



December 21, 2017

Mr. Jack Nelson III, Chairperson
Tri-County Workforce Development Board
1080 Franklin Street
Clymer, PA 15728

Dear Mr. Nelson,

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

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

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

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

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

Sincerely,

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

Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Rodney Ruddock, Indiana County Board of Commissioners Vice Chairman
Mr. Fred Fornataro, Tri-County Workforce Development Board Executive Director

Enclosure: Southwest Regional Plan & Tri-County Workforce Development Area Local Plan

Southwest Planning Region

Local Workforce Development Areas

Partner4Work

Southwest Corner

Tri-County

Westmoreland-Fayette

Workforce Innovation & Opportunity Act

Multi-Year Regional Plan

Program Years 2017-2019

Region Workforce Development Area name: Southwest Planning Region

Effective Date: January 1, 2018

1.1. Identification of the region.

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

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

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

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

Regional Labor Market Overview

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

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

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

EDUCATION

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

INCOME

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

¹ Population estimates per Claritas, Nielsen Answers, 2017

² Ibid.

³ Ibid.

⁴ Ibid.

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

EMPLOYMENT

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

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

POPULATION WITH BARRIERS

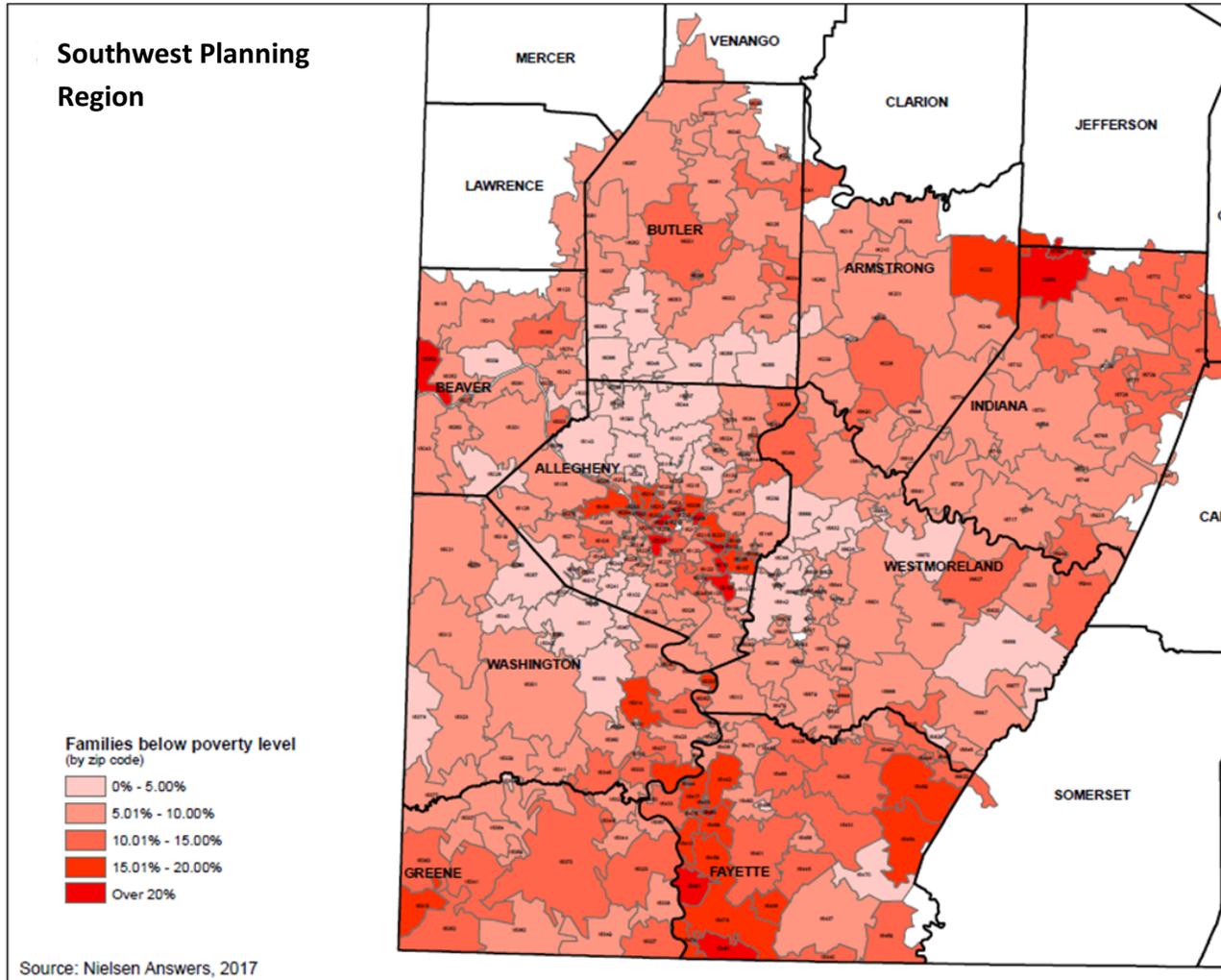
Poverty

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

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.



Ex-Offenders

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

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

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

Individuals with a Disability

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

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

Additional Barriers

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

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

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

⁹ Department of Corrections

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

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

¹² PA Department of Education Bureau of Special Education

¹³ PA Department of Welfare

¹⁴ PA Juvenile Court Judge's Commission Annual Report

¹⁵ PA Department of Health

¹⁶ Ibid.

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

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

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

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

Regional Employer Overview

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

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

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

Source: Quarterly Census of Employment and Wages

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

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

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

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

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

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

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

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

Long-Term Industry Employment Projections for Southwest PA Region

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

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

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

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

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

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

Growing & Declining Industries

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

Source: EMSI, 2017

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1. Enhance coordination between local boards

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

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

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

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

Among the goals are:

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

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

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

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

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

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

2. Streamline talent delivery and business services

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

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

Source: Inflow/Outflow Report, 2014

Center for Workforce Information & Analysis

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

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

¹⁸ Center for Workforce Information and Analysis

sharing resources and reporting.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Strengthen the collaboration and coordination of economic and workforce development

services;

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

The process employed to meet these objectives will include:

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

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

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

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

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

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

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

Veterans

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

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

Low income individuals and recipients of public assistance

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

Individuals with disabilities

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

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

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

Educational opportunities for groups with barriers

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

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

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

Collective impact

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

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

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

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

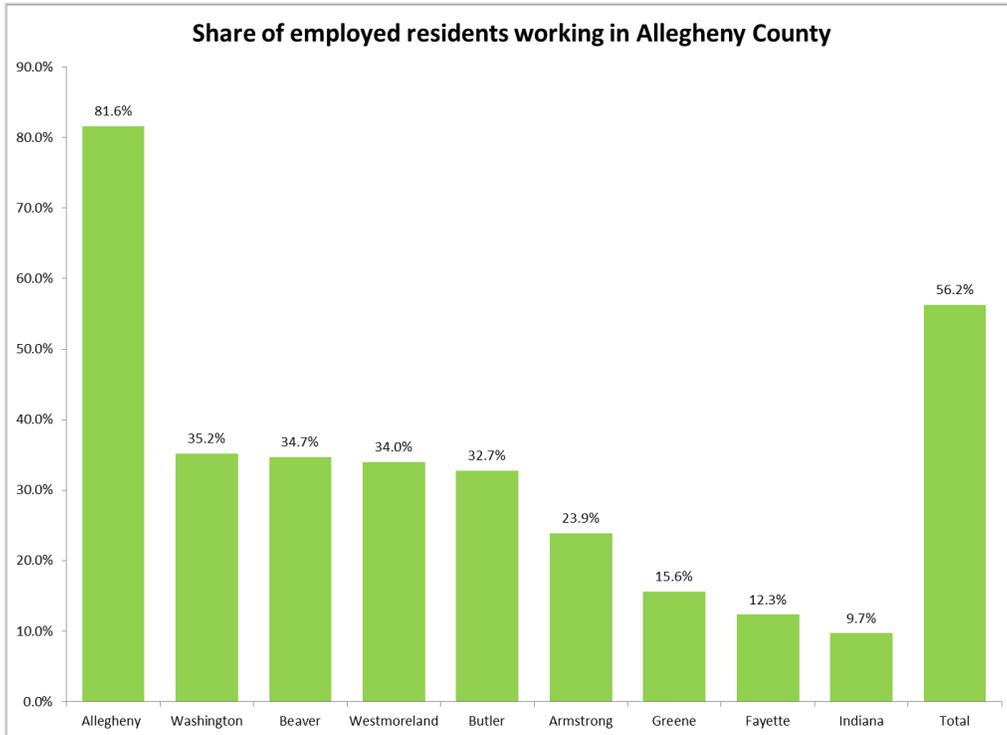
1.7. Describe the coordination of transportation and other supportive services for the region.

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

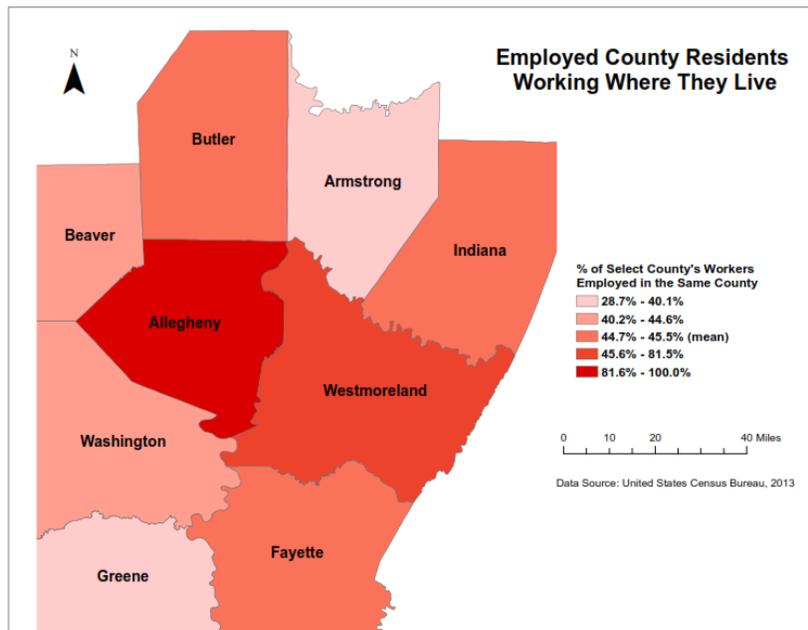
Most of the employed population in the region (77.7%) and state (76.5%) drives alone to work with an average travel time 28.6 minutes in the region and 29 minutes in the state.

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

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



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

training and employment needs.

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

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

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

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

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

Each local area will negotiate individually with the Commonwealth.

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

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

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

The Tri-County Workforce Development Area is comprised of Armstrong, Butler, and Indiana counties in Southwest Pennsylvania. Overall, it is home to approximately 340,314 citizens¹. With a 2016 labor force of 172,400, the largest sector is Healthcare and Social Assistance which employs 20,832 workers, represents 8% of the Gross Regional Product (GRP), with average earnings of \$48,848. The next largest sectors include Government (which includes education and law enforcement) (employs 20,340 workers, represents 11% of the GRP, with average earnings of \$69,462) and Retail Trade (employs 17,806 workers, represents 6% of the GRP, with average earnings of \$29,615)².

High location quotients (LQs) indicate sectors in which a region has a high concentration of employment compared to the national average. The sectors with the largest LQs include Energy (LQ=2.60), Advanced Manufacturing (LQ=1.62), and Building Construction (LQ=1.23).

POPULATION

The population in Tri-County is estimated to have decreased from 341,683 in 2010 to 340,314 in 2017, resulting in a decline of 0.4%. Over the next five years, the population is projected to grow by 0.1%. The population in the Southwest Region is estimated to also have declined from 2,483,851 in 2010 to 2,472,490 in 2017, resulting in a decline of 0.5%. Over the next five years, the population is projected to remain the same.

In 2017, the median age for Tri-County is 42.9, while the average age is 42.0. Five years from now, the median age is projected to be 43.6. Comparatively, the current median age for the Southwest Region is 43.2, while the average age is 42.5. Five years from now, the median age is projected to be 43.9.

The overwhelming majority of Tri-County's current population are White Alone (95.6%), 1.7% are Black or African American Alone, 0.1% are American Indian and Alaska Nat. Alone, 1.1% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.4% are Some Other Race, and 1.1% are Two or More Races. The Southwest Region is more diverse: 86.9% are White Alone, 8.2% are Black or African American Alone, 0.1% are American Indian and Alaska Nat. Alone, 2.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 0.5% are Some Other Race, and 2.0% are Two or More Races. Tri-County's current estimated Hispanic or Latino population is 1.5%, which is comparable to the Southwest Region (1.8%).

HOUSEHOLDS

The number of households in Tri-County is estimated to have increased from 136,553 in 2010 to 137,926 in 2017, resulting in an increase of 1.0%. Over the next five years, the number of households is projected

¹ Population estimates per Claritas

² EMSI, 2017

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to increase by 0.6%. Comparatively, the number of household in the Southwest Region is estimated to have increased from 1,051,356 in 2010 to 1,063,781 in 2017, resulting in an increase of 1.2%. Over the next five years, the number of households is projected to increase by 0.8%.

EDUCATION

One in four (26.6%) individuals over the age of 25 in the Tri-County WDA has earned an advanced degree, which is slightly less than the region (30.8%). A slightly higher percentage of residents did not graduate high school in the WDA (8.9%) when compared to the state (7.6%). Currently, it is estimated that 7.2% of the population age 25 and over in Tri-County had earned a Master's Degree, 1.0% had earned a Professional School Degree, 1.1% had earned a Doctorate Degree and 17.3% had earned a Bachelor's Degree. In comparison, for the Southwest Region, it is estimated that for the population over age 25, 8.6% had earned a Master's Degree, 1.8% had earned a Professional School Degree, 1.5% had earned a Doctorate Degree and 18.9% had earned a Bachelor's Degree.

INCOME

In 2017, the average household income in Tri-County is estimated to be \$74,470.60, which is just below the Southwest Region (\$75,397.43) for the same time frame. The average household income in Tri-County is projected to change over the next five years, from \$74,470.60 to \$80,571.15. Comparatively, the average household income in the base area is projected to change over the next five years, from \$75,397.43 to \$81,973.

HOUSING

Most of the dwellings in Tri-County (74.0%) are estimated to be Owner-Occupied for the current year, which is more than the Southwest Region (69.6%). One in five housing units in Tri-County (21.2%) are estimated to have been built between 1939 or Earlier for the current year, which is less than the Southwest Region (26.7%).

EMPLOYMENT

The Tri-County WDA has a comparable amount of the population age 16 and over who are employed civilians (57.3% vs. 57.9%), unemployed civilians (4.1% vs. 4.2%), and are not in the labor force (38.6% vs. 37.8%) as the Southwest Region.

Workers in the Tri-County WDA are more likely to hold blue collar occupations (24.7%) when compared to the region (19.6%), while 57.7% hold white collar occupations (compared to 62.9% in the region), and 17.6% are occupied as service & farm workers (compared to 17.5% in the region).

