

PY 2017-2019 WIOA Multi-Year Local Area Plan



**145 Pavilion Lane
Youngwood, PA 15697**

November 7, 2017

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Westmoreland-Fayette Workforce Development Board

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

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

Overview. The Westmoreland-Fayette Workforce Development Board (Board or WDB) oversees the workforce development activities of the local area. As part of the strategic planning process, the Board analyzed the population and labor force as follows:

The Westmoreland-Fayette Workforce Development Area (WDA) is comprised of the Counties of Westmoreland and Fayette located in Southwest Pennsylvania. It is home to approximately, 488,400 citizens with a declining population¹.

According to Center for Workforce Information and Analysis (CWIA), the WDA has a labor force of 242,800. Health Care and Social Assistance is the largest sector employing 26,892 workers, representing 9% of the Gross Regional Product (GRP) with average earnings of \$45,630. The next largest sectors are Retail Trade (employs 24,984 workers, averages earnings of \$30,965, and accounts for 8% of the GRP), and Manufacturing (employs 21,079 workers, average earnings of \$65,109 and represents 15% of the GRP)².

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a region "unique" in comparison to the national average. An LQ of 1.0 means that a region has the same employment as the nation, while an LQ greater than 1.0 has a greater share of employment than the nation.

The sectors with the largest LQs in the region include Advanced Manufacturing (LQ=1.56), Energy (LQ=1.44) and Logistics and Transportation (LQ=1.33). Air and Gas Compressor Manufacturing (LQ=56.25) (which is predominately in Westmoreland County LQ=72.87) and All Other Petroleum and Coal Products Manufacturing (LQ=28.44) account for the largest amount of manufacturing in the area. When looking at individual counties Totalizing Fluid Meter and Counting Device Manufacturing (LQ=79.71) accounts for the largest industry type in Fayette County.

Population. The population in the Westmoreland-Fayette WDA as well as the Southwest Region declined between 2010 and 2017. Over the next five years, it is projected to continue to decline, while the population in the Region is expected to experience slight growth.

An overview is provided in **Figure 1.** on the following page.

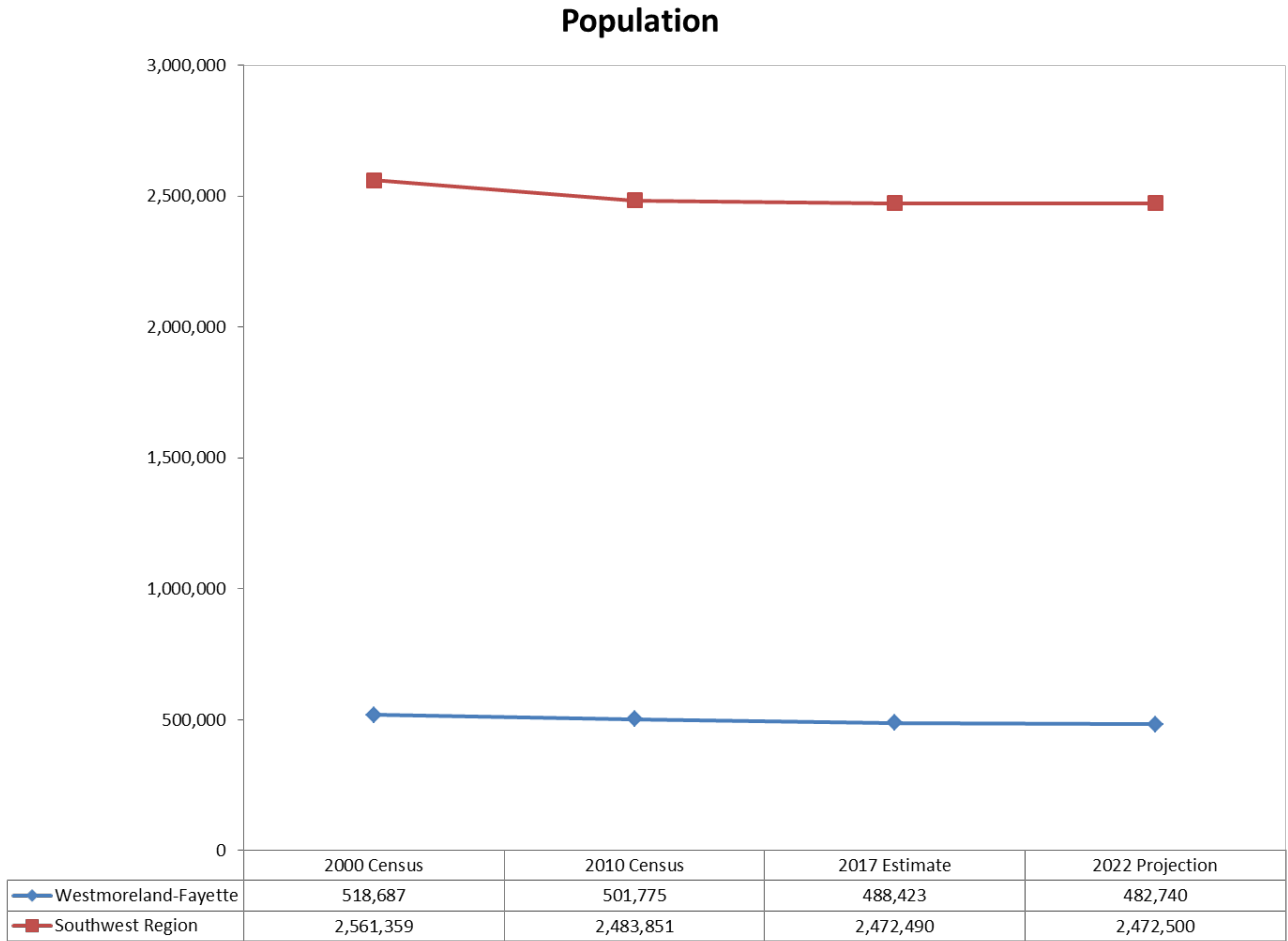
¹ Population Estimates per Claritas

² EMSI, 2017

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Figure 1. Population for Westmoreland-Fayette and the Southwest Region



Source: Claritas

The population in the Westmoreland-Fayette WDA is an older population when compared to the Southwest Region and is an aging population, with a projected median age of 47.6.

Figure 2. Age Information for Westmoreland-Fayette and the Southwest Region

	Current Median Age	Current Average Age	Projected Median Age
Westmoreland-Fayette	46.5	44.1	47.6
Southwest Region	43.2	42.5	43.9

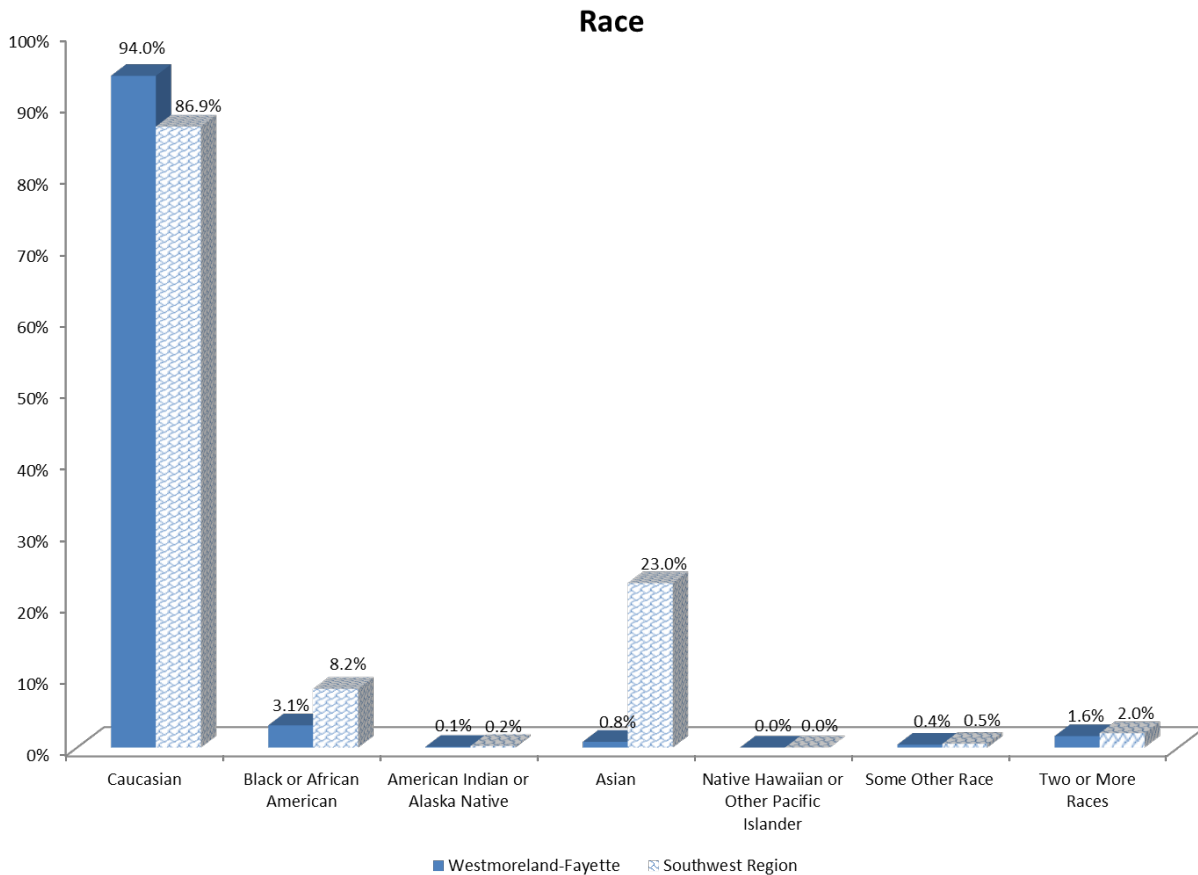
Source: Claritas

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At 94.0%, the majority of Westmoreland-Fayette's population is Caucasian. It appears that the Southwest Region is more diverse, with 86.9% Caucasian, 23.0% Asian, and 8.2% Black or African American.

Figure 3. Race for Westmoreland-Fayette and the Southwest Region



Source: Claritas

Households. Coinciding with the changes in population, the number of households³ in the Westmoreland-Fayette WDA decreased between 2010 and 2017 and is projected to continue to decrease, while the number of households in the Southwest Region has increased and is projected to continue to increase.

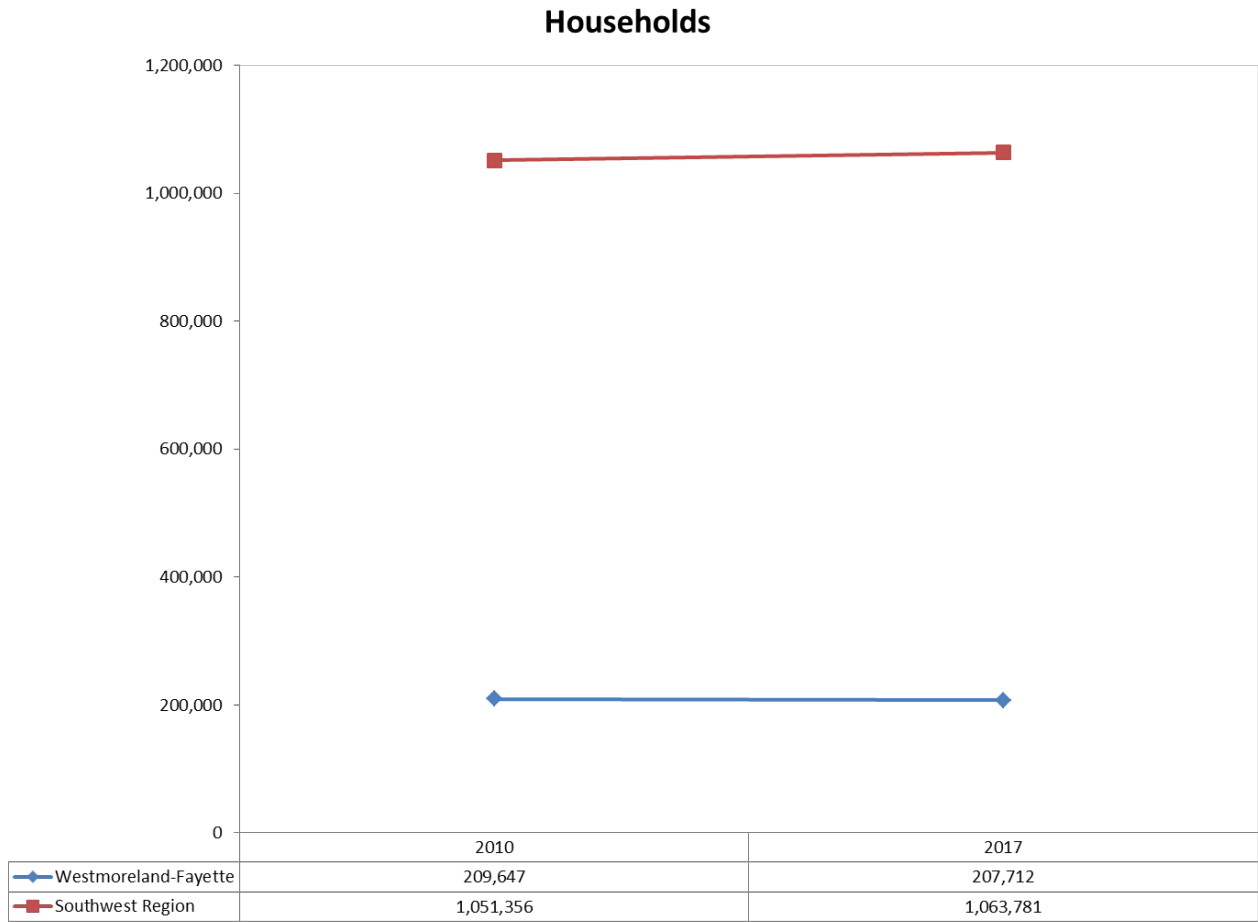
An overview is provided in **Figure 4** on the following page.

