional, Scientific, and Technical Services (8.8%) and Educational Service (4.9%) than the other local areas (the next highest is SW Corner with 4.4% and 1.3%, respectively). Tri County, SW Corner, and Westmoreland-Fayette have significantly larger shares of jobs in Manufacturing (12.1%, 10.4%, and 12.2%, respectively) than 3RWIB (5.2%).

### Wages

The region's jobs are concentrated in occupations that pay between \$8.50 and \$15 an hour. About 40% pay below \$15, while 9% pay over \$35 an hour. Nearly 30% of jobs overall, representing opportunities in the high growth industries previously described: HealthCare, Construction, Energy, and Information Technology, pay \$15.01-\$25/hr., which represents the self-sufficient wage held by each of the four local areas.



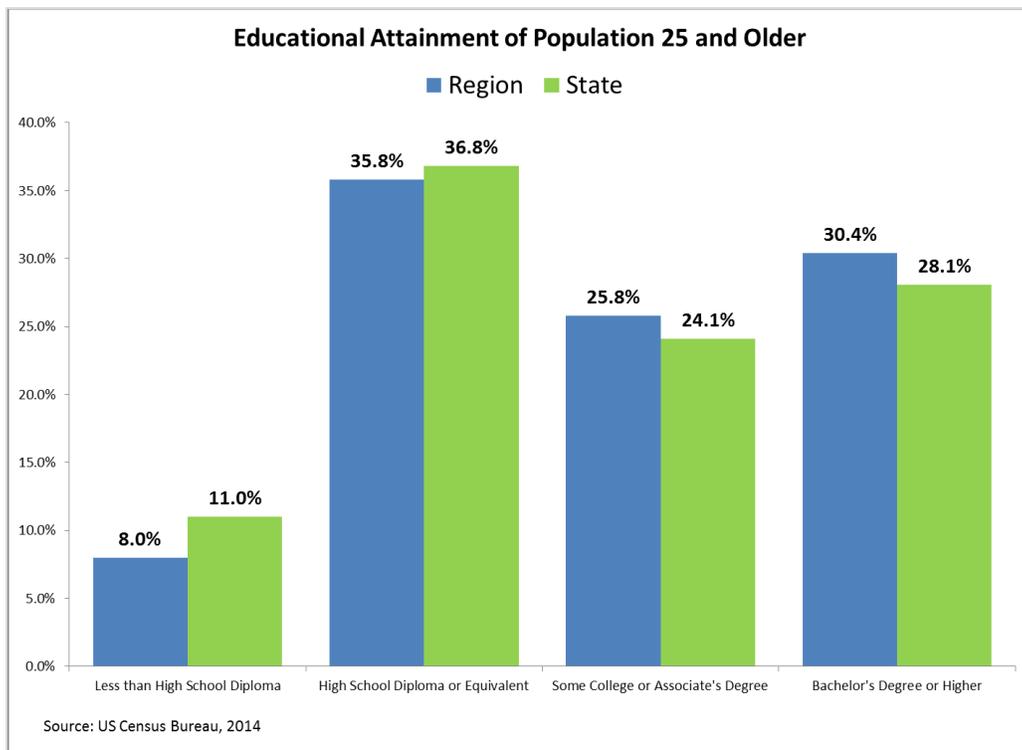
**Workforce Development Activities**

Each local workforce board in the SW Planning Region provides career services to Adult, Dislocated Worker, and Youth participants through the local PA CareerLink® system and a network of affiliated providers.

The four local workforce boards which make up the SW Planning Region are collaborating on strategic initiatives to align workforce development activities across the region, including: sectoral strategies, services to regional businesses, the connection with economic development, and improving opportunities for youth. Each of these activities is described in further detail below.

**Workforce Skill Levels**

The percent of the region’s residents with less than a high school diploma (8.0%) is slightly lower than that of the state (11.0%). In addition, the region has slightly higher percentages of residents with some college or associate’s degree (25.8%) and bachelor’s degree or higher (30.4%) than the state (24.1% and 28.1%, respectively). Almost half of the region’s population has education beyond the high school level.



There is variation in educational attainment within the region. The population served by 3RWIB has the highest level of educational attainment, 36.9% of the population over 25 possessing a Bachelor’s degree or higher and the lowest percentage with less than a high school diploma (6.7%). Each local area has between 24.7%-26.2% of its population with some college or an Associate’s degree, representing a significant opportunity in the region to upskill workers who already have a high school diploma. Larger shares of the populations served by TCWDB (40.5%), SW Corner (40.3%), and Westmoreland-Fayette (41.9%) have their high school diploma as the highest level of educational attainment than that served by 3RWIB (30.5%).

Educational Attainment by Local Area for the Population Age 25 and Above					
Education Level	3RWIB	Tri-County	Southwest Corner	Westmoreland-Fayette	Region
Less than High School Diploma	6.7%	8.8%	9.4%	9.4%	8.0%
High School Diploma or Equivalent	30.5%	40.5%	40.3%	41.9%	35.8%
Some College or Associate's Degree	25.9%	24.7%	26.2%	25.9%	25.8%
Bachelor's Degree or Higher	36.9%	26.0%	24.1%	22.9%	30.4%

Source: United States Census Bureau, 2014

1.3 Based upon the regional labor market and economic condition analysis as described in Appendix A’s element 1.2 and *Pennsylvania’s Workforce Development Plan (PY 2016 – PY 2019)*, describe the planning region’s economic and workforce development oriented vision and strategic goals.  
[WIOA Sec. 106(c) and Sec. 107(d)]

The Southwest Planning Region shares the Governor’s vision of serving Pennsylvania’s businesses through the creation of a skilled workforce. We embrace the Governor’s focus on promoting high-quality jobs and connecting job seekers with the training necessary to build the skills needed for viable, long-term, and family-

sustaining jobs. Strategic alignment at the regional level will lead to a stronger, more nimble workforce development system that concurrently and effectively serves both job seekers and business.

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

### **1. Enhance coordination between local boards**

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

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

The VVI is a regional approach designed to increase veterans' access to career services and work-based training programs, and to increase employer use of work-based training programs as incentives to hire veterans. Through this initiative, promising practices for employer engagement, serving priority populations, and developing career pathways for high demand positions will be identified and replicated. VVI represents an ongoing regional collaboration between 3RWIB, TCWIB, and Westmoreland-Fayette WDB.

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

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

## **2. Streamline talent delivery and business services**

Over half (56.9%) of the employed residents of Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, and Westmoreland counties leave their county of residence to work. Nearly 20% of Allegheny County employed residents (19.0%) leave Allegheny County to work. Regional residents cross county lines for employment and regional employers draw their workforce from all the counties in southwestern Pennsylvania. These regional labor market trends mean that the same employers may interface with multiple local boards. While each board has developed the policies and procedures that best meet the needs of the businesses and job seekers they serve, opportunities for coordination to reduce the administrative burden may exist. The Southwest Planning Region will explore these opportunities.

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

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

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

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

The development of career pathways and sector strategies for youth are promising areas for collaboration between local boards. Each of the local boards in the Southwest Planning Region is working to engage youth in career exploration. Westmoreland-Fayette WDB has implemented a college and career pathways model with Westmoreland County Community College (WCCC) to connect youth with education and the workforce. Tri County and SW Corner have implemented career fairs and work-based learning opportunities. 3RWIB is building the capacity of local providers through STEM programs and career exploration. The Southwest Planning Region will build on these and other efforts to cultivate employers in youth sector strategies and increase the awareness of high-growth occupations among area youth.

The Southwest Planning Region will actively examine other emerging opportunities for cooperation in serving employers. Through a Workforce Innovation Fund (WIF) grant, WFWDB and 3RWIB are working with Westmoreland County Community College and Community College of Allegheny County, respectively, on developing microcredentials along key career pathways. These pilots are designed to eventually be scalable for other community college partners. The smaller time commitment of microcredentials, along with their clear

alignment with employer needs, make them useful tools for engaging OSY and individuals with barriers to employment.

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

1.4 Describe regional strategies used to facilitate engagement of businesses and other employers, including small employers and in-demand industry sector occupations. Describe methods and services to support the regional workforce system in meeting employer needs. [WIOA Sec. 106(c)]

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

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

The region uses the generic term, "PA CareerLink® Specialist" to identify individuals who provide PA CareerLink® services to employers both large and small, and are members of their respective business service teams (BST). The PA CareerLink® Specialists are employed by the local Title I provider or Workforce Development Board depending on local board policy decisions, utilizing WIOA Title I funds. Additionally, each respective area has Commonwealth of PA, Bureau of Workforce Partnership employees performing this function depending on classification. These individuals are supported by Wagner-Peyser funds. PA CareerLink® Specialists from across funding streams work together to build relationships with businesses in the communities.

The PA CareerLink® Specialist will make personal visits to employers in his/her territory, and the employer will be working individually with their personalized PA CareerLink® Specialist. Each employer will be given an employer packet. This packet explains all of the services that the PA CareerLink® can provide including but not limited to; contact information, an OJT informational flier, labor market information, tax credit information, Unemployment Compensation Workshops and current job fairs, trainings, presentations, etc.

Employers will be able to complete Job Gateway registration on their own or contact the PA CareerLink® for assistance from a staff member. Job orders can then be placed on the PA CareerLink® website once the employer has been approved, where it will be viewed by thousands of interested job-seekers. Recruitment assistance will be offered to employers in terms of promoting their recruitment events through advertisement at the PA CareerLink®, and resumes can be collected on their behalf. Recruitments and screening interviews can also be held on site at the PA CareerLink®. Additionally, labor market information will be available to employers

including wage data, Equal Employment Opportunity compliance, industry and occupation projections, and new hire reporting guidelines. Employers can also receive information regarding the local and regional high priority occupations; receive information on State and Federal tax credits, or guidance concerning Federal Bonding.

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

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

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

- Aging workforce with inadequate number of replacement workers: the manufacturing sector has a high average age (28% of workers are age 55 and above) compared to other sectors in our region's economy
- Lack of connections to and awareness of manufacturing within the K-12 system
- Misperceptions about manufacturing occupations among students and parents
- Inadequate links among career/tech education, universities, and continuing education
- Integration of new technological knowledge for workers at all levels
- Need for underrepresented populations, veterans, persons with disabilities to have opportunities for well-paying jobs in manufacturing

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

In addition to region-wide sector strategies, local boards have developed sector strategies in line with their labor markets. In addition to the shared regional priorities of advanced manufacturing, healthcare, and energy, TCWIB has sector strategies in information technology (IT) and transportation and logistics. 3RWIB also focuses on information technology (IT). Westmoreland-Fayette focuses on hospitality and tourism, logistics, and

transportation. SW Corner gives special attention to metals. As we explore regional collaboration, we will work to build on existing successes rather than creating programs from scratch.

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

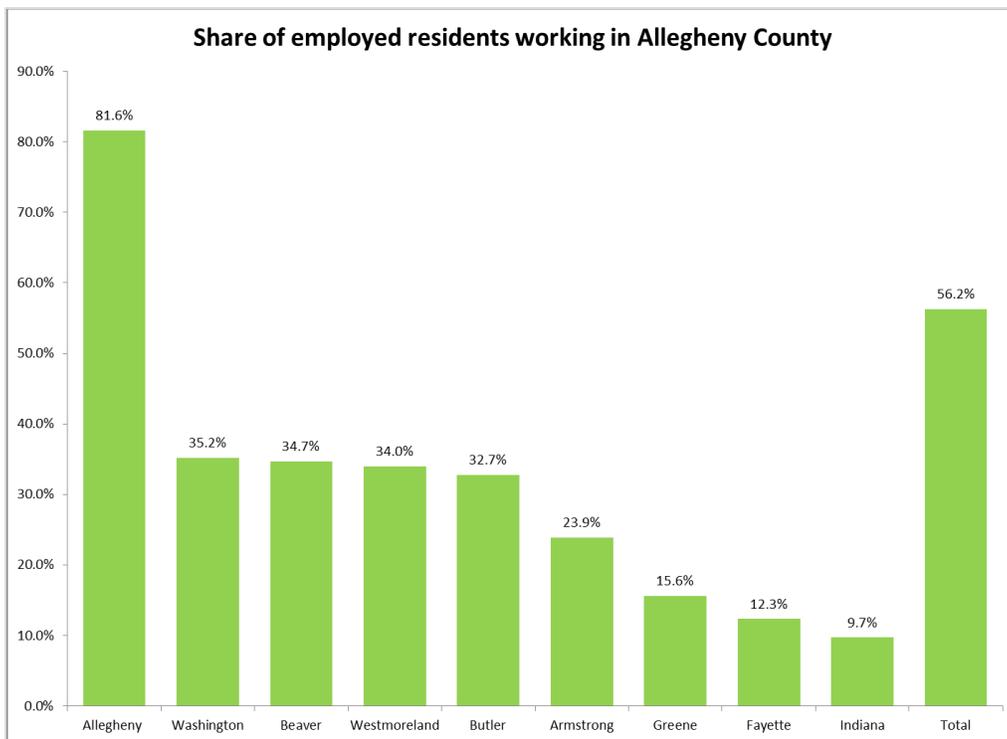
1.6 Describe how the planning region will define and establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region. [WIOA Sec. 106(c)]

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

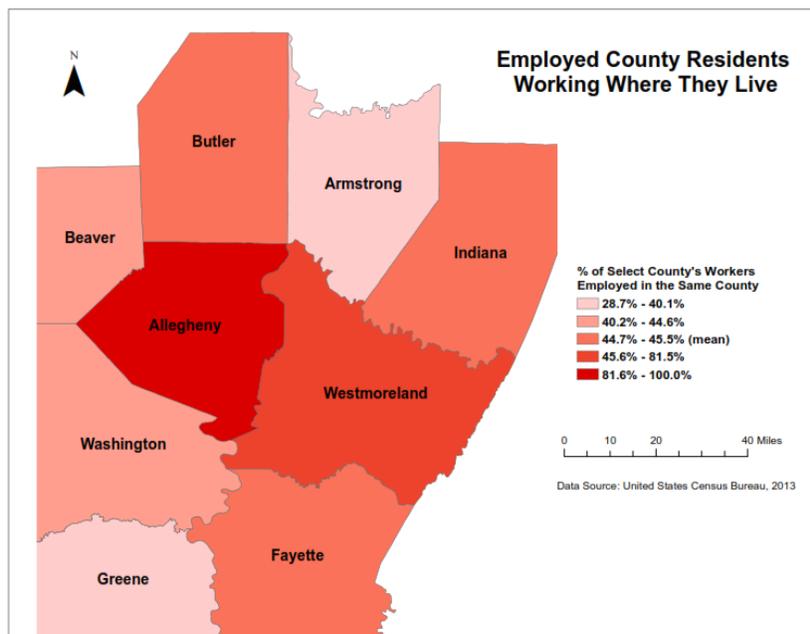
1.8 Outline regional transportation issues related to workforce development and ways the region will address needs identified. Include a description and/or map of the regional commuting patterns. [WIOA Sec. 106(c)]

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

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



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



Lack of reliable public transportation across the region remains an issue that affects both job seekers and businesses, but is beyond the scope of local workforce boards to address systemically. To that end, the local

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

1.9 Describe strategies and services the planning region will employ to coordinate workforce development programs/services with regional economic development services and providers. [WIOA Sec. 106(c)]

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

- Strengthen the collaboration and coordination of economic and workforce development services;
- Further engage regional employers via employer collaboration groups; and
- Train incumbent and future workers to prepare them for family sustaining middle skills and high skilled jobs.

The process employed to meet these objectives will include:

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

1.10 Describe how the planning region will establish an agreement concerning how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c), for local areas and the planning region. [WIOA Sec. 106(c)]

*Note:* The Department, the local board and the CEO reach agreement on local targets and levels based on the negotiation process before the start of each program year. While the CEO remains ultimately responsible for ensuring the local area meets or exceeds such local targets and levels, performance negotiations must be coordinated regionally, requiring each planning region to establish an agreement describing how the region will collectively negotiate performance goals with the Department. [proposed 20 CFR 677.210(b) and (c)] and [proposed 20 CFR 679.510(a)(2)]

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

1.13 Describe how the planning region will connect any regionally targeted populations to occupational demands, especially individuals with barriers to employment. [proposed 20 CFR 679.540(b)]

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

#### *Veterans*

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

As previously described, the Southwest Planning Region has also undertaken an initiative to support workforce development for vets with competitive funding. The Veterans Value Initiative (VVI) is a regional approach

designed to increase veterans' access to career services and work-based training programs, and to increase employer use of work-based training programs as incentives to hire veterans. Through the initiative, promising practices for "veteran friendly" employers and career pathways for high demand positions will be identified and replicated. The Southwest Planning Region considers VVI a promising model of serving priority populations.

#### *Low income individuals and recipients of public assistance*

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

#### *Individuals with disabilities*

Eligible individuals who self-identify as having a disability are referred to the Office of Vocational Rehabilitation (OVR) staff at PA CareerLink® for additional services. Eligible OVR customers can receive vocational counseling and guidance, vocational education, restoration, training, job placement and individualized supportive services.

Job seekers with a disability are also served through Title I staff at the PA CareerLink®. This dual enrollment would be more effective and would better serve job seekers and employers with increased data sharing from OVR and enhanced program alignment. The Southwest Planning Region will look to OVR to suggest additional opportunities for partnership moving forward.

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

#### *Educational opportunities for groups with barriers*

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

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

One such innovation is being piloted through a Workforce Innovation Fund grant by Westmoreland-Fayette WDB in partnership with Westmoreland County Community College (WCCC) and 3RWIB with Community College

of Allegheny County (CCAC). These partners are working to develop stackable microcredentials in key career pathway, high priority occupations to reduce barriers to entry in high quality jobs. Westmoreland-Fayette and WCCC are building microcredentials in manufacturing. 3RWIB and CCAC are focusing on cyber security and health care. The best practices identified through the project will be shared across the region.

### *Collective impact*

To connect regional populations to occupational demands across all targeted populations, the Southwest Planning Region has taken steps to build a collective impact system, which leverages the expertise and capacity of community-based organizations to increase the capacity of the public system. This model has been successfully piloted by 3RWIB in the Pittsburgh Works initiative. Regional partners will work together to explore the potential for implementation of this model in the area.

In 2012, 3RWIB launched the Pittsburgh Works initiative to address system fragmentation, reduce inefficient use of workforce development resources, and provide greater access to job placement services within the community. This innovative and nationally-lauded collaboration of more than 80 workforce development partners provides the framework needed to raise the quality of services provided to job seekers, respond to employer demand, and path more people into in-demand careers at family-sustaining wages. The Pittsburgh Works combination of tools and process provides an ideal platform to help our region identify regionally targeted populations and connect them to occupational demand. Westmoreland-Fayette and TCWIB are exploring ways to leverage the best practices learned through the collective impact model in their local areas.