The highest percentage of workers in the WDA and region are employed in Office and Administrative Support (13.4% vs. 14.0%) and Sales and Related Services (10.9% vs. 10.5%) occupations. For the civilian employed population age 16 and over in Tri-County, it is estimated that they are employed in the following occupational categories: 2.0% are in Architecture and Engineering, 1.0% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.0% are in Computers and Mathematics, 5.3% are in Education, Training and Libraries, 6.5% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.5% are in Life, Physical and Social Sciences, 8.8% are in Management, 13.4% are in Office and Administrative Support, 2.1% are in Community and Social

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Services, 6.0% are in Food Preparation and Serving, 0.6% are in Legal Services, 1.6% are in Protective Services, 10.9% are in Sales and Related Services, 3.8% are in Personal Care Services, 3.2% are in Building and Grounds Maintenance, 6.5% are in Construction and Extraction, 0.4% are in Farming, Fishing and Forestry, 3.9% are in Maintenance and Repair, 6.9% are in Production, and 7.5% are in Transportation and Moving.

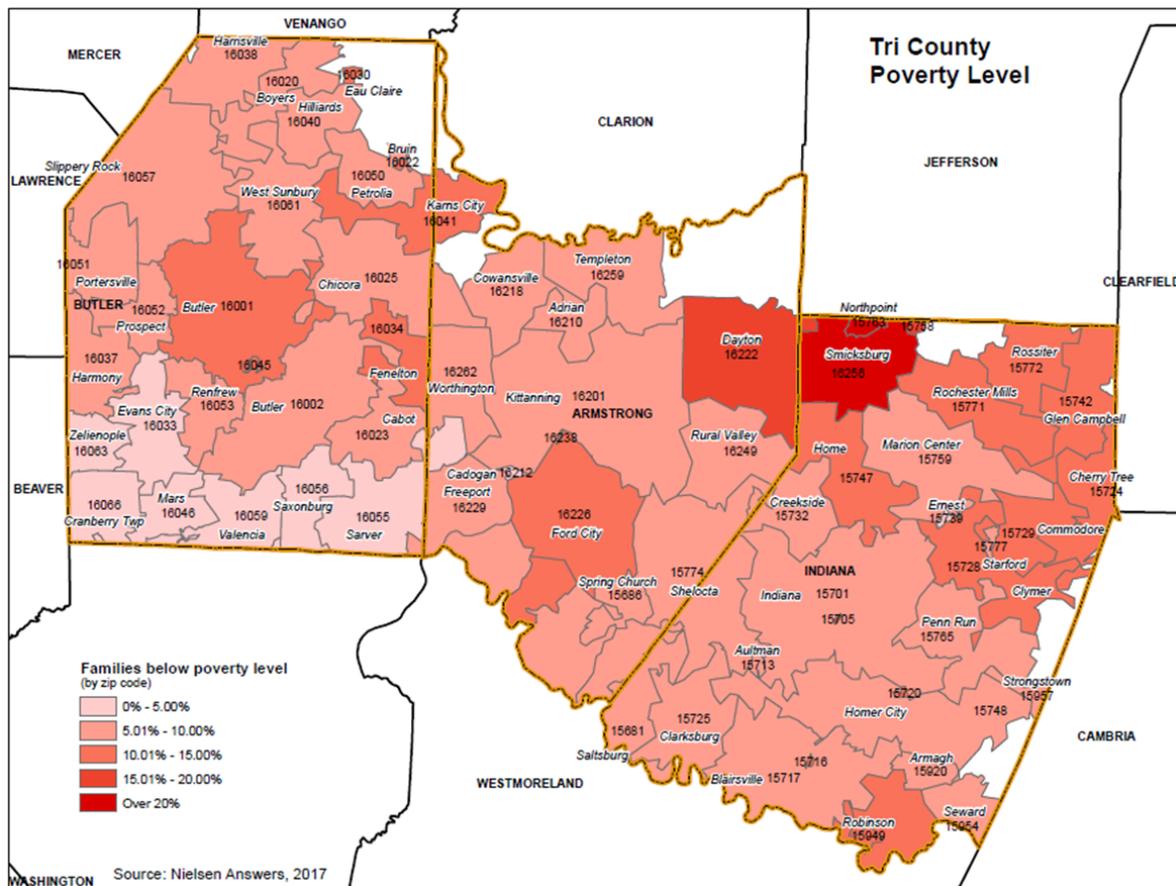
For the civilian employed population age 16 and over in the Southwest Region, it is estimated that they are employed in the following occupational categories: 2.1% are in Architecture and Engineering, 1.5% are in Arts, Entertainment and Sports, 5.1% are in Business and Financial Operations, 2.8% are in Computers and Mathematics, 5.7% are in Education, Training and Libraries, 7.6% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 1.0% are in Life, Physical and Social Sciences, 9.5% are in Management, 14.0% are in Office and Administrative Support, 1.9% are in Community and Social Services, 6.0% are in Food Preparation and Serving, 1.2% are in Legal Services, 1.9% are in Protective Services, 10.5% are in Sales and Related Services, 3.6% are in Personal Care Services, 3.2% are in Building and Grounds Maintenance, 4.9% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 3.2% are in Maintenance and Repair, 5.3% are in Production, and 6.3% are in Transportation and Moving.

Most of the employed population in the Tri-County WDA (83.0%) and the Southwest region (77.7%) drives alone to work with an average travel time to work of 28 minutes.

POPULATION WITH BARRIERS

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at Tri-County, 7.3% are living in poverty. There are portions of Indiana County (Smicksburg) where 20% or more families are living in poverty. Single parents are more likely to be living in poverty, with 9.7% of households in Tri-County are considered single parent households.

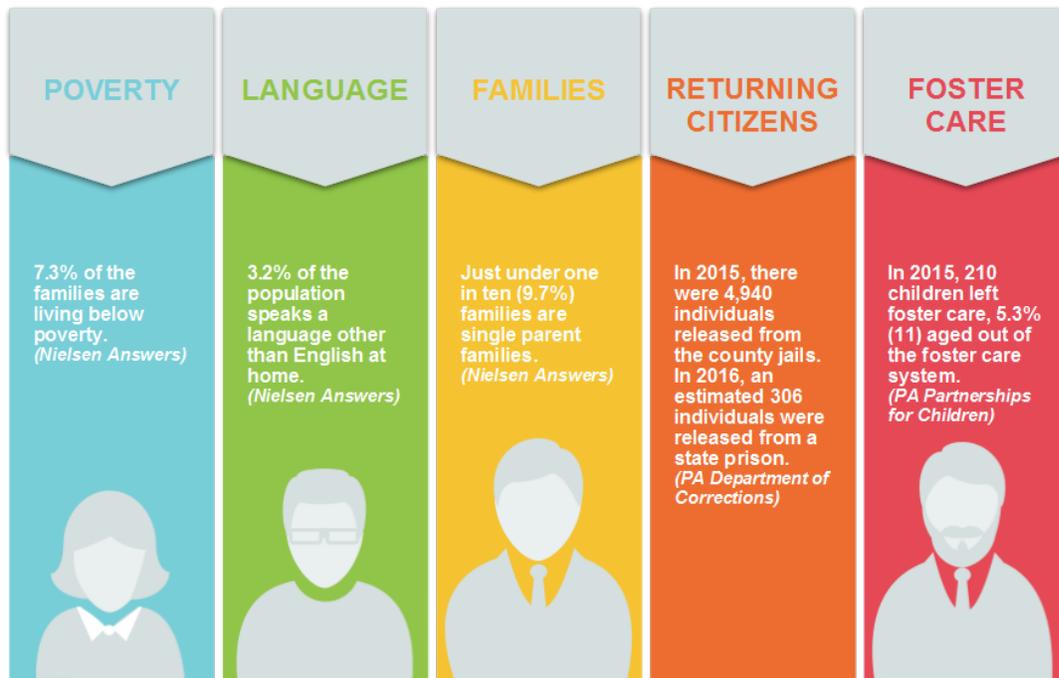
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According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Tri-County, in 2016 there were 306 individuals released from a state prison, if considering releases from county or federal prisons this number would only increase.

Research obtained from Children's Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In Tri-County, approximately 11 children age out of foster care each year.

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According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

When looking at Tri-County, 5.2% of those employed have a disability, while 16.0% of those unemployed have a disability. In Tri-County unemployment is 159% higher for those with a disability (15.9%) compared to those without a disability (6.2%). There are also 3,772 students receiving services through the local Intermediate Unit, with half (52.8%) of those students having a learning disability, 7.6% have an intellectual disability, 2.2% have a speech/language difficulty, 8.0% have emotional disturbances, 18.9% have health implications and 10.2% have autism.

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

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

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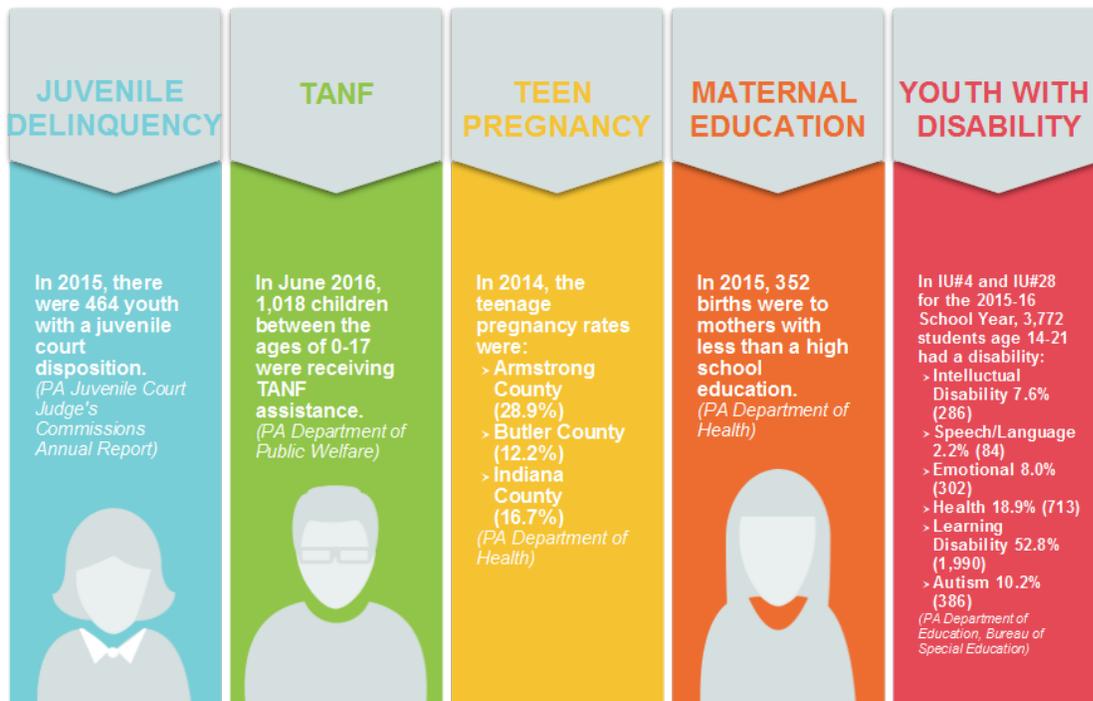
Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to:

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

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

In Tri-County, there were 1,018 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 464 youth had a juvenile disposition in 2015, and there were 352 births to mothers with less than a high school education. According the Pennsylvania Department of Health, in 2014 Butler (12.2%) and Indiana (16.7%) counties had a teenage pregnancy rate that was significantly lower than the state (27.2%).

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Tri-County receives services from the following Intermediate Units:

IU#4 include: Butler, Lawrence, Mercer

IU#28 includes: Armstrong and Indiana

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

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2015, there were 219 individuals counted in Tri-County.

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

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

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In 2016, there were 527 students in Tri-County who met the McKinney-Vento definition of homeless.



LABOR FORCE AND UNEMPLOYMENT

The overall unemployment rate in 2016 for the Tri-County WDA was 6.1%, with a labor force of 172,400. When looking at the first few months of 2017 the unemployment rate has fluctuated between 5.3% and 5.5%.

Annual Average Labor Force Statistics, 2016

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	172,400	161,800	10,600	6.1

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Seasonally Adjusted Labor Force Statistics, 2017

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	169,900	160,600	9,200	5.4
February	170,400	161,000	9,400	5.5
March	170,700	161,700	9,000	5.3
April	171,600	162,100	9,500	5.5

Source: Center for Workforce Information and Analysis

1.2 How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in the region/local area?

An analysis of skill gaps begins with a look at current and projected skills demanded by employers in the region. Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market information. Regarding Long Term Industry Projections from 2014-2024, the total employment in the Tri-County WDA is projected to grow by 4.3% or 6,500. This is a rate lower than the Southwest region (5.0%) and the state (7.7%). The following table provides the breakdown of projected growth by industry. Construction and Professional and Business Services are projected to experience the greatest percent increase while Education and Health Services is projected to experience the greatest volume increase (and accounts for one third of the projected growth).

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Long-Term Industry Projections for Tri-County WDA (2014-24)

Industry	Employment (2014)	Projected Employment (2024)	Employment Change (2014-2024)	
			Volume	Percent
Total Jobs	150,180	156,680	6,500	4.3%
Goods Producing Industries	30,880	31,420	540	1.7%
Agriculture, Mining & Logging	N/A	N/A	N/A	N/A
Construction	6,240	7,200	960	15.4%
Manufacturing	16,510	16,280	-230	-1.4%
Services-Providing	109,050	114,700	5,650	5.2%
Trade, Transportation & Utilities	29,870	30,690	820	2.7%
Information	1,790	1,660	-130	-7.3%
Financial Activities	4,350	4,420	70	1.6%
Professional & Business Services	5,140	5,680	540	10.5%
Education & Health Services	29,660	32,490	2,830	9.5%
Leisure & Hospitality	12,130	12,910	780	6.4%
Other Services, Except Public Admin.	7,590	7,960	370	4.9%
Federal, State & Local Government	8,800	8,320	-480	-5.5%

Source: Center for Workforce Information and Analysis

The fastest growing industries in the Tri-County WDA include Restaurants and Other Eating Places, as well as Outpatient Care Centers (also experiencing the greatest percent increase) which are experiencing the greatest volume increase and Utility System Construction which is experiencing the greatest percent increase.