³ As defined by the US Census Bureau, a household is composed of one or more people who occupy a housing unit

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Figure 4. Number of Households in Westmoreland-Fayette and the Southwest Region



Source: Claritas

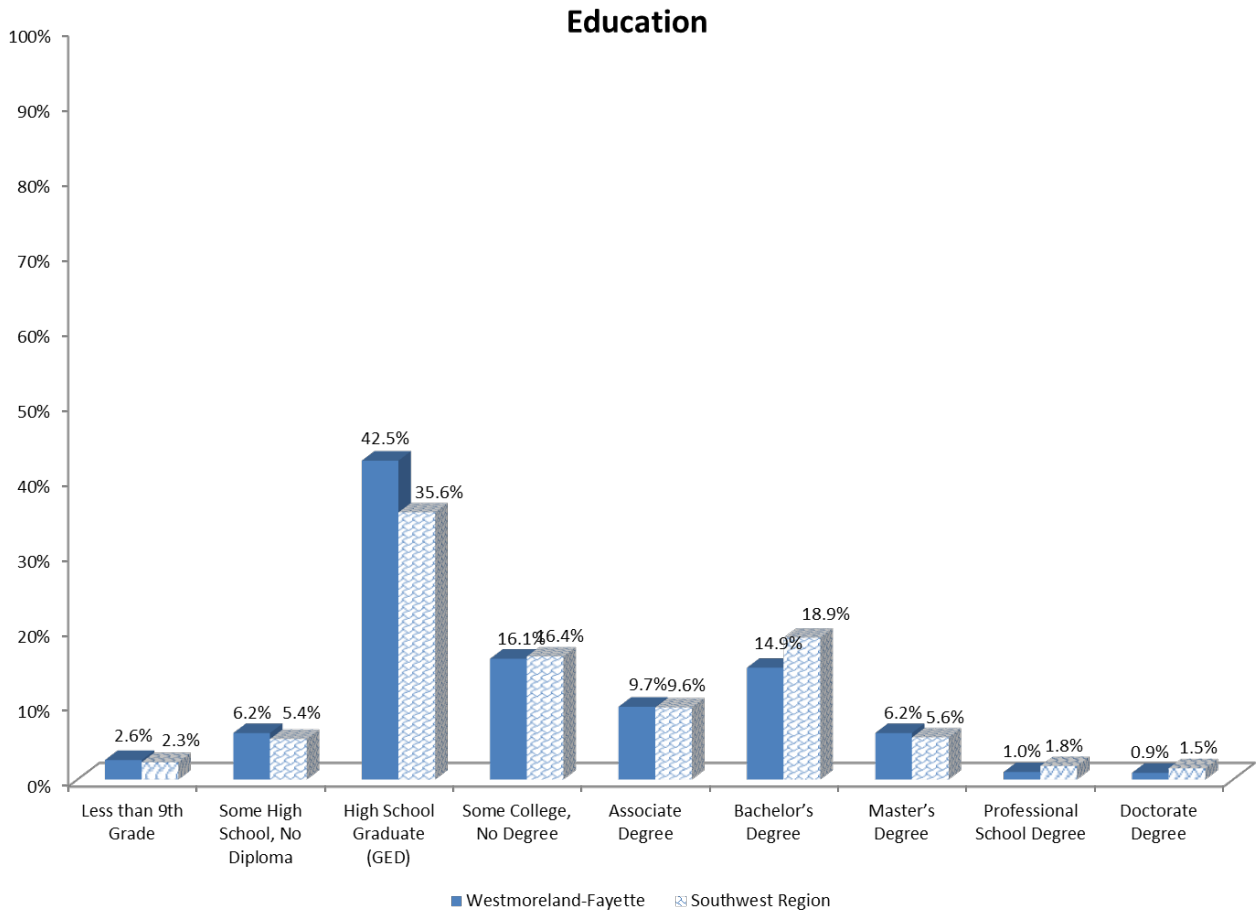
Education. The population in Westmoreland-Fayette has lower educational attainment than the Southwest Region, with 23% having an advanced degree as compared to 30.8% for the Region. A slightly higher percentage of residents in the WDA (8.8%) did not graduate high school compared to the Southwest Region (7.6%).

Figure 5 on the following page provides an overview.

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Figure 5. Education Levels for Westmoreland-Fayette and the Southwest Region



Source: Claritas

Income. The average household income for Westmoreland-Fayette is estimated to be \$68,301 for the current year, which is about 10.4% lower than the Southwest Region’s average of \$75,397 for the same time frame.

The average household income for both the WDA is projected to increase approximately 8.3% to \$74,016 over the next five years. During the same time period, it is anticipated that the Southwest Region will increase 8.7% to \$81,973.

Housing. Most of the dwellings in Westmoreland-Fayette (75.4%) are estimated to be Owner-Occupied for the current year, which is more than the Southwest Region (69.6%). One in four housing units in the WDA (24.7%) are estimated to have been built between 1939 or earlier, which is comparable to the Region (26.7%).

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Employment. The Westmoreland-Fayette WDA has a slightly higher percentage of the civilian population that is not in the workforce (41.0%) when compared to the Southwest Region (37.8%). The WDA has fewer unemployed citizens (3.8%) when compared to the Region (4.2%).

Figure 6. Employment Status of Individuals Over Age 16 in Westmoreland-Fayette and the Southwest Region

	Employed Citizens	Unemployed Citizens	Not In Labor Force
Westmoreland-Fayette	55.2%	3.8%	41.0%
Southwest Region	57.9%	4.2%	37.8%

Source: Claritas

Westmoreland-Fayette has a higher population employed in Blue Collar occupations (25.7%) than the Region (19.6%). Over half of both the WDA (56.3%) and the Region’s (62.9%) workforce hold White Collar occupations, with 18.0% of the Westmoreland-Fayette population employed as service and farm workers (compared to 17.5% in the Region). In Westmoreland-Fayette, the highest percentage of the population is employed in Office and Administration (13.6%) and Sales and Related Services (10.2%) occupations, which are also the largest two in the Southwest Region (14.0% and 10.5% respectively).

Figure 7. Occupational Classifications for Westmoreland-Fayette and the Northwest Region

	Blue Collar	White Collar	Service and Farm
Westmoreland-Fayette	25.7%	56.3%	18.0%
Southwest Region	19.6%	62.9%	17.5%

Commuting Patterns. In its most basic form, commuting patterns reveal how workers travel from their home counties to their work counties. The specific reasons for commuting may be unknown; however, it may be reasoned that workers travel to other areas for job opportunities that are not found within their home counties. Or, they may choose to live in their home counties due to housing, schools, or entertainment preferences.

Most of the employed population in Westmoreland-Fayette drives alone to work (84.3%) which is the same for the Southwest Region (77.1%). Both have estimated commutes of 29 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 the Local Area, 8.5% are living in poverty. There are portions of Fayette County (Masontown and Merrittstown) where 20% or more families are living in poverty. Single parents are more likely to be living in poverty, with 11.1% of households in Westmoreland-Fayette are considered single parent households.

Figure 8 on the following page provides an overview of poverty level in the WDA.

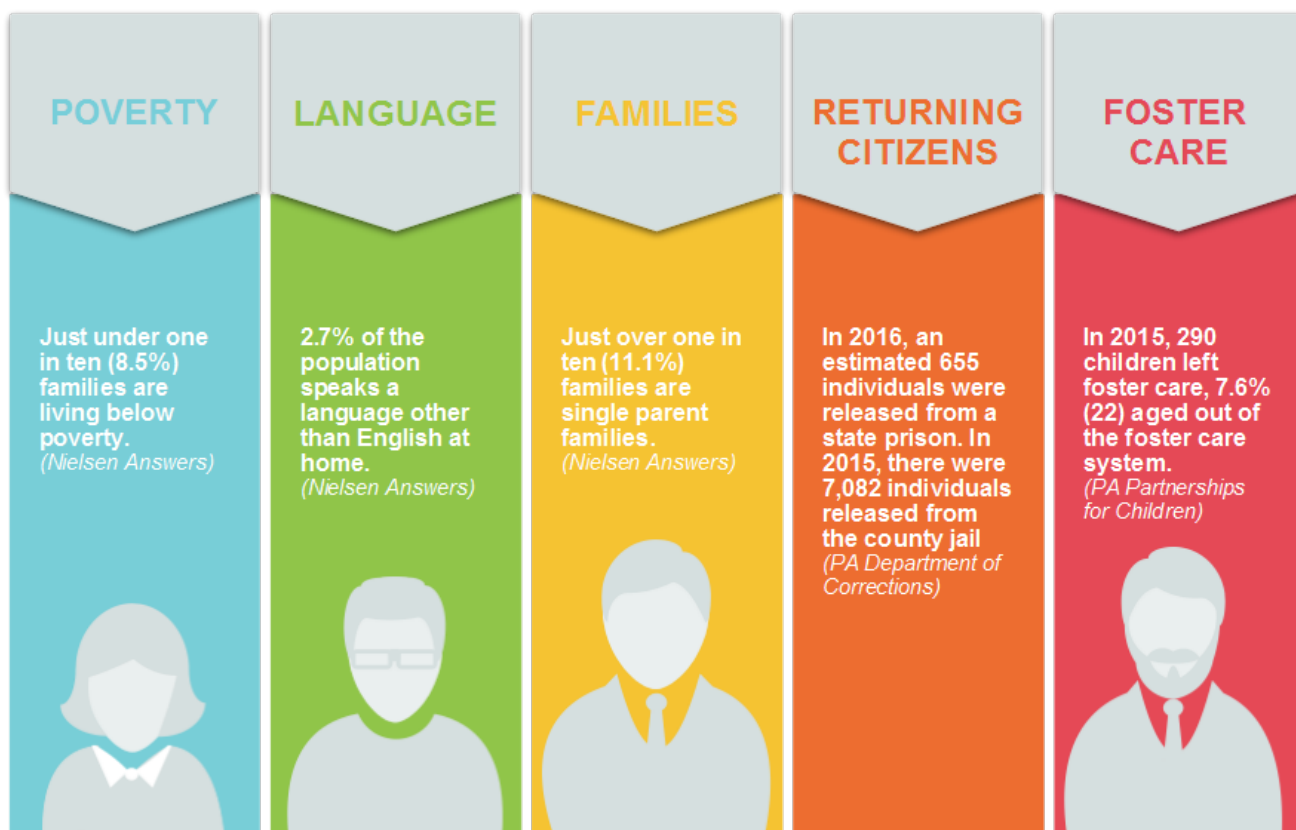
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health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Westmoreland-Fayette, in 2016 there were 655 individuals released from a state prison, and in 2015 there were 7,082 individuals released from county jail.

Research obtained from Children's Rights⁵ 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 diploma or equivalency 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 Westmoreland-Fayette, approximately 22 children age out of foster care each year.

Figure 9. Overview of Population with Barriers in Westmoreland-Fayette WDA



According to the Division for Social Policy and Development⁶, 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

⁵ Children's Rights is a nonprofit organization dedicated to improving the child welfare system to ensure the rights of children in foster care are upheld (www.childrensrights.org).

⁶ 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).

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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 Westmoreland-Fayette, 5.7% of those employed have a disability, while 17.3% of those unemployed have a disability. In Westmoreland-Fayette unemployment is 159% higher for those with a disability (14.4%) compared to those without a disability (5.6%). There are also 5,277 students receiving services through the local Intermediate Unit, with half (50.0%) of those students having a learning disability, 11.9% have an intellectual disability, 0.9% have a speech/language difficulty, 13.6% have emotional disturbances, 14.6% have health implications and 9.0% have autism.

According to Youth. Gov⁷, 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. Specifically:

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

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

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

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty,

⁷ Youth.Gov is the U.S. government website that helps to create, maintain, and strengthen effective youth programs (www.youth.gov).