**3 RIVERS WIB**  
THREE RIVERS WORKFORCE INVESTMENT BOARD

**Three Rivers Workforce Investment Board**  
**PY 2016 Transitional Local Plan**

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## Section 1: Workforce and Economic Analysis

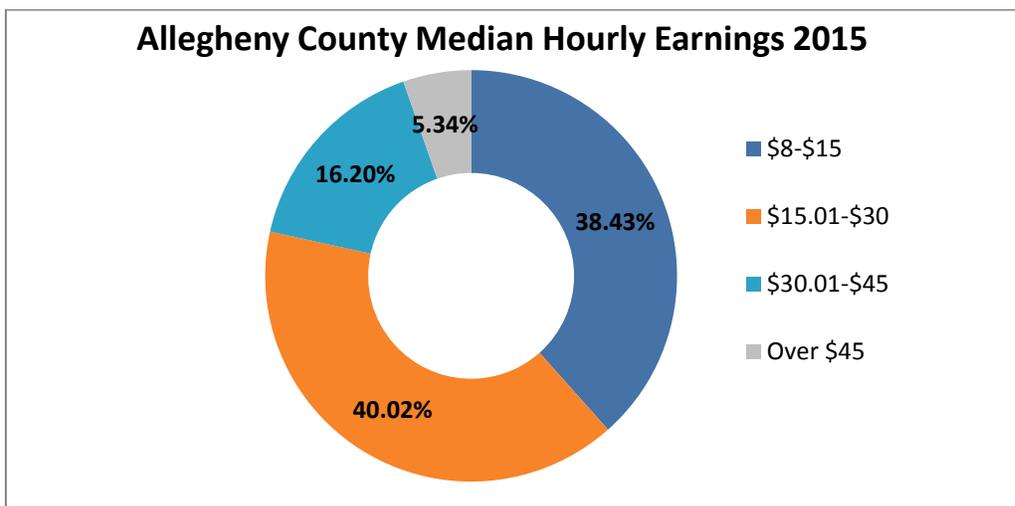
### Section 1.1

Provide an analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations.

With a population of about 1,230,000 Allegheny County comprises about 9.6% of Pennsylvania's population and represents about 10% of the state's labor force. From 2012-2015, with a 14,304 net increase in jobs, the county experienced 2% job growth. This increase lagged slightly behind Pennsylvania's 2.3% job growth during the same time period. Further, the area's current unemployment rate is 4.8%, which is down from 7.2% in 2012 and 8.5% at the peak of the 2007-2009 recession. In addition, this decrease is smaller than PA's 4.3 percentage point decrease in unemployment rate from 9.5% in the peak of the recession to 5.2% in 2015. Overall, these figures illustrate that Pittsburgh is recovering from the 2007-2009 recession, but at a slower rate than the state.

In 2015, about 620,000 residents were employed among an Allegheny County labor force of about 650,000. These numbers represent about a 1,100 increase in employment and a 3,000 decrease in the labor force from 2012, indicating that over the last three years labor force participation only slightly decreased. Currently the baby boomer generation, workers ages 55 and over, comprise 23.8% of Allegheny County's workforce. However, as the county's population ages over the next ten years, the baby boomer generation will retire and leave the labor force. Because the current youth will be adults in ten years, the ongoing health of our economy depends in part on their ability to succeed in the labor force.

Service jobs drive the local economy, which has far reaching effects. In 2015 almost 40% of jobs in Allegheny County paid less than \$15 per hour, and 57.5% paid less than \$20 an hour. Although some in-demand and opportunity industries and occupations pay well and require strong technical skills and base knowledge, nearly 38% of jobs in this area require less than a four year degree.



Current in-demand industries in Allegheny County include Healthcare and Social Assistance; Retail Trade; Professional, Scientific and Technical Services; and Finance. Opportunity industries, those that currently do not have a large share of jobs but are expected to grow over the next ten years, include Construction, Management, Manufacturing, and Information.

### **In-Demand Industries**

Currently the Healthcare and Social Assistance sector constitutes the largest share of jobs in Allegheny County, accounting for 124,820 jobs (18% of total jobs). Following Healthcare and Social Assistance are Retail Trade (73,496 jobs, 10.6%), Government (63,469 jobs, 9.1%); Professional, Scientific, and Technical Services (60,799 jobs, 8%); Accommodation and Food Services (59,267 jobs, 8.5%); and Finance (45,722, 6.6%).

<b>Industry</b>	<b>2015 Jobs</b>	<b>Projected 2025 Jobs</b>	<b>Change</b>	<b>% Change</b>
Healthcare and Social Assistance	124,820	140,335	15515	12%
Retail Trade	73,496	72,878	-618	-1%
Government	63,469	60,509	-2,960	-5%
Professional, Scientific, and Technical Services	60,799	67,906	7,107	12%
Accommodation and Food Services	59,267	61,677	2,410	4%
Finance and Insurance	45,722	46,850	1,128	2%
Manufacturing	36,471	33,818	-2,653	-7%
Educational Services	34,240	35,782	1,542	5%
Administrative and Support and Waste Management and Remediation Services	33,160	35,687	2,527	8%
Construction	29,067	32,567	3,500	12%
Management of Companies and Enterprises	28,738	31,850	3,112	11%
Other Services (except Public Administration)	23,992	24,482	490	2%
Wholesale Trade	21,652	20,927	-725	-3%
Transportation and Warehousing	17,603	17,272	-331	-2%
Arts, Entertainment, and Recreation	15,073	16,802	1,729	11%
Information	12,608	11,602	-1,006	-8%
Real Estate and Rental and Leasing	9,164	9,188	24	0%
Mining, Quarrying, and Oil and Gas Extraction	2,746	3,847	1,101	40%
Utilities	2,589	2,656	67	3%
Crop and Animal Production	135	113	-22	-16%

Source: Economic Modeling Specialist International, 2015

### **Opportunity Industries**

Opportunity industries are industries that are projected to have high job growth or significant openings over the next ten years as baby-boomers retire. These industries typically offer positions that require only short-term or on-the-job training rather than a 4-year degree.

The opportunity industries include Healthcare and Social Assistance (15,404 new jobs); Professional, Scientific, and Technical Services (7,107 new jobs); Construction (3,500 new jobs); and Management of Companies and Enterprises (3,112 new jobs). Manufacturing, Information, and Construction are also considered opportunity industries because, despite low projections for 2015-2025, a significant portion of the workers in these two industries are age 55 or older.

As the following table demonstrates, almost a quarter (28%) of Manufacturing workers and Information workers (23%) are 55 or older. One-fifth of Construction workers (20%) fall in that age range as well. Therefore, while there may not be large growth in these industries, employers will be hiring to replace the older workers who retire. In addition, based on projections from 2012-2022, Construction is expected to add 3,950 new jobs or 14.8% job growth. In order to keep the Manufacturing, Information, and Construction industries efficient and successful, building a pipeline of talented younger workers is necessary.

<b>Industry</b>	<b>% of Workers Age 55+</b>
Real Estate and Rental and Leasing	32%
Transportation and Warehousing	32%
Government	30%
Utilities	29%
Manufacturing	28%
Educational Services	27%
Wholesale Trade	27%
Other Services (except Public Administration)	27%
Healthcare and Social Assistance	25%
Information	23%
Management of Companies and Enterprises	23%
Administrative and Support and Waste Management and Remediation Services	23%
Professional, Scientific, and Technical Services	22%
Arts, Entertainment, and Recreation	22%
Retail Trade	22%
Finance and Insurance	22%
Construction	20%
Mining, Quarrying, and Oil and Gas Extraction	18%
Crop and Animal Production	12%
Accommodation and Food Services	10%

Source: Economic Modeling Specialist International, 2015

<b>Industry</b>	<b>% Jobs Requiring Less than 4 year Degree</b>	<b>Average Yearly Earnings</b>
Healthcare and Social Assistance	80.6%	\$63,750
Professional, Scientific, and Technical Services	47.2%	\$98,609
Construction	92.3%	\$72,780
Management of Companies and Enterprises	52.3%	\$157,326
Information	63.6%	\$94,267
Manufacturing	83.7%	\$83,704

### **In-Demand Occupations**

Like the industry breakdown of Allegheny County, the occupational breakdown is also diverse. Office and Administrative Support occupations account for the largest number and proportion of total jobs (124,034 jobs, 17.8% of total). Other high demand occupations include Sales and Related Occupations (70,273, 10.1%), Food Preparation (63,490, 9.1%), Healthcare Practitioners (54,491, 7.8%, Business and Financial Operations (41,660, 6%), and Education Occupations (39,723, 5.7%).

<b>Occupation</b>	<b>2015 Jobs</b>	<b>2025 Jobs</b>	<b>Change</b>	<b>% Change</b>
Office and Administrative Support	124,034	123,810	-224	0%
Sales and Related Occupations	70,273	69,898	-375	-1%
Food Preparation and Serving Related	63,490	66,586	3096	5%
Healthcare Practitioners and Technical	54,491	60,632	6141	11%
Business and Financial Operations	41,660	44,521	2861	7%
Education, Training, and Library Occupations	39,723	40,961	1238	3%
Transportation and Material Moving Occupations	35,383	36,407	1024	3%
Management Occupations	29,387	31,453	2066	7%
Production Occupations	28,961	27,842	-1119	-4%

### **Opportunity Occupations**

In total, Allegheny County is expected to have almost 209,000 total job openings between 2015 and 2025. Occupations expected to have the highest number of projected job openings include: Office and Administrative Support (29,911 openings), Food Preparation (27,800), Sales (23,000), Healthcare and Technical Support (18,052), and Transportation (10,251).

As a subset of the projection for total job openings, Allegheny County’s occupational growth projection between 2015 and 2025 is 5% (31,701 new jobs). Within that overall projection, Healthcare and Technical Support Occupations are expected to add the most new jobs (6,141 new jobs, 11% increase), followed by Health Care Support (3,363 new jobs, 14% increase); Food Preparation (3,096 new jobs, 5% increase); Construction (2,921 new jobs, 11% increase); Business and Financial Operations (2,861 new jobs, 7% increase); Personal Care (2,681 new jobs, 10% increase); and Computer and Mathematical occupations—mostly related to information technology (2,258 new jobs, 9% increase). Within Computer occupations, Computer Analyst jobs were projected to experience 23.2% job growth adding 1,140 jobs.

The following table presents the top 10 occupations projected to have the most openings from 2015-2025. The majority of these occupations require less than 4 years of post-secondary education, which indicates an opportunity to develop short-term occupational trainings in career pathway occupations accessible to those who may have barriers to employment.

<b>Occupation</b>	<b>Openings (2015-2025)</b>	<b>% of Entry Level openings requiring less than a four year degree</b>	<b>Median Hourly Earnings</b>
Office and Administrative Support	29,911	100.0%	\$16.68
Food Preparation and Serving Related	27,800	100.0%	\$10.36
Sales and Related Occupations	23,001	95.5%	\$17.11
Healthcare Practitioners and Technical	18,052	72.4%	\$34.41
Transportation and Material Moving Occupations	10,251	98.9%	\$15.98
Healthcare Support	8,471	100.0%	\$13.73
Personal Care and Service	8,243	95.3%	\$11.35
Construction and Extraction	8,108	100.0%	\$23.51
Installation, Maintenance, and Repair	7,234	100.0%	\$21.41
Production Occupations	6,698	100.0%	\$18.40

### **3RWIB Target Industries and Occupations**

Labor market data and expertise help drive 3RWIB’s strategy and decision-making for programs. All WIOA-funded training programs in Pittsburgh and Allegheny County align with occupations on the High Priority Occupation List for our region, which is developed by the PA Department of Labor & Industry using data on projected annual openings and earnings. Furthermore, 3RWIB focuses on key in-demand and opportunity industries when developing training opportunities and other initiatives to serve

employers and job seekers. These include the in-demand Healthcare industry (the region's largest industry), along with the opportunity industries of Manufacturing, Information Technology, and Construction, which often require only short-term or on-the-job training and are projected to experience large growth or significant openings over the next ten years.

For example, the 3RWIB Business Solutions team engages businesses in Healthcare, IT, Manufacturing, and Construction when developing work-based training opportunities (OJT, Incumbent Worker, and Customized Job Training). 3RWIB also maintains a robust eligible training provider list, which includes training programs in Healthcare, Construction, Manufacturing, and IT among other high-growth industries. Funding is available through individual training accounts for qualified WIOA participants to attend these programs. Additionally, 3RWIB's Quick Train Initiative connects job seekers to affordable, employer-driven training programs in the Healthcare, Manufacturing, and Energy industries. 3RWIB also has existing Industry Partnerships in Healthcare and Manufacturing, which enables employers in these industries to access funds for incumbent worker training.

## **Section 1.2**

### **Knowledge & skills required to meet employment needs of employers, including employee, requirements for in-demand industry sectors & occupations.**

Most of the key technical skills that cut across all of the in-demand occupations are related to technology (including use and maintenance of equipment and effective communications through technology). Recognized credentials and/or a proof of experience are often required to demonstrate occupation-specific technical skills. Science, technology, engineering and mathematics (STEM) knowledge and competencies are among the most critical for most of the in-demand occupations.

With the number of older workers in Manufacturing, Construction, and Transportation preparing to retire, there is a shortage of skill-ready younger workers to replace them. The energy boom has also attracted large numbers of Heavy and Tractor-Trailer Truck Drivers and Construction workers and with resurgence the energy industry will rely heavily on these occupations. Short-term training and State licensing are required for Transportation positions. The high-tech nature of advanced automation intensifies the need for technical skills in Manufacturing. To become job-ready for these positions, today's workers need to possess a combination of math, computer, mechanical, engineering, and troubleshooting skills. Apprenticeship training applied to college credits, on-the-job-training, and vo-tech training programs are aimed at developing these skills in job-seekers to create a pipeline for employment in Manufacturing and Construction, including the Trade Skills.

Employment in Office and Administrative and Retail industries also requires on-the-job or short-term training. For Healthcare, with the exception of support positions, some post-secondary skills or industry recognized credentials are required. Likewise, along with technical skills, post-secondary degrees are needed for IT, Engineering, Management, and Professional occupations. Many sectors, including Healthcare, Financial, and Education, and Transportation, require additional conditions for hiring such as criminal and child clearances, drug testing, and physicals.

According to data from the Center for Workforce Information & Analysis, the top five knowledge areas and projected needs from 2012-2022 are: English language, customer and personal service, administration and management, and mathematics. That data also defines the top five work activities and projected needs between 2012 and 2022 as: communicating with supervisors, peers, or subordinates; interacting with computers; obtaining information; making decisions; and solving problems. These demonstrate that both technical and non-technical skills are important to success in jobs across industries and occupations.

### **Section 1.3**

**Provide an analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.**

#### **EMPLOYMENT DATA**

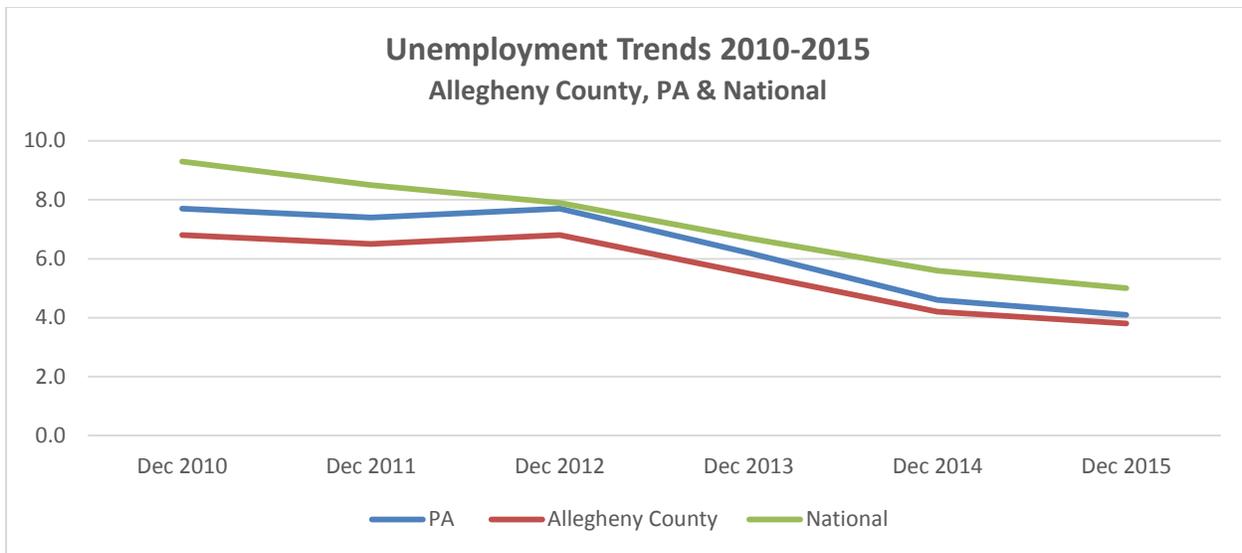
As of December 2015, Allegheny County shows a labor force participation rate of 64% and a total labor force of 651,320 individuals, indicating the Three Rivers Workforce Development Area labor market accounts for almost 10% of Pennsylvania's civilian labor force. Compared to 2014 the County labor force grew by 12,367 or 1.8%. As of this writing, the civilian labor force consists of 626,432 employed individuals and 24,888 unemployed individuals.<sup>1</sup>

Data shows that 31% of working individuals 25 years and older have earned a high school diploma as their highest educational achievement, while a total of 36% have a bachelor's degree or higher. According to projections, the same pattern is to be expected in 2025. This data also shows that slightly more women than men have obtained a college degree; however, there are also slightly more women than men who have less than a high school degree.

The current unemployment rate in Allegheny County (preliminary data for December 2015, not seasonally adjusted) is 3.8%, which is below Pennsylvania's (4.1%) and also below the national unemployment rate (4.1%). As illustrated below, these currently different rates reflect a consistent pattern from over the past 5 years.

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<sup>1</sup> BLS, Local Area Unemployment Statistics, 2015. Preliminary data for December 2015, not seasonally adjusted. Retrieved February 2016.



## LABOR MARKET TRENDS

Through our consistent analysis of the labor market, monitoring of local economic trends and close relationships with employers, training providers, and job seekers, 3RWIB has identified the following key labor market trends and challenges:

### Population Decline and Aging Workforce

Just as Pennsylvania’s population growth is relatively low and its population keeps growing older<sup>2</sup>, so it is for the population in Allegheny County. According to current population projections, Allegheny County’s population will continue to decrease overall from 1,210,748 in 2010 to 1,132,736 in 2030.<sup>3</sup>

Allegheny County has historically been one of the oldest counties in the country and its population keeps consistently aging.<sup>4</sup> Compared to the state and national older population, Allegheny County’s 17.4% share of older individuals (65 years and older) is the highest.<sup>5</sup> The aging of our populations is a challenge that is generally caused by the aging of the baby boomer generation, a decline in birth rates, and an increase of life expectancy.

The aging trend is equally reflected in both the incumbent and the opportunity workforce. Currently 24% of our workers are 55 and older, while only 13% of our workers are 24 or younger.<sup>6</sup> In terms of projections, this trend will continue and result in severe labor shortages in the future and thus will have significant implications for the 3RWIA. Between 2016 and 2022 the cohort of the opportunity workforce

<sup>2</sup> Pennsylvania’s Combined Workforce Development Plan (PY2016 –PY2019), Draft for Public Comment, p. 20.

<sup>3</sup> Pennsylvania State Data Center, 2015.

<sup>4</sup> More detailed information in: “The State of Aging in Allegheny County”, University of Pittsburgh, Center for Social and Urban Research, October 2014; <http://ucsur.pitt.edu/wp-content/uploads/2014/11/State-of-Aging-in-Allegheny-County.pdf>

<sup>5</sup>, U.S. Census Bureau, Population Division, Annual Estimates, June 2015.