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Fastest Growing Industries in Tri-County WDA (2014-24)

By Volume Change:

Industry Title	Employment Change (Volume)
Restaurants & Other Eating Places	580
Outpatient Care Centers	380
Community Care Facilities For The Elderly	370
Building Equipment Contractors	260
Management & Technical Consulting Services	260
General Medical & Surgical Hospitals	250
Offices Of Other Health Practitioners	240
Nursing Care Facilities	220
Utility System Construction	210
Employment Services	170
General Freight Trucking	160
Offices Of Physicians	140
Personal Care Services	140
Elementary & Secondary Schools	130
Other Professional & Technical Services	110
Offices Of Dentists	110
Automotive Repair & Maintenance	90
Building Foundation/Exterior Contractors	80
Specialized Freight Trucking	80
Architectural, Engineering & Rel. Services	70

By Percent Change: (min. employment of 500)

Industry Title	Employment Change (Percent)
Outpatient Care Centers	43.2%
Utility System Construction	33.9%
Management & Technical Consulting Services	26.8%
Other Professional & Technical Services	20.0%
Community Care Facilities For The Elderly	17.3%
Building Foundation/Exterior Contractors	15.7%
Personal Care Services	15.6%
Employment Services	15.3%
Building Equipment Contractors	15.3%
General Freight Trucking	15.1%
Offices Of Dentists	14.1%
Offices Of Other Health Practitioners	13.0%
Nursing Care Facilities	11.4%
Specialized Freight Trucking	8.6%
Automotive Repair & Maintenance	8.4%
Offices Of Physicians	7.4%
Residential Mental Health Facilities	6.9%
Architectural, Engineering & Rel. Services	6.6%
General Medical & Surgical Hospitals	6.5%
Restaurants & Other Eating Places	6.3%

Source: Center for Workforce Information and Analysis

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Opportunity Occupations are employment opportunities that are generally considered accessible to someone without a bachelor’s degree and that pays at least the national annual median wage, adjusted for differences in local consumption prices. Several require on the job training or are part of an apprenticeship program.

SOC	Description	2016 Jobs	2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change	Avg. Hourly Earnings	COL Adjusted Avg. Hourly Earnings (COL Index 107.1)	Typical Entry Level Education
11-3071	Transportation, Storage, and Distribution Managers	74	81	7	9%	\$45.11	\$42.16	High school diploma or equivalent
11-9131	Postmasters and Mail Superintendents	31	35	4	13%	\$32.13	\$30.03	High school diploma or equivalent
23-2099	Legal Support Workers, All Other	18	19	1	6%	\$29.14	\$27.23	High school diploma or equivalent
27-2021	Athletes and Sports Competitors	16	17	1	6%	\$32.70	\$30.56	No formal educational credential
27-2042	Musicians and Singers	155	162	7	5%	\$29.71	\$27.77	No formal educational credential
29-2021	Dental Hygienists	266	284	18	7%	\$29.13	\$27.22	Associate's degree
29-2035	Magnetic Resonance Imaging Technologists	18	19	1	6%	\$28.89	\$27.00	Associate's degree
33-1012	First-Line Supervisors of Police and Detectives	58	60	2	3%	\$33.00	\$30.84	High school diploma or equivalent
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	12	13	1	8%	\$32.56	\$30.43	Postsecondary nondegree award
33-3021	Detectives and Criminal Investigators	82	85	3	4%	\$36.44	\$34.06	High school diploma or equivalent
41-1012	First-Line Supervisors of Non-Retail Sales Workers	351	370	19	5%	\$31.94	\$29.85	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,818	2,045	227	12%	\$29.05	\$27.15	High school diploma or equivalent
47-2011	Boilermakers	31	33	2	6%	\$32.50	\$30.37	High school diploma or equivalent
47-2211	Sheet Metal Workers	118	119	1	1%	\$27.96	\$26.13	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	494	509	15	3%	\$31.82	\$29.74	High school diploma or equivalent
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairs	11	12	1	9%	\$31.07	\$29.04	Associate's degree
49-9051	Electrical Power-Line Installers and Repairers	131	139	8	6%	\$32.46	\$30.34	High school diploma or equivalent
49-9052	Telecommunications Line Installers and Repairers	156	157	1	1%	\$28.92	\$27.03	High school diploma or equivalent
51-1011	First-Line Supervisors of Production and Operating Workers	788	798	10	1%	\$28.11	\$26.27	High school diploma or equivalent
51-8091	Chemical Plant and System Operators	128	155	27	21%	\$28.11	\$26.27	High school diploma or equivalent
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	87	104	17	20%	\$29.46	\$27.53	High school diploma or equivalent
53-2012	Commercial Pilots	23	27	4	17%	\$37.79	\$35.32	High school diploma or equivalent

Looking at Help Wanted postings provides insight into real time employment demand. Several of the industry and occupation postings have increased over the past year. The industries with the largest increase in postings include Hotels (except Casino Hotels), Motels, and All Other Outpatient Care Centers. The occupations with the largest increase in postings include First-Line Supervisors of Retail Sales Workers and Personal Care Aides.

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Top 10 Help Wanted OnLine Job Postings by Industry, May 2016 & 2017

Industry Title	NAICS	May-2017	May-2016
General Medical and Surgical Hospitals	622110	215	170
Temporary Help Services	561320	202	124
Engineering Services	541330	164	134
Home Health Care Services	621610	153	248
Employment Placement Agencies	561311	103	67
Hotels (except Casino Hotels) and Motels	721110	102	12
Commercial Banking	522110	90	86
All Other Outpatient Care Centers	621498	71	11
Home Centers	444110	70	76
Colleges, Universities, and Professional Schools	611310	51	17

Source: Center for Workforce Information and Analysis

Top 10 Help Wanted OnLine Job Postings by Occupation, May 2016 & 2017

Occupation	SOC	May-2017	May-2016
Registered Nurses	29114100	155	151
Retail Salespersons	41203100	150	131
First-Line Supervisors of Retail Sales Workers	41101100	128	74
Heavy and Tractor-Trailer Truck Drivers	53303200	112	114
Personal Care Aides	39902100	91	60
Customer Service Representatives	43405100	86	62
Maintenance and Repair Workers, General	49907100	65	41
First-Line Supervisors of Food Preparation and Serving Workers	35101200	62	55
Helpers--Production Workers	51919800	62	34
Licensed Practical and Licensed Vocational Nurses	29206100	61	83

Source: Center for Workforce Information and Analysis

One way to measure the skill gap is to compare current educational attainment to expected employment growth by education level. Occupations requiring an Associate degree is projected to increase the most over the next few years. The highest number of positions require on-the-job training. Currently there are enough degreed individuals to meet employment demand.

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2017 Est. Pop Age 25+ by Edu. Attainment	237,154	
Less than 9th grade	6,078	2.56%
Some High School, no diploma	15,081	6.36%
High School Graduate (or GED)	94,507	39.85%
Some College, no degree	37,565	15.84%
Associate Degree	20,943	8.83%
Bachelor's Degree	40,950	17.27%
Master's Degree	17,019	7.18%
Professional School Degree	2,371	1.00%
Doctorate Degree	2,640	1.11%

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

Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
On-the-job training	69,310	71,210	2.7%
Long-term training	7,540	8,040	6.6%
PS education or experience	23,190	24,390	5.2%
Associate degree	2,680	2,910	8.6%
Bachelor's degree	21,150	22,240	5.2%
Advanced degree	3,090	3,330	7.8%

Source: Center for Workforce Information and Analysis

Understand the knowledge and skills employers need in the workforce can help ensure candidates are prepared to enter the labor force. The highest knowledge area is the ability to speak the English language. In the Tri-County WDA 3.2% of the population speaks a language other than English at home. The most common work activities include getting information and communicating with supervisors, peers, or subordinates.

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Top 20 Knowledge Area and Projected Needs, 2014-2024

Knowledge Area	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
English Language	328	3,535	648	2,887
Customer and Personal Service	304	3,309	616	2,693
Mathematics	259	2,799	485	2,314
Administration and Management	271	2,727	581	2,146
Education and Training	243	2,212	507	1,705
Public Safety and Security	218	2,171	454	1,717
Computers and Electronics	244	1,978	360	1,618
Clerical	218	1,876	333	1,543
Sales and Marketing	111	1,519	228	1,291
Production and Processing	155	1,469	255	1,214
Psychology	130	1,381	301	1,080
Law and Government	149	1,225	274	951
Personnel and Human Resources	123	1,196	242	954
Mechanical	142	980	189	791
Communications and Media	106	905	174	731
Transportation	70	765	177	588
Engineering and Technology	119	735	156	579
Therapy and Counseling	56	641	159	482
Sociology and Anthropology	66	627	136	491
Economics and Accounting	93	619	108	511

Source: The Center for Workforce Information & Analysis

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Top 20 Work Activities and Projected Needs, 2014-2024

Work Activity	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
Getting Information	260	2,244	448	1,796
Communicating with Supervisors, Peers, or Subordinates	194	1,801	332	1,469
Performing for or Working Directly with the Public	67	1,320	225	1,095
Making Decisions and Solving Problems	164	1,125	245	880
Interacting With Computers	151	1,097	213	884
Identifying Objects, Actions, and Events	117	919	189	730
Updating and Using Relevant Knowledge	122	830	211	619
Organizing, Planning, and Prioritizing Work	109	816	189	627
Documenting/Recording Information	106	800	183	617
Establishing and Maintaining Interpersonal Relationships	102	785	188	597
Evaluating Information to Determine Compliance with Standards	87	680	154	526
Assisting and Caring for Others	51	621	187	434
Inspecting Equipment, Structures, or Material	62	595	132	463
Performing General Physical Activities	37	560	147	413
Monitor Processes, Materials, or Surroundings	65	536	111	425
Processing Information	86	486	94	392
Handling and Moving Objects	40	431	93	338
Thinking Creatively	56	378	100	278
Communicating with Persons Outside Organization	72	377	56	321
Analyzing Data or Information	61	366	101	265

Source: The Center for Workforce Information & Analysis

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

Top 10 Help Wanted OnLine™ Skills

Skills	OnLine™ Job Postings
Forklifts	91
Blueprints	83
Flatbed scanners	79
Quality Assurance	74
Freight+	68
Preventive maintenance	68
Pediatrics	66
Mathematics	63
Tractor-trailers	42
Quality control	40

Source: Center for Workforce Information and Analysis

Top 10 Help Wanted OnLine™ Certifications

Certifications	OnLine™ Job Postings
Driver's License	515
Certified Registered Nurse	202
Commercial Driver's License	187
Certification in Cardiopulmonary Resuscitation	162
Licensed Practical Nurse	77
Occupational Safety & Health Administration Certification	71
HAZMAT	69
Basic Life Support	66
Certified in Nursing Administration	62
Continuing Education	60

Source: Center for Workforce Information and Analysis

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

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

Population Growth Lacking

The population of the Tri-County area decreased from 2010 to 2017 and is projected to grow by only 0.1% over the next five years. Lack of population growth in the three counties combined with stagnant population growth in the broader Southwest Region combines to cause concern among local employers on the availability of workers to fill jobs. The challenge is to both retain and recruit more talent for the region's employers.

Educational Attainment/Alignment

As jobs increasingly require attainment of a post-secondary credential in some form, with estimates that the percentage of jobs requiring such credentials over the next five years may reach 60%, attainment rates for an associate degree or higher, per data from the Lumina Foundation, in the three counties are: Armstrong (27.76); Indiana (35.60); and Butler (46.53). The challenge is work on several fronts to increase higher attainment, including working with the region's employers on strategies to align with specific skills needs and incentivize the return to college for workers who started but did not complete.

Cross-Sector Collaborations

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

STEM Needs

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

Out-Commuting

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

Barriers to Employment

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

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

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

As part of local area's strategic vision, funding has been used to create and sustain three comprehensive American Job Center sites, one in each of the three county seats. This decision was made due to the desire of the local residents and employers to meet their respective hiring and job matching needs. Last year the three centers had a cumulative 30,000 plus residents using the services available at the centers. The comprehensive centers are funded primarily by state and local partners with WIA/WIOA formula funding being used by the Tri- County Workforce Development Board. Despite covering these costs with formula funds, there currently are remaining funds which can be used for skill training activities. Additionally, where specific needs have been identified, Tri-County has historically been successful in meeting the local needs by applying for and receiving Industry Partnership, NEG, and Rapid Response funding. The local area has been successful in obtaining employer match for incumbent worker training. TCWDB is also the grant recipient of DHS funding for TANF clients under the EARN program.

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

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

Fortunately, the local area is home to many educational providers including: two state universities, two intermediate units, three tech centers, two community colleges (home to BCCC and WCCC branch), and several private sector trainers each participating in meeting the training needs of the local area. The area also has the Armstrong County Community Education Council (Armstrong Center for Community Learning) that serves as an intermediary and broker of training programs based on identified need and demand. In addition, and with the advent of WIOA, it is anticipated that both apprenticeship and pre-apprenticeship programs will be expanded and the number of “registered” programs will increase to serve the local area. The strengths of training services within the local area include: availability of different types of training based on needs and assessment, several available trainers in high priority occupations, and client choice when choosing the best career pathway and training option. The main weakness is the availability of funds for training due to funding cuts in the last several years and the increases in training costs.

The Office of Vocational Rehabilitation assists Pennsylvanians with disabilities to secure and maintain employment and independence under Title IV-Amendments to the Rehabilitation Act of 1973. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement, individualized support services; and pre-employment training services for eligible and potentially eligible high school students with disabilities. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

The WDB leverages WIOA funds to serve as many people as possible. The WDB is active in working with the industry cluster groups in the three counties which assist in training jobseekers in the skills that employers need. As a result of the successful consortium groups, members have received additional sources of training funds for their respective clusters. The work of the local area in industry partnerships in health care, technology, and manufacturing has helped the group to attract new participants and allowed them to focus on both higher and lower order activities. This has provided opportunities for the groups to access other funds, such as the Robert Wood Johnson Better Jobs Better Caring grants, PA Fund for Workforce Solution grants, Youth TANF monies and several consortia building and incumbent worker grants from the Commonwealth. The WDB works closely with the local economic development corporations to remain current on economic designations and needs in the area which could affect eligibility for grant monies. The WDB also participates in regional efforts with other WDAs in Southwest PA, Northwest PA and statewide as the data and local workforce priorities dictate.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

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

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

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

Strategies:

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

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

Strategies:

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

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

Strategies:

- Implement a program of continual improvement concerning the PA CareerLink® services to employers and jobseekers
- Hold meetings between TCWDB or designated board members and the PA CareerLink® operator to assess PA CareerLink® operations and services and to explore new ideas for improvement

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- Ensure services meet needs by identifying strategies to maximize outreach for PA CareerLink® employer and job seeker services
- Target programs and services to include youth and individuals with barriers to employment

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

Strategies:

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

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

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

2.2 What is the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals for the local area?

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

- Ongoing convening of county-based services agencies to connect resources for both job seekers and employers;
- Working directly with education and training providers within a career pathways model to connect outreach to potential customers to a continuum of training and supports aimed at high-demand jobs;

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- Continual monitoring of program outcomes at the county level to insure high performance and alignment to regional skills demand; and
- Establishment of performance goals on a county level to support local area, regional and state performance expectations.

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

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

2.3 How will the local board's vision and goals align with, support, and contribute to the governor's vision and goals for the commonwealth's workforce development system?

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

The five goals for the commonwealth's workforce development system are:

- Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to a job that pays.
- Expand the state's pipeline of workers for targeted industry sectors from entry level skills to middle skills through Industry Partnerships, WEDnetPA, and other innovative strategies.
- Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship and other similar experiences.
- Engage employers directly to ensure we are closing the skills gap and able to more quickly upskill or reskill the workforce to meet the current and future needs.
- Strengthen data sharing across state agencies and workforce development partners to understand education and employment outcomes and more effectively evaluate our efforts.