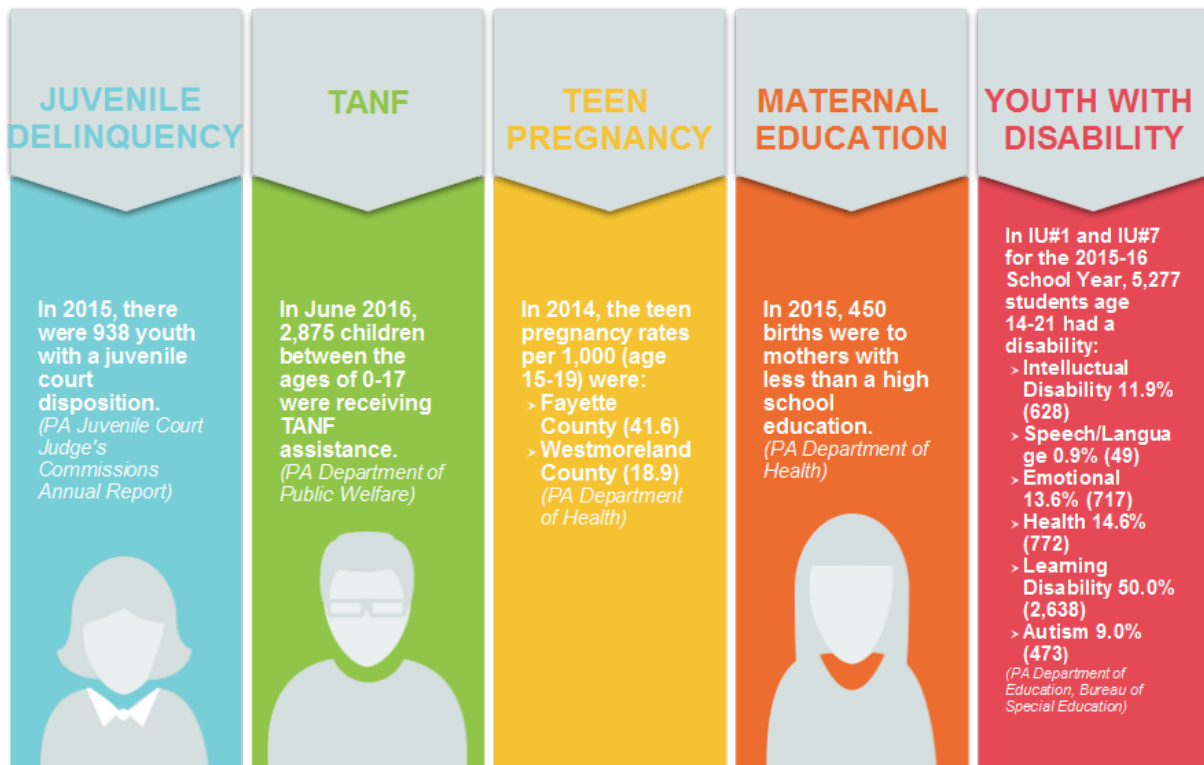
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having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about \$11 billion per year due to increased health care and foster care, 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 Westmoreland-Fayette, in 2017 the teenage pregnancy rate was 2.3%, there were 2,875 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 938 youth had a juvenile disposition in 2015, and there were 450 births to mothers with less than a high school education. According to the PA Department of Health in 2014, the teenage pregnancy rate per 1,000 teens (ages 15-19) in Westmoreland County (18.9) was significantly lower when compared to the state (27.2), while the rate in Fayette County (41.6) was significantly higher.

Figure 10. Overview of Youth with Barriers in Westmoreland-Fayette WDA



The following Intermediate Units are in Westmoreland-Fayette:

IU#1 includes: Fayette, Greene, and Washington Counties

IU#7 includes: Westmoreland County

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

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face obstacles to finding and maintaining employment.

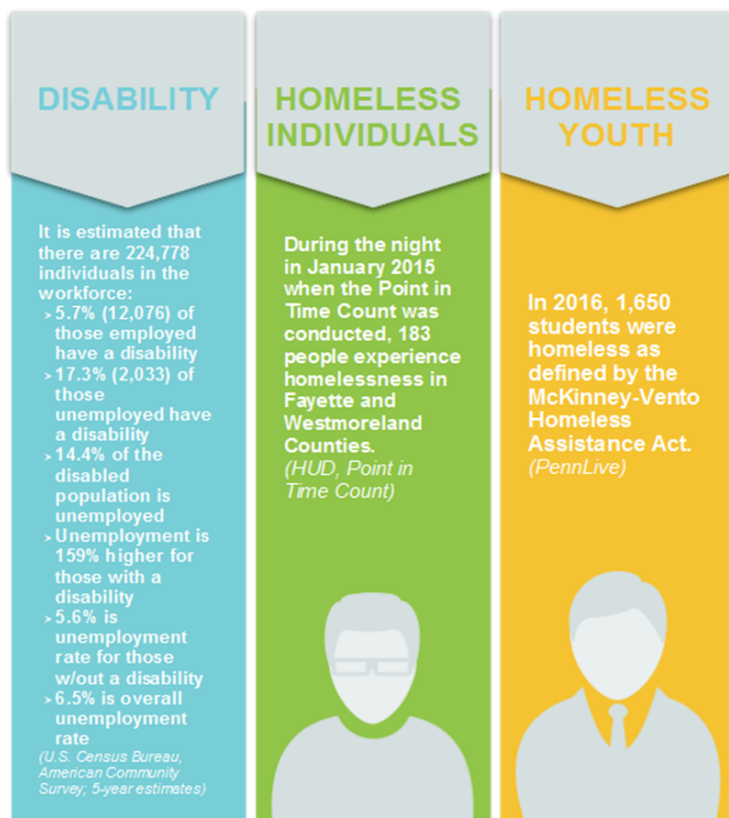
The Point-in-Time (PIT) count is the number of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care perform the PIT annually to determine the number of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens 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 183 individuals counted in Westmoreland-Fayette.

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

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

In 2016, there were 1,650 students in Westmoreland-Fayette who met the McKinney-Vento definition of homeless.

Figure 11. Additional Information Regarding Individuals with Barriers



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Labor Market Trends. The overall unemployment rate for Westmoreland-Fayette in 2016 was 6.4%, with a labor force of 242,800. The unemployment rate for the first few months of 2017 has fluctuated between 5.5% and 5.9%.

Figure 12. Westmoreland-Fayette WDA Annual Average Labor Force Statistics for 2016 and Seasonally Adjusted Statistics for 2017

Annual Average Labor Force Statistics, 2016

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	242,800	227,100	15,700	6.4

Seasonally Adjusted Labor Force Statistics, 2017

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	240,300	227,000	13,200	5.5
February	241,100	227,200	13,900	5.8
March	241,100	227,600	13,500	5.6
April	242,000	227,800	14,200	5.9

Source: Center for Workforce Information and Analysis

Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market Information. Overall employment opportunities from 2014 to 2024 are projected to increase with largest percentage increase expected in Construction (17.1%) and Education and Health Services (11.5%).

Currently, the construction industry has the largest amount of workers unemployed so growth will provide an opportunity to get displaced workers back into the workforce.

Figure 13 on the following page shows the long-term industry projections for the Westmoreland-Fayette WDA.

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Figure 13. Long-Term Industry Projections for Westmoreland-Fayette WDA (2014-2024)

Industry	Employment (2014)	Projected Employment (2024)	Employment Change (2014-2024)	
			Volume	Percent
Total Jobs	188,570	198,730	10,160	5.4%
Goods Producing Industries	34,570	35,860	1,290	3.7%
Agriculture, Mining & Logging	4,370	4,440	70	1.6%
Construction	8,580	10,050	1,470	17.1%
Manufacturing	21,620	21,370	-250	-1.2%
Services-Providing	143,360	151,970	8,610	6.0%
Trade, Transportation & Utilities	42,410	44,290	1,880	4.4%
Information	1,540	1,270	-270	-17.5%
Financial Activities	5,130	5,210	80	1.6%
Professional & Business Services	15,820	16,680	860	5.4%
Education & Health Services	39,500	44,050	4,550	11.5%
Leisure & Hospitality	19,980	21,560	1,580	7.9%
Other Services, Except Public Admin.	9,220	9,550	330	3.6%
Federal, State & Local Government	9,760	9,390	-370	-3.8%

Source: Center for Workforce Information and Analysis

There are a number of industries in the Westmoreland-Fayette WDA that are projected to grow by volume and percentage between 2014 and 2024.

Specifically, Home Health Care Services; Restaurants and Other Eating Places; and Individual and Family Services are projected to have the highest increase in the *number* of job openings.

Home Health Care Services; Outpatient Care Centers; and Utility System Construction are projected to have the greatest *percentage* of employment growth.

As a result, there is a need to ensure the WDA has a skilled workforce that is prepared to meet these projected employment demands.

Details of the fastest growing industries are found in the **Figure 14** on the following page.

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Figure 14. Fastest Growing Industries in Westmoreland-Fayette WDA (2014-2024)

By Volume Change:

Industry Title	Employment Change (Volume)
Home Health Care Services	880
Restaurants & Other Eating Places	860
Individual & Family Services	800
Offices Of Other Health Practitioners	620
Outpatient Care Centers	480
Residential Mental Health Facilities	400
Nursing Care Facilities	370
Other Specialty Trade Contractors	300
Building Equipment Contractors	290
Automobile Dealers	260
General Freight Trucking	250
Residential Building Construction	230
Utility System Construction	230
Offices Of Physicians	200
Management & Technical Consulting Services	190
Highway, Street & Bridge Construction	130
Building Finishing Contractors	130
Specialized Freight Trucking	130
Architectural & Structural Metals Mfg	130

By Percent Change: (min. employment of 500)

Industry Title	Employment Change (Percent)
Home Health Care Services	49.4%
Outpatient Care Centers	39.0%
Utility System Construction	34.3%
Residential Mental Health Facilities	30.3%
Offices Of Other Health Practitioners	29.2%
Management & Technical Consulting Services	28.4%
Individual & Family Services	23.7%
Residential Building Construction	23.5%
Other Specialty Trade Contractors	22.2%
Building Finishing Contractors	22.0%
Nonresidential Building Construction	19.3%
Architectural & Structural Metals Mfg	17.3%
General Freight Trucking	16.6%
Building Equipment Contractors	15.3%
Specialized Freight Trucking	12.6%
Highway, Street & Bridge Construction	11.7%
Nursing Care Facilities	11.2%
Automobile Dealers	10.2%
Child Day Care Services	8.1%
Building Foundation/Exterior Contractors	7.5%

Source: Center for Workforce Information and Analysis

The largest occupations in Westmoreland-Fayette are in Retail, and Food Service and Accommodation; although several of them experienced a decline over the past year. Computer and software related occupations are among the fastest growing, along with Health Care, Food Service, and HVAC related occupations.

Figure 15 on the following page shows the occupational changes for the WDA.

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Figure 15. Occupational Changes in Westmoreland-Fayette WDA

Occupation	2015 Jobs	2016 Jobs	Change in Jobs (2015-2016)	% Change	2015 Median Hourly Earnings
Retail Salespersons	6,950	6,921	-28	0%	\$9.98
Cashiers	6,160	6,120	-40	-1%	\$8.48
Combined Food Preparation and Serving Workers, Including Fast Food	4,781	4,871	90	2%	\$8.22
Office Clerks, General	4,465	4,397	-69	-2%	\$12.68
Laborers and Freight, Stock, and Material Movers, Hand	3,988	3,993	5	0%	\$12.27
Waiters and Waitresses	3,691	3,761	70	2%	\$8.45
Registered Nurses	3,490	3,553	63	2%	\$26.63
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,336	3,283	-53	-2%	\$14.29
Customer Service Representatives	3,326	3,351	26	1%	\$14.18
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,251	3,259	8	0%	\$10.66

Occupation	2015 Jobs	2016 Jobs	Change in Jobs (2015-2016)	% Change	2015 Median Hourly Earnings
Personal Care Aides	3,210	3,366	156	5%	\$9.52
Combined Food Preparation and Serving Workers, Including Fast Food	4,781	4,871	90	2%	\$8.22
Waiters and Waitresses	3,691	3,761	70	2%	\$8.45
Home Health Aides	1,132	1,196	64	6%	\$9.44
Registered Nurses	3,490	3,553	63	2%	\$26.63
Cooks, Restaurant	1,937	1,995	58	3%	\$9.52
Plumbers, Pipefitters, and Steamfitters	606	642	36	6%	\$25.26
Electricians	826	858	31	4%	\$21.37
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	451	481	30	7%	\$18.72
Customer Service Representatives	3,326	3,351	26	1%	\$14.18

Source: EMSI, 2017

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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. As shown in Figure 9, the largest projected increases in Opportunity Occupations for Westmoreland-Fayette are in Property, Real Estate, and Community Association Managers.

Figure 16. Opportunity Occupations in Westmoreland-Fayette WDA

SOC	Description	2016 Jobs	2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change	Annual Openings	Avg. Hourly Earnings	COL Index	COL Adjusted Avg. Hourly Earnings
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,247	2,285	38	2%	55	\$28.53	107.4	\$26.66
41-3021	Insurance Sales Agents	646	682	36	6%	25	\$27.41	107.4	\$25.62
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	542	559	17	3%	15	\$29.52	107.4	\$27.59
11-9141	Property, Real Estate, and Community Association Managers	168	184	16	10%	7	\$27.70	107.4	\$25.89
41-3099	Sales Representatives, Services, All Other	952	966	14	1%	23	\$27.91	107.4	\$26.08

Source: EMSI, 2017

Information about the real time needs of employers as seen when looking at Help Wanted OnLine™ Job Postings by Industry and Occupation has been provided by the CWIA.

As shown in **Figure 17** and **Figure 18** on the following two pages, there has been an increase in the number of postings for Temporary Help Services and Employment Placement Agencies which serve individuals who are seeking employment opportunities as they may be displaced or re-entering the workforce.

There has also been an increase in postings for Retail Supervisors and First Line Supervisors of both Retail Sales Workers and Food Preparation and Serving Workers.