<sup>6</sup> Quarterly Workforce Indicators, US Census, 2015.

between 15 and 29 is expected to decline by almost 10% or 22,129 individuals, while the age group between 55 and 74 is expected to grow by 3%.<sup>7</sup>

Taking into account the retirement of older workers in upcoming years, the key challenge for the region will be to create a youth pipeline that will be adequately equipped to fill the jobs of retirees to compensate the expertise that will leave the workforce with the retirement of older workers.

3RWIB understands that while it is important to wisely leverage the knowledge of older workers, it is imperative to get the region's youth interested, educated, and skilled for the jobs that will open up in the future. This is especially important in industries where the share of older workers (55+) is particularly high, such as in Transportation (32%), Utilities (29%), and Manufacturing (28%).<sup>8</sup>

3RWIB is working to build a youth workforce development system that addresses this youth pipeline need. 3RWIB has established a network of 16 contracted youth service providers delivering quality academic and workforce programming to in-school and out-of-school youth in Pittsburgh and Allegheny County. These youth program models are grounded in best practice research and are designed to provide youth with job readiness, career exploration, work experience, and life skills necessary to successfully transition into post-secondary education and/or employment. Beyond its year-round programming, 3RWIB's Summer Youth Employment Program provides youth with job readiness training and paid work experience opportunities in in-demand industries that allow them to explore careers and learn to work by working.

### **Supply/Demand Mismatch**

The supply and demand misalignment in the labor market is reflected on multiple levels. First, a gap exists between available jobs and unemployed individuals. While many jobs are available, employers describe critical shortages of talent. For example, in December 2015 there were 24,888<sup>9</sup> unemployed individuals in Allegheny County and 29,427 online job postings creating a gap of 4,539 between employee needs and available workers.

Secondly, there is a disconnect between the education and skills employers require, and the education and skills job seekers possess. As illustrated below, this disconnect is particularly evident in PA Career Link data on the employee requirement for an educational level of a bachelor's degree: While 36% of CWDS Job Gateway Jobs required a BA Degree, only 13% of active job seekers have attained level of education.<sup>10</sup>

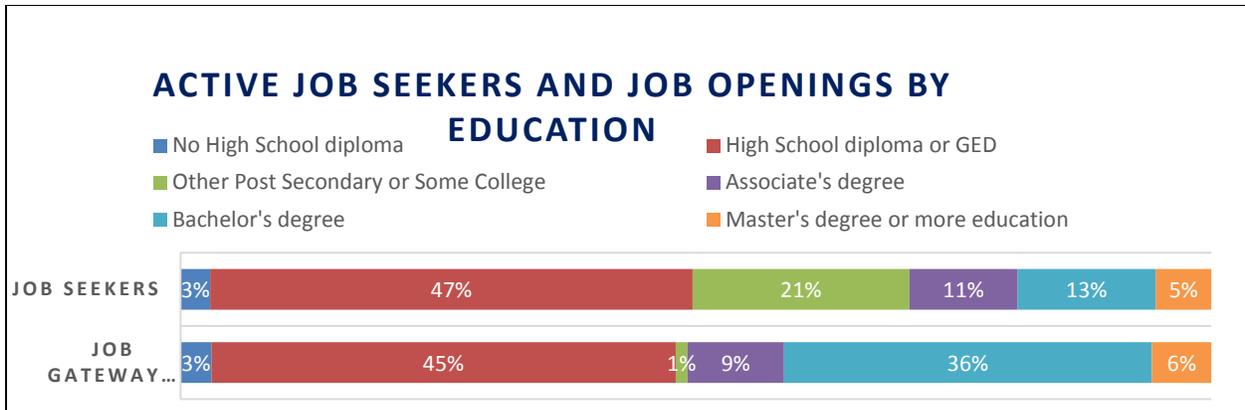
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<sup>7</sup> Source: Economic Modeling Specialist Intl (EMSI), Q4 2015.

<sup>8</sup> Economic Modeling Specialist Intl. (EMSI), 2015.

<sup>9</sup> BLS, preliminary not seasonally adjusted data.

<sup>10</sup> CWDS, Active Job Seekers and Job Opening as of August 2015



Thirdly, a gap exists in middle skill jobs or *opportunity occupations*<sup>11</sup> that provide an above-median wage without requiring an applicant to possess a bachelor’s degree. Looking at the entry level education requirements of new jobs created between 2015 and 2025, most of these jobs will require either less than a high school diploma or a bachelor’s degree which will leave a gap in the middle skill jobs. The same observation can be made by looking at the earnings of jobs created in the same time frame.<sup>12</sup>

Looking more closely, it becomes evident that multiple factors are responsible for these mismatches, including but not limited to an unemployed labor force with different qualifications than what employers need, underutilization of an aging workforce, outdated skill sets, inadequate and insufficient exposure to career pathways, and challenging employer requirements.

#### **Unemployment Challenges for Individuals with Barriers to Employment and Other Priority Population Groups**

Individuals with barriers to employment and other priority population groups (e.g. Veterans) represent a significant part of both the Allegheny County population and the clients served through the public workforce system. For example, according to data from the US Department of Veterans Affairs, there are currently (September 2015) close to 88,000 veterans in Allegheny County or 7.6% Veterans as reported by Census data. Veterans are among the population groups that receive priority of service under WIOA.

Poverty is another significant challenge for Allegheny County job seekers. More than 30% of the unemployed and 5.6% of those who are employed in the County live below the poverty level.<sup>13</sup> Helping those individuals who seek employment and those who face barriers to finding employment that pays family sustaining wages are key 3RWIB priorities.

<sup>11</sup> Report by the Federal Reserve Banks of Philadelphia, Cleveland, and Atlanta “Identifying Opportunity Occupations in the Nation’s Largest Metropolitan Areas”, September 2015, page 3.

<sup>12</sup> EMSI, 2015.

<sup>13</sup> U.S. Census Bureau, 2009-2013, 5-Year American Community Survey

Though the annual number of long-term unemployed (26 weeks or longer) in Allegheny County dropped by more than half between 2010 and 2015 (25,000 to 11,040 individuals), approximately 37% of the unemployed population in Allegheny County are still considered to be long-term unemployed. Between November 2014 and November 2015 11,040 individuals exhausted their unemployment compensation (UC) benefits due to their status of being unemployed for more than 26 weeks.<sup>14</sup> By industry, the three pre-UC super sectors Professional & Business Services, Education & Health Services, and Trade, Transportation & Utilities comprised 56% of the total UC exhaustees in the region. This distribution is equal to the state-wide pattern.

Among the unemployment compensation exhaustees in the second quarter of 2015, there were 57% males and 43% of females. This resembles the general trend as identified by the Bureau of Labor Statistics (BLS) that men are slightly more likely to be long-term unemployed than woman. By race, there were the numbers in this category include 70% Whites, 25% Blacks, 1% Hispanics and 4% other non-Hispanic races.

Another aspect of long-term unemployment data shows that the incidence of long-term unemployment increases with age. That is, individuals below 24 years old accounted for 4%, those in the 25-54 middle-age cohort 64%, and the cohort 55 and older 31%. Further, 47% of long-term unemployed have a high school diploma, while another 47% have either some college or a Bachelor's degree or higher.<sup>15</sup> Generally, long-term unemployment does not vary significantly by the level of education. Rather this is made even more challenging by affecting the full spectrum of individuals from those with a high school diploma to those with Master's and PhD's.

With programs such as Platform to Employment (P2E), 3RWIB is working to ensure that the long-term unemployed are being reconnected to the workforce. It is important to reach these individuals before their skills deteriorate, or they become discouraged and leave the labor force altogether; their absence from the workforce will contribute to significant long-term negative effects on the region's economy and productivity.

### **Lack of Employment Opportunities for Youth and Young Adults**

Economically disadvantaged youth face significant challenges in our region, ranging from high drop-out rates, difficulty finding and connecting to jobs and educational opportunities, and high crime rates among youth who are disengaged during the summer months. Additionally, 15,315 youth aged 14 to 24 in Allegheny County are currently neither employed nor in school.

Moreover, employment opportunities for youth have been decreasing in recent years. Between 2000 and 2014 youth employment decreased by 43%, with summer youth employment in particular decreasing by an alarming 58%. This is especially unfortunate due to the close correlation of summer employment and youth crime rates. All of these facts pose a severe problem since youth and young

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<sup>14</sup> PA Department of Labor & Industry, Center for Workforce Information and Analysis, Allegheny County Profile January 2016.

<sup>15</sup> PA Department of Labor & Industry, Center for Workforce Information and Analysis, 11/19/2015.

adults—as the emerging workforce—need to be intensively connected with work opportunities in defined career pathways to develop knowledge and skills that will ensure their self-sufficiency and prosperity in the future and that the region’s future workforce needs are met.

As mentioned, to address these issues, 3RWIB’s network of year-round youth programs for ISY and OSY implement best practice models that provide youth with life skills, job readiness, career exploration, and work experience necessary for successful transition into post-secondary education and/or the workforce. 3RWIB and its youth providers engage with regional employers to help make employment opportunities available to youth populations. Furthermore, 3RWIB’s Summer Youth Employment Program provides youth with job readiness training and paid work experience opportunities over the summer with employers in in-demand industries and occupations (information technology, healthcare, finance, etc.). 3RWIB is also exploring opportunities to connect youth ITA funds with registered apprenticeship programs that provide quality training and work experience to become more competitive in the workforce.

### **Section 1.4**

**Provide an analysis and description of workforce development activities, including type and availability of education, training, and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the education and skill needs of the workforce and the employment needs of employers in the region.**

#### **Workforce Development System - Analysis**

Implementation of WIOA provided 3RWIB a new opportunity to fully evaluate the local and regional workforce development system and establish new policies, procedures, and strategies to better meet the skill needs of the workforce and the talent needs of employers. Under WIOA, adults and dislocated workers may access career services and training services. 3RWIB ensures that the local workforce system is universally accessible, customer centered, and that applicant training is job-driven. Training is supported through a robust ETPL, comprised of entities with a proven capability of securing participants with quality employment. 3RWIB also provides accessible and flexible work-based training options, such as OJT, customized training, and incumbent worker training.

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

assessments, career planning, and development of an individual employment plan that outlines the needs and goal of successful employment for a particular individual.

There is no sequence of service required for a job seeker to obtain training. Training is made available to individuals after an interview, assessment and suitability evaluation determine that the individual requires training to obtain employment or remain employed. Individuals receiving services in the one-stop center receive the service that is necessary to assist the individual to meet his or her job search goals. In accordance with 3RWIB's Supportive Services policy, supportive services, including needs-related payments, are offered to cover costs outside the training tuition.

To expand the reach of the local PA CareerLink® system, within Pittsburgh and Allegheny County, performance-based contracts were established with two organizations through a competitive bid process. United Labor Agency (ULA) provides career services within the two PA CareerLink® Pittsburgh/Allegheny County locations. The second contractor, Jewish Family & Children's Services, a local community-based organization, provides targeted advanced career services to both adult and dislocated workers.

As an initiative to expand the reach of the public workforce system, 3RWIB also oversees Pittsburgh Works, a public/private collaborative of more than 80 workforce development organizations. Through this collaboration, Pittsburgh Works improves efficiency and reduces fragmentation of workforce development services in the Pittsburgh region. Job seekers are able to receive high-quality services within their own communities while also connecting with job opportunities available through the public workforce development system. Since its implementation, Pittsburgh Works has invested \$1.3 million to connect job seekers to careers in the Pittsburgh region.

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

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

### **Training Activities**

3RWIB works to ensure that both job seekers and employers in the City of Pittsburgh and Allegheny County are able to access a wide range of employment and training services. Training options include classroom training funded through individual training accounts, on-the-job training, incumbent worker training, training through industry partnerships, and training opportunities made available through 3RWIB's Quick Train initiative.

For the City of Pittsburgh and Allegheny County more than 170 approved training programs are included on the Eligible Training Provider List (ETPL). To help ensure that training investments are aligned with the hiring needs of regional employers, each of these programs provides training in a high priority occupation, including those in healthcare, information technology, manufacturing, or transportation. To maintain the quality of the ETPL, training programs must meet performance benchmarks before they can be approved, including measures related to program completion, employment rates, median earnings, and credential attainment of their students. WIOA Title I Adult and Dislocated Worker participants are able to access funding through individual training accounts to attend programs on the ETPL. 3RWIB is also exploring how to best utilize ITA funds for out-of-school youth participants.

In the City of Pittsburgh and Allegheny County, 3RWIB also invests WIOA funding to develop a diverse mix of quality work-based training opportunities that provide benefits to both job seekers and employers. The 3RWIB Business Solutions team and PA CareerLink® staff work together to engage with employers in key, high-demand industries (healthcare, information technology, manufacturing, energy, etc.) and coordinate quality OJT programs providing training in high priority occupations. OJT opportunities benefit employers by helping to meet their hiring and skills while also enabling them to receive reimbursements for training a new worker. Based on employer size, reimbursements are on a sliding scale (from 35% to 75% of the local self-sustaining wage). OJT opportunities benefit job seekers by enabling them to receive training in an in-demand occupation, while they also earn a self-sustaining wage.

To create opportunities for incumbent worker training, 3RWIB also manages manufacturing and healthcare partnerships in Pittsburgh and Allegheny County. These strategic sector partnerships benefit business and industry by supporting the skill development of current employees. More than 400 incumbent workers have accessed training through 3RWIB's current industry partnerships in manufacturing and healthcare. To engage Southwestern Pennsylvania companies interested in incumbent worker training opportunities, 3RWIB leverages WEDnetPA as a tool.

To expand opportunities for short-term, employer-driven training in Pittsburgh and Allegheny County, 3RWIB has developed the Quick Train for Jobs initiative. Quick Train connects job seekers to quality, affordable training opportunities that align with hiring needs in the Manufacturing, Healthcare, and Energy sectors. More than 80 percent of job seekers who have completed training through the Quick Train initiative have become employed in positions related to their training. Since its inception, the initiative has built successful partnerships with training providers and employers including the Trade Institute, New Century Careers, PA Women Work, Steel Center CTE, Burns & Scalo, Mentors, Massaro, and Made Right Here. These partnerships have provided training opportunities in in-demand occupations, including roofing, construction, and manufacturing.

To create training opportunities for specific groups with barriers to employment, 3RWIB also leverages its funding. For example, through Job-Driven National Emergency Grant funding, 3RWIB partnered with The WorkPlace to bring the nationally-recognized Platform to Employment (P2E) program to the City of Pittsburgh and Allegheny County. Through a five-week pre-employment workshop, as well as eight weeks of subsidized wages to transition back to the workforce and provide an incentive to hiring

employers, P2E serves long-term unemployed individuals through the Veterans Value Initiative, 3RWIB also is working with regional partners on an effort 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.

### **Adult Basic Education and ESL Services**

Providers of Adult Basic Education and ESL Services are a vital to effectively serving individuals with barriers to employment within the public workforce development system. WIOA Title II providers in Allegheny County have formed the Adult Education Coalition, which includes the Allegheny Intermediate Unit (AIU), Community College of Allegheny County (CCAC), Goodwill of Southwestern Pennsylvania, and the Greater Pittsburgh Literacy Council (GPLC). These organizations provide valuable services to individuals with barriers to employment, including basic skills training, high school equivalency attainment, ESL instruction, job readiness training, computer literacy training, and other important services.

3RWIB has partnered with each of these agencies through a number of projects and programs. GPLC is a partner at the PA CareerLink® Pittsburgh site and is represented on the 3RWIB Board of Directors. Goodwill of SWPA is an established PA CareerLink® Affiliate site and 3RWIB-funded provider of WIOA Youth services. The AIU is represented on the 3RWIB Board and has partnered with 3RWIB on several programs, including the Business Education Partnership program and the STEM-focused USDOL Summer Youth Pilot program. CCAC is represented on the 3RWIB Board, a 3RWIB-funded WIOA Youth provider, and a WIOA Eligible Training Provider.

3RWIB will continue to explore ways of strengthening coordination and collaboration among our local WIOA Title II providers, such as through cross-training, program referrals, and co-enrollment.

### **Youth Workforce Development Activities**

Each youth program aligns with a model that is grounded in best practice research, designed to align with the vision and goals of WIOA, and available to meet specific needs of our region's youth. Along with the program models they offer, each provider is responsible to ensure that all youth have access to the 14 program elements under WIOA, which may include partnering with other organizations as needed to ensure the elements are obtained. 3RWIB models for youth programs include the following:

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

*The ISY Industry Pipeline Model* provides comprehensive, industry-specific career exploration and training for high school students. The purpose of this model is to ensure that participants graduate high

school and upon graduation successfully gain employment at either a high wage/high-demand occupation within a local priority industry sector, or are able to pursue post-secondary training or education toward viable career pathways. The model relies on strong partnership between employers, schools (including post-secondary institutions), and a youth-service organization. Whenever possible, youth will be dual enrolled in occupational skills training, internships, or work experience while earning their high school diploma.

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

*OSY programs* are based on the idea that youth learn to work by working. This model is design to equip youth with work readiness preparation, academic instruction and occupation skills training and have a distinct start and end date. OSY program models focus on developing work readiness skill learning to employment and employer recognized credential. The three OSY models are:

Focusing on a GED to college pathway, *the OSY Academic Model* incorporates a rigorous preparation for post-secondary success. It will place participants into credit-bearing, non-remedial, non-development college level course while they also earn their GED. The focus of this model is on preparing students to be successful in their post-secondary educational pursuits, while they acquire their GED as one fundamental step on their career path. To be successful, program providers will require meaningful partnership with commitments from post-secondary institutions and additional community stakeholders as necessary.

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

Focusing on a GED to Skills pathway, the *OSY Industry Pipeline Model* incorporates a rigorous preparation for career path employment. It will place participants into certified occupational skills training or paid work experience while earning their GED. The focus of this model is on preparing students to be successful in career employment, while acquiring their GED as one fundamental step on their career path. To be successful, program providers will require meaningful partnerships with commitments from post-secondary institutions and additional community stakeholders as necessary.

*The OSY Academic Pathways Model* incorporates rigorous preparation for post-secondary success, focusing on a GED to College pathway. It will place participants into credit-bearing, non-remedial, non-developmental college level courses while earning their GED. The focus of this model is on preparing students to be successful in their post-secondary educational pursuits, while acquiring their GED as one fundamental step on their career path.

For any of the models to be successful, program providers will require meaningful partnerships with commitments from post-secondary institutions and, as necessary, additional community stakeholders.

In support of WIOA and the Governor’s goal to increase access to youth work experiences opportunities, 3RWIB has developed a summer youth employment program for disadvantaged youth in the City of Pittsburgh and Allegheny County. 3RWIB collaborated with both the City of Pittsburgh and Allegheny County to provide 1900 youth employment opportunities. This summer youth program focuses mainly through:

- Paid work experience developing six core competencies: Customer Service, Computer Literacy, Job Readiness, Interpersonal Communications, Financial Literacy and Problem Solving.
- In addition to the six competencies, fourteen careers were developed based on the growing or trending occupations in Pittsburgh area.
- Developing an extensive work-readiness training based on the “Human Centered Design” that will help summer participants understand their experience in perspective with the real world of work. As part of their work-readiness training, participants also have access to a digital platform that tracks their learning throughout the summer.

Although great efforts were made to ensure youth had summer employment opportunities, the summer youth program initially did not focus on Science, Technology, Engineering, and Math (STEM). In an effort to bridge the gap 3RWIB was able to pilot ten additional summer programs that focused on STEM. However, these opportunities varied from paid internships and training to summer camp experiences.