The local board's goals and strategies align with the commonwealth's goals in the following ways. First, the local area is working on establishing and enhancing career pathways through its work with employers, educators, and economic development. In addition, the local area will target programs and services to citizens with barriers to employment. Next, the local area is working with targeting industries with sustainable and emerging growth and substantial economic impact as the primary workforce focus. TCWDB works with regional and local industry partnerships to expand pipeline development by coordinating partnership activities such as assessing employment and pipeline development needs and implementing effective outcome driven strategies for entry and middle level skills. The local area is working to increase opportunities for youth by creating a clearinghouse for career pathways, internships, job shadowing, mentoring, and apprenticeships opportunities. TCWDB is engaging employers directly by targeting industry clusters to fund skill gaps and then design skills training around those business needs. Finally, in order to strengthen partnerships across agencies, TCWDB is evaluating its jobseeker and employer services for continuous improvement which matches the state strategy of better connecting jobseekers and employers. This will allow the services to be more integrated and seamless with ways for determining outcomes and success. TCWDB works to shares data between local workforce development partners in order to understand education and employment outcomes. The local board will evaluate local efforts and will participate in all state efforts to share data.

2.4 What are the local levels of performance that have been negotiated with the governor and chief elected officials?

The Local Area establishes performance goals every year. Title I programs and the local PA CareerLink® centers record data that will illustrate the progress towards their stated goals. The established goals are reviewed annually to see if benchmarks have been met. Goals are then revised accordingly. Data reviewed includes, but is not limited to, customer demographics, customer satisfaction, customer success, wage increases, and employment statistics. In addition, training opportunities will be evaluated for their effectiveness and in getting people back to work. Case managers meet with clients and work with clients to establish goals and to complete the appropriate programs. Clients are tracked and reports are submitted to the local board.

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

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

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

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

The local area will work with the state and the region to determine the most effective way to measure skills gains and effectiveness in serving employers. Currently, the local area does survey employers periodically about services in the PA CareerLink®. The Commonwealth Workforce Development System (CWDS) is the system of record used to capture and report performance data. Title I programs and the local PA CareerLink® centers record data that will illustrate the progress towards the performance goals. The established goals are reviewed annually and are then negotiated with the state each year. Data reviewed includes, but is not limited to: customer demographics, customer satisfaction, customer success, wage increases, local area wages, and labor market statistics.

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

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

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

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

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

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

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

The local board has several committees. The Executive Committee is comprised of the Officers of the TCWDB. The Officers are comprised of at least one Officer representative of each County of the workforce development area. The President, at his discretion, may appoint other members. The Executive Committee recommends potential WDB members to the respective Chambers of Commerce, chief elected officials or other general purpose organizations. The Executive Committee makes recommendations to the full membership of TCWDB and has the power and authority to conduct business and to take official action in accordance with the PA Sunshine Law during the period of time between the regularly scheduled meetings of TCWDB meetings. A Joint Personnel Committee was created from the WDB and the Tri-County Executive Board of County Commissioners, and has full personnel authority under all programs as specified in the current CLEO-TCWIB agreement. Other work groups, task forces, special committees, and/or standing committees were designated by the President to deal with special areas of interest to the TCWDB and to assist in developing more fully its goals and objectives. Generally, they are considered as advisory. The Planning Committee (standing committee) works with local stakeholders, board members, chief local elected officials, and others to produce local /

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regional plans and to track progress of approved plans. The planning committee identifies eligible providers of training services in the local area and carries out analyses of the economic conditions in the region and the needed knowledge and skills for the region. The Finance Committee (standing committee) assists to formulate the budget, review quarterly expenses and review annual audit and 990 tax returns. The Youth Committee (standing committee) recommends eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the TCWDB to carry out youth activities. The PA CareerLink® Oversight Committee (standing committee) works with the Operator in setting policies for the PA CareerLink® including evaluating business and client services, services to clients with disabilities, and overall performance of the PA CareerLink® system in the local area. The Pre-Apprenticeship, Apprenticeship, and Career Pathway Development Committee (standing committee) will develop and implement career pathways within the area by aligning the employment, training, education, and supportive services that are needed by adults, dislocated workers, and youth. This will include individuals with barriers to employment.

Current ad hoc committees include Bylaws (reviews bylaws and makes recommendations to the full board for possible changes in response to the direction of the board), Nomination Committee (prepares ballot for board elections) and the Employer Selection Committee (charged with creating a process to recognize employers who contribute to the workforce development system), Operator Selection Committee (competitively procures the WDB Operator as necessary and recommends to the Board and CEO), Board Education Committee (charged with preparing orientation and education materials for new and prospective board members), and the CLEO-TCWIB Agreement Committee (reviews and revises the Chief Local Elected Officials Agreements between the three counties, and the Executive Board and Board when necessary). The Board President appoints board members to these committees and creates new committees as needed.

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

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

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3.2. What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment?

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

WIOA clearly identifies the one-stop system as the service delivery system for programs funded under the Act and its partner programs. In Pennsylvania, the PA CareerLink® system has been designated as

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the one-stop delivery system. The PA CareerLink® is a collaboration of site partners that are responsible for administering workforce investment, educational, and other human resource programs and funding streams. The local service delivery network consists of three full service PA CareerLink® centers. The board encourages recognition of the PA CareerLink® system as the primary venue for jobseekers and employers to access services. The service delivery network includes the WDB, the PA CareerLink® Operator, and PA CareerLink® Partners (mandated and voluntary). Each PA CareerLink® is a full-service site and provides the full continuum of career and training services for jobseekers.

The core programs – Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and VR – will work in concert to effectively serve job seekers and employers across the commonwealth. Strategies will be informed by labor market information. While each program has clearly defined activities to carry out, as defined by law, it is through leveraging services and resources that optimum outcomes can be achieved. The local area's alignment of core programs will include establishing effective career pathways that combine guidance, education, training and support services that prepare individuals for careers. The local area will promote co-enrollment to align services and will encourage shared roles for guidance and support services within each career pathway program to prevent duplication of services among the core programs.

PA CareerLink® offices are the physical locations where, at a minimum, the services associated with each WIOA-mandated partner's core programs are provided. In addition, many partner program services, such as post-secondary recipients required under Pennsylvania's Perkins plan and TANF and SNAP programs, can also be accessed through the PA CareerLink® offices. Integration of PA CareerLink® service delivery is critical for effective and efficient service to customers. All partners have itemized the types and availability of services to be provided in the PA CareerLink® via the Memorandum of Understanding (MOU). The MOU also provides specific information from the Department of Community and Economic Development (DCED) related to the role of Community Service Block Grant (CSBG) agencies in the local workforce development area. CSBG has been in existence since 1965 with the mission of addressing causes and conditions of poverty. Initiatives have included neighborhood linkages, coordination with other community resources, income tax preparation assistance, housing assistance, case management, and establishment of results-oriented accountability structures. Local CSBG agencies participate in the delivery of workforce development services in multiple ways including: participation in local and regional planning groups; engaging in business services delivery; distribution of materials in the PA CareerLink® centers; providing computer links to partner organizations; holding meetings at PA CareerLink® centers as needed; participating in sessions for employers with partner agencies; and working with partners to leverage grant funding opportunities. DCED contributes financial assistance to support the PA CareerLink® infrastructure and operating costs, and is committed to inclusion in the fabric of the local workforce development system in a much more formal way than in prior years.

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

Through these strategies, youth and all of the people around them have access to the quality data needed to make informed decisions about their futures. Over the years, the Youth Committee has

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

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

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

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

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

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

The Board maintains primary access points in each of its three counties via the PA CareerLink® centers where all partners' programs and services are provided and promoted as an integrated set of services. Each PA CareerLink® center is focused on service access and quality within its county and offers job seekers a one-stop "front door" to all services to connect them to employment, training, and support

services that are available. Staffed with well-trained employees from the partner organizations, the centers offer job seekers a wide array of materials, consultation services, referrals, and assistance with on-line access to other resources.

Services offered to job seekers by the service partners include:

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

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

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

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

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

Veterans Value Initiative to increase veterans' access to career services and to provide more work-based learning opportunities for veterans with "veteran friendly" employers; *EARN* program connections where databases will be better linked with assistance from the state; *PETS (Pre-Employment Transition Services)* of OVR to better prepare K-12 students for life after high school; and *Workforce Innovation Fund (WIF)* grant program that is championing the use of stackable micro-credentials for career pathways leading to high-priority occupation in the region.

The executed Memorandum of Understanding (MOU) between the Board and the Tri-County CareerLink® partners clarifies roles and responsibilities in the local workforce development system, including outreach to customers, accessibility to all programs, data management, and resource sharing in a fully integrated local system. Co-enrollment and multiple service on-ramps are actively promoted by the Board via the MOU that is implemented by the one-stop operator to maximize access to the range of services needed for customer success. These services include a core set of services provided by WIOA and Wagner-Peyser funding and seamless connections to other services as needed including veterans services, EARN, senior services and vocational rehabilitation. Attainment of post-secondary credentials is promoted with all system customers and is made possible via access to Individual Training Accounts (ITAs), micro-credentials, and specific credentials tied to multiple Industry Partnerships, with messaging to job seekers that most high-quality jobs that are emerging in the region require some form of post-secondary credential to access.

The MOU and Priority of Services policies of the Board emphasize the need for connecting specialized services, such as those provided by WIOA Title II and WIOA Title IV, to address specific barriers while ensuring that all PA CareerLink® customers receive all of the broader array of job search and training assistance that is available. To the maximum extent possible, adult education and literacy services are provided concurrent with occupational training in order to increase customer engagement and decrease the time to completion of training. Cross-training of staff of partners, at a minimum, provides each partner with awareness of resources and goals of the other partners so that referrals can be made and services blended appropriately. Training for OVR staff is at the discretion of the local OVR District Administrator, as overall staff supervision and direction is the responsibility of the OVR District Administrator. Eligibility to receive services under WIOA Title IV may only be determined by a trained and qualified OVR Rehabilitation Counselor.

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

The participant must sign and date the form at the time of the form's completion. The form cannot be

completed, signed, or dated prior to the case manager meeting with the participant. A parent or guardian must sign the form if necessary. The case manager must sign and date the form at the “Counselor’s Signature/Date” section. The “Reviewer’s Signature/Date” section should be signed by the Supervisor/Second Level Reviewer at the time the Supervisory/Second Level Eligibility Review.

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

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

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

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

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

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

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local government, workforce agencies, economic development agencies, nonprofits, etc. The local board regularly reviews data regarding industry sectors in the local area, high priority occupations, job postings, and employment data in order to identify the area's in-demand occupations and sectors.

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

Local economic development entities participate directly with the Workforce Development Board and the PA CareerLink® partners in coordination of services to local employers, including connecting employers to the local workforce development system when workforce needs are identified. Relationships are further strengthened by collaboration between the workforce development system and the economic development organizations in developing and maintaining active sector partnerships in manufacturing, healthcare, and technology. The primary forum for collaboration remains the Partnership for Regional Economic Performance (PREP), which will be the venue where progress toward achievement of the WIOA Regional Plan goals will be tracked and new innovative partnerships will be developed under the Next Generation Industry Partnership structure of the Commonwealth.

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

The PA CareerLink® has been proactive throughout its history with promoting, developing, and maintaining relationships with its business community, and through its Chambers of Commerce, the County Human Resource Associations, and with the local apprenticeships and other trade affiliations. The Chambers actively refer their member businesses to the PA CareerLink®, and many of those businesses in the Chambers participate in job fairs and employer workshops hosted in the PA CareerLink®. Tri-County regularly uses employer email blasts to contact, educate, and solicit

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participation in events hosted by the PA CareerLink® or the LWDB. The PA CareerLink® has developed industry distribution lists that enables the LWDB and its industry partnerships to further promote their activities and opportunities. The PA CareerLink® has a prescribed email and Business Services flyer attachment that is sent to all businesses registering on the website and to all new HR contact people. It is also used as a follow up for telephone calls and emails initiated by employers with whom there is not a history.

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

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

The PA CareerLink® has developed recruitment and business resource materials over the years based upon the needs of its diverse employer base, and these have proven to be valuable in attracting and retaining businesses. Pennsylvania's Rapid Response program has a well-developed approach and materials they deliver to businesses to help avoid lay-offs, and the new UC Work-Share program also is a valuable resource to help companies in lay-off mode. The local area also provides information regarding the Steel Valley Authority and its Strategic Early Warning Network (SEWN) as well as local economic development entities to assist with layoff aversion. When working with companies, the PA CareerLink® promotes programs such as on-the-job training, work-based learning opportunities, industry partnerships, and customized training. In addition, the local area provides local labor market data to employers. Work-based learning programs including on-the-job training, work experiences, pre-apprenticeships, and apprenticeships are all pursued and developed with business support and input. Customized training is not utilized in the local area other than if two or more employers can work together through industry partnership funding.

Therefore, the PA CareerLink® responds to employer requests for specific customized training by researching LWDB training funds that may be available through state and federal resources such as industry partnership funding. In addition, employers are referred to other types of programs such as WEDnetPA. The board coordinates the local industry partnerships which have been a valuable locally created resource. The strong relationship between the local PA CareerLink® offices and their Chambers of Commerce is another local resource. The local board encouraged the development of an Employer Satisfaction Survey that can be utilized by the PA CareerLink® and local board. Finally, the local board collaborates with both industry partnerships and the PA CareerLink® to determine the needs for businesses.

The Board fully embraces and supports the employer-engaged, demand-driven processes specified in WIOA and further defined and developed via the Next Generation Partnership structure of the

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

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

Unemployment Compensation needs are addressed through use of courtesy phones which connect to the UC Service Center and a dedicated computer in the CRC that is specifically for those who want to file a claim online. The One-Stop will accept appeals and fax them to the appropriate Service Centers, but our staff are not here to provide UC services. Our goal is to educate the unemployed job seeker with the toll-free numbers he/she needs to use, and provide booklets and brochures that describe the application process. UCBR was encouraged from the time the One-Stop opened to conduct appeal hearings on site for a rental fee. This brings employers into the office that are not aware of our services and provides a positive setting where those who must seek employment can begin their job search.

The Profile ReEmployment Program (PREP) is designed to identify claimants who are most likely to exhaust UC benefits and who may need job assistance to expedite their reemployment. Selection into PREP takes place when an individual files a new application for unemployment compensation and receives their first payment. UC claimant characteristics are compared using a UC profiling model to arrange the claimants on lists for call-in for PREP reemployment services. Locally, PREP workshops are held multiple times a week at the PA CareerLink®. PREP participants are provided with an orientation to the PREP program and career resources, information about veteran services, assessment of their aptitudes and interests and needs to include a career plan, job match and referral, and the use of the Career Resource Center. Other services available to PREP participants include: job development, labor market information, resume preparation assistance, career guidance, job search workshops, job clubs, and/or education and training. Individual meetings are then set up with participants to assist with re-employment efforts.