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Figure 17. Top 20 Help Wanted OnLine™ Job Postings by Industry for Westmoreland-Fayette

Top 20 Help Wanted OnLine™ Job Postings by Industry, May 2017 & 2016				
Industry Title	NAICS	May-2017	May-2016	
Temporary Help Services	561320	289	158	
Employment Placement Agencies	561311	154	111	
Hotels (except Casino Hotels) and Motels	721110	94	138	
Supermarkets and Other Grocery (except Convenience) Stores	445110	90	151	
Home Centers	444110	76	70	
Nursing Care Facilities	623110	69	51	
All Other Business Support Services	561499	66	29	
Engineering Services	541330	60	35	
Commercial Banking	522110	54	92	
Other Individual and Family Services	624190	50	40	
Home Health Care Services	621610	49	169	
Unknown	722513	46	33	
Elementary and Secondary Schools	611110	44	35	
Limited-Service Restaurants	722211	41	124	
Unknown	452210	40	1	
General Medical and Surgical Hospitals	622110	39	58	
Unknown	722511	38	38	
Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	423610	36	16	
National Security	928110	36	16	
Offices of Physicians (except Mental Health Specialists)	621111	32	41	

Source: Center for Workforce Information and Analysis

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Figure 18. Top 20 Help Wanted OnLine™ Job Postings by Occupation for Westmoreland-Fayette

Top 20 Help Wanted OnLine™ Job Postings by Occupation, May 2017 & 2016			
Occupation	SOC	May-2017	May-2016
Heavy and Tractor-Trailer Truck Drivers	53303200	202	260
Retail Salespersons	41203100	202	167
First-Line Supervisors of Retail Sales Workers	41101100	139	117
First-Line Supervisors of Food Preparation and Serving Workers	35101200	103	138
Registered Nurses	29114100	94	141
Stock Clerks, Sales Floor	43508101	89	40
Maintenance and Repair Workers, General	49907100	85	82
Social and Human Service Assistants	21109300	85	68
Laborers and Freight, Stock, and Material Movers, Hand	53706200	83	82
Light Truck or Delivery Services Drivers	53303300	83	41
First-Line Supervisors of Production and Operating Workers	51101100	81	51
Helpers--Production Workers	51919800	80	55
Customer Service Representatives	43405100	71	66
Personal Care Aides	39902100	66	58
First-Line Supervisors of Office and Administrative Support Workers	43101100	61	49
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37201100	59	47
Home Health Aides	31101100	58	90
Licensed Practical and Licensed Vocational Nurses	29206100	55	94
Demonstrators and Product Promoters	41901100	50	28
Combined Food Preparation and Serving Workers, Including Fast Food	35302100	48	86

Source: Center for Workforce Information and Analysis

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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?

One way to measure the skill gap is to compare the current educational attainment with the expected employment growth by educational level. The largest growth is projected for employment opportunities that require some sort of an advanced degree, which 8.0% of the population currently hold.

Figure 19. Employment Growth Rates by Educational Attainment Level for Westmoreland-Fayette

Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
On-the-job training	91,640	95,900	4.6%
Long-term training	10,520	11,600	10.3%
PS education or experience	26,890	28,540	6.1%
Associate degree	2,150	2,250	4.7%
Bachelor's degree	25,710	27,200	5.8%
Advanced degree	4,580	5,100	11.4%

Source: Center for Workforce Information and Analysis

Employers are looking for candidates that are able to order materials, supplies or equipment, sell products or services and calculate costs of goods or services and/or who can use spreadsheet software, database user interface, and query software and personal computers.

Figure 20. Top 10 Detailed Work Activities Required by Employers

Top 10 Detailed Work Activities			
Detailed Work Activity	2024 Employment	Percent of Annual Openings	Annual Openings
Order materials, supplies, or equipment	31,050	16.8%	983
Sell products or services	27,620	16.4%	963
Calculate costs of goods or services	25,900	15.5%	910
Clean work areas	24,180	14.0%	820
Greet customers, patrons, or visitors	21,980	12.3%	723

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Top 10 Detailed Work Activities			
Detailed Work Activity	2024 Employment	Percent of Annual Openings	Annual Openings
Record operational or production data	23,220	11.6%	681
Monitor inventories of products or materials	22,310	11.6%	677
Maintain records of sales or other business transactions	18,300	11.1%	648
Answer customer questions about goods or services	17,890	10.8%	635
Explain technical product or service information to customers	16,640	10.2%	599

Source: Center for Workforce Information and Analysis

Figure 21. Top 10 Tools and Technologies Required by Employers

Top 10 Tools & Technologies			
Tools & Technologies	2024 Employment	Percent of Annual Openings	Annual Openings
Spreadsheet software	145,950	71.3%	4,178
Data base user interface and query software	133,810	66.8%	3,913
Personal computers	127,520	62.9%	3,687
Word processing software	125,710	59.1%	3,462
Desktop computers	115,570	57.0%	3,339
Office suite software	117,100	57.0%	3,337
Electronic mail software	95,300	44.1%	2,583
Notebook computers	92,350	42.5%	2,492
Internet browser software	88,320	40.5%	2,374
Accounting software	66,950	32.3%	1,891

Source: Center for Workforce Information and Analysis

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The Board's Business Services Team continually validates and updates the labor market information cited in the figures above through its real-time interactions with area employers, including data received during Rapid Response interactions. Using this information, the Board enrolls individuals into a variety of education and training programs, including work-based learning opportunities that bridge skills gaps and prepare qualified candidates to meet employer demands. As detailed further in the **response to 1.3 below**, the Board emphasizes training and education programs that are aligned with its targeted industries.

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 educational attainment level of the region's workforce meets the requirements of the entry-level occupations that are in-demand; however, these jobs typically do not provide family sustaining wages. Therefore, the challenge for the WDB is to align these lower-skilled jobs with career pathways that meet the needs of the employers and the labor force. Specifically, the local area needs to prepare skilled and qualified candidates to fulfill employer demand for middle- and higher-skilled jobs in the region.

Figure 22 on the following page shows the regional educational completions for occupational categories with 100 or more job openings. As shown, the number of individuals completing programs for occupations in Business Administration and Management and Registered Nursing/Registered Nurse appears to be meeting regional demand.

However, additional enrollments and completions are needed to fill numerous openings in General Office/Administrative Support, Healthcare, Commercial Driving, Retail Management, and Marketing. Generally, these jobs provide family sustaining wages; however, most require some type of postsecondary education and/or training.

As outlined previously in **Figure 5**, only 16.1% persons in the local area have some level of college and another 42.5% possess only a high school diploma. The Board must endeavor to recruit individuals from these two groups and enroll them into education and/or training programs that provide them with the specific skills and certifications needed to meet employer demand.

The Board will meet this challenge by prioritizing its employment and training investments in the targeted industries of **Healthcare, Advanced Manufacturing, Energy, and Transportation**. As described in the **response to 4.5 below**, the Board has approved more than 125 training programs that are aligned with the hiring needs of regional employers in these sectors.

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Figure 22. Education Program Completions as Compared to Occupational Openings in Westmoreland-Fayette WDA

CIP Code	Program	Regional Completions (2015)	Regional Openings (2015)
52.1803	Retailing and Retail Operations	0	734
51.0000	Health Services/Allied Health/Health Sciences, General	0	586
12.0500	Cooking and Related Culinary Arts, General	0	420
52.1804	Selling Skills and Sales Operations	0	417
12.0507	Food Service, Waiter/Waitress, and Dining Room Mgt/Manager	1	380
12.0505	Food Preparation/Professional Cooking/Kitchen Assistant	0	375
52.1801	Sales, Distribution, and Marketing Operations, General	13	336
12.0508	Institutional Food Workers	0	330
01.0608	Floriculture/Floristry Operations and Management	1	320
51.2602	Home Health Aide/Home Attendant	0	272
46.0000	Construction Trades, General	0	230
52.0408	General Office Occupations and Clerical Services	0	226
51.1199	Health/Medical Preparatory Programs, Other	0	204
51.3899	Reg. Nursing, Nursing Admin, Nursing Research & Clinical Nursing	14	194
51.3822	Women's Health Nurse/Nursing	0	190
51.3816	Emergency Room/Trauma Nursing	0	189
51.3821	Geriatric Nurse/Nursing	0	189
51.3819	Palliative Care Nursing	0	189
51.1105	Pre-Nursing Studies	0	184
19.0501	Foods, Nutrition, and Wellness Studies, General	0	184
52.9999	Business, Mgt., Marketing, and Related Support Services, Other	0	177
52.0406	Receptionist	0	166
51.3818	Nursing Practice	0	163
52.0201	Business Administration and Management, General	173	161
13.0101	Education, General	0	159
51.3808	Nursing Science	0	156
51.3805	Family Practice Nurse/Nursing	0	155
51.3812	Perioperative/Operating Room and Surgical Nurse/Nursing	0	153
51.3809	Pediatric Nurse/Nursing	0	152
51.3811	Public Health/Community Nurse/Nursing	0	151
51.3810	Psychiatric/Mental Health Nurse/Nursing	0	151
51.3806	Maternal/Child Health and Neonatal Nurse/Nursing	0	151
51.3820	Clinical Nurse Leader	0	151
51.3813	Clinical Nurse Specialist	0	151
51.3814	Critical Care Nursing	0	151
51.3803	Adult Health Nurse/Nursing	0	151
51.3815	Occupational and Environmental Health Nursing	0	151
52.0212	Retail Management	0	146
51.3801	Registered Nursing/Registered Nurse	270	145
51.3999	Practical Nursing, Vocational Nursing and Nursing Assist., Other	17	145
52.0101	Business/Commerce, General	44	145

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CIP Code	Program	Regional Completions (2015)	Regional Openings (2015)
49.0205	Truck and Bus Driver/Commercial Vehicle Operator & Instructor	27	137
52.0411	Customer Service Support/Call Center/Teleservice Operation	0	126
13.1207	Montessori Teacher Education	0	124
13.1208	Waldorf/Steiner Teacher Education	0	124
12.0503	Culinary Arts/Chef Training	11	116
44.0000	Human Services, General	27	108
52.1909	Special Products Marketing Operations	0	107
52.1999	Specialized Merchandising, Sales, & Marketing Operations, Other	0	107
44.0401	Public Administration	0	100

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

The following narrative provides an overview of the strengths and weaknesses of the workforce system.

Strengths

The Board works closely with its partners to deliver an array of services to its jobseeker and employer customers. It has three primary PA CareerLink® centers:

- Uniontown in Fayette County
- Westmoreland County Community College (WCCC) Youngwood in Westmoreland County
- New Kensington in Westmoreland County

The WDB competitively procured the title I Career Services provider, the Private Industry Council (PIC) of Westmoreland/Fayette, Inc. The PIC provides services within the CareerLink® centers for three partner authorizations, Workforce Innovation and Opportunity Act (WIOA) title II Adult Education and Family Literacy Act, Temporary Assistance for Needy Families (TANF), and WIOA title I Adult, Dislocated Worker, and Youth. This design allows efficiencies in staffing, eliminating administrative overhead, supports the infrastructure cost and most importantly enhances integration and the seamless delivery of services to workers, jobseekers and employers.

Additionally, the local area possesses several excellent institutions of higher education, including Penn State Fayette (PSU-Fayette), Penn State New Kensington (PSU-New Kensington) and the WCCC. These organizations provide valuable education and training services that complement and support the Board's PA CareerLink® workforce activities.

Within the local area, the Board invests WIOA funding to develop a broad array of quality work-based training opportunities that provide benefits to a diverse group of jobseekers and employers.

Additionally, the PA CareerLink® Business Services staff work together to coordinate additional quality OJT programs. The Board also authorizes Customized Job Training to those employers in need of a constant supply of skilled workers. Where appropriate, individuals with limited

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transferable skills and a lack of work history are provided with work experience opportunities.

The Board promotes incumbent worker training initiatives through its manufacturing partnership for the Southwest PA Region.

Weaknesses

A primary weakness in the system involves the challenges common to training initiatives. It is difficult and time-consuming to organize and implement educational and training programs - from developing a curriculum - to identifying faculty - to creating a sustainable financial model. More often than not, training programs emerge months or even years after industry needs are expressed. In a sense, training and education are constantly trying to catch up with industry.

Also, within the energy sector, it is somewhat difficult to develop and sustain permanent capacity. This challenge affects graduates who may find themselves unable to find positions that utilize their skills.

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2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The strategic vision of the WDB is *a job for every worker and a worker for every job*. It is employer-focused and involved in building industry partnerships with selected entities in areas including the targeted industries of **healthcare, advanced manufacturing, energy, and transportation**. The WDB believes that there are four keys/strategies to achieving the vision.

1. To ensure that workforce investments are based on labor market and economic analysis.

This approach meets the local board's goals of investing resources in both training for high demand/priority occupations, and industry driven partnerships. The WDB is constantly analyzing data in the two-county area provided by the CWIA, specifically the LQ, average salaries, employment numbers and employment growth in various industries. Additionally, the WDB works closely with economic development agencies in both counties to assess local economic indicators. The WDB has commissioned in the past, its own two-county labor market information review to arrive at the Targeted Industry Clusters, which are emphasized in the WIOA. Additionally, the WDB utilizes the Commonwealth Workforce Development System (CWDS) and JobGateway® in the PA CareerLink® centers to provide specific information to jobseekers and employers in their respective efforts to obtain employment and find the best employees.

2. To manage employer driven industry partnerships in high growth/economically critical industries.

This strategy supports the goals of constructing a demand-driven public workforce system and investing training resources in high demand occupations. The WDB has successfully managed the Southwestern Pennsylvania Manufacturing Partnership for a number of years. The WDB has also led various partnerships/initiatives in the Health Care Industry such as EMT to RN and training in the long-term health care industry, to help both local health care providers and jobseekers connect to family sustaining jobs. The WDB supports the goal of engaging employers through multi-firm workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create well-paying jobs. The WDB is constantly engaging with business, industry, education, economic development, and community organizations to achieve greater participation within the local workforce system, to identify workforce challenges and to develop strategies and solutions to address those challenges in three ways. One) the Board of Directors is comprised of a broad cross-section of these various entities from across the two-county area. Two) all board meetings are publicized and open to the public with time scheduled for public comment/input. Three) WDB staff members meet formally and informally with many of the entities to discuss both general and specific workforce issues.