Simcoach Games, one of the Summer Youth Employment employers, played a crucial role with opening STEM opportunities up. A company that specializes in preparing unique video games to assist with job placement and performance, they engaged 25 summer employment. These interns assisted in the development, creation, and play testing of three work readiness video games that aim to encourage and enable youth to succeed in finding and maintaining employment while they also develop soft skills.

## **Section 2: Strategic Vision and Goals**

### **Section 2.1**

**Describe local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]**

As a means of sharing the Governor’s vision to improve the business climate for Pennsylvania while providing opportunity for job seekers and the workforce of tomorrow, Three Rivers Workforce Investment Board (3RWIB) leads a best-in-class workforce system for the City of Pittsburgh and

Allegheny County. In doing so, we embrace the Governor's focus on promoting high-quality jobs and supporting the training necessary to build the skills needed for sustainable, long-term and family sustaining jobs. We believe this kind of strategic alignment at a local level will lead to a stronger, more nimble workforce development system that concurrently and effectively serves both job seekers and employers.

Tapped as the 2014 Pennsylvania WIB of Excellence, 3RWIB balances the needs of employers with job seekers with building a viable talent pipeline. We do this by delivering more than \$12 million in public and private funds and by learning, listening, partnering, and innovating.

We share the Governor's vision to improve the business climate for Pennsylvania while providing opportunity for job seekers and the workforce of tomorrow. We embrace the Governor's focus on promoting high-quality jobs and supporting the training necessary to build the skills needed for sustainable, long-term and family sustaining jobs. Strategic alignment at a local level will lead to a stronger, more nimble workforce development system that concurrently and effectively serves job seekers and employers.

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

### **Thought Leadership**

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

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

Our research team offers a range of analytic tools including:

- Monthly local labor market updates
- In-depth reports on trends in the job market including:
  - Real-time analytics on the existing talent pipeline, including asking such questions as: Who is looking for a job right now? What skills do they bring to employers?
  - Neighborhood mapping to inform place-based strategies
  - Customized data analytics for business, partner agencies, and the media
  - Informing stakeholders on the recently enacted Workforce Innovation and Opportunity Act

We are regularly featured in local media and have speaking engagements to diverse audiences to educate and share our knowledge.

### **Front Line Talent Delivery and Business Solutions**

*We are building capacity, making connections and building a system to bridge the gap between people looking for work and companies in need of talent.*

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

Employers receive free access to customized services that can help identify individuals to fill their current job postings, as well as funding to support on-the-job and customized job training. We also provide access to capital and offer space for employers to conduct interviews and job fairs. Through this work we serve over 1,100 companies annually, connecting 13,000 job-seekers to employment.

Beyond basic engagement with the one-stop system, our Business Solutions team broadly and strategically serves the needs of employers. This team works to ensure companies maintain a competitive position and ensure their workers are as skilled and effective as possible.

Designed to benefit business and industry by assisting in the skill development of existing employees, the Business Solutions team also leads our industry partnerships and sector strategies. Through strategic sector partnerships, the team identifies anticipated or existing gaps in the workforce and provides training opportunities to minimize the gap and its adverse effect on businesses.

### **Youth Talent Pipeline**

*We make strategic investments to ensure youth have a high-quality system of services that produce results.*

Investing in the future talent pipeline is a key area of focus for us. It's critical that our youth are exposed to the range of available careers so they can find their passion. Through more than \$4 million in annual funding, each year we underwrite 16 community programs that serve more than 1,200 youth. Through a mix of mentoring and training services, these programs help youth earn GEDs, pay them for work, and occupational skill training, while also helping them develop other life skills such as leadership and effective communication.

In order to align programming with career pathways and employer demand so as to ensure a vibrant talent pipeline, we are building linkages with Allegheny County's career and technology centers. In addition, in partnership with the City of Pittsburgh and Allegheny County — and with support from the state Department of Labor and Industry — in 2015 we blended private and public funds to deliver a first-of-its kind summer youth employment program to more than 1,900 opportunity youth. Branded the Summer Youth Employment Program, this robust employment model successfully connected these young people to meaningful work experience in some of the region's key sectors, including health care, education and STEM. We aspire to continue and grow this program in 2016 and beyond.

Furthermore, as a core partner, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS), such as paid work experience and job shadowing, to better prepare these students for life after high school. The board will continue to explore opportunities to collaborate with OVR to serve this population.

### **Addressing Systemic Challenges**

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

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

As another key initiative, we established Pittsburgh Works, a public/private collaboration of more than 80 workforce development service providers united in the effort to reduce fragmentation, raise the quality of services provided, and connect more job seekers to in-demand careers at family-sustaining wages. Since 2012, Pittsburgh Works has invested \$1.3 million, served 918 employers, trained 422 people, and placed 1,017 people into jobs.

### **Section 2.2**

**Describe how the local board's vision and goals align with and/or supports the Governor's vision of commonwealth's workforce development system. [WIOA Sec. 108(b)(1)(E)]**

Because 3RWIB understands that workforce development is pivotal to the continuation of an economically vibrant region and state, we continue to forge deep partnerships on a local, state and national level, aligning workforce priorities with education and economic development.

We achieve our mission through a focus on four interrelated areas that align and support the Governor's goals: Thought-Leadership, Front Line Talent Delivery and Business Solutions; Youth Talent Pipeline Investment; and Addressing System Challenges with Strategic Solutions. 3RWIB's strategic plan can be found online at <http://www.trwib.org/resources/show.php?id=65>. Five goals define how we plan to achieve our mission:

### **Goal 1: Establish Career Pathways**

3RWIB strongly supports the Governor's vision to provide the skills and training needed for employment in high-priority occupations with multiple points of entry to career pathways and opportunities for advancement. However, we also understand that when accessing services of the public workforce system, not every job seeker is prepared to enter a high-skill occupation.

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

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

Supported by the USDOL Workforce Innovation Fund, 3RWIB also is partnering with the Community College of Allegheny County on a project to develop micro-credentials for individuals with barriers to employment. These credentials will go beyond the traditional credentialing system to demonstrate measurable skills gains of individuals that clearly align with career pathways.

In addition, 3RWIB recognizes that soft skills are the foundation of any career pathway and have prioritized integrated work-based learning and soft skill development in our youth programs. Computer literacy is also necessary for success in today's workplace and is foundational for many career pathways. 3RWIB partners with Title II to provide job seekers with computer skills classes in the PA CareerLink®. Demand for these classes outpaces the supply, so 3RWIB is exploring additional partnerships to expand capacity, including opportunities available through the TechHire initiative.

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

3RWIB shares the Governor's goal to identify the skills and competencies needed to guide job seekers into family-sustaining employment and to understand the needs of employers.

In 2014, to further our commitment to leading a public workforce development system that balances the needs of those seeking careers with the talent demands of local industry, 3RWIB established an outward facing Business Solutions team. Beyond their basic engagement with the one-stop system, this team broadly and strategically serves the needs of employers. To do so, the team works to ensure companies maintain a competitive position and ensure their workers are as skilled and effective as possible. To ensure that training opportunities align with the skill sets needed most by employers, this team has also brokered a robust and strategic partnership between employers in in-demand sectors with educators and training providers.

The Business Solutions team focuses on employer-driven talent strategies in Construction, Healthcare, IT and tech related, and Manufacturing. This team, in partnership with PA CareerLink® centers' business services team, identifies placement and work-based training opportunities for employers in high-priority industries.

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

In addition, 3RWIB formed a public-private system of service delivery that engages more than 80 workforce development stakeholders, known as **Pittsburgh Works**. Through Pittsburgh Works, we deliver new solutions to systemic workforce challenges that significantly increase the number of job-seekers connected to jobs and careers that provide sustainable wages.

A key piece of Pittsburgh Works is the Quick Train for Jobs initiative, which aims to connect job seekers with employer-driven, high-quality, short-term occupational training leading to employment. In 2014-2015, through Quick Train, six short-term training programs provided occupational skills training to more than 120 people, 80 percent of whom found employment at family-sustaining wages.

Additionally, in 2015-2016, 3RWIB will fund five short-term, employer-led training programs in construction, the skilled trades, customer service and manufacturing.

### **Goal 3: Increase Work-Based Learning Opportunities for Youth**

Investing in the future talent pipeline continues to be one of our key areas of focus.

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

funding, we fund 16 community-based programs annually that serve more than 1,200 youth through year-round programming. Through a mix of mentoring and training services, these programs help youth earn GEDs, earn money for their work, and gain occupational skill training as they also develop other life skills such as leadership and effective communication.

All 3RWIB youth providers are required to develop work experience opportunities for youth participants. These opportunities range from paid work experience to job shadowing. 3RWIB is also working to develop work based learning opportunities with Perkins secondary providers.

3RWIB is exploring the use of Individual Training Accounts (ITAs) for our youth participants. Use of ITAs will better link youth to registered apprenticeship programs on the Eligible Training Provider List (ETPL). Additionally, we are working to develop cohort-based occupational skills training programs for youth participants to increase exposure to these opportunities in Pittsburgh and Allegheny County.

3RWIB works to meet the workforce development needs of our region's youth beyond year-round programs. In partnership with the City of Pittsburgh and Allegheny County, and with support from the state Department of Labor and Industry, in 2015 we blended private and public funds to deliver a first-of-its kind summer youth employment program to more than 1,900 opportunity youth. This robust employment model successfully connected these young people to meaningful work experience in some of the region's key sectors, including Healthcare, Education and STEM. This program links three tiers of progressively more intense paid work experience for area youth, culminating in a capstone corporate internship where youth are placed at local employers for substantive projects. During the summer of 2015, 3RWIB also piloted several programs in STEM, including initiatives in the fields of Video Game Production, Digital Manufacturing, Website Production, and Agile Robotics

Additionally, as a core partner, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS), such as paid work experience and job shadowing, to better prepare these students for life after high school. The board will continue to explore opportunities to collaborate with OVR to serve this population.

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

3RWIB strongly believes that employers are not end-users of the public workforce system. Rather, they must be critical partners at the table to lead and define strategies and programs that make sense and maintain the economic health of the region and the Commonwealth.

The Business Solutions team leads our sector strategies and seeks value-added options for employers to acquire and develop their talent. Through these partnerships, 3RWIB also prioritizes how work-based training funds are used for high-priority occupations, especially in high-priority sectors including Energy, IT, Healthcare and Manufacturing.

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

3RWIB is in partnership with local and state economic development agencies to reach out to employers and to maximize assistance for their business growth. For example, the Urban Redevelopment Authority of Pittsburgh, 3RWIB, and PA CareerLink® are providing workforce development assistance to businesses with local government loans. With the Governor's action team through the Pennsylvania Department of Community and Economic Development, 3RWIB and WEDnetPA have assisted companies that are relocating to the area with information about talent acquisition and development programs. With the Allegheny Conference on Community Development, 3RWIB is a part of employer-driven initiatives to develop the energy, and the IT and tech related sectors.

Work-based funds for on-the-job training primarily benefit small to medium-sized manufacturers looking for high priority skilled talent. A company developed a customized training program for ex-offenders that the skilled trade unions recognized as a pre-apprenticeship program. 3RWIB also leveraged public training dollars with private funding for innovative programs, such as Quick Train for Jobs, which provides businesses with trained employees based on their demand for specific occupational skills.

For partnerships with employers to increase work-based learning experiences, 3RWIB has the summer youth employment program that provides summer internships to youth from underserved areas. In addition, 3RWIB recently completed a three-year initiative to support manufacturing start-up companies that resulted in a multi-firm labor-management apprenticeship registered with the Commonwealth of Pennsylvania and recognized by the Department of Labor.

3RWIB will explore opportunities to work with OVR to engage employers in hiring qualified individuals with disabilities. As a core partner, OVR has the ability to provide multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

#### **Goal 5: Strengthen Data Sharing and More Effectively Use Data**

Our facility with regional labor market data provides the foundation for our work. By understanding the complex needs of job seekers as well as the current and future talent demands of local employers, we effectively craft strategies that deliver.

3RWIB offers a range of analytic tools utilizing monthly labor market updates and in-depth reports on trends in the job market including:

- Real-time analytics on the existing talent pipeline – Who is looking for a job right now? What skills do they bring to employers?
- Neighborhood mapping to inform place-based strategies
- Customized data analytics for business, partner agencies, and the media
- Informing stakeholders on the Workforce Innovation and Opportunity Act

3RWIB uses technology to more effectively manage and provide real-time tracking of programmatic data. Through the Commonwealth Workforce Development System (CWDS), 3RWIB analyzes programmatic data and outcomes of our WIOA-funded programs. To manage and track data from our programs funded through Temporary Assistance for Needy Families (TANF) and through the Pittsburgh Works initiative, 3RWIB utilizes the Efforts for Outcomes database system. 3RWIB has also recently partnered with the cloud-based technology consultant, Launchpad, to develop a Salesforce platform to manage program data for our Summer Youth Employment Program.

3RWIB strongly supports opportunities to access real-time data from state systems to: streamline the process for participant enrollment and access to services, reduce paperwork, conduct targeted outreach, provide more efficient referral between programs, and increase data-driven decision making at the local level. Through numerous conversations across programs and among partners, we continue to define and understand how data sharing can drive sound decision making and effect systemic change.

As an example of our use of technology, in partnership with the region’s philanthropic community 3RWIB conducted a deep, granular analysis of the workforce development assets in select Pittsburgh neighborhoods. This analysis marks a significant step forward in positioning the public workforce system to meet employers and job seekers at the ground level. This research comprehensively maps existing employers and industries, highlights industries that are growing and declining, and examines the education and skillsets people need to work in the jobs available in their communities. With this type of detailed information, we ensure that the 3RWIB workforce system is as responsive and accessible as possible.

## **Section 2.4**

**Describe how the local board’s goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]: a description of the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), including goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency;**

3RWIB is committed to filling more family-sustaining-wage jobs and shortening the time that it takes to fill a good job with a work ready individual. 3RWIB is also committed to decreasing the share of long-

term unemployed in the region by systematically and collaboratively reducing barriers to employment (including the lack of adequate skills and credentials) that these individuals face. We endeavor to meet and exceed the WIOA Adult, Dislocated Worker, and Youth negotiated performance measures. 3RWIB will work with all subrecipients and staff to ensure that the performance outcomes are continually improving. All subcontractors will routinely be made aware of the performance measures and the importance of exceeding those measures starting with the Request for Proposals and throughout their relationship with 3RWIB. Specific language about the performance measures is currently included in the contracts signed by all subrecipients. Performance contracts tied to Common Measures are used when appropriate. 3RWIB staff visit each subrecipient regularly to review activities and address any specific issues including performance. If a subrecipient is unable to meet performance benchmarks, technical assistance is provided to address the issues. Meeting or exceeding the negotiated performance levels enables 3RWIB to connect more Adult and Dislocated Workers with credentials, jobs with self-sustaining wages, and employment they retain.

3RWIB has engaged youth, adult, and dislocated worker programs in conversations about the shift from WIA Common Measures to WIOA Performance Measures and how success in these new measures will help drive the workforce system toward greater alignment between Titles I-IV and the development of an educated and skilled workforce.

Aligning directly with the WIOA Performance Measures related to youth program, 3RWIB engages in building a strong youth pipeline to ensure the skill needs of employers are met as the Baby Boomer Generation begins to retire. For both in-school and out-of-school youth we serve, placement in employment, postsecondary education, or the military, and the attainment of an industry recognized credential are both vitally important steps on their career pathways. Based on this goal, for the last RFP process for youth programs (completed in the spring of 2015), 3RWIB sought providers who linked their programs with industries, ensuring that youth participants are exposed to professionals throughout their program year. These links are created in the development of training curriculum through program visits by professionals who discuss career paths, career exploration activities, and work based learning opportunities with a focus on industry-recognized credentials. Both ISY and OSY year round programs focus on measurable skills gains for youth participants.

WIOA performance measures include participation in employment, postsecondary education, or the military in the 4<sup>th</sup> quarter after exit from youth programs for the first time. 3RWIB has discussed this requirement at length with youth providers and has begun a technical assistance program to assist youth providers with understanding and implementing best practices in follow up and retain youth participants who have historically had a more ephemeral attachment to adults in the workforce system.

Beyond those required by WIOA, 3RWIB has also implemented additional internal performance measures to understand system successes and challenges in real time. We track and utilize data in all that we do. Our strategic plan is linked with a data dashboard that tracks outcomes in real time, including wages and placement rates attached to specific interventions (e.g., OJT or ITA) and populations (e.g., long-term unemployed and those with barriers to employment). Furthermore, we utilize an internal database to track participation, services, and outcomes for Temporary Assistance for Needy Families (TANF) participants. Further, TANF and WIOA youth participant outcome data is linked with

service/intervention data on the participant level. This allows us to understand which interventions are more successful with different youth populations, and institute a technical assistance system for providers and subrecipients.

## **Section 3: Local Area Partnerships and Investment Strategies**

### **Section 3.1**

**Taking into account the analysis described in Appendix B - Section 1, describe the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, to achieve the strategic vision and goals described in element 2.1. This analysis should include:**

**A. A descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing Adult/Dislocated Worker/Youth program elements. Describe respective roles and functional relationships to one another;**

Jointly appointed by the Mayor and Allegheny County Executive, 3RWIB's Board of Directors' provides policy, strategic direction, and oversight for the region's workforce development system. It oversees the use of funds directed at workforce development from a variety of sources, including federal and state grants and appropriations and private funds. The board also convenes key players in workforce development, including economic development, education and advocacy groups, and required partners.

The 3RWIB Board maintains four standing committees to oversee its activities. This includes the Executive, Audit/Finance, Governance and Youth Advisory committees. An ad-hoc Service Delivery Committee guides 3RWIB's policy vision to adult/dislocated work programs, including PA CareerLink® Pittsburgh/Allegheny County, and works to exceed and refine mandated responsibilities while connecting to other workforce development initiatives. The Board also authorizes and holds contracts with numerous providers of youth and adult workforce services.

As the fiscal agent for Allegheny county LWDA and City of Pittsburgh LWDA, 3RWIB has eliminated any duplicative administrative costs between both local areas. The City and County both had infrastructure costs to manage WIOA RFP processes, select and oversee contractors, and monitor performance. It's important to note that the shift has reduced WIOA funds spent on program management by approximately \$500,000 from prior years, making more funds are available for actual services.

Identified through competitive bid and effective FY 2015, United Labor Agency (ULA) is 3RWIB's new Title I Contractor for Pittsburgh and Allegheny County. ULA is a non-profit organization based in Cleveland, Ohio that, since 2010, has served as the One-Stop Operator and Business Services Contractor for Ohio Means Jobs Cleveland-Cuyahoga County. 3RWIB works in partnership with this ULA, as well as

with the other PA CareerLink® partners to carry out the core programs and align resources available to the local area.

Our Title 1 contractor is a key partner in Pittsburgh Works, which is a key initiative of 3RWIB. It is a public/private collaboration of more than 80 workforce development service providers united in the effort to reduce fragmentation, raise the quality of services provided, and connect more job seekers to in-demand careers at family-sustaining wages. Through the Pittsburgh Works Initiative, since 2012, 3RWIB has invested \$1.3 million, served 918 employers, trained 422 people and placed 1,017 people into jobs.