The Middle Class Tax Relief and Job Creation Act of 2012 extended federal Emergency Unemployment Compensation (EUC) added a new requirement for individuals receiving EUC benefits to participate in a Reemployment and Eligibility Assessment (REA). Therefore, PA

CareerLink® staff contacts EUC recipients to set up a mandatory REA meeting. At the meeting, participants are given information to become reemployed and will review their eligibility to continue receiving EUC benefits. The assessment includes labor market and career information, assessment of the participant's skills, orientation to PA CareerLink® services and EUC work search eligibility review. A record of work search activities must be kept and must be brought to the meeting for the two most recent weeks of benefits that were claimed.

3.5. How will the local board coordinate local workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services?

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

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

The Board partners with economic development organizations and local chambers of commerce at the planning level via economic development representation on the Workforce Development Board and joint participation of economic development and workforce development organizations on industry partnerships, which will also occur as part of the Commonwealth's roll-out of Next Generation Partnerships in the region. At the transactional level in working with individual employers, the Board and its one-stop operator are actively exploring new mechanisms and platforms for sharing employer contact information, which will include incorporating new strategies that are being clarified by the Commonwealth (such as Executive Pulse). Local partners are also working with other local workforce areas across the tri-state area of Pennsylvania, Ohio and West Virginia that are being impacted by changes in the coal industry. Part of this work involves streamlining employer contacts and responsiveness by sharing contact information and creating joint-agency solutions to each employer base on identified needs. The challenge will be to build on information shared on individual state platforms rather than duplicating the state systems.

In addition to the active participation in the PREP partnership described in Section 3.4, the Workforce

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Development Board and the local economic development organizations coordinate at the planning level via active participation in local chambers of commerce, trade/industry associations, community college advisory committees, and community based organizations. The Board routinely response to requests from economic development partners related to availability of labor pools and skills, and organizes job fairs and mass recruitment as specific needs arise. Referrals are made from the Workforce Development Board and the PA CareerLink® business engagement staff to the economic development partners when employers need assistance in areas such as business financing, regulatory issues, government contracting, and other issues. Collaboration is also being strengthened through new state and regional initiatives for business engagement described in Section 4.14.

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

4. OPERATIONAL PLANNING ELEMENTS: Local Workforce Delivery System

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

Since the early years of WIA, TCWIB and the Chief Local Officials have endorsed the three-required-partner consortium model, and therefore had selected three required partners (inclusive of two state agencies) to serve in this role. This model was well established both locally and statewide as it placed the three main PA CareerLink® partners in a position of authority over their respective agencies located in the PA CareerLink® centers. The Bureau of Workforce Partnership & Operations (BWPO), OVR, and Career T.R.A.C.K., Inc. (local Title I provider) comprised the Operator. This model also worked well as it did not require cash input from local partners, rather in-kind services were provided by the Operator partners.

Beginning July 1, 2017 and under the new WIOA law, this model for the time being is being replaced with another model through competitive procurement. Since state agencies were not permitted to participate in a bid for Operator services, and therefore would not be part of the Operator, the level of authority and work to be performed by the new Operator would need to change for the local area. Chief Local Elected Officials and the TCWDB highly support the existence of three comprehensive PA CareerLink® centers, one in each of the three counties in the local workforce investment area. In addition, each of these centers continue to employ an individual site administrator. At all times regulatory and supervisory authority will remain with the respective employers of record. Changes to all of these conditions are not anticipated with the new model.

The new model is based on achieving at the minimum the singular mandatory role of the system Operator which is tasked with the coordination of service delivery of one-stop partners and service partners in the one-stop delivery system. Due to a lack of funding these services were procured on an hourly basis in which potential providers were to give hourly rates for the work to be performed. In this manner, hours can be added if necessary and agreed to by TCWDB and the chief local elected officials as well as all paying partners to the local PA CareerLink® system as the cost of the Operator is a shared cost on the local IFA. A one-year contract was awarded to Career TRACK, Inc. Up to a four-year contract can be negotiated going forward. Or, the Chief Local Elected Officials and TCWDB may seek other options going forward.

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

The incorporation of a large number of required programs and their service providers into the PA CareerLink® system ensures representation to address a variety of customer needs in obtaining employment. The following are the providers and the required programs for the local service area: Career T.R.A.C.K., Inc. – Title I WIOA, Title V Older American Act of 1965; Bureau of Workforce

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Partnership and Operations – Wagner-Peyser Act, Trade Act of 1974 Title II, Veterans Services- Chapter 41 of Title 39, U.S.C., Trade Adjustment Assistance Reform Act 2002/2009; Office of Vocational Rehabilitation – Title I Rehabilitation Act, Title IV WIOA; Career Opportunities for the Disabled – Title I Rehabilitation Act, Title IV WIOA; ARIN IU 28 – Title II WIOA, Title I WIOA Youth; Butler Co. Community College – Title II WIOA, Perkins; County Assistance Offices and TCWIB EARN Program– 403(a)(5) Social Security Act, Food Stamp Act of 1977; State Unemployment Compensation; Community Action Agencies – Community Services Block Grant Act; and Housing Authority – Dept. of Housing and Urban Development.

At this point in time, Career T.R.A.C.K., Inc. remains the designated WIOA Title I Contractor for Adults and Dislocated Workers. WIA and WIOA Youth programs have always been and will continue to be competitively procured. Due to current state policy Title I Adult and Dislocated Worker services will need to follow the path of Youth programming and therefore, require a formal bid process. The TCWDB Planning Committee in consultation with the Chief Local Elected Officials will begin this process in the coming year. It is not known at this time whether this bid will be a stand-alone procurement or whether the procurement will be combined with WIOA Youth and/or future Operator selections. It is anticipated that this process will be completed no later than June 30, 2018.

The local board identifies eligible providers of youth activities by awarding grants or contracts on a competitive basis, based on the recommendations of the youth committee. Therefore, TCWDB conducts a competitive procurement process for youth providers of youth activities every 2-3 years depending on provider performance. A Request for Proposals is developed and then advertised. Proposals are received and reviewed by Youth Committee members to determine the best provider or providers who can meet federal guidelines of the required program elements, State and Local goals, performance measures, program feasibility, and costs. The Youth Committee recommendation is then forwarded to the Board for approval or disapproval. Current WIOA youth providers are Career T.R.A.C.K., Inc., and ARIN Intermediate Unit 28.

The local area PA CareerLink® centers are:

PA CareerLink® Armstrong County

11931 State Route 85

Phone: 724-548-5693

Fax: 724-543-4025

TTY:724-543-4510

Hours: Monday-Tuesday, Thursday-Friday – 8:30 AM – 4 PM

Wednesday 9:30 AM – 4:00 PM

PA CareerLink® Butler County

112 Hollywood Drive, Suite 203

Butler, PA 16001

Phone: 724-431-4000

Fax: 724-431-4016 TTY:724-431-4030

Hours: Monday-Friday 8:30 AM – 4:00 PM

Wednesday 8:30 AM – 2:30 PM

PA CareerLink® Indiana County

300 Indian Springs Road

Indiana, PA 15701

Phone: 724-471-7220

Fax: 724-471-7225 TTY:724-471-7221

Hours: Monday-Tuesday, Thursday-Friday- 8:30 AM -4 PM

Wednesday 9:30 AM – 4:00 PM

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

accordance with the state grantee and sub-recipient written policies and procedures.

A. INCIDENTAL PURCHASES

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

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

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

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

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

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

C.FORMAL ADVERTISING- INVITATION FOR BID (IFB)

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

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

D. COMPETITIVE NEGOTIATION-RFP

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

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

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

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

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

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

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

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

Career T.R.A.C.K., Inc. is the designated WIOA Title I Contractor for Adults and Dislocated Workers. Career T.R.A.C.K., Inc. was grandfathered in as the contractor when it was created as per option #2 of the *Pennsylvania Title I Policy Paper* to provide core, intensive and training services when the local area transitioned from the old workforce development system (JTPA) to the Workforce Investment Act system to the WIOA system. This option allowed the existing corporation to be split into two entities – one to provide administrative, monitoring, planning, and fiscal services (Tri-County Workforce

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Investment Board, Inc.) and one to provide service delivery of Title I services (Career T.R.A.C.K., Inc.). Career T.R.A.C.K., Inc. is an active participant in the local PA CareerLink® centers and is a member of the operator consortium. Career T.R.A.C.K., Inc. has a 7-member board of directors and has representation on the local board. The Tri-County Workforce Investment Board, Inc. also provides, through contract with Career T.R.A.C.K., Inc., traditional administrative functions, including but not limited to human resources services, check writing and procurement. The Workforce Investment Board also retains title to all property and licensing currently owned as well as that of any future procurements.

TCWDB conducts a competitive negotiation procurement process for youth providers of youth activities every 2- 3 years depending on provider performance. A Request for Proposals is developed and then advertised. Proposals are received and reviewed by Youth Committee members to determine the best provider or providers who can meet federal guidelines of the required program elements, State and Local goals, performance measures, program feasibility, and costs. The Youth Committee recommendation is then forwarded to the Board for approval or disapproval.

Local EO points of contact are provided in Section 3.1 earlier.

4.2. Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area? Describe briefly the role(s) of the one-stop partners (required and other)?

The following table is provided as a starting point to local area negotiations. An MOU is being developed which will further clarify roles and responsibilities of all center and system partners.

WIOA REQUIRED PARTNERS

July 1, 2017

Required partners are the entities responsible for administering the following programs and activities in the local area	
(1) Programs authorized under title I of WIOA (Adults, Dislocated Workers, Youth, Native American)	<u>Career TRACK, Inc., ARIN IU 28, and Council of Three Rivers American Indian Center</u> Not available in Tri-County area: Job Corps, YouthBuild, and Migrant and seasonal farmworker programs
(2) The Wagner-Peyser Act Employment Service program (authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III)	<u>Bureau of Workforce Partnership and Operations (BWPO)</u>
(3) The Adult Education and Family Literacy Act (AEFLA) program authorized under title II of WIOA (ABE/GED)	<u>BCCC, ARIN IU 28</u>
(4) The Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV	<u>Office of Vocational Rehabilitation (OVR)</u>
(5) The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	<u>AARP, Pathstone</u>
(6) Career and technical education programs at the	<u>BCCC, WCCC, Butler Vo-Tech, Lenape Vo-Tech,</u>

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postsecondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	<u>Indiana County Tech Center</u>
(7) Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	<u>BWPO</u>
(8) Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C.	<u>BWPO</u>
(9) Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.)	<u>Armstrong County Community Action Program</u> <u>Butler County Community Action Program</u> <u>Indiana County Community Action Program</u>
(10) Employment and training activities carried out by the Department of Housing and Urban Development;	Unknown at this time
(11) Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)	<u>Unemployment Compensation and UC Board of Review</u>
(12) Programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532)	Unknown at this time
(13) Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 678.405(b) – (DHS)	<u>DHS</u>
Other Local Partners	EARN, COD, Armstrong County

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

Section 3.3 describes the Board’s efforts to increase access in each county through strong connections with partners and a robust referral process – both from the PA CareerLink® centers for specialized services and to the centers from the partners when career services are appropriate for special populations. Also noted in Section 3.3 is the work with partnering boards in the broader region to bring to scale many of the successful programs and initiatives that address populations with barriers. The Board will also work with its regional partners to find more creative solutions to transportation issues experienced by many job seekers. In addition to these efforts, two other means of expanding access will continue to be explored.

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

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

training to these sites to ensure quality of services.

The Board and its CareerLink® partners collaborate with the Employment, Advancement and Retention Network (EARN) Program to address the needs of TANF (Temporary Assistance for Needy Families) recipients with serious barriers to gaining and maintaining employment and to better coordinate the existing employment and training programs available for them. The EARN program provides comprehensive case management, skills training, job-search assistance, guidance, and support to its participants. Program participants create a plan of action to gain and retain employment and are offered remediation guidance toward self-sufficiency through resources such as, computer labs, on-site recruiting events, career clothing and individualized attention. Other supportive services are offered including transportation and childcare expenses. Work activities in EARN include unsubsidized employment, subsidized employment, paid work experience, and community service. Enrollment for the program is done through the local County Assistance Office (CAO).

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

OVR Vocational Rehabilitation Counselors provide eligible WIOA Title IV customers with multiple, individualized services. OVR also provides both eligible and potentially eligible 14 to 21-year-old in-school youth with disabilities pre-employment transition services. OVR Business Services Team staff provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals with disabilities. OVR customers also have access to the full range of PA CareerLink® programs and services available to the general population.

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

and others.

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible for providing meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers.

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

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

PA CareerLink® staff have access to a variety of resources and information on Job Gateway®/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 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.

The Board and the PA CareerLink® partners have entered into a Memorandum of Understanding (MOU) that includes the relationship between OVR and the local board. The purpose of the PA CareerLink® is to

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create a seamless system of service delivery that will enhance access to services while improving long term employment outcomes for both job seeker and employer customers receiving assistance. As the Office of Vocational Rehabilitation is a partner and a TCWDB Operator, their assistance is sought at all levels to ensure that there is adequate outreach to persons with disabilities, and that services are accessible to all customers. TCWDB, the Local Workforce Development Board, through the TCWDB Operator, will ensure that a comprehensive cross- training and development plan is established for each comprehensive center and its staff. The purpose of the cross-training is to facilitate full access to services and the appropriate exchange of information.

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

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

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

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

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

Tri-County WDB Mary Salony

msalony@tricitywib.org

Director of Planning and Grant Coordination Tri-County Workforce Investment Board, Inc. 112 Hollywood Drive, Suite 201

Butler, PA 16001

Phone: 724-282-9341

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PA CareerLink® Armstrong County Dawn Kitko

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PA CareerLink® Specialist

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Bureau of Workforce Partnership & Operations 314 South Water Street
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PA CareerLink® Butler County

Mary Kay Dugan

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Program Manager

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PA CareerLink® Indiana County

Mark Smith

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Bureau of Workforce Partnership & Operations PA CareerLink® Indiana County

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Further, the TCWDB and its partners participate in regular reviews conducted by the Office of Equal Employment Opportunity to ensure that each of its PA CareerLink® centers and all partners in service and training delivery meet the requirements of all EEO laws, policies, and regulations. These compliance reviews will now be conducted annually.

4.5. Describe how the local board will ensure the continuous improvement of eligible training providers through the system that such providers will meet the employment needs of local area employers, workers, and job seekers.

The local board works to ensure the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system. For youth services, the tri-county area does a competitive procurement process in the selection of its Title I Youth Services provider every 2-3 years.

When selecting the provider, proposals, agencies, and programs are assessed on a variety of criteria, including: past performance, organizational capacity and experience, ability to establish organizational partnerships, program design, program budget, etc. The PA CareerLink® Operator Consortium meets regularly to discuss strategies for continuous improvement, including opportunities for cross training and collaboration across program partners. The WIOA Title I provider for Adult and Dislocated Workers services submits monthly reports to the local board providing regular updates on performance, services, and WIOA caseloads. This allows the local board to ensure that the provider is meeting the local needs. Finally, TCWIB, Inc. annually conducts monitoring of PA CareerLink® facilities and its Title I Adult/Dislocated Worker provider to provide detailed fiscal and programmatic reviews of operations and service delivery.