3. To develop a skilled workforce trained for high demand/high priority occupations.

This strategy bolsters the local board's goal that the PA CareerLink® will frame service delivery according to the strategic direction defined by Workforce Development Board. The WDB supports high demand occupations through the delivery of training for the High Priority Occupations including, but not limited to, OJT opportunities and Individual Training Accounts

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(ITAs). Industry partnership support will consist of financial resources, when available, and WDB staff support with the partnerships. Service delivery through the PA CareerLink® will be strategically directed by the WDB through the Customer Service Committee and the PA CareerLink® One-Stop Operator.

- 4. To prepare youth for careers in high growth/economically critical industries.** This strategy directly supports the WDB's goal of investing resources to build a pipeline of talent by connecting with the educational system with an emphasis on connecting youth with high-demand skills. With the looming mass exodus of employees due to the retirement of baby boomers, the WDB sees preparing young people as a critical piece in answering the coming shortage of workers. Career and Technology Centers reform (CTC reform), as well as delivery of training for high demand/high priority occupations (Strategy 3) are crucial to prepare youth to meet the needs of employers. Also, the WDB has increased its focus on the Out-of-School Youth population ages 18-24 to address the number of local youth without a high school diploma and youth who lack postsecondary credentials. Youth program participants receive intensive case management services focused on addressing barriers to educational and career success. The Westmoreland-Fayette WDB also provides direct career awareness information to local school districts, including teachers, counselors, administrators, parents, and students, through numerous events and activities in coordination with school districts, local employers, and partner agencies.

The WDB is engaged in two regional workforce efforts which are designed to better connect jobseekers with employers and build pipelines of talent and support for its High Priority Occupations. These efforts support the goal of expanding public-private investment in the state's pipeline of workers and in training incumbent workers for targeted industry sectors. The two efforts are (1) the Southwestern Pennsylvania Manufacturing Partnership and (2) the Greater Pittsburgh Metals Manufacturing Community (IMCP).

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 to work with the entities that carry out the core programs includes:

1. Streamlining talent delivery and business services of the core partners and exploring opportunities to reduce the administrative burden for employers who work with the core partners.
2. Increasing work related opportunities for youth, improving the youth talent pipeline, and collaborating on the development of career pathways.
3. Exploring sector-based strategies based on industry demand through a coordinated model focused on skills, recruitment, retention and advancement with all core partners' resources.

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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, as well any the goals and strategies articulated in the regional plan?

As described in the **response to 2.1 above**, the WDB's local workforce vision and related strategies fully complement and support the Commonwealth's goals as outlined in the Governor's vision.

Specifically, the aim to establish career pathways is addressed through the WDB's continued emphasis on using OJT, Customized Training, and ITAs. Additionally, the WDB supports the goal of engaging employers through multi-employer workforce partnerships. This focus improves the connection and responsiveness of workforce programs to the demand side of the labor market, increases public-private investment in critical skills, and supports the spread of employer practices that create jobs that pay.

The WDB believes strongly in the Governor's goal to increase work-based learning opportunities or transitional work for all youth through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences. To meet these goals, the WDB has undertaken several efforts. CTC reform is aimed directly at strengthening opportunities for youth who desire the vocational training many employers are demanding. Reengagement of disconnected youth is a focus of the WDB's Youth Committee; the WDB's outreach to At Risk Youth Providers, the use of Youth programs and a Youth Resource Center in the three PA CareerLink® are three ways being utilized to affect this population. The WDB's support of BOTS IQ is increasing young people's participation in Science, Technology, Engineering and Mathematics (STEM). Importantly, the WDB has increased its focus on Out-of-School Youth population ages 18-24 to address high numbers of local youth without high school diplomas or equivalency. Youth programs are particularly aimed at assisting this age group with barriers to obtaining successful employment and education. The WDB would like to see an increase in the percentage of 18-24 year olds achieving postsecondary credentials or higher education attainment in future census data reports for the local area.

The WDB uses data and statistics to make fact-based decisions regarding its goals, strategies and programming. It fully supports the Governor's goal to strengthen data sharing across state agencies and workforce development partners. This effort will allow state WDBs to better understand education and employment outcomes and rely more effectively on data to improve and target their efforts.

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

How will the local board's goals relate to the achievement of these measures?

As shown in the Performance Measures Table included as **Attachment 1**, the Board and the local elected officials have agreed to adopt the levels of WIOA performance that have been established by the governor for the Commonwealth.

The Board's primary workforce strategies discussed in the **response to 2.3 above**, fully support these measures and the Board further promotes performance achievement by including these

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factors as part of its expectations in agreements with service providers and the PA CareerLink® partners. The One-Stop Operator(s) measures progress through number of jobseekers, number of individuals enrolled in training, number of businesses served, and placement goals.

The WDB reviews overall performance results on an ongoing basis to ensure desired results are being achieved. If results are not meeting expectations, then the WDB will work with service providers and partners to develop appropriate corrective action plans.

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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.

Organization Chart. An Organization Chart that depicts the structure of the Westmoreland-Fayette Local Workforce Development Area is included as **Attachment 2**.

Local Elected Officials. The County Commissioners in each county are responsible for nomination of prospective members to the WDB's Board of Directors. The Chairman of the Westmoreland County Commissioners serves in the role of Chief Elected Official.

The WDB works with the County Commissioners to keep them well informed on operating and implementation activities, including input on decisions for the priorities of services, programming, and services for the local area.

The County Commissioners are invited to every WDB meeting. They receive agendas for all meetings, Local Plan documents, budgets, and copies of all audits. They are also invited to participate in all WDB activities, events, and functions. Additionally, the WDB Executive Director and Board Chair meet at least annually with the County Commissioners to provide updates and information.

Administrative Entity and Fiscal Agent. The Westmoreland-Fayette Workforce Investment Board (WIB) is a non-profit organization registered with the IRS as a 501(c)3 organization. The WIB provides administrative support for the WDB. It has been designated as the entity responsible for the disbursement of grant funds. The Executive Director and Chief Financial Officer are the contacts for the WDB regarding financial issues.

The WDB has established a Financial Management System that follows a systematic process to maintain effective control and accountability for all funds, property, and other WDB assets. The system uses Generally Accepted Accounting Principles (GAAP) and includes financial recordkeeping, reporting, internal and external auditing, and debt collection. It utilizes appropriate software to generate and accrue information needed to complete required financial reports.

Workforce Development Board. The Westmoreland-Fayette Workforce Development Board is an appointed board that is comprised of 29 members representing business, community organizations, and core partners from the workforce development system. It is focused on a unified career and workforce development system which is responsive to the needs of regional employers and prevailing labor market demands. The local area consists of two counties: Westmoreland and Fayette.

Board Committees. There are five standing WDB committees as described below:

- The Executive Committee is composed of the four (4) Officers of the WDB, which includes the Chairs of each Standing Committee and two (2) Members-At-Large appointed by the WDB Chair. The Executive Committee will act for the Board of Directors between meetings on those issues only of policy that requires timely action to meet statutory compliance.

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- The Finance Committee is comprised of the Treasurer of the WDB as its Chair and such additional members of the Board as the Chair of the WDB may appoint. It will ensure good internal control by a) developing and recommending general policies regarding financial matters, b) ensuring the recommendation of a budget, and c) ensuring that an annual audit of the organization is performed by an independent third party certified public accounting firm. In cooperation with the Fiscal Agent, the Finance Committee will also plan and supervise the investment and management of funds and will assure that necessary audits are performed in a timely manner.
- The Customer Service Committee is comprised of a Chair and such additional members of the Board as appointed by the Chair of the Board. It will oversee the development and implementation of PA CareerLink® services within the workforce area, as well as the evaluation of PA CareerLink® goals and services. The Customer Service Committee will also oversee a) instructional programs and services, b) the evaluation of outside program vendors and the awarding of outside training contracts, c) monitoring client statistics and making suggestions for groups/areas to target for special recruitment or programs, d) conducting client needs assessments, and e) soliciting client feedback and evaluations.
- The Marketing & Government Affairs Committee is comprised of a Chair and such additional members as appointed by the Chair of the Board. It will promote changes at the state level that will remove barriers to service integration. It will ensure the coordination of efforts by all Pennsylvania Workforce Development Boards. The Marketing and Government Affairs Committee will develop the message that the WDB wants to project in the local area. It will develop and implement the WDB Marketing Plan for both employers and the public.
- The Youth Committee is responsible for connecting youth and youth-focused agencies to opportunities that prepare all youth for the careers of tomorrow. It consists of appointed WDB members who have voting rights on the Board, and non-voting members who represent youth service agencies, local public housing authorities, parents of eligible youth seeking assistance, representatives having experience relating to youth activities, and representatives of the Job Corps. Many members of the Youth Committee promote career exploration of the high-priority occupations as part of their agencies missions.
- The WDB has also formed a Planning Committee that is charged with developing strategies to enhance the existing workforce as an asset for overall economic development in the region. Additionally, it is responsible for developing strategies to help align the education system with workforce needs, and to make recommendations to the WDB on planning documents as required under WIOA.

Equal Employment Opportunity and Civil Rights Protections. Melissa Keys is EEOC officer for the Westmoreland-Fayette WDB.

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?

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The Board works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. A One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as **Attachment 3**.

As discussed in the **response to 4.1 below**, the Board has competitively procured the Private Industry Council of Westmoreland-Fayette (PIC) as the One-Stop Operator responsible for coordinating partner activities and services at each of the centers.

The Board has established three comprehensive PA CareerLink® centers as follows:

- Uniontown in Fayette County
- WCCC Youngwood in Westmoreland County
- New Kensington in Westmoreland County

Within the centers, partner staff provide seamless service delivery to all clients—from the initial intake assessments and direct referrals to partner services and programs – recognizing that services must be guided by the policies of the designated funding streams.

The Resource Center serves as the focal point of the PA CareerLink® sites. Staff are available to assist individuals in enrolling on the Internet-based system, browsing written material and signing up for scheduled workshops and events. A team approach is utilized to assist customers, which involves the cooperation and collaboration of staff from multiple departments (i.e., case managers, workshop facilitators). Staff from partner organizations, such as the Bureau of Workforce Partnership and Operations (BWPO), also participate directly in work that is specifically related to their target populations.

The PIC and BWPO provide the most services in the PA CareerLink® centers. Typically, Basic Career Services and Individualized Career Services are initially provided to clients. They may then be referred to the one of the partner programs for further assistance and services. The special populations and services provided include:

Veterans and their spouses are given priority of service. A triage form is used to help identify those veterans who may have special needs. The form is provided to the on-site veteran representative and the person is called in for specialized services. Based on individual need, the staff may refer the veteran to training options and/or job placement. Staff may also refer a veteran to the OVR or other social service agencies for help with disabilities or more comprehensive needs.

Individuals that are basic skills-deficient have their education needs met by the Adult Basic Education provider. In the Westmoreland-Fayette area, two providers receive title II funds through the PA Department of Education. First, the PIC provides a literacy program that includes high school equivalency review, English as a Second Language (ESL), math and English remediation courses, as well as Adult Career Education & Skills Classes (ACES). Additionally, Intermediate Unit 1 provides these same educational programs through the Fayette County area.

Individuals who receive public assistance are referred to the Employment, Advancement, and Retention Network (EARN) for employment and training assistance. EARN services and staff are fully-integrated and co-located with the PA CareerLink® centers for job search, job development services, and training programs.

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Older individuals who may be eligible under title V are referred to WCCC's Senior Employment Program. In addition, PA CareerLink® centers often serve as host agencies and hire older workers as greeters. Moreover, older workers have additional resources available to them through the Life-Long Learning Center, Social Security Administration Office, and OVR.

Returning citizens receive guidance and counseling to prepare for employment. The Board has initiated an expansion of the USDOL customer-centered design project that includes training and education services for populations who are part of the county-based justice system. It is also building stronger partnerships with local Probation Offices, the Warden, and the Clerk of Court Officer as representatives of the President Judge. The Board is reaching out to the local Criminal Justice Advisory Boards to better understand the needs of incarcerated individuals prior to their release. Finally, PA CareerLink® staff encourage ex-offenders to participate in workshops to help them reinstate their driver's license, health insurance, and social security benefits, as well as to have their record expunged, when applicable. Workshops geared to returning citizens focus on financial literacy, credit rebuilding, and fair housing.

Individuals with disabilities access services provided by the OVR, the Blind Association, Life's Work of Western PA, Mental Health, the Veterans Administration, and the Deaf Association. OVR helps them secure and maintain employment and independence; helping them become qualified trained members of the workforce. Eligible OVR customers receive multiple, individualized services such as, diagnostic testing, vocational counseling and guidance, vocational evaluation, restoration, occupational training, and job placement. Under WIOA, OVR provides both eligible and potentially eligible In-School Youth with pre-employment transition services (PETS) to better prepare these students for life after high school. PETS services include paid work experience, job shadowing, workplace readiness training, and career guidance. OVR also provides multiple services to the business community designed to assist with onboarding of pre-screened qualified employees with disabilities.

Underemployed individuals are referred to staff for individualized services including testing, provision of labor market information, assistance in defining marketable and transferrable skills and development of an individual employment plan. They are informed about State Civil Service job opportunities to pursue while still employed, and other existing training.