Through this initiative we continue to forge deep partnerships on a local, state and national level, aligning workforce priorities with education and economic development, to build a thriving local workforce. We maintain a calendar of workforce development activities throughout the region, broker candid conversations between employers in key sectors and workforce development professionals, and provide a robust three-tiered technical assistance agenda to arm professionals with the tools they need to better serve job seekers and employers.

3RWIB also contracts with a local community-based organization, Jewish Family & Children's Services, to deliver targeted advanced career services to both WIOA adult and dislocated workers, expanding the reach of the local PA CareerLink® system.

3RWIB has also established partnerships with several public and community-based organizations (including Pittsburgh Public Schools and the Pittsburgh Housing Authority) on the Choice Neighborhood Initiative which works to provide comprehensive services (education, wellness, housing, workforce development, etc.) to the low income community of Larimer in Pittsburgh. 3RWIB has partnered with the Allegheny County Jail Collaborative to create training programs for ex-offenders and apply for funding to serve this population. In addition, 3RWIB has partnered with the Allegheny County Department of Human Services through a data sharing agreement that helps to better understand how we can more effectively serve individuals who are accessing both social and workforce development services. 3RWIB also has a strong partnership with the Carnegie Public Library of Pittsburgh, which is a member Pittsburgh Works and is represented on the 3RWIB Board.

In addition, 3RWIB partners with numerous organizations in locally and nationally to effect change. For example, 3RWIB is a key member of the Allegheny Conference on Community Development, Vibrant Pittsburgh, the Federal Reserve Bank, U.S. Conference of Mayors and National Associations of Workforce Boards.

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

<b>PA CareerLink® Partner</b>	<b>Provider</b>	<b>PA CareerLink® Site(s)</b>
WIOA Title I - Adult	United Labor Agency (ULA)	Pittsburgh – Downtown Allegheny East
WIOA Title I – Dislocated Worker	United Labor Agency (ULA)	Pittsburgh – Downtown Allegheny East
WIOA Title I - Youth	WIOA/TANF Youth Sub-Recipients	Partner(s) by Referral
WIOA Title I – Job Corps	Job Corps	Partner(s) by Referral
WIOA Title I – Native American Programs	Three Rivers Council for Native Americans	Partner through Memorandum of Understanding (MOU)
WIOA Title I – Migrant and Seasonal Farm Workers	Allegheny County	Pittsburgh – Downtown Allegheny East
WIOA Title I – YouthBuild	Auberle	Partner(s) by Referral
WIOA Title II – Adult Education and Literacy	Greater Pittsburgh Literacy Council (GPLC)	Pittsburgh – Downtown
	Goodwill of Southwest Pennsylvania	PA CareerLink® - Goodwill Affiliate Site
	Allegheny Intermediate Unit	Partner(s) by Referral
	Community College of Allegheny County	Partner(s) by Referral
Wagner-Peyser Act	Bureau of Workforce Partnership and Operations (BWPO)	Pittsburgh – Downtown Allegheny East
WIOA Title IV – Rehabilitation Act	Office of Vocational Rehabilitation (OVR)	Pittsburgh – Downtown Allegheny East
Senior Community Service Employment Activities	AARP Allegheny County Area on Aging	Pittsburgh – Downtown Allegheny East
Trade Adjustment Assistance	Bureau of Workforce Partnership and Operations (BWPO)	Pittsburgh – Downtown Allegheny East
Unemployment Compensation	UC – DOL	Pittsburgh – Downtown Allegheny East
Community Services Block Grant	Pittsburgh Partnership	Allegheny East
	Allegheny Intermediate Unit	Pittsburgh - Downtown
Second Chance Act of 2007	Bureau of Workforce Partnership and Operations (BWPO)	Pittsburgh – Downtown Allegheny East
Jobs for Veterans State Grants	Bureau of Workforce Partnership and Operations (BWPO)	Pittsburgh – Downtown Allegheny East
Career and Technical Education (Perkins)	Pittsburgh Public Schools	Pittsburgh – Downtown
	Allegheny Intermediate Unit	Allegheny East
Department of Housing and Urban Development – Employment and Training Activities	Housing Authority – City of Pittsburgh	Pittsburgh – Downtown Allegheny East
Temporary Assistance for Needy Families	Allegheny County	Pittsburgh – Downtown Allegheny East

**B. A list of all local area PA CareerLink® centers; include address, phone numbers, and hours of operation; and**

To give physical access to as many people as possible, there are two full-service PA CareerLink® centers in Pittsburgh and Allegheny County: one in downtown Pittsburgh, and one in Forest Hills. We also offer employment services through the Braddock Employment and Training Center, which is overseen by PA CareerLink® Forest Hills. There is also one PA CareerLink® Affiliated site, located at the Goodwill Industries of Southwestern PA.

Forest Hills/Ardmore Boulevard CareerLink®

2040 Ardmore Blvd  
Pittsburgh, PA 15221  
(412) 436-2225  
MON - WED, FRI: 8:30 AM - 4:15 PM, THUR: 9:00 AM - 4:15 PM

Downtown CareerLink®

304 Wood Street  
Pittsburgh, PA 15222  
P: 412-552-7100  
MON - WED, FRI: 8:30 AM - 4:15 PM, THUR: 9:00 AM - 4:15 PM

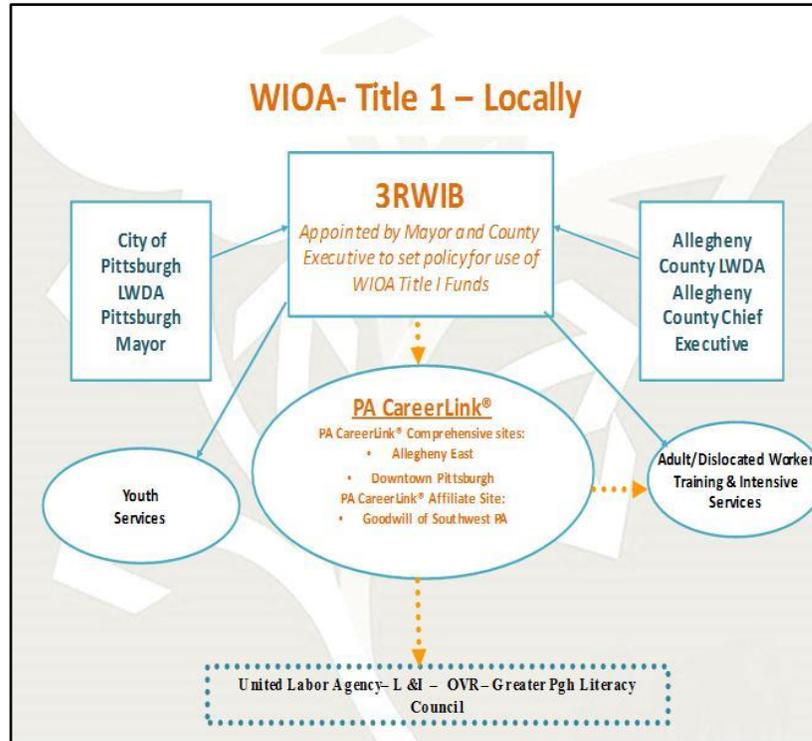
Goodwill CareerLink® Affiliate

118 52nd Street  
Pittsburgh, PA 15201  
412-632-1711  
MTWF 8:30-4, THUR: 11-7

Braddock Employment & Training Center

849 Braddock Avenue  
Braddock, PA, 15104  
412-273-6450  
MTWF 8:30-4:15, THUR: closed

**C. An attached organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. [WIOA Sec. 108(b)(1)(F)]**



### Section 3.2

Describe the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State plan under section 102(b)(1)(E). [WIOA Sec. 108(b)(2)]

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

3RWIB strengthens the connections between these entities to ensure an aligned workforce development system. This synthesis is accomplished in part by creating a shared understanding of labor market supply and demand, developing the youth pipeline, preparing and connecting work ready job seekers to career paths, and identifying systemic solutions to employer challenges.

## **Core Program Alignment**

The core programs – Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and Vocational Rehabilitation – work in concert to effectively serve job seekers and employers. Strategies are informed by in-depth 3RWIB analysis of robust labor market information that we gather locally as well as data obtained from CWIA, EMSI, U.S. Census, BLS, and CWDS. While each program has clearly defined activities to carry-out, as defined by law, it is through leveraging services and resources that optimum outcomes can be achieved. 3RWIB's alignment of core programs includes establishing effective career pathways that combine guidance, education, training, and support services to prepare individuals for careers. Given individuals' needs and career goals, the pathway system helps to guide individuals to appropriate programs and services. 3RWIB promotes co-enrollment when appropriate to align services and, to prevent duplication of services among the core programs, encourages shared guidance and support services within each career pathway program.

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

Within the PA CareerLink®, program staff is aligned functionally, rather than by program. Aligned functions include the greeting and initial intake and assessment of customers; skill and career development assessment that includes the provision of career and training services; and business services that include building relationships with employers through local and regional initiatives, such as career pathway design, sector partnerships, and talent pipeline development. This alignment offers direct access to a broader range of services that can be adapted and leveraged to address each customer's unique needs. PA CareerLink® uses a triage approach to service delivery. Persons seeking assistance through the system can access job matching services online or in person. Staff is available to provide direct assistance to customers in both group and individual settings, and self-service resources are available in Career Resource Areas in the one-stop center locations.

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

### WIOA Adult

Authorized under WIOA, the Adult program is one of three Title I core programs designed to assist participants in attaining employment. Its programming for adult job seekers and workers is aimed toward effective preparation and speedy connection of work-ready individuals to open jobs while, simultaneously and through meaningful collaboration, strengthening the workforce delivery system. At the same time, better understanding of employer's needs is factored in the implementation of systemic

solutions to employer's workforce challenges. 3RWIB ensures programmatic alignment of these adult services by 1.) drafting and implementing effective policies guiding spending and 2.) provision of services. Priority of service is given to participants deemed to be recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Additionally, if the participant is also found to be an eligible Veteran or spouse of a Veteran, priority of service is also extended to the covered person. Through the Adult program two types of services are made available. The first type of services is known collectively as career services, and the second is training services. A participant who, after an interview, evaluation, or assessment, and career planning, is determined to be unlikely or unable to obtain or retain employment which leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, may be in need of training services. However, to participate in a training program, the participant must have the skills and qualifications to successfully participate in the selected training program and be otherwise eligible in accordance with the priority of service system. WIOA Adult services are provided within PA CareerLink® Pittsburgh/Allegheny County by a 3RWIB subrecipient.

#### WIOA Dislocated Worker

Dislocated Worker programs assist workers before or after layoff in identifying basic skills training, on-the-job or customized training programs and apprenticeship opportunities to help facilitate rapid reemployment. Dislocated workers are triaged at the point of entry to identify potential program eligibility. This initial intake and triage allows for the development of a streamlined service strategy that maximizes the funding of all entities in carrying out core reemployment activities. WIOA Dislocated Worker services are provided within PA CareerLink® Pittsburgh/Allegheny County by a 3RWIB subrecipient.

#### WIOA Youth

Youth programming is designed to serve eligible youth and young adults through a variety of services: high-quality case management support toward educational attainment that includes career guidance and exploration, summer and/or year-round work experience opportunities such as internships and pre-apprenticeships, skills training along a career pathway for in-demand industries and occupations, as well as any necessary supportive services. The ultimate goal for program participants is either advancement into post-secondary education or the attainment of employment with a family-sustaining or self-sustaining wage. Youth program services are prioritized for out-of-school youth (OSY) and youth with significant barriers to success, such as a disability, being a pregnant or parenting youth, or being subject to the juvenile/adult justice system. All youth services are provided by 3RWIB subrecipients.

#### Wagner-Peyser

Wagner-Peyser staff provide employment services to job seekers and employers in PA CareerLink® Pittsburgh/Allegheny County locations. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to

employers include assistance in developing and posting job orders; referral of qualified job seekers to job openings; and organizing job fairs. To help inform their activities both job seekers and employers are also provided with robust labor market information. Wagner-Peyser services are provided by the PA Department of Labor & Industry, Bureau of Workforce Partnership & Operations.

### Adult Basic Education

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

The Adult Basic Education Coalition provides adult basic education services in Pittsburgh and Allegheny County, which includes the Greater Pittsburgh Literacy Council, Goodwill of Southwestern Pennsylvania, Allegheny Intermediate Unit, and the Community College of Allegheny County. 3RWIB has partnered with each of these agencies through a number of projects and programs. GPLC is a partner at the PA CareerLink® sites for Pittsburgh/Allegheny County and is represented on the 3RWIB Board of Directors. Goodwill of SWPA is an established PA CareerLink® Affiliate site and 3RWIB-funded provider of WIOA Youth services. The AIU is represented on the 3RWIB Board and has partnered with 3RWIB on several programs, including the Business Education Partnership program and the STEM-focused USDOL Summer Youth Pilot program. CCAC is represented on the 3RWIB Board, a 3RWIB-funded WIOA Youth provider, and a WIOA Eligible Training Provider.

3RWIB will continue to explore ways of strengthening coordination and collaboration among our local WIOA Title II providers, such as through cross-training, program referrals, and co-enrollment.

### Office of Vocational Rehabilitation (OVR)

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

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

### **Section 3.3**

**Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). [WIOA Sec.108(b)(3)].**

3RWIB places strong importance on serving individuals with barriers to employment and is committed to meeting the Governor's goal that at least 51% of those receiving Title I Adult services will be individuals entitled to priority of service. To do so, 3RWIB has developed a strong partnership with the PA CareerLink® operator consortium led by ULA as the Title I operator. 3RWIB will leverage this partnership to expand access to workforce services and explore co-enrollment for eligible individuals. The core partners will work together to identify individuals eligible for priority of service at the point of entry in each PA CareerLink® center and to ensure individuals with barriers to employment receive the services they need to be successful in their job searches.

To further expand the access to employment, training, education, and supportive services for eligible individuals; 3RWIB will remove barriers to enrollment where possible. 3RWIB will utilize self-certification in accordance with Workforce System Guidance 04-2015 and 3RWIB's eligibility policy to facilitate eligibility validation for individuals with barriers to employment. Where possible, 3RWIB contracted providers will utilize telephone verification prior to the use of self-attestation for adult, dislocated worker, and in school youth populations.

3RWIB is also working with the core programs to explore models for increasing co-enrollment where appropriate. Job seekers who enter PA CareerLink® without a high school diploma or GED are referred to Title II services before participating in occupational skills training. Basic skill deficient job seekers are also referred to Title II services to increase English, computational, or computer skills. Additionally, 3RWIB is working closely with OVR staff to identify models for co-enrollment of both youth and adult participants in order to ensure that individuals with a disability have robust employment services. Recognizing that Title III Wagner-Peyser programs represent the entry point to the public workforce system for a large share of job seekers, all PREP workshops include a discussion of the Title I services available to our clients.

3RWIB is exploring both brick and mortar and virtual solutions to further expand access for job seekers unable to reach the two PA CareerLink® sites in Pittsburgh and Allegheny County. In doing so, 3RWIB is

working with the Pittsburgh Works network of workforce development providers to develop a PA CareerLink® affiliate strategy to expand the geographic footprint and accessibility of PA CareerLink® services. Utilizing mobile PA CareerLink® staff and cross training of library staff, we are additionally partnering with the Carnegie Library of Pittsburgh system to establish “pop up” PA CareerLink® centers.

However, recognizing that not all individuals want to go to a physical business location to access services, 3RWIB is exploring virtual provision of services to meet these job seekers where they are. The Census estimates that over 93% of individuals between the ages of 18-64 in Allegheny County live in a home with internet access.<sup>16</sup> WIOA calls for workforce development boards to utilize technology to increase job seeker access to services. 3RWIB will utilize Job Gateway to link job seekers with employers and utilize technology as is possible to expand access to services.

3RWIB also recognizes that not all job seekers, particularly those with barriers to employment, will be ready to enter jobs with family sustaining wages when they seek services at PA CareerLink®. In response to this need, 3RWIB is exploring partnerships with social service agencies to provide the supportive services necessary for job seekers while they work on job readiness. For example, in one neighborhood-based project, the Choice Neighborhoods Initiative, 3RWIB is partnering with several community based organizations to transform the Larimer community of Pittsburgh. The program focuses on holistic neighborhood revitalization, from housing development, individual and family case management, financial literacy counseling, community health assessments, relocation services, to workforce development services for area residents.

To further help those at the nascent stages of their careers, 3RWIB is working to develop career pathways linked with the Eligible Training Provider List (ETPL) to help job seekers understand both options available to them and how training can be leveraged for success. Myriad agencies, from career and technical education providers to employers, utilize career pathways in Allegheny County. To date, however, there has not been a systemic effort to develop pathways that are vetted by a broad group of employers and validated in coordination with licensed training providers. To address this need, 3RWIB has begun working with a group that includes local employers, youth providers, CTCs, adult basic education providers, higher education providers, and other interested stakeholders to identify and develop career pathways that lead youth and adult job seekers from entry level positions to opportunity occupations with stackable, relevant credentials along the way.

To be useful for job seekers, career pathways must have multiple on and off ramps and must have interim steps that are manageable to achieve while clients are working or with minimal disruption to their employment history. For this reason, 3RWIB is working with CCAC on the development of three microcredentials in high-demand occupations. In an example of this effort, 3RWIB piloted badging in our Summer Youth Employment Program during the summer of 2015. We plan to expand on the lessons learned during that pilot and to help us incorporate the use of badges, microcredentials, and other stackable credentials in the development of career pathways.

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<sup>16</sup> Table B28005

### Section 3.4

Identify and describe (for each category below) the strategies and services that are and/or will be used to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;
- B. Support a local workforce development system described in element 3.2 that meets the needs of businesses;
- C. Better coordinate workforce development programs with economic development partners and programs; and

This must include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

**A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;**

To conduct business outreach strategies that advance employer-driven engagement, Three Rivers Workforce Investment Board (3RWIB) created the Business Solutions team. Through this team, 3RWIB targets in-demand industries of Construction, Healthcare, IT and tech related, and Manufacturing. 3RWIB services for businesses are targeted for small and medium-sized companies with high priority occupations as well as challenges to acquire and retain skilled talent. For WIOA funding, 3RWIB has policies to ensure that smaller employers, which have more limited resources, are reimbursed at a higher percentage than larger employers.

Employer engagement starts with a discussion about business' talent acquisition and development needs and then moves into the "solutions" involving services and programs that the Business Solutions team either coordinates with PA CareerLink® or offers directly. Close ties with businesses come through what 3RWIB offers, representation and memberships, outreach, and convening meetings with businesses.

To meet the talent demands of businesses, 3RWIB in coordination with PA CareerLink®, provides talent acquisition and workforce readiness, work based training, talent pipeline and diversity, on-site recruitment events at PA CareerLink®, and labor market dynamics and research services. At the heart of the Business Solutions team's approach is moving from transactional, one-off engagements, to transformational opportunities with multiple touches or solutions for businesses across the services that 3RWIB provides.

3RWIB is represented on Allegheny Conference on Community Development's workforce committee and is a member of the African American Chamber of Commerce. With the Allegheny Conference on Community Development, 3RWIB interfaces with businesses for research on energy and manufacturing careers, and IT and tech-related occupations.

To engage with employers, Business Solutions also promotes 3RWIB's services and programs with organizations that have business clients or members, including; Catalyst Connection, SMC – Business Councils, and Pittsburgh Technology Council. An example of this engagement is a workshop focused on talent challenges and priorities that was hosted by 3RWIB and the Pittsburgh Technology Council for ten IT and tech-related companies.