To ensure quality of providers on the statewide Eligible Training Provider List (ETPL), training providers

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

The local board ensures that the training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. The local board makes workforce investments decisions in training based on labor market data identifying the high demand industry sectors and occupations, as well as based on needs as identified through the WDB employer-driven industry partnership partners. Training investments are then made through OJTs and ITAs when funds are available. Training priorities are identified for Adults, Dislocated Workers and Youth through the local PA CareerLink® and linked directly to those training providers that have met the requirements of the Local Training Provider List. The Tri- County WDB will approve training providers on the approved Eligible Training Provider List (ETPL) that are offering training programs aligned with state and region in-demand occupations and sectors.

Participants are provided with local labor market information on a variety of occupations. To ensure that customers have a choice with regard to training areas outside the local High Priority Occupation List, there will be information regarding statewide offerings. All training must be for an occupation on the High Priority Occupation List which is linked to the local in-demand industry sectors.

The local board will adhere to Workforce System Policy 04-2015, *Eligible Training Providers*. The local board will do the following to include a wide range of providers and opportunities for its Local Training Provider List (LTPL):

- Solicit training providers, including but not limited to, work-based and cohort training providers and registered apprenticeship program sponsors, within and outside of their respective local areas as deemed appropriate to ensure a competitive market designed to promote consumer choice and achieve successful implementation of data-driven career pathways and sector strategies;
- Ensure adequate access to services for individuals with disabilities;
- Verify eligibility of entities providing a program of training services, including but not limited to, the provisions, assurances, and procedures listed in Workforce System Policy 04-2015, *Eligible Training Providers*;
- Determine the process and criteria the local board will use to include a wide range of providers and opportunities through the LTPL;

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- Conduct a debarment check on all subgrantees and/or contractors prior to the execution of a contract to ensure such entities are not under suspension or debarment by the commonwealth or any governmental entity, instrumentality, or authority;
- Collaborate with the Department to ensure sufficient numbers and types of providers of training services, including eligible providers with expertise in assisting individuals with disabilities and adults in need of adult education and literacy activities described under WIOA sec. 107(d)(10)(E);
- Develop and maintain the LTPL. Only providers that the local board determines to be eligible will be included on the local list. LTPL criteria and performance requirements can be found in Workforce System Policy 04-2015, *Eligible Training Providers*;
- Disseminate and utilize the ETPL and LTPL throughout the local one-stop system;
- Recommend the termination of a provider due to the submission of inaccurate, incomplete or untimely eligibility and performance information; or the provider's substantial violation of any provisions of federal, state, or local statutes, regulations, policies or procedures; and
- Ensure compliance with Workforce System Policy 04-2015, *Eligible Training Providers*.

The following criteria will be used to determine the eligibility of the training providers:

1. Employer-Centric (Work-Based) Training - Work-based training providers must do the following.

- Describe the plan for the participant's training
- Demonstrate the ability to provide the selected participant with continued long-term employment as a regular employee, with wages and employment benefits and similar working conditions
- Provide the required performance information to be entered into CWDS
- Complete, with the assistance of the local board as applicable, the appropriate procedures

Work-based training programs must be the following.

- Secured through a contract, also known as a master agreement, with an employer in the public, private non-profit or private sector
- Provided to the participant in exchange for reimbursement of the employer's portion of a participant's wages
- Added and removed from the LTPL according to availability

2. System-Centric Training - System-centric training providers must do the following.

- Agree to payment through a contract for training services and/or individual training account when applicable
- Consent to the inclusion of relevant information on the publicized LTPL
- Provide performance information to be entered into CWDS
- Complete, with the assistance of the local board as applicable, the appropriate procedures

System-centric training programs must do the following.

- Lead to a credential, employment, or a measurable skill gain that leads to a credential or employment
- Be added and removed from the LTPL according to availability

3. Performance - Required measures for performance of programs on the LTPL will include program completion data and date of exit from services. The information provided will be used to generate the following performance measures: Attainment of Post-Secondary Credentials, Program completion rate; Entry into unsubsidized employment at second quarter after exit; Entry into unsubsidized employment at fourth quarter after exit; and Median earnings during second quarter after exit for all students and for all the WIOA participants (5 measures for each population). Training providers must meet at least seven of the ten minimum criteria to remain on the training provider list.

4.6 Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

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

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

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the employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives

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

Several career services are internet-based or self-directed in the career resource center. Staff from various partners and programs collaborate to present workshops and direction on job search, referrals, placement and other individual services. It is noted that not all co-located partners participate in the listed workforce activities because they are mandated to provide services to select eligible participants. For example, OVR is mandated to provide services only to individuals with disabilities based on the program's authorizing statute. Therefore, co-located OVR staff would only collaborate to present on the services listed above if they are for individuals with disabilities. The career resource center will offer customers access to computers equipped with a printer, Internet capabilities, and other programs and software that will allow for career exploration, job search, resume preparation and other self-directed activities. Other resources will include copying, fax, telephone and TTY services, DVDs on relevant job search topics, writing tables, and desks. Self-help materials will include, but are not limited to: State and Federal Civil Service information, local job information, current career reference materials, resources for self-employment, college and technical school catalogs and other reference materials.

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

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

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

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

4.7 How will training services be provided through the use of individual training accounts (ITA), including contracts for training services, will be coordinated with the use of ITAs?

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

Key ITA policies include:

ITA Funding Cap

The maximum value of an ITA is \$5,000.

Special funding such as NEG grants may have different funding caps or eligibility requirements.

ITA Duration

Maximum of 2 years.

Expenses that may be covered by an ITA

Tuition, application fees, tools and/or uniforms, and/or any costs of the program that is required and is included on the PA CareerLink® website listing.

Payment Mechanism Utilized

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

Additional Conditions:

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

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

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

WIOA title I adult, dislocated workers, and youth purchase training services from the State eligible training providers they select in consultation with the WIOA Title I staff, which includes discussion of program quality and performance information on the available eligible training providers. Training must be an approved program or course listed on the Pennsylvania Eligible Training Program/Provider list and must be for an occupation listed on the current High Priority Occupation (HPO) list.

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

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

- The participant has been determined eligible.
- The participant has had a career interest assessment and a fully completed objective assessment.
- An individual employment plan (IEP) or individual service strategy (ISS) has been jointly developed between the participant and the Case Manager utilizing the results of the interview, evaluation or objective assessment. The IEP/ISS must identify the participant's employment goals, the appropriate achievement objectives, the combination of services required to achieve the employment goals, and the program of training selected to directly link the participant to the employment opportunities in the local area or in another area where the participant

is willing to relocate. Goals should be established using career interest assessments along with a fully completed objective assessment.

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

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

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

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

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

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

a. Preparing youth for postsecondary educational opportunities

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

b. Connecting academic and occupational learning

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

c. Preparing youth for unsubsidized employment opportunities

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

d. Connecting youth to the business community through intermediary entities

- Connect with School-to-Work programs
- Job Corps
- Connect with local business and education industry partnerships
- Opportunities for job shadowing and tours of employers
- Connection with the local Business-Education Partnership

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

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

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

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

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

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

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

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

(i) Summer employment opportunities and other employment opportunities available throughout the school year

(ii) Pre-apprenticeship programs

(iii) Internship and job shadowing

(iv) On-the-job training opportunities

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

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

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

- Instruction in employability skills or basic workplace skills
- Exposure to various aspects of an industry
- Provide for more complex tasks as the work experiences progresses
- Integration of basic academic skills into work activities
- Supported work, work adjustment, and other transition activities

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

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

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

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

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

Opportunities include the following.

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

7. Supportive services

Programs include the following supportive services.

- Linkages to community services
- Assistance with transportation costs
- Assistance with child care and dependent care costs

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- Referrals to medical services
- Assistance with uniforms or other appropriate work attire and work related tool costs, including such items as eye glasses and protective eye gear

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

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

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

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

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

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

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

11. Financial literacy education

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

12. Entrepreneurial skills training

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

13. Services to provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services

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

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

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

As a core partner, OVR collaborates with the local Tri-County Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the Workforce Development Board and other youth services providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work based learning is an important component for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to OVR in-school youth with disabilities include:

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

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

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

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

The local area provides Rapid Response services as an early intervention to assist workers and employers affected by layoffs, plant closures, or natural disasters. It provides access to the Commonwealth's PA CareerLink® system of user-friendly resources and information to help transition workers into reemployment.

Rapid Response activities are triggered when the Department of Labor and Industry, the local WDB, and the local PA CareerLink® learn of a planned closure or layoff either by receiving a notice as required by the Worker Adjustment and Retraining Notification (WARN) Act, through the media, or by other contacts in the local area. Services may also be offered when Pennsylvania experiences mass job dislocation as the result of a disaster. There is no charge to the employer or employee for these services and they are provided regardless of the reason for the layoff.

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

The Local Area works with the state-assigned Rapid Response Coordinator for the region. The Coordinator's role is to coordinate with LWDA companies and/or the representative of the employees, whose workers are adversely affected by layoffs, plant closures or natural disasters to provide a Benefits Rights presentation on site or at a central location for all workers involved in the lay-off. Depending on scheduling, this presentation is provided prior to the lay-offs or as quickly thereafter as possible. Integration of Rapid Response includes Bureau of Workforce Partnership & Operations and Career T.R.A.C.K., Inc. (WIOA) staff in presenting information about the One-Stop's employment and training resources. Coordinated through the regional Rapid Response Coordinator, meetings with affected workers are provided on site, at off site locations or in the One-Stop. All workers who are or will be unemployed are provided information directly from the providing entities: the PA CareerLink®, Title I Dislocated Worker training monies, Unemployment Compensation, CHIPS and Adult Health Care options, various community-based organizations, and non-profit consumer credit counseling. If they are trade-eligible, they are also provided with the booklet and timeline fact sheet regarding accessing training, job search and/or relocation monies.

The LWDB ensures that Dislocated Worker monies are available for re-training and that the one-stop

staffs provide information about their services, as well as applicable supportive services in their respective counties. If the local area decided that additional funds are needed based on the local data and training needs received from the dislocated workers, the local area will apply for additional rapid response funds.

4.10 How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of services?

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

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

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

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

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

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

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

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

Every individual who enters the PA CareerLink® fills out an intake form which indicates his/her background (employed, unemployed, dislocated, UC recipient, veteran, educational level, etc.) and services that they may need (youth, aging, VA, disability, job search, GED, training program, resume, etc.). This form is then used as a referral mechanism that is distributed to partners and renters so that individuals can be contacted. In addition, there is a workshop every week for those people in core

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services. Everyone is then told about all the intensive and training services that are available in the PA CareerLink® at the workshop. Partners and renters refer clients back and forth to each other as clients need services. Employers transition between services easily and are presented with information about the services and assistance available at the PA CareerLink®. While employers may use the PA CareerLink® services as self-service, employers are also provided with information that they may have staff assistance for using Job Gateway, screening applicants, hosting interviews, etc. For example, employers may enter job orders within Job Gateway that may or may not be staff-assisted. In addition, partners work directly with employers for special events such as job fairs. Employers may take part in training activities by becoming a site for on-the job training opportunities or hiring newly trained individuals.

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

The WIOA Title I provider is co-located in one of the PA CareerLink® centers in order to avoid duplicative costs. In the second location, the WIOA Title I provider is co-located in the same building but not the same office suite due to space limits of the PA CareerLink®. However, the WIOA Title I provider does have office space within that PA CareerLink®, and staff regularly go back and forth between the two office suites to provide services. In the third location, a building could not be found that had enough space to house both the WIOA Title I provider and the PA CareerLink®. However, the WIOA Title I provider does have office space within the PA CareerLink®, and staff are regularly at the site to provide services. The business services teams coordinate their efforts through dividing tasks into segments. The structure of the board has allowed for the exchange of best practices among providing partners and immediate feedback from private sector board members about the effectiveness of the providers' efforts. The board has actively sought to reduce the number of partners visiting employers by focusing the efforts and conveying leads and employers needs through increased post visit communication. In addition, feedback is received via surveys from job seekers and employers. The operator as well as the board reviews this feedback and incorporates changes to improve services as needed.

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

- ❖ Service integration focuses on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program within the context of commitments made by each partner in the Memorandum of Understanding (MOU).

- ❖ Ensuring that services are seamless to the job seeker and employer customers, meaning the services are free of cumbersome transitions or duplicative registrations from one program service to another, and that there is a smooth customer flow to access the array of services available in the workforce center and via connections to all partners.

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

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

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

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

In general, the establishment of the PA CareerLink® one-stop centers in the local area helps to ensure that the educational and job skill needs of all local jobseekers are met. By offering a truly integrated array of adult education/ABE/GED services, a link to specialized services such as job coaching and career assessments, individually designed career exploration workshops, job search and job retention seminars and a complete array of training providers for the local occupational demand areas, individuals will have access to all available resources regardless of their point of entry. For targeted populations including individuals with barriers to employment and long-term unemployed, the development of strategies to support the use of career pathways with workforce development activities, education, and supportive services to enter or retain employment is crucial.

Low-income individuals and individuals receiving public assistance have special needs that can be addressed through intensive coordination between service providers. These individuals may need more in-depth assistance and guidance to begin and complete the path through career and training services. Similarly, veterans may have a unique set of needs and barriers that would require an integrated approach. While USDOL Veterans services will offer an excellent starting point, the integrated nature of the PA CareerLink® system will offer veterans greater opportunity to choose a direction and a service

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path. As with all programs, duplication of services is avoided by the seamless network of delivery that is provided to clients in the PA CareerLink®. Clients provide intake information for proper referral to PA CareerLink® partner programs.

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

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

The Local Veterans Employment Representative (LVER) provides functional responsibility for Veterans' Programs. LVER responsibilities include intake interviewing, referral and placement, job development, referral to social services and follow-up to determine success of activities. Staff assist veterans with connecting to the appropriate service organizations or veteran support groups and work closely with that person with regular 30, 60 and 90 day follow ups to insure that the veteran is receiving the support and assistance he needs to return to or change employment. Staff maintain knowledge of and contact with various veteran organizations, employers and community organizations to assist veterans to prepare for and enter employment. The LVER also reviews and analyzes veteran programs and performance standards to determine success of programs and prepares required reports to ensure compliance with veteran standards. The LVER can provide information and referral to Veteran programs such as Veterans Retraining Assistance Program (VRAP), and Federal Benefits for Veterans and Dependents. Veterans receive personalized assistance which begins with staff who personally meet with every veteran who enters the office or enrolls on the website from home. The LVER is stationed periodically in the Domiciliary Unit and provides personal assistance to veterans ready for employment. The LVER provides employment workshops there for any veteran in the VAMC and then coordinates with their case manager to offer employment workshops in the PA CareerLink® for those same people to be in the office to enroll on the website and to be in an employment setting. By leveraging the PA CareerLink® resources with those of the local VA, we have been able to offer open houses for veterans, bringing to one site all the veteran service organizations and benefit providers for veterans and their families to make connections and have their questions answered all in one stop.