Unemployed individuals are also served through the system. PIC staff participate in Rapid Response activities and PREP orientations. They provide assistance such as re-employment services, the Unemployment Compensation Work Test, and Trade Adjustment Act services to help impacted workers return to work as quickly as possible.

Low-income individuals and families may access Community Services Block Grant (CSBG) programs that provide intervention to the causes of poverty through the CIRCLES program. CIRCLES assists families in building long-term plans to achieve sustained economic stability. Westmoreland Community Action and Fayette Community Action assist families in obtaining adequate housing and financial supports to remove obstacles that block the achievement of self-sufficiency.

Persons with limited English proficiency are a minimal percentage of the labor force in Westmoreland and Fayette Counties. When such individuals seek assistance, an intensive

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assessment is conducted to identify needs. Typically, the services include English proficiency instruction, a translator, and/or information provided in other languages.

Women receive all the services listed previously under other specific populations. In addition, adolescent females are encouraged to research manufacturing through participation in BOTSIQ and WCCC Women in manufacturing initiative.

Migrant or Seasonal Farm Workers (MSFWs) are not a significant population in Westmoreland and Fayette Counties. However, these individuals can access services through the centers. They receive the full range of employment services, benefits and protections, including counseling, testing, and job and training referrals. In providing such services, all PA CareerLink® offices will consider the preferences, needs, and skills of the individual MSFW.

Youth are referred to the title I Contractor staff to provide one-on-one Basic and Individualized Career Services. These services may be provided in the Youth Resource Center as appropriate.

In addition to the aforementioned partners and services, it is important to note that the WDB is a member of Labor and Industry's (L&I's) Micro-Credential Partnership. One of the goals of this collaboration is to expand access of short-term training to individuals with disabilities and at-risk youth. WCCC provides training in the basic skills necessary for entry level positions as maintenance welders or metal fabricators. The program provides the skills necessary to earn an entry level AWS Certification. WCCC also trains individuals with basic skills barriers for entry level positions as machine operators to stimulate other employment opportunities. It imparts the skills necessary to pass the standards-based assessment drawn from the NIMS national metalworking standards.

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 WDB is working with organizations throughout the local area to expand access to employment, training, education, and supportive services, particularly to those individuals who have barriers to employment; and to facilitate the development of Career Pathways and co-enrollment processes within the PA CareerLink® system. An overview is described below.

Eligibility Validation. Individuals must be determined "eligible" prior to enrollment into any type of WIOA-funded services. The Board understands the importance of correctly documenting this eligibility, and requires 100% verification of all documents.

Staff members help customers gather the required eligibility paperwork by giving them a detailed listing of the forms and materials that meet programmatic standards. Additionally, they offer advice on how individuals can get required documents, such as contacting Vital Records offices for birth certificates or checking online for selective service registration.

As needed, the staff may also provide more intensive assistance to help individuals with barriers to employment gather the required information. Moreover, in certain instances, they may

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accept an individual's self-certification as to support specific eligibility criteria; however, hard-copy documentation is always preferred.

As eligibility information is provided by the customer, staff verifies it by examining it, or by speaking with official representatives of authorized agencies. They also document eligibility in case files by maintaining physical evidence such as copies of documents (where legally permitted) and completed and signed telephone records and/or document inspection forms.

Of note, staff refers any customers who are determined ineligible for WIOA services to an appropriate partnering agency or other community organization that may be able to provide alternative services or assistance.

On-Ramps. To further expand on-ramps for customers, the WDB will work with staff and program providers to develop and enhance ways to provide outreach, education around services and resources, and tools to ensure appropriate communication and deployment of resources as available. Further education and planning efforts will be necessary to ensure the system is accessible to the many populations it would like to serve. While not every step in the process of serving individuals with barriers to employment is clearly identified in this document, the WDB is committed to exploring options that maximize awareness and participation.

Referrals and Co-Enrollment. As described in the **response to 3.2 above**, the WDB coordinates the delivery of training, education and supportive services through the PA CareerLink® centers. By combining the expertise of partners, such as WIOA Adult, WIOA Dislocated Worker, WIOA Youth, Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, and others who provide counseling, supportive services, high school equivalency exam assistance, literacy training and advocacy, and related workforce services, the local system is able to actively refer and co-enroll individuals into a variety of services that promote and assist long-term employment. Most partners are co-located in the PA CareerLink® center or offer services in concert with the PA CareerLink® center, as needed or as referred. Co-enrollment in programs is encouraged to best meet a customer's needs in order to be successful in their employment and careers. Leveraging resources and direct communication with the partners promotes non-duplication of services.

For example, OVR provides services to eligible individuals with disabilities so that they may prepare for, obtain, and maintain employment and independence. Eligibility to receive services under WIOA title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. They work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal. Examples of services include diagnostic assessment and evaluation, counseling and guidance, restoration, training and placement services. OVR often collaborates with other workforce program partners to provide services, outreach and assessment. Training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator. Additional information regarding the Board's efforts to increase awareness and access to title IV services is provided in the **response to 3.2 above and 4.3 below**.

Postsecondary Credentials. WCCC has over 55 certificate programs that offer stackable postsecondary credentials preparing students for careers or transfer to Associate's Degrees.

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The WDB was a primary partner in WCCC's ShaleNET initiative that developed a standardized curriculum mapping career pathways for the energy industry, utilizing the stackable credential model. Moreover, the WDB is currently partnering with WCCC on a Micro-Credential initiative discussed in the **response to 3.2 above**.

Career Pathways. The Board has joined efforts with local economic development partners and school districts, CTCs, and WCCC to develop a Career Pathway model which supports linking secondary education with the following industries and partners: Career Pathways at WCCC, Information Technology, Advanced Manufacturing, Energy, Allied Health and Human Services, and Financial and Business Services. The effort has led to local CTCs and high schools beginning to align their curriculum with the Postsecondary Pathway.

Adult basic education partners under title II develop pathways to careers for adults who are basic skills deficient. Programming includes beginner level literacy instruction to support college and career readiness. Instruction is also provided for English language learners and workforce and workplace preparation activities. Extensive case management is provided to participants that help students address barriers to participate (such as transportation, childcare, housing, and healthcare). The Board works in tandem with title II staff to support alignment of core programs and other workforce system partners.

Career Pathways are developed through teamwork with title I and title II staff and local employers to determine high priority career opportunities in the Westmoreland-Fayette Workforce Development Area. Care is taken to identify "on ramps" for customers depending on their skills levels, training needs, etc. These pathways are then explained to the customers. A viable education and training plan is created, focusing on raising basic literacy skills, building employability skills, and developing sound study skills (in the case of a student pursuing post-secondary training). Title II staff contextualize these skills as much as possible to better prepare the students for their specific on ramps. For example, the title II staff may provide an LPN bridge program or a manufacturing math curriculum. To expedite postsecondary training, customers may co-enroll in certain trainings (i.e., enroll in welding training while also attending adult literacy classes to brush up math skills). The title II provider may offer non-traditional class hours to accommodate adults attending daytime post-secondary training or refer students to Pennsylvania's Distance Learning Project.

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.**

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Business Needs. The WDB values the small employers that account for many of the available jobs in the local area. Supporting this value, the Board has specifically directed the One-Stop Operator to establish and maintain a robust BST in each PA CareerLink® center. The BSTs are responsible for cultivating strong relationships with and supporting small employers. These teams are made up of title I provider staff and BWPO personnel, including staff that helps with layoff aversion and Rapid Response activities as described in the **response to 4.9 below**.

Title IV staff and EARN personnel also actively participate to help meet the needs of their respective target population. In addition to the core partners, the local economic development organizations; Westmoreland County Industrial Development Corporation, and Fay Penn Economic Development Council, participate and assist with BST activities

The BST provides services to employers in the following target clusters: **advanced manufacturing, healthcare, energy, and transportation**. Small employers in these industries are often short-staffed with human resource professionals. The PA CareerLink® BST team members thus assist with workforce development needs. The BST members make personal visits to employers at their locations, and work one-on-one as needed with employers to provide individualized service. Each employer is given an informational packet which explains the services, such as contact information, OJT information, labor market information, tax credit information, as well as Unemployment Compensation Workshops, and planned job fairs, trainings, and presentations.

With respect to meeting business needs, employers may complete the JobGateway registration on their own or they may choose to contact the PA CareerLink® to get staff assistance. Once the employer has been approved, job orders are placed on the PA CareerLink® website to be viewed by any interested jobseekers.

Additionally, recruitment assistance, such as promoting job openings at the PA CareerLink® sites, collecting resumes, and conducting screening interviews may also be provided. Moreover, labor market information, wage data, Equal Opportunity Compliance, industry and occupation projections, and new hire reporting guidelines are available to all employers. The BST team also provides information about employee assistance programs to employers, through a partnership with the PA Office on Vocational Rehabilitation.

Business Engagement. As part of its overarching strategies, the WDB has worked to engage employer partners through the PA CareerLink® delivery system and its core service programs, and also by building and managing employer-driven industry partnerships within the region's high growth and/or economically critical industry sectors and occupations. The WDB has successfully managed the Southwestern Pennsylvania Manufacturing Partnership for a number of years. The WDB has also led various partnerships/initiatives in the Health Care Industry such as EMT to RN and training in the long-term health care industry to help both local health care providers and jobseekers connect to family sustaining jobs.

The WDB focuses its operations delivery system on ensuring that the best needs of employers and jobseekers are addressed through the demand-driven workforce system, which focuses on filling job openings with qualified jobseekers. The PA CareerLink® BSTs reach out to the employers in the targeted industry clusters to assist in matching jobseekers with employment opportunities. They help employers take advantage of available services, such as OJTs and job

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listings. The WDB works with a variety of educational institutions, community colleges, private schools and other partners such as Catalyst Connection and the National Center for Defense Manufacturing and Machining to determine the needs of jobseekers and employers, and to assist them in addressing those needs through their respective endeavors. The WDB meets the workforce needs of employers, including small businesses, new and emerging industries, via a strategy of focusing on being a demand-driven workforce system and opportunities provided in conjunction with the core programs like connections to jobseekers with apprenticeships, employer workshops on various business related topics including Unemployment Compensation; and participation in large scale job and hiring fairs.

Employer engagement focuses on providing business services and strategies that meet the workforce investment needs of area companies, and obtaining job listings. Full service customized service focuses on and is offered to employers that pay starting wages of \$11.61 per hour or above. Full service includes, but is not limited to posting jobs, searching out candidates, running job matches, screening job applications, making referrals of qualified candidates or candidates who could qualify upon receiving OJT, and other services as needed. Companies that pay lower salaries and/ or that supply less attractive career opportunities (such as those in retail and fast food) will gradually be moved to self-service options on JobGateway®.

Staff working with employers will also assist with the use of PA CareerLink® for purposes of recruitment, interviews and workshops (at current or expanded levels). Also, designated staff will help employers identify workers with necessary skills through running job match searches, screening and a variety of other services to enhance company sourcing and retention. Only qualified candidates with job referral ready resumes will be promoted to build business trust and rapport, and to earn the respect and serious attention of firms to PA CareerLink® referrals. The purpose here is to build “currency” with employers as sourcing and retention specialists.

Additionally, designated staff will assist employers in posting jobs on JobGateway®, and in recruiting appropriate candidates for posting via UC lists, Common Measures lists, advertisement in the CRC, and job matching. Staff develop services and workshops for employers as needed and will be trained on the needs/characteristics of industries and on the qualities of various skills training options for jobseeker graduates to improve their professional skills in sourcing and retention. Staff will become knowledgeable of training sites and of opportunities for employers to obtain incumbent, OJT and pre-hire training for workers, and will provide the information and needed service supports to employers.

The WDB also fully utilizes its collaborative partnerships with a variety of local and regional economic development groups, including the SWPA Commission and Catalyst Connection, Westmoreland County Industrial Development Corporation, Fay Penn Economic Development Council, and St. Vincent Small Business Development Center as discussed in the **response to 3.5 below** to actively engage employers. Working together, they support business expansion, retention, and attraction efforts.

As part of its continuous improvement processes, the Board will be developing enhanced approaches to better engage employers in the public workforce development system and to better address employer concerns using the Next Gen model.

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Rapid Response. It is important to note that the state-assigned Rapid Response representative works with the BST to identify the labor needs of new and existing employers. During layoff events, BST representatives often attend initial fact-finding meetings to learn about the dislocating workforce and identify suitable new employment opportunities for that group. Knowledge of the skill sets of the available dislocated workers is valuable to the BSTs in helping them to market to those employers who are hiring. Business Service Teams also assist the Rapid Response staff to coordinate dedicated job fairs for large groups of dislocated workers with the goal of returning the dislocated workers to suitable new employment as soon as possible.

Unemployment Insurance Linkages. The local area complies with the Commonwealth's Register for Work and Work Search law by helping unemployed individuals register on the JobGateway® system. It also provides telephones in the PA CareerLink® centers so that Unemployment Compensation (UC) Claimants can call the statewide toll-free UC number regarding any benefits questions they may have.

Additionally, individuals who are likely to exhaust their benefits are identified by the State through the Profile Reemployment Program (PREP) or the Reemployment Services and Eligibility Assessment (RESEA) program. These individuals are directed to come to one of the PA CareerLink® locations for job search assistance.

At the local center, they are provided with an orientation of services and are given an initial assessment to determine their specific workforce needs. Based on their unique circumstances, they may be referred to additional services and resources, such as job search workshops, staff-assisted job search activities, partner programs, supportive services, and/or training activities to help them secure a new job, or begin a new career.