3RWIB also engages with employers through Pittsburgh Works, our private/public collaborative of more than 80 workforce development organizations. Pittsburgh Works serves employers by creating an aligned continuum of workforce development providers that use evidence-based tools to screen, assess, and match job seekers with hiring employers. Through Pittsburgh works, 3RWIB also regularly hosts *Employer Talks* events in which hiring employers in key industries present to the collaborative on career opportunities and their hiring needs. These events offer an opportunity for workforce development organizations across the Pittsburgh region to engage and interact with employers in high-demand industries, developing connections that benefit the job seekers they serve.

Special programs provide other opportunities for business engagement. For example, employers with the Summer Youth Employment Program extend their talent pipelines by reaching out youth from underserved areas. Through the internships, companies provide the youth with work experience and mentoring to inform their career and education decisions. Another example is a Department of Labor grant through which 3RWIB added 10 STEM pilot programs to the Summer Youth Employment Program to showcase high demand IT and tech-related careers, such as web design and video game development. Another special program helps employers connect with untapped pools of talent among veterans. The Veterans Value Initiative is designed to increase placement of veterans with employers and increase the number of "veteran-friendly" companies with programs to recruit and retain veterans. Additionally, through 3RWIB's Quick Training with PA Women Work, women who have been out of the workforce are getting customer service training to work in the financial industry.

**B. Support a local workforce development system described in element 3.2 that meets the needs of businesses;**

Employers need access to a steady pipeline of qualified talent, assistance in recruitment, retention and up-skilling of the existing workforce. 3RWIB Business Solutions collaborates with the Business Service Team at PA CareerLink® to increase engagement with businesses to customize services to meet employer-driven demand for talent.

Through the One-Stop, 3RWIB facilitates employers' connection to qualified talent and increases awareness of public workforce system and other workforce development partners. Utilizing PA CareerLink® Centers' Job Readiness services including career counseling, workshops, assessments, and individual training accounts and Talent Acquisition, through on-site recruitments, access to pre-screened

talent, and job matching process, employers have the ability reach new pools of qualified candidates at a cost savings. Adult Basic Education and Office of Vocational Rehabilitation (OVR), two of the PA CareerLink® centers' core partners, are located at every PA CareerLink® facility. Both of these programs provide case management, assisting job seekers with job development and placement to meet employer needs.

After engaging an employer and discussing their workforce and talent priorities, Business Solutions assesses current needs and suggests company-specific solutions that coordinate with 3RWIB or PACL services. Recommendations to participate in talent pipeline development through work-based trainings including On-the-Job, Customized, and Incumbent Trainings to improve employers' talent acquisition with untapped pools of talent, decrease talent development costs, and increase retention of quality talent. Employer-driven career pathways consist of required skills and credentials for high priority occupations are priority. Job seekers receiving these WIOA trainings are registered in Job Gateway and are recruited, assessed, and counseled by PA CareerLink® staff.

To promote employer-requested credentials and career pathways, Business Solutions engages employers through programs such as 3RWIB's Summer Youth Employment Program for summer internships. Based on talent issues, priorities and initiatives that are common to a specific industry, 3RWIB has also established Industry Sector partnerships in Healthcare, Manufacturing, Technology, and Construction.

3RWIB invites employers to join Pittsburgh Works, a 3RWIB initiative of 80 public and private workforce development partners, to communicate employer talent needs and extend talent pipelines to untapped pools of talent and into underserved communities. PA CareerLink® and 3RWIB unite to educate community partners and integrate trainings with Pittsburgh Works' and PA CareerLink® placement services.

**C: Better coordinate workforce development programs with economic development partners and programs;**

Our partnerships with economic development partners are well-developed and include frequent and strategic interactions. We work closely with economic development authorities at both the city and the county level. We are also a member (an investor) of the Allegheny Conference on Community Development, the region's lead economic development entity. We are engaged in the efforts of the region's Partnership for Regional Economic Performance (PREP) as well as those of the WEDnetPA program. In addition, we collaborate with business intermediaries such the region's manufacturing extension partnership, the Pittsburgh Technology Council, the Small Business Association, local chambers of commerce, among many others. Our collaboration with economic development partners and programs aims to:

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

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

### **Section 3.6**

**Describe the workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]**

3RWIB and its Youth Advisory Committee (YAC) envision a youth workforce development system that guides youth from basic 21<sup>st</sup> century skills to postsecondary education and sustainable employment. This vision requires strong partnerships with our region's youth programs, educators, and employers to provide a seamless continuum of career exploration, work readiness activities, life skills development, work-based learning opportunities, and opportunities to gain work experience. 3RWIB and the YAC continue to develop and implement strategies for connecting youth in Allegheny County with meaningful careers. Through research of best practices and national models, the 3RWIB board and the YAC has identified the following as strategic objectives to help achieve a stronger and more cohesive youth workforce development system in the region:

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

Our current services have been procured based on specific best practice models highlighted in the research study, “Promising and Effective Practices in Youth Workforce Development,” we contracted to the Human Investment Institute to conduct. In line with that study’s findings, to accommodate our youth programming, every 3-4 years, 3RWIB sends out RFPs for youth providers. For example, In February 2015, 3RWIB ran a procurement process for our in school and out of school year-round programs. The RFP sought programs that:

- Provide an objective assessment of the academic levels, skill levels, and service needs of each participant;
- Develop service strategies for each participant that are directly linked to one or more of the primary indicators of performance and that identify career pathways that include education and employment goals;
- Provide activities leading to attainment of a secondary school diploma or its recognized equivalent, preparation for postsecondary education and training, strong linkages between academic and occupational education, preparation for unsubsidized employment, and effective connection to employment; and
- Are capable of implementing the 14 program elements identified in WIOA throughout the youth workforce system.

3RWIB contracted with successful bidders who had responded to our RFP to run evidence-based programs serving in school and out of school youth throughout the City of Pittsburgh and Allegheny County. Efforts were made to ensure appropriate geographic coverage of programs and to invest in new models that show potential to be scaled.

Our youth service providers follow one of four models, which have been developed through national best practice research and extensive program evaluation:

- A. *ISY Industry Pipeline Model* – this model provides comprehensive, industry-specific career exploration and training for high school students. The purpose of this model is to ensure that participants graduate high school and upon graduation, successfully gain employment at either a high wage/high-demand occupation within a local priority industry sector, or in pursuing post-secondary training or education toward a viable career pathway. Whenever possible, youth are dual enrolled in occupational skills training, internships, or work experience while completing their high school diploma.
- B. *ISY Academic Pathways Model* – this model focuses on long-term, consistent development of the skills needed to succeed in post-secondary education. It consists of activities systematically enriching academic preparation through service learning, internships, career-exploration, work-readiness training, and post-secondary planning. Whenever possible, youth are dual enrolled in credit-bearing, non-remedial college courses while completing their high school diploma.

- C. *OSY Youth Placement Model* – this model assist individuals to attain the work readiness skills necessary to succeed in the workplace, including helping individuals to gain industry recognized credentials, with a focus on finding and retaining unsubsidized employment.
- D. *OSY Industry Pipeline Model* – this model incorporates a high rigor of preparation for career path employment, focusing on a GED to Skills pathway. It places participants into certified occupational skills training or paid work experience while they earn their GED.

3RWIB believes strongly in the value of data to drive program delivery. In PY14, we instituted additional reporting requirements for all year-round youth providers, collecting data on the types and duration of services provided with WIOA and TANF funding. These data are used to draw connections between services and outcomes to help develop programs that are evidence based and that help youth achieve success. Through this research, 3RWIB has determined that adult mentoring and work experience are strongly correlated with successful outcomes for our program participants. We have therefore placed a particularly strong emphasis on these two elements in our youth system.

3RWIB's year round programs are complemented by a Summer Youth Employment program in Pittsburgh and Allegheny County that is open to disadvantaged youth ages 14-21 to prepare them for in-demand occupations youth participate in paid work activities in 14 career tracks. The summer program is structured in a three-tiered model, each tier reflecting a different level of work experience and skills for the youth participants. Additionally, the youth also complete a work-readiness training that includes time management, communication skills, financial literacy, resume writing, and conflict resolution training. The program also seeks to promote youth leadership and increase opportunities for personal growth and career exploration.

3RWIB works diligently to serve youth with disabilities through a number of programs and efforts. Youth with disabilities are served across 3RWIB's network of year-round programs. 3RWIB partners with Pittsburgh Public School's Start on Success program, which offers youth with learning disabilities co-op work opportunities, career exploration, work readiness activities, and 21<sup>st</sup> Century skill development to prepare them for competitive employment following high school. As a part of year-round programs, 3RWIB is considering entering into a collaborative partnership with OVR and Blind and Vision Rehabilitation Services (BVRS) and their Employment Opportunities Project, an afterschool program for the blind or visually-impaired that includes meaningful youth mentoring and workplace learning. Beyond year-round programs, 3RWIB has also partnered with the Office of Vocational Rehabilitation to identify opportunities for co-enrollment into 3RWIB's Summer Youth Employment program, connecting youth with disabilities to quality work experience with employers in in-demand industries and occupations.

### **Section 3.7**

**Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]**

Allegheny County is home to six secondary Perkins Career and Technical Education centers and one postsecondary Perkins program. 3RWIB staff attend Perkins Participatory meetings and offers labor market data relevant to secondary and postsecondary populations to help guide and implement programs of study. To avoid duplication of these services and promote additional ways to coordinate education and workforce investment activities 3RWIB has begun conversations with local CTCs to identify standardized Career Pathways.

In summer 2015, 3RWIB funded STEM demonstration projects at three local secondary CTCs to help place participants in summer youth employment opportunities. Utilizing Business Education Partnership (BEP) funds, 3RWIB has also partnered with two area secondary CTCs and an Intermediate Unit representing 42 school districts to expand access to career exploration activities for in school youth. 3RWIB will utilize these pilots as a foundation to further coordination with education programs.

We continue to encourage programs at postsecondary institutions that train job seekers for high priority occupations to apply to be on the Eligible Training Provider List (ETPL). Additionally, 3RWIB works with postsecondary training providers to create cohort based training programs when appropriate.

### **Section 3.8**

#### **Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]**

Recognizing the value of supportive service in helping people overcome barriers and successfully complete training and/or enter employment, Three Rivers Workforce Development Board (3RWIB), through coordinated and strategic partnerships with PA CareerLink® and a network of providers, ensures that appropriate and necessary services are available to assist adults, dislocated workers, and youth in the City of Pittsburgh and Allegheny County.

3RWIB has a Supportive Service Policy in place that allows for the following:

Access to public transportation: Based on a case-by-case needs assessment, 3RWIB provides funds for public transportation passes for use throughout Allegheny County. These passes, made available through PA CareerLink® and partner organizations, can eliminate a transportation barrier that would prohibit an eligible adult, dislocated worker or youth the access to training or employment opportunities that would lead to self-sufficiency.

Educational or licensing fees: 3RWIB can assist eligible participants to pay for industry-recognized certificates or a non-employer paid license or testing fees. For eligible adults, dislocated workers, and youth, 3RWIB also can pay for pre-employment drug tests and/or criminal background checks.

Shared referrals: By tapping into the collective expertise of a network of provider organizations, 3RWIB ensures WIOA youth have access to all of the 14 elements. Through shared referrals, 3RWIB and its partners can ensure youth have every opportunity to achieve their goals on the path to a successful future.

### **Section 3.9**

**Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by the Department's merit staff, and the local board's contracted service providers in order to improve services and avoid duplication.**

Through the use of technology and creative partnerships with community organizations and other service providers, 3RWIB provides the highest quality of service to job seekers, incumbent workers and employers. While access is improved for all job seekers and incumbent workers, the provision of services and training is focused on those most in need and hardest to serve. For example, 3RWIB utilizes an electronic record PA CareerLink® system to facilitate job seeker enrollment in services at community based sites across the county. This electronic record system eliminates the need for job seekers to visit a physical PA CareerLink® location to access services.

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

3RWIB works with its contracted youth providers to ensure an appropriate referral network for youth program participants, which makes workforce and supportive services available for program participants throughout Pittsburgh and Allegheny. To avoid service duplication and to provide for the best match between program and participant, youth programs are encouraged to work together. Further, to assist in best practices sharing to improve the services provided by the public workforce system to youth participants, 3RWIB is developing a technical assistance program for youth providers.

### **Section 3.10**

**Describe how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan.**

3RWIB fully supports the vision of WIOA and the Commonwealth for improved coordination and collaboration across WIOA programs and partners, including Adult Education and Literacy. Just as 3RWIB has engaged with adult education providers through meetings during the development of this local plan, we will continue to engage with eligible adult education providers throughout the implementation of WIOA. As a part of this process, 3RWIB staff will review local adult education provider applications under WIOA Title II, taking into consideration their alignment with the strategies, vision, and goals outlined in the local workforce development plan for the City of Pittsburgh and Allegheny County.

3RWIB has a process in place for reviewing applications and proposals, which includes establishing an evaluation panel that independently reviews applications and has no conflict of interest. 3RWIB will utilize scoring criteria established by the PA Department of Education and follow any additional guidance on this process that we receive.

### **Section 3.11**

**Based on the analysis described in Appendix B - Section 1, identify the targeted populations that the local board plans to focus additional effort and resources towards. In terms of the targeted populations, briefly describe the local board's objectives, goals, strategies, operational tactics and resources it will deploy.**

To support Governor Wolf's goal of "Jobs that Pay," 3RWIB uses its robust partner network to multiply 3RWIB's touch to targeted populations. Through the Operator Consortium and the Pittsburgh Works initiative, 3RWIB leverages the strengths of its partners to reach targeted populations.

3RWIB identifies its priority populations through data collected and gathered through Pittsburgh Works and the PA CareerLink®. The Pittsburgh Works initiative aligns the efforts of 80+ community-based organizations to augment the network's impact. To establish the Pittsburgh Works initiative, 3RWIB asset mapped the local Pittsburgh and Allegheny County providers and analyzed that information to determine where and which populations each provider serves. Further, 3RWIB uses the asset mapping information to identify the providers who serve our targeted populations and to ensure that we reach targeted populations. PA CareerLink® gathers information on the populations they serve. 3RWIB uses this data to ensure that we provide priority of service as outlined in the Governor's State Plan, with priority given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Finally, 3RWIB has begun collaboration with DHS to assess the intersection of human and workforce development services in the lives of the individuals we serve. To that end, 3RWIB and DHS have begun limited data sharing to identify and serve individuals who utilize both organizations' services. DHS's data also allows 3RWIB to identify individuals who receive public assistance.

3RWIB uses Pittsburgh Works to align collaborative efforts of 80+ community-based organizations and serve targeted populations. Pittsburgh Works partners serve a myriad of different populations and geographic neighborhoods, and 3RWIB delivers population-specific services through population-specific providers. Through the Pittsburgh Works initiative, 3RWIB partners with community-based organizations to conduct outreach and serve individuals wherever they may be in Pittsburgh and Allegheny County, including low-income or disabled individuals who may not have in-person access to PA CareerLink® for transportation or other reasons.

PA CareerLink® is an umbrella organization run by an Operator Consortium consisting of Three Rivers Workforce Investment Board, United Labor Agency, Greater Pittsburgh Literacy Council, BWPO, and OVR. By running the PA CareerLink® with our partners, 3RWIB ensures that we reach the special populations that each partner serves. Moreover, PA CareerLink® Downtown Pittsburgh is located in the

same building as EARN and leverages that spatial proximity to serve low-income individuals. PA CareerLink® has a strong relationship with ABLE partner Greater Pittsburgh Literacy Council and receives referrals from GPLC and other key partners, like Community College of Allegheny County and Goodwill, to serve individuals who are basic skills deficient. Likewise, PA CareerLink®, GPLC, Goodwill, and CCAC have a collaborative relationship that allows for a “no wrong door” approach to serving clients.

3RWIB is implementing the Veterans Value Initiative, a regional initiative to increase veterans’ access to career services and work-based training programs, increase employer use of work-based training programs as an incentive to hire veterans, and engage employers in career pathway models.

3RWIB brought Platform 2 Employment, a nationally-recognized model for bringing the long-term unemployed back into the workforce, to Pittsburgh and Allegheny County. P2E provides soft-skills training, resume writing, financial literacy workshops, mental health support, and transitional employment opportunities for cohorts of 25 individuals who have been unemployed for 27 weeks or more.

3RWIB designs work training programs for ex-offenders and partners with the Allegheny Jail Collaborative and ex-offender-friendly employers to obtain competitive grants for ex-offender populations. In conjunction with the Anchored Reentry Coalition and the Southwestern PA Reentry Coalition, 3RWIB supports technical assistance and training for workforce development staff serving ex-offender populations.

3RWIB is an active partner in the Choice Neighborhood Initiative, a partnership of several community based organizations to transform the Larimer community, low income neighborhood in Pittsburgh. The program focuses on holistic neighborhood revitalization, from housing development, individual and family case management, financial literacy counseling, community health assessments, relocation services, and workforce development services for area residents. Through Choice, 3RWIB has expanded PA CareerLink® services through a satellite PA CareerLink® site that serves populations with significant barrier to employment in Larimer and surrounding neighborhoods.

Finally, 3RWIB has begun dialogues with OVR, the City of Pittsburgh’s Welcoming Pittsburgh Initiative, and Department of Human Services to leverage resources and align services for disabled individuals and immigrants. By engaging new partners and strengthening existing partnerships, 3RWIB will continue to deliver the elevated level of service and resources that Governor Wolf seeks to provide to individuals with barriers to employment.

### **Section 3.14**

**Briefly describe any additional funding outside of WIOA title I and state general funds, and how such funding will be leveraged in support of the local workforce system.**

3RWIB's commitment to leading the development, integration, and implementation of a world class workforce development system in Pittsburgh and Allegheny County is built on effective cross-sector collaboration, innovative programming, and strong fiscal capacity. Our Board's strategy is for us to leverage funding from multiple sources, both public and private, with funds allocated from the Workforce Innovation and Opportunity Act (WIOA) at the core of our funding sources. These funds account for 30% of our overall funding. The rest of our funding comes from foundations, grants, and money raised based on our strategic plan and research.

Through the collaborating with local workforce organizations to develop the collaborative called Pittsburgh Works, we utilize funding from the National Fund on Workforce Solutions (NFWS), the BNY Mellon Foundation, the Richard K Mellon Foundation, Citizens Bank, and the Pittsburgh Foundation to systematically connect unemployed or underemployed individuals to viable careers. Pittsburgh Works was created as a public-private umbrella initiative, part funding collaborative, part sector specific talent pipeline, and part learning network, to identify and invest in solutions utilizing aligned funding and resources. Through the Pittsburgh Works regional funding collaborative, we have created a partnership among funders, service providers, employers, and the public system. The funding collaborative works to better align workforce development funds, through improved communication and coordination, to provide a full continuum of services, reduce duplication, and set measurable goals and outcomes for funded initiatives. Through this partnership, we have been receiving funding to provide regional workforce data and analytics that allow us to gather more in depth data about our workforce development area. In addition, we have received a grant to integrate the local workforce development system into the Choice Neighborhood Initiative (CNI), which we use to provide workforce services to the residents involved in the relocation of the CNI properties.