Ex-offenders are encouraged to participate in workshops offered at the PA CareerLink®. In Butler, the Starting Over After a Record (SOAR) workshop is offered weekly in the One-Stop. Co-facilitated by the local crisis intervention agency, the county's Drug and Alcohol program, OVR and the One-Stop, the workshop is designed to provide the support and community connections needed by ex-offenders in order to stabilize their lives and get the needed assistance while also learning job search techniques and

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assessing their own skills to prepare for employment. Recognized in the community for its value, the program is also offered one day a month in the local prison to those on work release. Because of this involvement, the One-Stop has been asked to participate in many of the city and county initiatives to work with ex-offenders. Workshops are conducted by PA CareerLink® staff for male and female adult inmates on jail premises. PA CareerLink® resource material is provided and discussed during the workshop and inmates are encouraged to visit the Pa CareerLink® upon release for job search, training and employment related assistance.

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

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

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

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

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

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

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

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

By combining the expertise of partners who can provide counseling, supportive services, ABE/GED, literacy training and advocacy, the local system should offer all individuals a chance to reach economic self-sufficiency. Businesses are offered opportunities and assistance to recruit employees through job fairs, Job Gateway®, and other activities. In addition, businesses are provided with locations for interviewing as well as labor market information such as wages in the local area. Businesses may also take part in industry partnerships and work with the PA CareerLink® to provide a clear picture about the needs of the industry. Also, job seekers are also marketed to employers through various programs. This allows the WDB and PA CareerLink® to better serve the industry by referring appropriate potential employees and referring clients to appropriate training.

The local area will serve individuals with barriers to employment, including: veterans, low-income individuals, recipients of public assistance, individuals who are basic skills deficient, and individuals who are underemployed and low income. Based on the data analysis, income and education are the area’s largest barriers of employment. Through the PA CareerLink® offices, the local area aligns programming to meet the State and Federal requirements for Priority of Service; more than 51% of those served will

be individuals with barriers to employment.

Veterans receive priority of service at PA CareerLink® offices, meaning that a veteran or qualified spouse receives priority access to services and training opportunities. Additionally, Title I staff within the PA CareerLink® system work closely with Local Veterans Employment Representatives (LVER) in each local area. The LVER provide services geared specifically towards veterans, including intensive job development activities, the initiation of referrals to social services, and regular follow-up to ensure that the veteran receives the support needed. Additionally, the LVER coordinates with local veterans service providers, provides information about and referral to veterans programs, and reviews and analyzes veterans program to ensure compliance with veteran standards. Disabled Veterans' Outreach Program (DVOP) specialists focus on their primary core role which is to provide case management and career services to targeted Veterans. Veterans are linked with other services in the area including the Veterans Administration. As part of the Southwest Region, tri-county is part of the Veterans Value Initiative which is a regional approach designed to increase veterans' access to career services and work-based training programs, and to increase employer use of work-based training programs as incentives to hire veterans.

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

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

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

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

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

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

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

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

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

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

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

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

Employers have access to a full array of services including:

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

The PA CareerLink® centers are staffed and operated by a consortium of local partners who ensure the local one-stop centers offer quality services to job seekers and employers.

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

OVR Business Services Team staff provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals with disabilities. OVR business services include reasonable accommodation consultation, OJT, referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. OVR's statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

Coordination of employer outreach and engagement is currently being strengthened in three ways. First, the implementation of the WIOA Regional Plan is addressing coordinated messaging to the employer community and streamlining of tools and services for improved customer services on a region-wide basis. Second, economic development and workforce development partners are collaborating on the development and submission of an Engage! Application that will increase sharing of information and speed of response to employers. Third, multiple organizations in the three-state region (Pennsylvania, West Virginia, Ohio) with coal-impacted communities are developing a platform for shared information and coordination of employer contacts, and this platform is being coordinated with the Engage!

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

Populations needing supportive services are determined on their intake form and assessed by the agency that the client is referred to for services. By assessing individuals, employment barriers are more clearly defined and assistance may be given to ensure success in the workplace. Adults and Dislocated Workers will also find information on each partner's programs, supportive services (including transportation, child care, dependent care, housing and needs related payments), and information on the partner referral network. Programs include the following supportive services.

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- Linkages to community services
- Assistance with transportation costs
- Assistance with child care and dependent care costs
- Referrals to medical services
- Assistance with uniforms or other appropriate work attire and work related tool costs, including such items as eye glasses and protective eye gear

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

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

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

Local access to services by both the jobseekers and the employers was seen as a key element in establishing PA CareerLink® centers. With multiple sites, there are increased costs and multiple structures to support and coordinate, but the local players believe that the partnership created through the PA CareerLink® centers has benefited the customers through the development of relationships across agency personnel, information sharing, and a more comprehensive delivery of services. Certainly geography has a great deal to do with the location of the PA CareerLink® sites. Each county seat has a bus system in place which connects various parts of each respective county. The three public transit companies (Butler Transit Authority, Town and Country Transit, and INDI-GO) continue to expand in areas which have sufficient ridership. Each of the three transit authorities offer fixed routes as well as shared ride opportunities which can reach anywhere in the counties. Each of the three PA CareerLink® locations is accessible via fixed routes. Access to services is extremely important for both jobseekers and employers. The hours of the PA CareerLink® centers are based on local community needs. Access is also available online 24 hours a day and 7 days a week via Job Gateway®/CWDS.

5. COMPLIANCE

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

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

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

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

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

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

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

References:

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

PA Workforce System Policy 03-2015: Financial Management Guide

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

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

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Procedures:

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

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

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

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

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

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

Following the issuance of a determination by the fiscal agent, the lower tier sub-recipient may appeal that determination by sending a written request with supporting details to TCWIB Executive Director. All appeals to the TCWIB must be submitted by certified mail, return receipt requested. Federal regulations require that a hearing must be held within 60 days of the filing of the appeal. An appeal to the Department must be made through the UC Appeals System Administrator, UC Board of Review at:
Pennsylvania Department of Labor & Industry
UC Appeals System Administrator
UC Board of Review
651 Boas Street, Room 1116
Harrisburg, PA 17121

A copy must be provided simultaneously to USDOL and BWDA at the following addresses:
U.S. Department of Labor
Philadelphia Regional Administrator

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The Curtis Center, Suite 825 East
170 S. Independence
Mall West
Philadelphia, PA 19106-3315

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

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

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

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

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

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

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

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

Standard I: Strategic Planning & Implementation

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Criteria:

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

Standard II: Developing and Managing Resources

Criteria:

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

Standard III: Managing the Work of the Board

Criteria:

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

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

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

As part of the Southwest Region, the local WDB has been active in all of the efforts to support the industry cluster and employer needs in general. TCWIB, Inc. is an active participant in many SWPA and NW PA efforts including the PA CareerLink®, multiple regional industry partnerships in transportation, financial services, and energy, Business-Education Partnership, and STEM Initiatives. These projects help

identify regional skill gaps and to develop a better and more relevant data source for both employers and jobseekers. New Century Careers and regional educational institutions in cooperation with other regional WDBs provided training for both entry level and incumbent workers. Entry level and advanced training was provided through a combination of classroom, on-site, mentoring, and career exploration means. The local board continues to work with the other regional WDBs in developing a regional working relationship. By working with business and industry in the local area as well as the region, the local area maintains a competitive edge by addressing worker skill shortages.

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

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

The local board involves as many stakeholders as possible into its planning process on an ongoing basis. The WDB does not view its plans as static. Instead, the members are quite adamant about the need to constantly re-evaluate, refine and update plans based on changing areas of need and opportunity. The board has established a planning committee comprised of board members and staff. The board and this committee ensure continuous improvement. The original Transitional Local Plan was drafted in such a manner to include as many of the ideas, objectives and goals developed by the board and its partners as possible. Development of the local transitional plan was discussed with the Executive Board which is comprised of the commissioners from the local counties and serves as the LEO. In addition, the local transitional plan was discussed at WDB meetings and has input from PA CareerLink® Operator and Administrators. Representatives from labor organizations, economic development, OVR, education, and the business community are members of the Local Board. Many of the local industry partnership members are also members of the Local Board. Therefore, they are part of the collaborative effort in our planning process. Contributions from all relevant stakeholders are vital to the success in creating goals and strategies originally described in the transition plan and further developed for this multi-year plan. In addition, the local plan is made available for public comment from all interested parties whenever plan changes are made.

This plan, as with the transitional local plan, has been made available for public comment via legal advertisements in local newspapers within the three county area (*Butler Eagle*, *Kittanning Leader-Times*, and *Indiana Gazette*). The local plan was published at the Tri-County Workforce Investment Board, Inc. web site (<http://www.tricountywib.org>). Comments were requested from any and all residents including

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business partners, community-based organizations, local educational and other public agencies, and labor organizations. If comments are received from outside parties, they will be considered to the board for inclusion in this plan. Any comments that were received regarding disagreement with the plan or suggested changes to the plan are attached.

To obtain further stakeholder input related to the final plan, the TCWDB held a special board session on June 9, 2017. The session, facilitated by a member of the Community Workforce Advancements (CWA) consulting team, included board and staff members. In preparation for this discussion, key local stakeholders were sent a link to participate in an on-line survey to gather input for the session. A total of 87 individuals responded to the survey. Using the OptionFinder audience response polling system, participants rated and ranked the importance of items from the survey for inclusion in the plan. Top priority results were:

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

- Educating the public on the opportunities that exist in key sectors and occupations
- Promoting work-based learning opportunities and acquiring more grants and other types of funding to support them
- Further promote employer support programs (such as on-the-job training) through the board's economic development partners.

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

- Educating policy makers about the barriers that exist for key populations to access services (such as privacy laws that exist preventing sharing of information in healthcare and education systems)
- Having workforce development staff identify policy and regulatory barriers that hinder the delivery of holistic services to job seekers and employers, along with identification of best practices that are possible while adhering to existing laws.

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

- Promote jobs and careers that are available in the region
- Educate families on jobs that are available without college degrees, and on the skill development pathways available to acquire the jobs
- Promote policy changes in school systems to further support connections to work-based learning and career exploration, engaging employers directly
- Make it "ridiculously easy" for employers to engage in solutions to meet their needs (employers want user-friendly solutions that may be joint solutions of multiple programs and providers).

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

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

Legal advertisements are placed in the following newspapers – Butler Eagle, Kittanning Leader Times, and Indiana Gazette. In addition, notification is placed on the TCWIB, Inc. website. Key stakeholders are also notified by email. The public comment period is from **July 25, 2017** through **August 24, 2017**. Proof of publication for the public comment period may be found in Attachment E.

Tri-County PY 2017 – PY 2019 Local Area Plan

Questions and comments can be submitted in writing and addressed to Tri-County Workforce Investment Board, Inc., 112 Hollywood Drive, Suite 201, Butler, PA 16001 or to planning@swparegion.org. Comments may be found in Attachment D.

ATTESTATIONS

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

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

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

ATTACHMENTS

A. Performance Measures Table

B. Listing of Partners

C. Organizational Chart

D. Comments from the Public Comment Period and Response

E. Proof of Publication of Public Comment Period

Tri-County PY 2017 – PY 2019 Local Area Plan

Attachment A. Performance Measures Table Performance Accountability Template

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

Effective Date: July 1, 2017

WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals Not Yet Negotiated	Local Area PY16 Attained Performance Measures – Not Yet Received (Negotiated Levels Below)
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	65%
Dislocated Worker	74%	74%
Youth	65%	65%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Negotiated Goals
Adult	65%	65%
Dislocated Worker	75%	75%
Youth	57%	57%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Negotiated Goals
Adult	\$5,000	%
Dislocated Worker	\$7,000	%
Youth	Baseline	Baseline
Credential Attainment Rate	Negotiated Goals	Negotiated Goals
Adult	55%	55%
Dislocated Worker	57%	57%
Youth	70%	70%
Measurable Skill Gains	Negotiated Goals	Negotiated Goals
Adult	Baseline	Baseline
Dislocated Worker	Baseline	Baseline
Youth	Baseline	Baseline
Effectiveness in Serving Employers	Negotiated Goals	Negotiated Goals
Adult	Baseline	Baseline
Dislocated Worker	Baseline	Baseline
Youth	Baseline	Baseline

Tri-County PY 2017 – PY 2019 Local Area Plan

Attachment B. Listing of Partners

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

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

Effective Date: 7/1/17

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Programs authorized under title I of WIOA (Adults, Dislocated workers, Youth) Not available in Tri-County area: Job Corps, YouthBuild, and Migrant and seasonal farmworker programs	WIOA, Title I, Sec. 131	Career TRACK
112 Hollywood Drive, Suite 104 Butler, PA 16001	724-431-4040	www.tricountyct.com lgarvin@tricountyct.com
Programs authorized under title I of WIOA - Youth	WIOA, Title I, Sec. 131	ARIN Intermediate Unit
300 Indian Springs Road Indiana, PA 15701-3656	724-463-5300	https://www.iu28.org/ kmonko@iu28.org
Programs authorized under title I of WIOA - Native American programs	WIOA, Title I, Sec. 131	Council of Three Rivers American Indian Center, Inc.
120 Charles Street Dorseyville, PA 15238-1027	412-782-4457 ext. 219	www.cotraic.org kjevsevar@cotraic.org
The Wagner-Peyser Act Employment Service program	Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III)	Bureau of Workforce Partnership and Operations (BWPO)
255 Elm Street Oil City, PA 16301	814-678-5070	http://www.dli.pa.gov/Businesses/Workforce-Development/Pages/default.aspx#.Vwa0o0drG70 lischell@pa.gov
The Adult Education and Family Literacy Act (AEFLA) program authorized under	Title II of WIOA (ABE/GED)	ARIN Intermediate Unit
300 Indian Springs Road Indiana, PA 15701-3656	724-463-5300	https://www.iu28.org/ kmonko@iu28.org
The Adult Education and Family Literacy Act (AEFLA) program authorized under	Title II of WIOA (ABE/GED)	Butler County Community College
107 College Dr., Butler, PA 16002	724-287-8711	http://www.bc3.edu/ barbara.gade@bc3.edu
The Vocational Rehabilitation (VR) program	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as	Office of Vocational Rehabilitation (OVR) (For Butler and Armstrong Counties)