Any potential UC eligibility issues identified during PREP, RESEA, or any other UC Claimant interaction are referred to the State's Unemployment Insurance department for resolution.

Moreover, the UC Workforce Development Representative conducts several seminars throughout the year for employers to learn more about UC Programs. Typical seminars include: UC 101; Separation Issues; UC Appeals and Hearings; Suitable Work; Relief from Charges. A best practice of receiving preapproval from the Society of Human Resource Management (SHRM) for HR recertification credits is also in place.

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?

Regional Economic Development Strategy. The WDB has been an active participant in the PREP region, and on a larger scale, in working with the SWPA Commission and Catalyst Connection for a number of years working together on regional opportunities. As well as building local partnerships with Westmoreland County Industrial Development Corporation, Fay Penn Economic Development Council and St. Vincent Small Business Development Center to better coordinate economic development and workforce activities.

The PA CareerLink® BSTs and economic development work together at the staff level to discuss

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expansion, new business markets, opportunities for equipment purchases supporting expansions and new markets, etc. as opportunities for businesses in the region as well. Additionally, there are joint efforts for training in both workforce development and economic development for staff.

As part of other regional workforce development efforts, the Westmoreland--Fayette WDB has formed regional partnerships with the other local workforce areas of Southwest PA, specifically Three Rivers, Southwest Corner and Tri County.

Training for Self-Employment. Entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

- Taking initiative;
- Creatively seeking out and identifying business opportunities;
- Developing budgets and forecasting resource needs;
- Developing a customer-centered environment;
- Understanding various options for acquiring capital and the tradeoffs associated with each option; and
- Communicating effectively and marketing oneself and one's ideas.

Although the WDB provides a variety of workshops each week that include many employment-related topics, the Board has not identified a specific career track for entrepreneurial skills training and microenterprise services. Rather, individuals who are interested in self-employment are referred to our community partners, such as the Small Business Administration, to receive specialized assistance that includes:

- Entrepreneurship education that provides an introduction to the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may also include simulations of business start-up and operation.
- Enterprise development which provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operation and by providing more individualized attention to assist in the development of viable business ideas.

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4. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

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

PA CareerLink® Operator. In compliance with the WIOA and related federal and state regulations, the Board recently initiated a competitive procurement process and secured the PIC as its One-Stop Operator. As of July 1, 2017, the One-Stop Operator's programmatic responsibilities will include:

- Ensure that the role of all required partners in the PA CareerLink® centers have been defined, identified, and integrated into the service delivery system.
- Implement and augment the integrated services structure within the PA CareerLink® centers, as designed by the Board and enabled via the Memorandum of Understanding (MOU) with all core and required partners operating at the site.
- Monitor operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Evaluate service delivery (e.g., timing, type, format, etc.) across providers and partners as well as across customer segments, and identify opportunities to optimize services.
- Develop, implement, and monitor customer service standards across the centers. Continuously assess customer needs via customer feedback mechanisms at the center and make recommendations to the Board for continuous improvement.
- Implement and monitor the negotiated One-Stop partner MOU.
- Develop an understanding of and use all required technologies to access and report on necessary data (i.e., CWDS, ClientTrack™, etc.).
- Establish and monitor metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams
- Develop and implement a plan for continuous improvement that engages all partners operating at the centers.
- Convene a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Hold regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.

The administrative responsibilities of the PIC as One-Stop Operator will include:

- Convene regularly scheduled meetings and/or conference calls with Board staff.
- Present a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.

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- Assign a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Board staff.
- Provide a monthly activity report to the Board.

WIOA Providers. The entities providing WIOA title I, title II, title III, and title IV services are detailed in the One-Stop Location and Program Services Chart included as **Attachment 3**.

Procurement Process. The Board has adopted the following policies and processes with respect to the competitive procurement of its One-Stop Operator.

The PA CareerLink® System Operator Procurement process will be engaged at least every four (4) years and in such a way as to promote efficiency and effectiveness; to assure regular consideration of Operator performance and costs; to assure continuous improvement by evaluation of the Operator's performance; and to ensure compliance with all applicable federal and state law, regulation, guidance policy, and procedures regarding procurement, One-Stop Operators, and the awarding of contracts for any WIOA-related or federally-funded activity or program.

The singular mandatory role the system Operator(s) is tasked with is the coordination of service delivery of One-Stop partners and service providers in the One-Stop delivery system. The Board and its Customer Service Committee (PA CareerLink® Standing Committee) may consider any of the following expectations when developing the procurement request:

- Serves in a manner similar to that of an intermediary with all the One-Stop partners,
- Knows and understands the parameters under which the partners provide services and each partner's required performance,
- Makes recommendation on referral criteria that will improve services for individuals and the partner's performance,
- Attends individual One-Stop partner meetings and is knowledgeable regarding upcoming community events and assures all appropriate partners are informed and participate,
- Acts as an ambassador for the One-Stop system to the community,
- Provides a bridge to business services and resources,
- Monitors and make recommendations to the board and partners regarding compliance with the Commonwealth's and Board's One-stop center certification criteria which is essential for receipt of infrastructure funding,
- Works with partners and the Board to ensure the Commonwealth's 'Methods of Administration' are enacted and maintained, as well as relevant equal opportunity and civil rights policies,
- Recommends which technological tools and services should be retained or retired as needed for the operation of the One-Stop center, and,
- Tracks performance of negotiated One-Stop Partner MOU and provides reports to partners and the Board.

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Proper procurement processes as described in the Uniform Guidance, Federal TEGL 15-16, and PA Workforce System Policy No. 121-04 which includes, but are not limited to, the following: code of conduct/conflicts of interest policies; effective internal controls to ensure full and open competition; pre-release criteria; contract agreement; pre-award review procedures; negotiation and award; protest process; post-award administration; closeout; and records will be required.

Upon conclusion of its initial One-Stop Operator procurement in 2017, the Board will provide a detailed history of the process used for the Local Area in its Local WIOA Plan, and any subsequent Local WIOA Plan Modifications. Documentation will include at a minimum; rationale for the method of procurement; selection of contract/agreement type; contractor selection or rejection; the basis for the contract/agreement price; and any other documentation that captures the significant history of the procurement.

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).

A complete listing of the PA CareerLink® Partners that are authorized to provide services in the local area is found in the One-Stop Location and Program Services Chart included as **Attachment 3**. This chart identifies the comprehensive and affiliate locations, the services available at each, and the roles and resource contributions of each of the Partners.

The new MOU and Resource Sharing Agreement (RSA) that are currently under development between the Board and the PA CareerLink® partners will define the expectations, service levels, and resource contributions of each organization. They will be effective July 1, 2017 and will replace the existing One-Stop Partner Agreements and RSA. They will comply with all federal and Commonwealth directives regarding the WIOA.

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

The Board will continue to facilitate access to services provided through the PA CareerLink® system as follows:

Strategically Located Centers. The three PA CareerLink® centers are strategically located throughout the local area based primarily on their proximity to population centers and public transportation. The PA CareerLink® in Uniontown is central to the county, in the county seat, as well as in the largest city in the county. The PA CareerLink® in Youngwood is central to the county on the main campus of WCCC. The PA CareerLink® in New Kensington serves the northern area of Westmoreland County and the northern/northeastern area of Allegheny County and is located on a branch campus of WCCC. Addresses are as follows:

- PA CareerLink® Alle-Kiski, 1150 5th Ave., New Kensington, PA 15068
- PA CareerLink® Fayette, 112 Commonwealth Drive, Lemont Furnace, PA 15456
- PA CareerLink® Westmoreland, 151 Pavilion Lane, Youngwood, PA 15697

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Overall, the hours of operation and services are varied and flexible based on customer need. Evening and other alternative hours may be utilized. Factors which influence hours include, but are not limited to, availability of public transportation, the needs of under-employed and unemployed individuals, and employer hours of operation.

Providing Access in Remote Areas. In addition to the three centers, the Board will also provide and expand services in the remote locations of local area through the following strategies:

- Promoting use of the PA CareerLink® services available at <http://www.jobgateway.pa.gov>.
- Forming partnerships with the library system to provide service in remote areas of the counties.
- Encouraging and allowing the use of technology, including text messaging, social media, online video conferencing, Internet searches, and other state-of-the-art methods to locate, communicate, and contact jobseekers and industry personnel.
- Expanding its existing network community partnerships to include additional community-based entities, faith-based organizations, employer-sponsored groups, and government organizations to increase access throughout the local area.

Utilizing Case Management Systems. All partners provide seamless service delivery on-site at each PA CareerLink® center. The system as a whole utilizes CWDS and JobGateway® to provide specific information to jobseekers and employers in their respective efforts to obtain employment and find the best employees. To promote the timeliness and accuracy of information, Case Managers and BST personnel are required to enter information into the systems within 24 hours of customer interaction.

Coordinating with Adult Education. To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality jobs, the WDB will work with its Adult Education partners to identify strategies that improve access. For example, it will explore the creation of a cross-referral process as well as the development of coordinated outreach efforts.

Meeting the Needs of Individuals with Barriers to Employment. The Board's approach for meeting the needs of individuals with barriers to employment, including improving digital literacy skills is detailed in **the response to 3.2 above**.

Improving Access to Services for English Language Learners and Individuals Who are Deaf or Hard of Hearing. As part of its service strategy, the Board requires that the PA CareerLink® centers provide translation and/or interpretation services. It encourages partners to staff each location with highly-qualified personnel who mirror the center's demographics; utilizing bi-lingual and multi-lingual personnel as needed. Telephone-based translation services may be used for languages other than English and the Board encourages the PA CareerLink® centers to provide workshops in Spanish. Individuals who are deaf or hard of hearing are afforded equal communication and programmatic access, including the scheduling and use of a PA certified American Sign Language interpreter.

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Providing Access to a Variety of Programs. When deemed appropriate, partner staff may refer customers to other partner programs within the system that provide additional/ancillary services that may be beneficial. For example, EARN staff are co-located in each of the One-stops and EARN staff members are active members of the PA CareerLink® Business Services Teams. If it is determined that an EARN participant can benefit from training programs offered under WIOA, then co-case management occurs. The WIOA case manager determines eligibility and both WIOA and EARN case managers work together with the client to make sure they receive all services for which they are determined eligible.

Additionally, UC Courtesy phones and UC PCs are also available at the PA CareerLink® centers for those customers who need access to such services.

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 Board requires that the PA CareerLink® and any affiliated sites are fully accessible to any individuals who may be interested in receiving employment and training services. Each site is certified annually for compliance by the Office of Equal Opportunity, PA Department of Labor and Industry. Overall, the Board promotes full accessibility by requiring that its Operator, Partners, and Site Administrator:

- Conduct and participate in training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach and referral to agencies within the local area, including OVR that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.
- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available within the PA CareerLink® and throughout the local area and coaching them on how to apply for needed resources.
- Utilize a Limited English Proficiency policy, including the use of bi- and multi-lingual personnel in the center as well as providing access to language interpretation services.
- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and/or adjustable work stations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- Coordinate staff training on assistive technology and equipment to ensure that personnel are fully-trained in usage and application.
- Help individuals with disabilities who may require additional assistance with the registration process.
- Maintain required federal and state notices and postings.

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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 jobseekers.

The WDB understands the critical importance of ensuring that WIOA-funded training programs provide jobseekers with the skills and qualifications that are required and valued by local area employers. It notifies local educational agencies and training providers of initial eligibility provisions and the availability of applications for the Eligible Provider List.

In partnership with the state, it identifies those training providers at the local level whose performance (based on minimum criteria established by the Governor) qualifies them to receive WIOA funds. It then manages the resulting list of training programs that are eligible for ITAs.

The WDB considers the following types of criteria as it reviews the applications for initial and ongoing eligibility:

- Performance results:
 - entered unsubsidized employment
 - employment retention
 - average quarterly wage
 - program graduation/certification rates
- Licensure by the Pennsylvania Department of Education
- Current labor market employment projections for proposed occupational training outcomes, including those that the WDB has identified as high occupancy occupations
- Input received from local area employers regarding skill needs
- Results of customer satisfaction surveys

At this time more than 125 approved training programs are included on the local area's Eligible Training Provider List (ETPL). To ensure that training investments are aligned with the hiring needs of regional employers, each of these programs provides training in a high priority occupation, including those in **healthcare, advanced manufacturing, energy, and transportation.**

The statewide eligible provider list is updated annually. A local area provider that has been denied inclusion on the list, or has been removed from the list may choose to appeal the decision to the WDB.

The Board's Customer Service Committee is responsible for researching and reviewing such appeals. Based on the Committee's findings, it may re-instate the provider to the list, or it may continue to exclude it. In each instance the Committee will notify the provider of the decision and the rationale behind it.

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 Board regularly reviews the type of programs available to Adult and Dislocated Workers in

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the local area, including training services available through the ETPL as described in the **response to 4.5 above**. This process is completed through an analysis of the WIOA, a review of current activities related to performance, surveys of local employers and their intermediaries, and a comparison of program delivery type/availability to peer best-in-class local workforce development areas both within the Commonwealth as well as in other states. The Board identifies service gaps, confirms the need for specific services with employer and sector groups, and adjusts policies and programming to address identified needs as may be required.

The WDB provides access to workforce services at the PA CareerLink® centers. In addition to partner programs, it also competitively procures services as needed to meet local labor market needs.

Upon entry in the system, individuals are directly referred to the specific services that best meet their particular needs. As may be required, interpretation and/or translation services may be utilized to assist customers who do not speak English well.