Outside of WIOA title 1 funding ,Three Rivers Workforce Investment Board (3RWIB) youth programs has leveraged funding such as; BNY Mellon, Pittsburgh foundation, Sprout Foundation, McAuley Ministries, STEM Demonstration grant, PNC Charitable Trust, AT&T, CTE grant and NEGS. TRWIB also uses private funding to increase the number of youth who can be served during the summer months by developing a high quality youth workforce, inspiring youth to pursue careers in STEM, and integrating learning networks into Pittsburgh works. TRWIB will continue to develop strategies around bettering leveraging private funding to maximums the number of youth we can serve.

## Section 4: Program Design and Evaluation

### Section 4.1

Describe the one-stop delivery system in the local area including:

**A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]**

3RWIB diligently works to ensure the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system in the City of Pittsburgh and Allegheny County. The manner in which 3RWIB carried out a competitive procurement process in the selection of its Title I Adult and Dislocated Workers provider illustrates that value in action. The provider we selected in this case, the United Labor Agency (ULA), was assessed on a variety of criteria, including: past performance, organizational capacity and experience, ability to establish organizational partnerships, program design, program budget, and capacity to join, manage and lead the PA CareerLink® Operators' Consortium. Furthering this effort, the PA CareerLink® Operators' Consortium meets regularly to discuss strategies for continuous improvement, including opportunities for cross training and collaboration across program partners. In addition, ULA submits monthly reports to 3RWIB providing regular updates on performance, services, and WIOA caseloads, which enables 3RWIB to regularly monitor its one-stop service delivery. Furthermore, 3RWIB conducts monitoring of PA CareerLink® facilities and its Title I Adult/Dislocated Worker provider annually to provide detailed fiscal and programmatic reviews of operations and service delivery.

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

As an additional effort to encourage continuous improvement of services, 3RWIB has developed a comprehensive technical assistance plan to support our network of workforce development providers. Through this project, 3RWIB is working to gain input from service providers on technical assistance needs as well as working to make our knowledge and resources more accessible through on-going technical support, an online resource center on the 3RWIB website, regular blog postings, webinars, a speaker series, and one-on-one meetings. Topics and issues to be covered through this project will include, but will not be limited to: best practices in workforce development, labor market analysis, building employer partnerships, data-driven decision-making, and WIOA implementation.

**B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]**

A key priority for 3RWIB is ensuring universal access to the entire array of education, training, and support services offered through the PA CareerLink® system. Work to ensure that every resident of Allegheny County has the opportunity to progress along a clearly defined and guided career pathway that leads to economic self-sufficiency. While access is improved for all job seekers and incumbent workers, services are focused on those most in need and hardest to serve. 3RWIB provides the highest quality of service to job seekers, incumbent workers and employers through the use of strategically located centers, technology, and creative partnerships with community organizations and other service providers.

*Strategically located centers:* At PA CareerLink® Pittsburgh/Allegheny County locations, eligible adults and dislocated workers receive career and training services. To do this, 3RWIB operates two distinct one-stop locations, including one in downtown Pittsburgh that is in the easiest area to reach on public transportation. In addition, we have a county-based site located in Forest Hills that is well positioned to serve job seekers in the Eastern and Southern parts of Allegheny County. We also offer employment services through the Braddock Employment and Training Center, which is overseen by PA CareerLink® Forest Hills. In addition, 3RWIB utilizes GIS mapping software for neighborhood strategies to comprehensively map workforce resources and specific neighborhood needs.

*Technology:* Recognizing that the Commonwealth Workforce Development System (CWDS) is the sole system of record, 3RWIB is continuously exploring ways to leverage this technology with tools that increase our ability to better serve job seekers and customers. Through this system job seekers can access cores services remotely by using the internet-based Job Gateway. Additional online offerings include career guides, on-demand workshops, labor market information, and program specific information from each partner of PA CareerLink®. 3RWIB is also implementing an electronic registration system that enables job seekers to enroll in PA CareerLink® services from anywhere with computer access. This electronic registration system also facilitates referral of job seekers from community based partners, creating a community-wide Pittsburgh Works Talent Bank that can be used to track referrals and communicate on progress with referring agencies. In addition and similar to the system utilized in PA CareerLink®, ULA is coordinating with PA CareerLink® partners to implement an electronic kiosk system within the local PA CareerLink® offices that will enable all visitors to sign in and register for services from any partner, Beaver County. 3RWIB also utilizes robo-calling technology -- automated calls

that alert clients of available jobs and upcoming recruitment events in real-time. Created by and for youth, 3RWIB has also successfully piloted a professional work-readiness video game series (available on iTunes, Amazon and Google Play) which is being used by youth providers to help reinforce work readiness skills. In our summer youth employment program, we utilize online and mobile friendly applications. With this tool based on Salesforce technology we can a) let youth applicants fill out an application using a computer, tablet or smartphone, b) securely upload eligibility documents, c) match applicants to appropriate jobs d) work closely with providers in an online space to operate the program including documentation, payroll etc. e) communicate with all involved stakeholders, including managing funders, reports, program evaluation and work readiness training.

*Creative Partnerships with community organizations:* 3RWIB leads a collaboration of over 80 public and private workforce development stakeholders serving youth and adults in Pittsburgh and Allegheny County. Branded as Pittsburgh Works, this initiative aims to increase the effectiveness of the collective supply side. The network connects community providers to PA CareerLink® to addresses issues such as job seeker assessment or placement, promote exchange of best practices, and streamline recruitment efforts and preparation for high-demand occupations. Ultimately, this initiative defragments workforce development services in the 3RWIB area, while also helping us to reach customers that are unwilling or unable to visit PA CareerLink®. This partnership also enables us to pilot innovative strategies that expand the reach of PA CareerLink®. For example, 3RWIB is working closely with ULA and Pittsburgh Works partner, Carnegie Library of Pittsburgh, to pilot ‘pop-up’ PA CareerLink® sites within two city of Pittsburgh library branches. If we find that this model enables us to successfully increase the number of job seekers served through expanded presence within the community, it can easily and quickly be replicated in additional branches.

**C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, 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.**

**[WIOA Sec. 108(b)(6)(C)] (See Appendix C: Transitional Planning References and Resources)**

To provide access to facilities and programming for individuals with disabilities ,3RWIB and the other entities within the one stop delivery system will be in compliance with both WIOA section 188 and the Americans with Disabilities Act of 1990 (ADA). In our one stop facilities, our leasing agreement states that the Landlord will be responsible for compliance with the laws and regulations relating to the building operations in the common areas associated with the grounds. The tenant will be responsible for compliance within the actual rented premises.

One stop staff have access to a variety of resources and information on CWDS regarding services available to persons with disabilities including: information on training opportunities and links to online training; technology guides for using screen enlargement software, screen reading software, Windows Accessibility features, and the Text Telephone or Teletypewriter for the Deaf (TTY); information on the

ADA and accessibility; alternate format handbooks; links to service providers and resources to assist persons with disabilities in removing barriers to employment; and links to information for employers interested in hiring a person with a disability including tax benefits, the ADA and accommodations. As a result of efforts to engage agencies geared towards assisting persons with disabilities, PA CareerLink® also partners with the Greater Pittsburgh Literacy Council and the PA Office of Vocational Rehabilitation.

For instance, OVR is represented on the 3RWIB Board and is a key partner in PA CareerLink® in Pittsburgh and Allegheny County. As a member of the PA CareerLink® Operator's Consortium, OVR staff members meet regularly with other PA CareerLink® staff to identify opportunities for improvement of one-stop service delivery, including cross-training of core program staff and coordinating services to address the diverse needs of job seekers and reduce duplication. Furthermore, 3RWIB and OVR have met to discuss opportunities to expand our partnership, including through data sharing and other cooperative agreements.

## **Section 4.2**

### **Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.**

3RWIB invests WIOA funding to maintain a diverse range of quality employment and training services available to job seekers and employers in the City of Pittsburgh and Allegheny County. Training options include classroom training funded through individual training accounts, on-the-job work-based training, incumbent worker training, training through industry partnerships, training opportunities made available through 3RWIB's Quick Train initiative, and trainings for special populations.

**Eligible Training Providers:** The local Eligible Training Provider List (ETPL) for the City of Pittsburgh and Allegheny County includes more than 170 state approved training programs providing training in high priority occupations such as healthcare, information technology, manufacturing, and transportation. Registered Apprenticeships and programs provided by the Community College of Allegheny County are among these programs. To ensure quality of the ETPL, programs must meet performance benchmarks related to program completion, job placement rates, median earnings, and credential attainment of their students. Furthermore, to inform customer choice as job seekers select among available training opportunities, providers and programs must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered. Funding to attend training programs on the ETPL is available to qualified WIOA participants through individual training accounts (ITAs).

**Work-based Training:** 3RWIB also works to maintain a diverse mix of quality work-based training opportunities (On-the-Job, Incumbent Worker, and Customized Job Training) in the City of Pittsburgh and Allegheny County. The 3RWIB Business Solutions team works with PA CareerLink® staff to engage with employers in key, high-demand industries (healthcare, information technology, manufacturing, energy, etc.) and coordinate quality work-based training programs providing training in a high priority occupation. These programs benefit both job seekers and employers. For example, depending on their

size, employers in OJTs are able to receive reimbursements on a sliding scale (from 35% to 75% of the local self-sustaining wage) for training a new worker. Likewise, work-based training programs enable job seekers to receive training in a high priority occupation, while also earning a self-sustaining wage.

**Incumbent Worker Training through Industry Partnerships:** Through the development of strategic sector partnerships, 3RWIB also manages Industry Partnerships that provide incumbent worker training designed to benefit business and industry by assisting in the skill development of existing employees. For example, 3RWIB's current industry partnerships in manufacturing and healthcare have enabled more than 438 incumbent workers to receive training. To further expand opportunities for incumbent worker training, 3RWIB utilizes WEDnetPA to engage with additional companies on Southwestern Pennsylvania that are interested in incumbent worker training opportunities.

**Quick Train Initiative:** To expand opportunities for short-term, employer-driven training, 3RWIB has established the Quick Train for Jobs initiative. The initiative connects job seekers to quality, affordable training programs driven by employer demand in the manufacturing, health care, and energy sectors. To date, the initiative has partnered with a variety of training providers including the Trade Institute, New Century Careers, PA Women Work, Steel Center CTE, Burns & Scalo, Mentors, Massaro, and Made Right Here. The Quick Train for Jobs initiative has experienced considerable success, with more than 80 percent of job seekers who have completed these training programs having found jobs related to their training.

**Trainings for Special Populations:** To provide employment and training services to specific populations with barriers to employment, 3RWIB utilizes funding for a number of initiatives. For example, 3RWIB leveraged funds from the Job-Driven National Emergency Grant to bring the nationally-recognized Platform to Employment (P2E) program to Pittsburgh and Allegheny County. Through a five-week pre-employment workshop and subsidized wages for transitional employment, P2E serves long-term unemployed individuals. Additionally, the Veterans' Value Initiative is a 3RWIB effort with its regional partners to expand career services and work-based training opportunities to veterans in the Pittsburgh region.

3RWIB works to continuously assess the quality and impact of training programs in our region. Improved access to data, including data from unemployment insurance wage records, would enable 3RWIB to conduct more real-time analyses of training program performance and strengthen our understanding of the return on investment for these programs. The result would improve all our employment and training efforts by helping us make more strategic investments in training programs that work.

### **Section 4.3**

**Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]**

3RWIB recognizes the importance of rapid response as an early-intervention service that helps workers and employers affected by layoffs, plant closures, or natural disasters. The primary objective of rapid response is to provide workers with the resources and services necessary to allow them to find new jobs

or get the training and education needed for new careers, so they can return to work quickly. Rapid Response Coordination Services (RRCS) also help communities develop proactive and coordinated strategies to access Pennsylvania's economic development systems that help businesses at risk of closing to keep their doors open.

3RWIB plays a fundamental role in ensuring that early intervention services that assist workers and employers affected by layoffs, plant closures, or natural disasters are available in both Pittsburgh LWIA and Allegheny County LWIA. So, 3RWIB proactively monitors layoffs and business closure plans and assumes leadership role in coordinating timely, strategic and systemic response in major cases.

After learning of an impending planned closure or layoff, 3RWIB communicates with the local Rapid Response team, which consists of 3RWIB staff and PA CareerLink® staff (State Rapid Response staff, Business team, Unemployment Compensation staff and Career Counselors). This team works with the affected employer and employees to develop a customized plan of response. Each customized plan includes at least strategies for disseminating information about unemployment insurance, health and pension benefits, job search activities, education services, training programs (e.g., WIOA, Trade Adjustment Assistance, and NAFTA), social services, community and economic development activities, emergency assistance, and crisis counseling. Our vision for future rapid response services is have them connected with job seekers immediately upon notification of layoff, thus facilitating a more rapid reemployment of affected workers.

#### **Section 4.4**

**Provide an analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]**

**Note: This section must include a description of the program design elements as well as how the local area will implement the 14 program elements.**

Building on the work of its predecessor, the Youth Policy Council, 3RWIB's Youth Advisory Committee (YAC) continues to develop and implement strategies for connecting Allegheny County youth with meaningful careers. The 3RWIB board and the YAC have identified the following strategic objectives to help achieve a stronger and more cohesive youth workforce development system in the region:

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

To help achieve these objectives, every three to four years or as necessary 3RWIB competitively procures year-round youth programs. The last process, grounded in national best practice research, was run in February 2015.

3RWIB contracted with successful bidders to run evidence-based programs serving in school and out of school youth throughout the City of Pittsburgh and Allegheny County. Efforts were made to ensure geographic coverage of programs and to invest in new models with the potential to be scaled.

Developed through national best practice research and extensive program evaluation, 3RWIB youth service providers follow one of four models:

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

Throughout the RFP and contracting process, 3RWIB strove to ensure that all 14 elements required under WIOA were provided in the system. To ensure this provision continues, 3RWIB regularly monitors providers and, when necessary, provides technical assistance to providers. All 3RWIB funded youth programs are open to youth with disabilities, while two programs funded in the City of Pittsburgh and Allegheny County focus their recruitment efforts predominantly on the youth disability community. A description of the 14 program elements is below.

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

*Alternative secondary school services or dropout recovery services:* Youth who are good candidates for earning a diploma should pursue that option before embarking on the path to get a GED. Recent research from the US Census Bureau<sup>17</sup> shows that while adults who earn a GED or high school diploma have higher monthly earnings than individuals without these credentials, those with a high school diploma out-earn those with a GED by an average of \$1,600 per month. Two contractors provide alternative secondary school and dropout recovery services at four locations in the City of Pittsburgh and Allegheny County.

*Paid and unpaid work experiences that have both academic and occupational education components (which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities):* All service providers that are contracted to provide ISY and OSY services in Allegheny County and the City of Pittsburgh are required to make paid and unpaid work experience available to their participants. While all work experience is valuable, through the RFP process, providers were given additional points for the provision of paid work experience for participants. To facilitate the provision of work experience, 3RWIB works with providers to connect them with employers to help employers develop work experience activities for participants.

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

*Occupational skills training (which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved):* Applicants to the RFP with a program model that clearly provides occupational skills training aligned with in-demand industry sectors and with stackable, industry recognized credentials were given priority in the scoring process. 3RWIB is working with youth services providers, training providers, and employers to develop career pathways that begin with these foundational skills and lead to high priority, family sustaining careers. Currently, 3RWIB has contracts with youth service providers to provide occupational skills training in the construction, tech, retail, and other fields.

*Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster:* Evidence demonstrates that contextualized learning assists in the retention of skills and the development of cross-functional or soft skills.<sup>18</sup> In light of this evidence, where possible, 3RWIB contracts with youth services providers that link academic with occupational education.

*Leadership development opportunities (which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate):* Contracts are in place with providers who value leadership development for their youth participants. Opportunities for leadership development offered include volunteer experience, community service,

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<sup>17</sup> <http://blogs.census.gov/2012/02/27/ged-recipients-have-lower-earnings-are-less-likely-to-enter-college/>

<sup>18</sup> <http://scholar.lib.vt.edu/ejournals/JITE/v38n3/freeman.html>

and peer-to-peer mentoring. For additional opportunities, providers are given access to a 3RWIB developed professional development curriculum.

*Supportive services:* Programs provide supportive services in-house or refer participants to other partners for supportive service needs. Services are provided based on an assessment of need via the participant's Individual Service Strategy or through the case management process. 3RWIB's supportive service policy is available on our website at [www.trwib.org](http://www.trwib.org).

*Adult mentoring:* 3RWIB data show that adult mentoring has a significant positive correlation with successful outcomes. For this reason, we require all contracted providers to provide adult mentoring to their participants. To assist with this, 3RWIB has a significant relationship with the Mentoring Partnership of SWPA (represented on the Youth Advisory Committee).

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

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

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

*Entrepreneurial skills training:* In conjunction with professional development training, contracted providers provide entrepreneurial skills training. Additionally, 3RWIB is exploring cohort-based occupational skills training that would be grounded in entrepreneurial skills for youth participants.

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

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

3RWIB believes strongly in the value of data to drive program delivery. In PY14, we instituted additional reporting requirements for all year-round youth providers, collecting data on the types and duration of services provided with WIOA and TANF funding. These data are used to draw connections between services and outcomes so we can be sure to develop programs that are evidence based and help youth achieve success. Through this research, 3RWIB has determined that adult mentoring and work experience are strongly correlated with successful outcomes for our program participants. We have therefore placed a strong emphasis on these two particular elements in our youth system.

3RWIB's year round programs are complemented by a Summer Youth Employment program open to disadvantaged youth ages 14-21 in Pittsburgh and Allegheny County. Youth participate in paid work activities in 14 career tracks preparing them for in-demand occupations. The summer program is structured in a three-tiered model, each tier reflecting a different level of work experience and skills of the youth participants. Youth also complete a work-readiness training that includes time management, communication skills, financial literacy, resume writing, and conflict resolution training. The program seeks to promote youth leadership and increase opportunities for personal growth and career exploration.

In an innovative partnership, 3RWIB has worked with Allegheny County's Department of Human Services (DHS) to provide year-round programming to homeless and foster youth at the 412 Youth Zone, a drop-in center run by DHS. A single procured provider runs both the social service programs funded by DHS and the employment programs funded by 3RWIB. The program recognizes that integrating social service supports and a sense of place with employment services for youth help to provide stability to participants. In best practice research this stability has been shown to help foster and homeless youth achieve better employment outcomes as well as to have more success in non-employment areas of their lives.

3RWIB has created and maintains a dashboard of key performance indicators that align with our strategic plan for all program areas and enable us to track, measure, and share our efforts and outcomes. This transparency and attention to detail let us see quickly what is working and where we need to adjust course, enabling us to make sound time-sensitive, data-driven decisions.

#### **Section 4.8**

**Describe the process utilized by the local board to ensure that 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**

3RWIB strives to ensure that training funds are invested in programs linked to in-demand industries and occupations. Funds for individual training accounts, on-the-job training, customized training, and incumbent worker training must be spent on programs that provide training in occupations on the High Priority Occupation (HPO) List, as determined by the Commonwealth, for the City of Pittsburgh and Allegheny County. Updated annually, the HPO List includes occupations that have high projected annual openings and high average wages within the City of Pittsburgh and Allegheny County. As an additional mechanism to ensure that the HPO List is aligned with employer demand, 3RWIB works with stakeholders (training providers, economic development organizations, etc.) when necessary to petition for additional occupations to be added to the HPO List. Labor market data and information from employers is used to support the argument that an occupation is in-demand in the region. 3RWIB's Business Solutions team also works with Business Services staff at PA CareerLink® to continuously engage employers in key industries, assessing their hiring needs and coordinating a variety of training opportunities (on-the-job training, incumbent workers training, etc.) to meet those needs.