Tri-County PY 2017 – PY 2019 Local Area Plan

	amended by WIOA Title IV	
100 Margaret Street New Castle, PA 16101	724-656-3070	http://www.dli.pa.gov/Individuals/Disability-Services/Pages/Disability-Services.aspx gsteck@pa.gov
The Vocational Rehabilitation (VR) program	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV	Office of Vocational Rehabilitation (OVR) (For Indiana County)
727 Goucher St, Johnstown, PA 15905	814-255-6771	http://www.dli.pa.gov/Individuals/Disability-Services.aspx maduranko@pa.gov
The Senior Community Service Employment Program	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	AARP
112 Hollywood Drive, Suite 203 Butler, PA 16001	814-254-4147	http://www.aarp.org/ rweible@aarp.org
The Senior Community Service Employment Program	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	PathStone
103 N Gilpin St # 313, Punxsutawney, PA 15767	814-938-5300	http://www.pathstone.org/ kwashington@pathstone.org
Career and technical education programs at the postsecondary level	Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Butler County Community College
107 College Dr., Butler, PA 16002	724-287-8711	http://www.bc3.edu/ karen.zapp@bc3.edu
Career and technical education programs at the postsecondary level	Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Westmoreland County Community College
45 Airport Road, Indiana, PA 15701	724-357-1404	https://westmoreland.edu/ thachikg@westmoreland.edu
Trade Adjustment Assistance activities	Chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Bureau of Workforce Partnership and Operations (BWPO)
255 Elm Street Oil City, PA 16301	814-678-5070	http://www.dli.pa.gov/Businesses/Workforce-Development/Pages/default.aspx#.Vwa0o0drG70 lischell@pa.gov
Jobs for Veterans State Grants programs	Chapter 41 of title 38, U.S.C.	Bureau of Workforce Partnership and Operations (BWPO)
255 Elm Street Oil City, PA 16301	814-678-5070	http://www.dli.pa.gov/Businesses/Workforce-Development/Pages/default.aspx#.Vwa0o0drG70 lischell@pa.gov
Employment and training activities carried out under the Community Services Block Grant	(42 U.S.C. 9901 et seq.)	Community Action Programs (Butler, Armstrong, and Indiana Counties)
705 Butler Road, Kittanning, PA 16201 PO Box 1208, 124 West Diamond Street, Butler, PA 16003-1208 827 Water Street, Indiana, PA 15701	724 -548-3408 724-284-5125 724-465-2657	www.armstrongcap.com kenh@armstrongcap.com www.co.butler.pa.us/community-action ButlerCAP@co.butler.pa.us www.iccap.net mfaught@iccap.net

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Employment and training activities carried out by the Department of Housing and Urban Development		Not determined at this time
Programs authorized under State unemployment compensation laws	In accordance with applicable Federal law	Unemployment Compensation and UC Board of Review
1010 N 7th St #319, Harrisburg, PA 17102	717-783-7107 717-787-5122	http://www.uc.pa.gov karencam@pa.gov rbrandes@pa.gov
Programs authorized under sec. 212 of the Second Chance Act of 2007	42 U.S.C. 17532	Not determined at this time
Temporary Assistance for Needy Families (TANF)	Part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under § 678.405(b)	Department of Human Services (DHS)
625 Forster St, Harrisburg, PA 17120	724-953-4435 717-783-5818	http://www.dhs.pa.gov/ bshaw@pa.gov pcopeland@pa.gov
Other Partner		TCWIB, Inc. EARN
112 Hollywood Dr., Suite 201, Butler, PA 16001	724.282.9341	www.tricountywib.org cfritch@tricountywib.org
Other Partner		Armstrong County
450 East Market Street Kittanning, PA 16201	724-543-2500	http://www.co.armstrong.pa.us/
Other Partner		Career Opportunities for the Disabled (COD)
112 Hollywood Dr # 101, Butler, PA 16001	(724) 431-4060	www.arcbutler.org mkdugan@arcbutler.org

Attachment D - Comments to Local Plan

One comment was received and it may be found in Attachment D.

In this comment, the Council of Three Rivers American Indiana Center indicated that they were not listed in the partner section of the Local Plan. The Board amended the plan to include the Three Rivers American Indiana Center in the partner section.

Comment 1

From: Kerry Jevsevar, WIA Program Director [mailto:kjevsevar@cotraic.org]

Sent: Thursday, August 17, 2017 10:01 AM

To: planning@swparegion.org

Cc: 'Rodney John' <rjohn@cotraic.org>

Subject: Tri-County WIB Local Plan

Hello,

When reviewing the Tri-County Local Plan I noticed that our program was not listed in the partner section. The Native American Employment and Training Program at the Council of Three Rivers American Indian Center, Inc. is a required partner under Section 166 of the Workforce Innovation and Opportunity Act. The program has been part of the planning effort or has already entered into Memorandums of Understanding with Workforce Development Boards in Kentucky, Maryland, Pennsylvania, and West Virginia.

For further discussion and information, feel free to contact me. Thank you.

Peace,
Kerry

Kerry Jevsevar
WIOA Program Director
Council of Three Rivers
American Indian Center, Inc.
120 Charles Street
Dorseyville, PA 15238-1027
Phone
412/782-4457 x219
800/985-8721
Fax
412/767-4808
www.cotraic.org

Tri-County PY 2017 – PY 2019 Local Area Plan

Attachment E – Proof of Public Comment Period



Proof of Publication

State of Pennsylvania **JSS**
County of Indiana

On this 2nd day of August 2017 A.D.

before me, the subscriber, a Notary Public in and for said County and State, personally appeared:

Shirley McCombs

who being duly sworn according to laws, deposes and says, that (s)he is the Solicitor of the Indiana Gazette, that the said Indiana Gazette is a daily newspaper of general circulation, published in the borough of Indiana, in the County of Indiana, State of Pennsylvania, by the Indiana Printing & Publishing Company, and was established in said Borough on the second day of July 1890, since which date, said daily newspaper has been regularly issued in said Borough and County, that annexed hereto is a true copy of a notice in the above matter exactly as the same was printed in the regular editions and issues of the said daily newspaper on the following dates, viz:

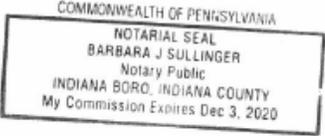
7/28

Affiant further deposes and says that (s)he is an employee of the publisher of the said daily newspaper and has been authorized to verify the foregoing statement and the (s)he is not interested in the subject matter of the aforesaid notice or publication and that all allegations in the foregoing statement as to time, place, and character of publication are true.

Indiana Printing & Publishing Company

By: Shirley McCombs
Sworn to and subscribed before me the day and year aforesaid.

Barbara J Sullinger



NOTICE
The Tri-County Workforce Development Board of Butler, Armstrong and Indiana Counties, on behalf of the Boards of County Commissioners, intends to file a FY 2017-PY 2019 Multi-Year SW PA Regional Plan and a Tri-County Local Plan for the Workforce Innovation and Opportunity Act (WIOA) in accordance with the Commonwealth's guidance for plans under WIOA. The Local Plan has been developed through consultation with the Boards of County Commissioners of Butler, Armstrong and Indiana and is approved by the Local Workforce Development Board. The Regional Plan has been developed in consultation with stakeholders from SW PA. The plans are available for review beginning on July 25 at www.tricountywb.org. Questions or comments may be made in writing for 30 days to TFWIB, 112 Hollywood Drive, Suite 201, Butler, PA 16001. TFWIB is an EEO employer and training provider.

7/28

Proof of Publication _____	\$68.64
Proof of Intent _____	\$5.00
Total _____	\$73.64

Indiana Printing & Publishing Company, publishers of the Indiana Gazette, a daily newspaper, hereby acknowledges receipt of the aforesaid publication costs, and certifies the same have been fully paid.

Indiana Printing and Publishing Co.
P.O. Box 10, 896 Water Street, Indiana, PA 15701

By _____

Tri-County PY 2017 – PY 2019 Local Area Plan

Proof of Publication of Notice in Butler Eagle

Under Act No. 587, Approved May 16, 1929

*State of Pennsylvania,
County of Butler.*

Julie A. Wilczynski Of the Eagle Printing Company, Inc., of the County and State aforesaid, being duly sworn, deposes and says that the BUTLER EAGLE, a newspaper of general circulation published at 114 West Diamond Street, City of Butler, County and State aforesaid, was established 1869, since which date the BUTLER EAGLE has been regularly issued in said County, and that the printed notice or publication attached hereto is exactly the same as was printed and published in the regular editions and issues of the said BUTLER EAGLE on the following dates, viz.

_____ and the

28th Day of July A.D. 2017

Affiant further deposes that the Ad Taker is duly authorized by the EAGLE PRINTING COMPANY, a corporation, publisher of said BUTLER EAGLE, a newspaper of general circulation, to verify the foregoing statement under oath, and Affiant is not interested in the subject matter of the aforesaid notice or advertisement, and that all allegations in the foregoing statement as to time, place and character of publication are true.

Julie A. Wilczynski
Butler Eagle

Copy of Notice or Publication

LEGAL NOTICE
The Tri-County Workforce Development Board of Butler, Armstrong and Indiana Counties, on behalf of the Boards of County Commissioners, intends to file a FY 2017-PY2019 Multi-Year SW PA Regional Plan and a Tri-County Local Plan for the Workforce Innovation and Opportunity Act (WIOA) in accordance with the Commonwealth's guidance for plans under WIOA. The Local Plan has been developed through consultation with the Boards of County Commissioners of Butler, Armstrong and Indiana and is approved by the Local Workforce Development Board. The Regional Plan has been developed in consultation with stakeholders from SW PA.

The plans are available for review beginning on July 25 at www.tri-countywb.org. Questions or comments may be made in writing for 30 days to TCWIB, 112 Hollywood Drive, Suite 201, Butler, PA 16001.

TCWIB is an EEO employer and training provider.

Sworn to and subscribed before me this 28th
Day of July 2017
Jessica Smith
Notary Public

My Commission Expires:
COMMONWEALTH OF PENNSYLVANIA
NOTARIAL SEAL
Jessica Smith, Notary Public
Butler Twp., Butler County
My Commission Expires March 25, 2020
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES
Statement of Advertising Costs

Tri-Co Workforce Investment Board, Inc.
PULLMAN Commerce Center
112 Hollywood Drive, Suite 201
Butler, PA 16001-3596

TO BUTLER EAGLE, Dr.	
For publishing the notice or publication attached Hereto on the above stated dates _____	\$ 86.00
Probating same _____	\$ 2.00
Total _____	\$ 88.00

Publisher's Receipt for Advertising Costs

The EAGLE PRINTING COMPANY, publisher of the BUTLER EAGLE, a newspaper of general circulation, hereby acknowledge receipt of the aforesaid notice and publication costs and certifies that the same have been duly paid.

EAGLE PRINTING CO., a Corporation, Publisher
Of BUTLER EAGLE, a Newspaper of General Circulation.

By _____

Proof of Publication of Notice in Leader Times

Under the Act of July 9, 1976, P.L. 877, No. 160

State of Pennsylvania

County of Armstrong

Sharon Adamson, Circ Clerk of West Penn Media, a corporation of the Commonwealth of Pennsylvania, publisher of the Leader Times, of the County State aforesaid, being duly sworn, deposes and says that the Leader Times, a newspaper of general circulation published at Kittanning, County and State aforesaid, was established January 10, 1898, since which date the Leader Times has been regularly issued in said county, and that the printed notice or publication attached hereto is exactly the same as printed and published in the regular editions and issues of the said Leader Times on the following dates.

the 27th of JULY 2017

Affiant further deposes that s/he is an officer duly authorized by West Penn Media, publisher of the Leader Times, a newspaper of general circulation to verify the foregoing statement under oath, and affiant is not interested in the subject matter of the foresaid notice or advertisement, and that all allegations in the foregoing statements as to time, place and character of publication are true.

Copy of Notice or Publication

LEGAL NOTICE

The Tri-County Workforce Development Board of Butler, Armstrong and Indiana Counties, on behalf of the Boards of County Commissioners, intends to file a PY 2017-PY2019 Multi-Year SW PA Regional Plan and a Tri-County Local Plan for the Workforce Innovation and Opportunity Act (WIOA) in accordance with the Commonwealth's guidance for plans under WIOA. The Local Plan has been developed through consultation with the Boards of County Commissioners of Butler, Armstrong and Indiana and is approved by the Local Workforce Development Board. The Regional Plan has been developed in consultation with stakeholders from SW PA.

The plans are available for review beginning on July 25 at www.tricountywib.org. Questions or comments may be made in writing for 30 days to TCWIB, 112 Hollywood Drive, Suite 201, Butler, PA 16001.

TCWIB is an EEO employer and training provider.

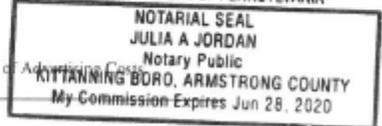
7/27

Sharon Adamson

Leader Times

Sworn to and subscribed before me this 1st of Aug, 2017
Julia A Jordan

My Commission Expires: COMMONWEALTH OF PENNSYLVANIA



LT AD

Statement of Advertising Costs

To Leader Times
For publishing the notice or publication attached
Hereto on the above stated dates\$ **63.62.**
Probating same\$ _____

Publisher's Receipt for Advertising Costs

Leader Times, a newspaper of general circulation, hereby acknowledges receipt of the aforesaid notice and publication cost and certifies that the same been duly paid.

Tri-County PY 2017 – PY 2019 Local Area Plan

www.tricountywib.org

TCWIB Tri-County Workforce Investment Board, Inc. INTEGRATING WORKFORCE SOLUTIONS

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Providing Labor Market Information

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- 6/20/17 [2017 Manufacturing Industry Survey Results](#)
- 6/20/17 [2017 Technology Industry Survey Results](#)
- 6/20/17 [2017 Health Care Industry Survey Results](#)
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- Youth
- Career T.R.A.C.K.
- PA CareerLink

Workforce Partners

01. Center for Workforce Information and Analysis
02. National Association of Workforce Boards
03. National Workforce Association
04. National Association of Workforce Development Professionals
05. PA Workforce Development Association
06. PA Workforce Development

www.tricountywib.org/about-tcwib/news?id=189

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SW PA Regional and Tri-County Local PY 2017-19 WIOA Multi-Year Plans Available for Public Comment

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and chief elected officials to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within the given workforce planning region. These plans serve as a four-year action plans to develop, align, and integrate service delivery strategies to support the commonwealth's vision, strategic and operational goals.

The Southwest Planning Region is a nine-county workforce development planning region made up of five local workforce development areas (WDAs): Allegheny County WDA, City of Pittsburgh WDA, Southwest Corner WDA, Tri-County WDA, and Westmoreland-Fayette WDA. Four local workforce development boards (LWDB) oversee these local areas:

- Partner4Work (Allegheny County WDA and City of Pittsburgh WDA)
- Southwest Corner Workforce Investment Board (SW Corner)
- Tri-County Workforce Investment Board (TCWIB)
- Westmoreland-Fayette Workforce Investment Board (Westmoreland-Fayette)

The Southwest Planning Region has posted its WIOA Multi-Year Regional and Local Plans for a 30-day public comment period from July 25 – August 24, 2017. These multi-year plans (PY2017 – PY2019) were developed as comprehensive expansions of the 1-Year Transitional Regional and Local plans submitted by the Southwest Planning Region to the PA Department of Labor & Industry in June 2016.

All comments on these planning documents should be submitted via email to planning@swpa-region.org.

The SW PA Regional Plan may be found at www.tricountywib.org/images/PDFs/news/2017swpa-region-plan.pdf.

The Tri-County Local Plan may be found at www.tricountywib.org/images/PDFs/news/2017tricount-local-plan.pdf.

All the SW PA's plans may be found at www.partner4work.org/document/partner4work-regional-workforce-development-plans/.

Auxiliary aids and services are available upon request to individuals with disabilities.
Equal Opportunity Employer Program

Sitemap
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