## **Section 4.9**

**Describe the process and criteria the local board will use to include a wide range of providers and opportunities through the LTPL.**

Based on the process and criteria outlined in the commonwealth's Workforce System Policy 04-2015 (December 23<sup>rd</sup>, 2015, 3RWIB will develop a Local Training Provider List (LTPL)). The LTPL will include eligible providers of training services that are exempt from the requirements of the statewide Eligible Training Providers List (work-based training, customized training, etc.). 3RWIB's Business Solutions team and Business Services staff at PA CareerLink® also will continue to work together to engage a multitude of employers in key industries (healthcare, manufacturing, IT, etc.), assess their hiring needs, and develop a diverse mix of training opportunities (on-the-job training, incumbent work training, etc.) to meet those hiring needs. To maintain the quality of training providers/programs exempt from the statewide ETPL, 3RWIB currently has policies in place, including OJT, Incumbent Worker, and Customized Training policies. For example, participants in work-based training programs must receive self-sustaining wages, as well as working conditions and benefits equivalent to those of other employees in a business.

## **Section 5: Compliance**

### **Section 5.1**

**Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Labor & Industry's Office of Vocational Rehabilitation (OVR) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]**

3RWIB partners with the Office of Vocational Rehabilitation (OVR) to further enhance the services provided to individuals with disabilities. This relationship has been formalized through partnership agreements that allow OVR to operate effectively in the local workforce development area.

OVR is represented on the 3RWIB Board of Directors and OVR is a key partner in PA CareerLink® in Pittsburgh and Allegheny through a signed partnership agreement. Additionally, OVR is a member of the PA CareerLink® Operators Consortium, established through a signed operators' agreement. The Operators Consortium meets monthly to address challenges to and improve one-stop service delivery (including to individuals with disabilities) through better service coordination, cross-training of staff, identifying opportunities for co-enrollment, and other efforts. 3RWIB is also currently working with OVR to explore further opportunities for partnership through data sharing and additional cooperative agreements to better serve the needs of adults and youth with disabilities.

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

Strong partners in the PA CareerLink®, system including Wagner/Peyser, Adult Basic Education, and OVR, have also collaborated with 3RWIB and United Labor Agency to design and implement an innovative service delivery model aligned with WIOA regulations and 3RWIB's strategic goals.

### Section 5.3

**Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes, but is not limited to, the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]**

3RWIB has adopted a detailed procurement policy that is compliant with the Uniform Code and state guidance. 3RWIB awards all contracts and all open market orders to the lowest responsible, qualified provider. 3RWIB has procedures for procurement based on Total Value:

- **Purchases between \$0.00 - \$2,999.99:** These small purchases are supported by documented pricing from at least three (3) contractors or sub-recipients when possible.
- **Purchases between \$3,000 - \$149,999.99:** These purchases must be supported by documented or written pricing from at least two (2) competitive contractors or sub-recipients. Recommendations are based on consideration of 3RWIB's established guidelines for evaluating contractors and sub-recipients.
- **Purchases of \$150,000 or more:** These purchases shall be made only after issuing a request for proposals (RFP) using 3RWIB's established RFP Guidelines and based on consideration of applicable criteria described in 3RWIB's established guidelines for evaluating contractors and sub-recipients.
- **Equipment Purchases:** 3RWIB's procurement process includes an exception for Equipment Purchases that have a single unit acquisition below \$5,000, but in the aggregate are greater than or equal to \$5,000. These purchases must be presented to BWDA for review and have written pre-approval of state and/or Federal government prior to purchase.
- **Sole Source Procurement:** This process is used only when there is only one (1) distributor that meets the stated needs or specifications. All sole source procurements are approved in advance by the 3RWIB Chief Executive Officer and are supported by a written determination verifying that only one source is available for that which is to be procured.

When a competitive bid (RFP) process is used, 3RWIB ensures that all bids are advertised appropriately through newspapers, websites, email, and other method of communication. A Q&A process is established for interested bidders to ask questions, ensuring all bidders have access to all answers provided. When possible, 3RWIB hosts a bidders' conference to ensure transparency of the competitive

process. An Evaluation Panel is established to score RFPs, which reviews independently and has no conflict of interest.

All WIOA Title I contracts are awarded using a competitive bidding process. 3RWIB is following WIOA and State guidance on competitively procuring a one-stop operator by July 1<sup>st</sup>, 2017.

#### **Section 5.4**

**With the public in mind, describe the local area’s negotiated local levels of performance for the federal measures and their implications upon the local workforce system, to include attaching the completed Performance Targets Template.**

The negotiated levels of performance for the Pittsburgh area bear many implications for individuals and employers accessing workforce development services. These levels reflect the efforts of the local workforce system to provide quality employment services and include goals for the percentage of adults, dislocated workers, and youth in terms of employment, median earnings, credential attainment rate, measurable skill gains, and effectiveness in serving employers. The levels provide a means for the public and policy makers to assess how successful the local workforce system is in providing quality services and helping the unemployed obtain jobs.

These negotiated levels bear in mind both the challenges in serving certain demographics and those for setting participants on career pathways, rather than simply providing them job placement. In program year 2016, 3RWIB is committed to meeting these levels and to driving the workforce development system so as to continue meeting performance outcomes. Likewise, 3RWIB is committed to assisting all job seekers in the City of Pittsburgh and Allegheny County to be successful in their careers while driving the workforce development system to meet performance outcomes. Meeting or exceeding our negotiated performance levels will help to ensure that more Adult, Dislocated Worker, and Youth job seekers are placed in career pathway employment and earn a living wage. 3RWIB recognizes that individuals with barriers to employment may find that an entry-level position in a career pathway is the best first step. The negotiated performance levels below illustrate our commitment to serving individuals with barriers to employment is.

It is projected that by 2025, 60% of good-paying, reliable Pennsylvania jobs will require a college credential or industry recognized certification. To help meet the Governor’s goal of that by 2025 60% of the commonwealth’s labor force will have these credentials, 3RWIB has begun to develop career pathway efforts with stackable, industry-recognized credentials. The credential attainment rate below for Adult and Dislocated Workers reflects this commitment. Youth participants without a GED or HS diploma are encouraged to obtain that credential while working on occupational skills.

3RWIB values businesses as the key customer of the public workforce system and works to serve employers effectively through a portfolio of business-driven programs. Success in the effectiveness in serving employers metric demonstrates the value placed on business solutions services by the employer community.

<b>Transitional PY16 Local Plan</b>	
<b>Local Area WIOA Negotiated Performance Goals</b>	
<b>WIOA Performance Measures</b>	<b>Local Area PY15 Performance Goals</b>
<b>Employment (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>
Adult	65.0%
Dislocated Worker	74.0%
Youth	57.0%
<b>Employment (Fourth Quarter after Exit)</b>	<b>Negotiated Goals</b>
Adult	65.0%
Dislocated Worker	75.0%
Youth	55.0%
<b>Median Earnings (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>
Adult	\$5,000
Dislocated Worker	\$7,000
Youth	Baseline
<b>Credential Attainment Rate</b>	<b>Negotiated Goals</b>
Adult	55.0%
Dislocated Worker	57.0%
Youth	70.0%
<b>Measurable Skill Gains Skill Gains</b>	<b>Negotiated Goals</b>
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline
<b>Effectiveness in Serving Employers</b>	<b>Negotiated Goals</b>
Adult	Baseline
Dislocated Worker	Baseline
Youth	Baseline

## **Section 5.6**

**Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with WIOA**

3RWIB recognizes the value and importance of engaging with the public and key stakeholders in the development of this local plan. Input from the public and key stakeholders is crucial to ensuring that the local plan is a comprehensive document that works for all stakeholders within the public workforce development system to serve both job seekers and employers. During the preparation of the local plan, 3RWIB staff will gather and incorporate input from its program partners and other key stakeholders, including employers, service providers, educational institutions, training providers, labor organizations, and public and economic development agencies.

3RWIB will release a final draft of its local plan on **March 18<sup>th</sup>, 2016**, making it available for a 30-day period for public comments. The release of the local plan document for public comments will be announced to 3RWIB's various networks. All feedback received during the public commenting period

will be thoroughly reviewed, considered, and then, as appropriate, incorporated into the final local plan document

**Section 5.7**

Prior to the date on which the local board submits a proposed local plan (i.e., no later than Monday, May 2, 2016), the proposed local plan must be made available to members of the public through electronic and other means.

- A. Describe how the local board made the proposed local plan available for public comment. [WIOA Sec. 108(d)(1)];
- B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [WIOA Sec. 108(d)(2)]; and
- C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan’s attachments. [WIOA Sec. 108(d)(3)]

The draft Local Plan is posted for review on the 3RWIB website and hard copies were made available at the 3 Rivers Workforce Investment Board (3RWIB) address for a period of 30 days. An electronic notification of the draft local plan will be sent to all 3RWIB contacts including employers, regional CBOs, WIOA service providers (adult and youth) and training providers. In addition, 3RWIB will solicit public comment through social media and a public forum on April 12<sup>th</sup>, 2016. Notice of this forum will be posted at our website, at our physical offices, through social media and electronic communications and through a legal notice in the Pittsburgh Tribune Review.

Following the 30-day public comment period, 3RWIB staff will address all comments received and, as appropriate, make revisions. A summary of comments received, as well as how the comments were addressed, will be compiled by 3RWIB staff for inclusion in the Plan.

**Section 5.8**

List the name, organization, and contact information of the designated equal opportunity officer for each PA CareerLink® center within the local area.

PA CareerLink®- Downtown Pittsburgh	PA CareerLink®- Allegheny East
<p><b>Eric Pferdekamper</b>            United Labor Agency            PA CareerLink®- Downtown Pittsburgh            304 Wood Street            Pittsburgh, Pa 15222            Ph. 412-552-7027  <a href="mailto:Eric.Pferdekamper@ulagency.org">Eric.Pferdekamper@ulagency.org</a></p>	<p><b>Amy Sljva-Blystone</b>            United Labor Agency            PA CareerLink® - Allegheny East            2040 Ardmore Blvd.            Pittsburgh, PA 15221            Ph. (412) 436-2239  <a href="mailto:Amy.Sljva-Blystone@ulagency.org">Amy.Sljva-Blystone@ulagency.org</a></p>

## Section 5.9

### Compliance Checklist

**By checking the box adjacent to each line item below the local board attests to ensuring the compliance components/documents listed are in place and effective prior to July 1, 2016.**

**Copies of the listed compliance components/documents are not required at this time, but may be requested during monitoring and/or auditing.**

- ✓ Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- ✓ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated
- ✓ Agreement between the local elected official(s) and the local workforce development board
- ✓ One-Stop Partner Agreement(s)
- ✓ Resource Sharing Agreement(s)
- ✓ Resource Sharing Agreement Budget(s)
- ✓ Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest
- ✓ Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs
- ✓ Local procurement policy
- ✓ Program management policy and process including equal opportunity for customers; supportive services; needs related payments; file management; eligibility; self-sufficiency criteria; individual training accounts; layoff assistance; priority of services; grievance for eligible training providers list; transitional jobs; stipends; and training verification/refunds
- ✓ Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan
- ✓ Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination
- ✓ Professional services contract(s) for administrative services such as staffing and payroll, if applicable

## Public Comments and Responses

The following are comments that 3RWIB received on the PY 2016 Transitional Local Plan draft during the 30-day public commenting period from March 18<sup>th</sup>, 2016 to April 21<sup>st</sup>, 2016

### Comment 1:

Tracey R. Reaves – Director, Workforce & Business Development – Mon Valley Initiative

I was unable to attend the informational session this morning. Overall, I thought that your plan hit the mark.

I did have a few questions and I look forward to your response.

#### **My questions are as follows:**

1. It's noted in the plan that Neighborhood mapping to inform place-based strategies is an analytical tool offered by the 3RWIB. Will this service be offered to community partners? If so, who can we speak with about coordinating this service for our program?
2. In collaboration with the Carnegie Library of Pittsburgh the 3RWIB will work to establish "Pop-up" PA CareerLink® sites - which communities will these "pop-ups" appear in? Who will provide the career development services?
3. Access to public transportation will be made available on a case-by-case basis through PA CareerLink®. How can local providers link their clients to this much needed transportation assistance? What are the client eligibility criteria?
4. 3RWIB will offer technical assistance and training to the ACAR and SPARC Coalitions to assist the ex-offender population. Can you please describe the training and technical assistance activities?

#### **3RWIB Response: Please see the following responses to questions (1-4):**

1. Currently, neighborhood mapping to inform place-based strategies is offered to community partners on a fee-for-service basis. Community partners with questions about neighborhood mapping, labor market information, or any other data inquiries should contact [info@trwib.org](mailto:info@trwib.org). Also, labor market data from 3RWIB are available online or upon request free of charge.
2. The Pop-Up PA CareerLink® sites are a pilot project conducted in partnership with Carnegie Library of Pittsburgh (CLP). The initial Pop Ups will be located in the Downtown and Allegheny Center locations of CLP. Career services will be provided by PA CareerLink® staff and trained library staff when appropriate.
3. The Three Rivers Workforce Investment Board (3RWIB) ensures that appropriate and necessary supportive services to assist adults, dislocated workers, and youth in the City of Pittsburgh and Allegheny County are available through PA CareerLink® Pittsburgh/Allegheny County and a network of youth providers. All supportive services are provided in full compliance with the 3RWIB

Supportive Services Policy and the Workforce Innovation and Opportunity Act of 2014 and its associated regulations. Because WIOA funds should only be used to provide supportive services when they are unavailable through other resources and service providers, PA CareerLink®.

Pittsburgh/Allegheny County and youth program staff are responsible for coordinating services and providing referrals to other state and local agencies offering supportive services. PA CareerLink® and youth program staff must ensure that all other avenues and resources have been exhausted prior to expending WIOA funds for supportive services. Staff must provide documented proof of the service being unavailable in the area through other resources including PA 211 Southwest (<http://pa211sw.org/>).

3RWIB will only provide the following supportive services to PA CareerLink® Pittsburgh/Allegheny County WIOA Adult and Dislocated Worker customers:

- Transportation – bus passes only, not exceeding Allegheny Port Authority’s Zone 1 or Zone 2 monthly fares. The PA CareerLink® Pittsburgh/Allegheny County WIOA counselor will determine the need for supportive services and monitor the customer’s progress and status to truly determine need.
- Non-employer paid licensing or testing fees—an adult or dislocated worker will have a maximum of two chances for the same license or test utilizing WIOA supportive services dollars. The PA CareerLink® Pittsburgh/Allegheny County staff will determine the need for licensing or testing through employer demand. The PA CareerLink® staff will make the necessary arrangements with the vendor for payment.
- Drug Testing and Criminal Background Checks—an adult or dislocated worker participant may have one instance of a drug test and/or criminal background check paid through WIOA supportive services dollars.

The following are supportive service eligibility requirements for adult and dislocated workers:

- Participant must be a WIOA eligible adult or dislocated worker.
- Participant must be participating in WIOA career services or training services.
- Participant must be unable to obtain supportive services through other programs providing such services.

The following are supportive service eligibility requirements for youth participants:

- Participant must be a WIOA eligible youth participant.
- Participant must be unable to obtain supportive services through other programs providing such services.

Local providers may refer clients to PA CareerLink® Pittsburgh/Allegheny County for determination of eligibility for supportive services.

4. 3RWIB’s three-tiered technical assistance platform, Amplify, provides community partners with training, resources, one-on-one consultation, and ongoing professional development of staff that build organizational capacity and enhance service delivery. 3RWIB recognizes the unique needs of organizations serving ex-offenders and the strong partners working on this issue, including the Allegheny County Anchored Re-entry Consortium and the Southwestern Pennsylvania Re-entry Coalition. 3RWIB will work closely with these partners and our network of national experts to identify specific training and technical assistance activities.

### Comment 3:

**John “Jack” Lyden – Community Employment Coordinator – Healthcare for Homeless Veterans Programs**

I admit that I have made a quick read through the 60 odd page document focusing primarily on Veteran related issues. That said, I question the inference, found on Page 15, that Veterans as a group have considerable barriers to employment.

**Unemployment Challenges for individuals with barriers to employment**

Individuals and groups with considerable barriers to employment represent a significant part of both the Allegheny County population and the clients served through the public workforce system. For example, according to data from the US Department of Veterans Affairs, there is currently (September 2015) close to 88,000 veterans in Allegheny County or 7.6% Veterans as reported by Census data.<sup>13</sup>

We do know that certain subsets of Veterans are currently lagging in employment, such as the 18 to 24 year old segment measuring 7% in February 2016, but implying that being a Veteran is a barrier to employment is misleading and a bit offensive. February unemployment rate nationwide was 4.9% while total Veteran rate was 4.1%. This might indicate that being a Veteran is actually an advantage in the workforce, rather than a barrier.

Perhaps if we can tie the above paragraph more closely to the subsets of Veterans with high unemployment and begin linking the characteristics of those Veterans to specific barriers we can better influence resolution.

I also want to mention that it looks like this plan ties all of the hope of influencing employment increases among Veterans to the Veteran Value Initiative. I, too, hope that program works well for us. However, the established DVOP/LVER mix in place in the County PA CareerLink® System is currently the most effective and active program under the WIB umbrella for moving Veterans into employment. Perhaps I’m off the mark but, failing to address them in the plan seems like a significant oversight.

Thank you!

### 3RWIB Response:

3RWIB appreciates the comment and recognizes that being a veteran in itself is not a barrier to employment. Rather, Veterans are among the target population groups that receive “priority of service”

under the Workforce Innovation and Opportunity Act. 3RWIB has revised the language in our local plan to clarify that Veterans are a priority population group rather than a population with barriers to employment.

The Veterans Value Initiative is but one of the many efforts of 3RWIB and its partners to serve the Veteran population. Veterans receive “priority of service” across all employment and training services available under WIOA, including career counseling, job readiness training, and funding for training services (On-the-Job Training, Occupational Skills Training, Incumbent Worker Training, etc.). Currently, Veterans account for nearly 7% of all job seekers served through PA CareerLink®. Since July 2015, PA CareerLink® offices in Pittsburgh and Allegheny County have placed more than 100 Veterans into unsubsidized employment.

**Comment 3:**  
**Three Rivers Adult Education Coalition**

**The following comment was received after the 30-day public commenting period for the PY 2016 Transitional Local Plan:**

During a meeting of the Three Rivers Adult Education Coalition on May 9<sup>th</sup>, 2016, it was noted that the existing draft of 3RWIB’s PY 2016 Transitional Local Plan only listed the Greater Pittsburgh Literacy Council in the Adult Basic Education section on page 35. It was requested that all members of the Adult Education Coalition be included in this section, which include Greater Pittsburgh Literacy Council (GPLC), Goodwill of Southwestern Pennsylvania, Allegheny Intermediate Unit (AIU), and Community College of Allegheny County (CCAC).

**3RWIB Response:**

3RWIB appreciates this feedback from the Adult Education Coalition. 3RWIB has revised the Adult Basic Education section of the PY 2016 Transitional Local Plan so that all members of the Adult Education Coalition are included. These include: Greater Pittsburgh Literacy Council (GPLC), Goodwill of Southwestern Pennsylvania, Allegheny Intermediate Unit, and Community College of Allegheny County.