Adult and Dislocated Worker workforce activities are provided under the broad categories of Basic Career Services, Individualized Career Services, and Training Services. Basic Career Services are available to any customer, while Individualized Career Services and Training Services are reserved for individuals who meet WIOA eligibility requirements. Details of these services are provided in the **response to 4.13 below**.

Priority of Service. The WDB has established a Priority of Service policy for title I Adults to ensure that special populations are adequately served through PA CareerLink® centers. Priority is given to residents of Fayette and Westmoreland Counties on four priority categories.

- 1. Recipient of Public Assistance:** Includes individuals who receive, or in the past six months have received, or are a member of a family that is receiving or in the past six months has received, assistance through one or more of the following:
 - Supplemental Nutrition Assistance Program (SNAP);
 - TANF;
 - Supplemental Security Income (SSI); or
 - State or local income-based public assistance
- 2. Low-income individual:** Defined as an individual whose prior six-month income does not exceed the higher of the poverty income level or 70% of the lower living standard.
- 3. Basic skills deficient:** Defined as an Adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the participant's family, or in society. Individuals who are basic skills deficient will be assessed. Test results that indicate reading and math at 9th grade levels or below will be considered basic skills deficient.
- 4. Underemployed Individual:** Defined as a person who is employed full-time or part-time and meets the definition of a low-income individual as described above.

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With regard to the priority of service for veterans and eligible spouses, priority of service is applied in the following order:

1. **Veterans and eligible spouses who meet the *statutory* priority** (public assistance recipient, other low-income individuals including the underemployed, or basic skills deficient) and Adult program eligibility must receive the highest level of priority for services;
 2. **Other individuals (not veterans or eligible spouses) who meet the *statutory* priority** (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient) and Adult program eligibility then receive the second level of priority for services;
 3. **All other veterans and eligible spouses who meet Adult program eligibility**, then receive the third level of priority for services;
 4. **Other individuals (not veterans or eligible spouses) who do not meet the *statutory* priority** (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient), but do meet a local discretionary priority and Adult program eligibility, then receive the fourth level of priority for services.
 5. **Other individuals (not veterans or eligible spouses) who do not meet the *statutory* priority** (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient) and do not meet the local discretionary priority, but do meet Adult program eligibility, then receive the fifth level of priority for services.
- 4.7. How will training services be provided through the use of individual training accounts (ITA) that fund programs of study, or through the use of contracts for training services that fund work-based trainings.**

Training Services Overview. Historically, the Board has primarily used ITAs to fund occupational skills training activities for its customers. Based on a customer's specific needs and circumstances, he or she may choose to enroll in training activities using an ITA or a work-based learning program. Moreover, an ITA-funded training may also be completed in conjunction with work-based learning activities, such as OJT, customized training, and internships. Such coordination will be clearly identified in the customer's ISS.

Each customer will be given the option of selecting the training provider that best meets his or her particular needs from any of the entities that are included on the ETPL as well as any organizations that have been deemed suitable for work-based learning activities.

An overview of the Board's ITA and work-based learning policies is provided below:

ITAs. Eligible customers may select appropriate training programs based on occupational demand, performance reports, and personal interests and aptitudes. The selected training must be tied to the High Priority Occupations for the local area.

The ITA is limited to a maximum amount of up to \$4,500 for programs that are less than one year in length and up to \$6,000 for programs that are over one year. Customers are required to apply for alternate financial aid resources such as PELL and PHEAA in conjunction with ITA funding.

Work-Based Learning. The Board is currently exploring expanding the use of work-based

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learning programs, such as work experience, internships, co-op programs, apprenticeships, and transitional jobs to meet any unique/specific skill needs of employers in the area. Policies it will consider as it moves forward include:

- Targeting high-growth industries for potential work-based learning opportunities.
- Educating employers, including chambers and industry associations, about how work-based training can enhance their businesses by decreasing turnover and improving productivity.
- Assisting businesses by streamlining work-based learning paperwork requirements.
- Assessing job candidates to determine their eligibility and suitability for work-based learning opportunities.
- Identifying career pathways in the targeted sectors that align with work-based learning activities.
- Including work-based learning as part of its agendas and topics of discussion during business forums and summits
- Requiring the BST to actively promote work-based learning as key service for local businesses.
- Establishing time periods and caps for work-based learning activities.

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

Overview. The Board is conscious of the fact that it needs to produce an educated and skilled pipeline of talent for its targeted industry clusters. Key to this effort is the availability of workforce services to youth. To ensure this, the Board, in coordination with the Local Youth Committee, has developed a vision for providing comprehensive services for eligible local youth, as well as goals and objectives to achieve that vision through four action steps:

1. Move toward a well-prepared skilled workforce by creating a customized, comprehensive demand-driven career development system with measurable outcomes.
2. Move toward informed investments in a youth workforce development system by creating interagency partnerships and a flexible system for education and employment opportunities.
3. Move toward successful engagement of all youth by helping them access work-based career opportunities and marketable career paths.
4. Build a career education partnership with local schools, businesses and youth service providers that emphasizes STEM (Science, Technology, Engineering, and Math). The Board relies on guidance of the Youth Committee in developing the portions of the Local WIOA Plan relating to youth services. The Youth Committee functions as a committee of the Board and makes recommendations to the Local Board on the implementation of youth programs and the selection of youth providers. Of particular note, a representative of the Job Corps is on the Youth Committee, and other youth organizations, such as Big Brothers Big Sisters and the Boy Scouts of America, have been represented on the Youth Committee.

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Services and Partners. The Youth Committee and Local Board ensure that youth served under WIOA have convenient access to a wide range of youth-directed services, including linkages with foster care entities for those that are aging out of the system, local educational agencies, courts, rehabilitation agencies, and community-based organizations. To promote an integrated service delivery system, the Youth Committee envisions the “bundling” of resources in the local area to create a continuum of care. It has recommended that title I funding be awarded to providers who coordinate other existing programs, resources and funds that expand the number of youth who will be impacted through WIOA programs, and that ensure a continuum of care for eligible youth.

To secure its youth services, the Board utilizes a Request for Proposals (RFP) process that includes evaluating proposals on criteria such as experience, outcomes, cost, program operations and program services as defined by the RFP. It ensures compliance with applicable safety and child labor laws by making adherence to all laws a contractual requirement, and by monitoring during compliance inspections.

The Private Industry Council is the Board’s current title I Career Services partner. They provide Individualized Career Services to youth and make available the 14 required program elements. In addition to their services, they also make referrals to other state and local agencies offering supportive services such as transportation, child care, dependent care, housing, and needs-related payments.

There are Youth Resource Centers in each of the three PA CareerLink® centers. They have agencies and community partners that work with youth, At Risk Youth; and create connections to the Board’s US Department of Labor Youth Build program. Additionally, interested and eligible youth are referred to any of the three Job Corps centers located in Pennsylvania.

The Youth Committee and Local Board work to strengthen connections between the business community, Career and Technology Centers, local school districts, and Post-Secondary Providers. The WDB leverages WIOA funding with other funding sources such as Business Education Partnership, local educational funds, and TANF Youth Funds to provide career awareness activities, work experience opportunities, summer employment linked to academic and occupational learning, leadership development/community service activities and services specifically targeting In-School Youth.

Youth with Disabilities. Services to youth with disabilities are an integral part of program design. A recent commitment to youth with disabilities is embodied by United Way of Southwestern PA’s 21 and Able program, which is focused on ensuring that youth with disabilities transition out of high school with the supports they need to fully enjoy the benefits of adulthood. Redstone Highlands, a local long- term health care facility, is participating in this program.

Moreover, the Board has a partnership with Goodwill of Southwestern Pennsylvania to provide eligible students with disabilities with pre-employment transition services. It will result in the successful transition of students from high school to competitive integrated employment or to postsecondary education.

WIOA Youth Eligibility Requirements. The Board and Youth Committee review and approve all outlines and tools for WIOA Youth documentation requirements, including the policy for

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“requires additional assistance to complete an education program or to secure and hold employment” for eligibility and enrollment for WIOA Youth program services. To enroll in WIOA Youth programming, a youth must provide documentation to determine eligibility for the following requirements:

- Age (In-School Youth are 14-21 years old and Out-of-School Youth are 16-24 years old)
- Authorization to Work
- Residency
- Selective Service Registration (if applicable)
- School Status
- Low -Income Determination (if applicable)
- Barrier Status (School drop-out; pregnant/parenting; youth with a disability; individual in foster care/aged out; homeless or runaway; offender; basic Skills deficient; English language learner; requires additional assistance)

The Board has defined transportation as an additional barrier for those low-income individuals who require “additional assistance” to enter or complete an educational program or to secure or hold employment. Both Westmoreland and Fayette Counties are rural communities that lack available and accessible mass transit systems. This barrier is documented at the time of enrollment and assessment as attested by the applicant.

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

Rapid Response provides services to the community, the employer, and the worker. It is a proactive and coordinated effort that includes access to Pennsylvania's economic development assistance resources, such as helping businesses that are at risk of closing to keep their doors open, as well as helping employers reduce the size of, or prevent a layoff.

In addition to these proactive services, Rapid Response activities may also be triggered when the L&I learns of a planned closure or layoff through a notice as required by the Worker Adjustment and Retraining Notification (WARN) Act, through the media, or by contacts in the local area. Rapid Response services may also be offered in the event of a mass job dislocation as a result of a disaster.

The Board, in collaboration with the Commonwealth's Rapid Response Coordinator, has established a Rapid Response Team that is comprised of key workforce partners including representatives from L&I, PA CareerLink® staff, organized labor, and others. The Board assembles these partners to ensure the system implements a strategic and comprehensive approach to address area dislocations. Working together allows for the coordination of services and information-sharing which focus the use of public resources aimed at supporting workers to generate greater outcomes/economies of scale and establish a system that is relevant and responsive. Specifically, the local, regional, and state representatives on the team share the responsibilities for providing the information and services to affected workers.

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The WDB has identified layoff aversion and business and job retention as important components of workforce development. Rapid Response staff expedites linkages among at-risk companies and local and state economic development entities Pennsylvania's Rapid Response program includes support of the Strategic Early Warning Network (SEWN) operated by the Steel Valley Authority in conjunction with Local Workforce Development Boards.

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.

To connect and coordinate workforce programs with relevant secondary and postsecondary education offerings and to avoid duplication of efforts, the WDB has agreements with the title II Provider to deliver Adult Career Education classes to increase academic skills and personal development skills. The Board further supports local Career and Technical Centers (CTCs) and secondary schools through dual enrollment programs. Additionally, it utilizes Chapter 329 Career Guidance Plan Development as a coordinated effort for college and career readiness. The Board provides access to postsecondary opportunities and financial aid information through the PA CareerLink® system, and its statewide list of approved training providers.

The local area is fortunate to have five secondary career & technical centers, five postsecondary institutions, and 23 school districts. Board staff participates in both local advisory boards and Perkins Participatory meetings to provide information on available jobs and required employability skill requirements. To avoid duplication of services, the Board engages in the following strategies:

- Leadership role in regional Business Education Partnerships
- Partnering with WCCC on a micro-credential program that is based on industry-driven certifications
- Leadership role in regional postsecondary consortium to align training to meet the needs of the oil and gas industry
- Supporting school academy model to assist with transition from secondary to post-secondary training
- Leadership role in assisting local school districts on reviewing PA Department of Education Charter 339 plan that provides for college and career readiness.
- Partnering with title II providers to build career pathway that links basic education with demand driven postsecondary training

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.

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Coordination of Roles and Responsibilities. As a result of the recent One-Stop Operator procurement, the PA CareerLink® centers will be managed the PIC. It will be responsible for functionally supervising all staff, including Wagner-Peyser personnel; coordinating partner programs and services, and reporting the system's performance outcomes.

The service model is designed to ensure improved service for all customers regardless of the funding source; promote a culture emphasizing customer satisfaction, embed continuous improvement and communication; and apply more effective gathering and use of data. The center staff, both contracted and staff, are charged with delivering:

- An increased number of customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and service.
- More customer connections to partner program services when needed, wanted and available.
- A focus on both skills and jobs with personalized and customized workforce advice and recommendations.
- A service concentration with the fewest service entry procedures as possible to maximize customers' satisfaction.
- Easy access to a comprehensive series of services that are responsive to the needs of the individual.
- An increased set of options for how services are accessed including a virtual presence to reach customers outside of the center.

Improving Program Partner Integration. The Board recognizes the importance of partner and program coordination and will charge the One-Stop Operator to provide this function. The Operator will be responsible for assessing current gaps in the service delivery system, strengthening current partnerships, and facilitating seamless referrals between partners.

Referral Mechanism. As outlined in the MOU, a primary purpose of the referral system is to provide integrated and seamless delivery of services using common intake and registration forms. Following assessment and determination of service needs, staff members document customer referrals through case notes in CWDS. The One-Stop Operator will be responsible for standardizing processes and regularly evaluating the referral system.

Orientation and Customer Flow. An orientation is presented at each of the PA CareerLink® centers. It is the gateway for WIOA registration and participation in WIOA Individualized Career Services and Training Services. All customers are urged to attend an orientation, especially those interested in or in need of WIOA services, including: (a) customers who are potentially interested WIOA-funded services, (b) customers who inquire by phone or at the center about WIOA-funded services, including Training Services, and (c) customers who are referred by community organizations and partners.

The orientation includes an overview of PA CareerLink® center services, including WIOA. The WIOA program is described as "services" (not as a program) comprised of two categories: (a)

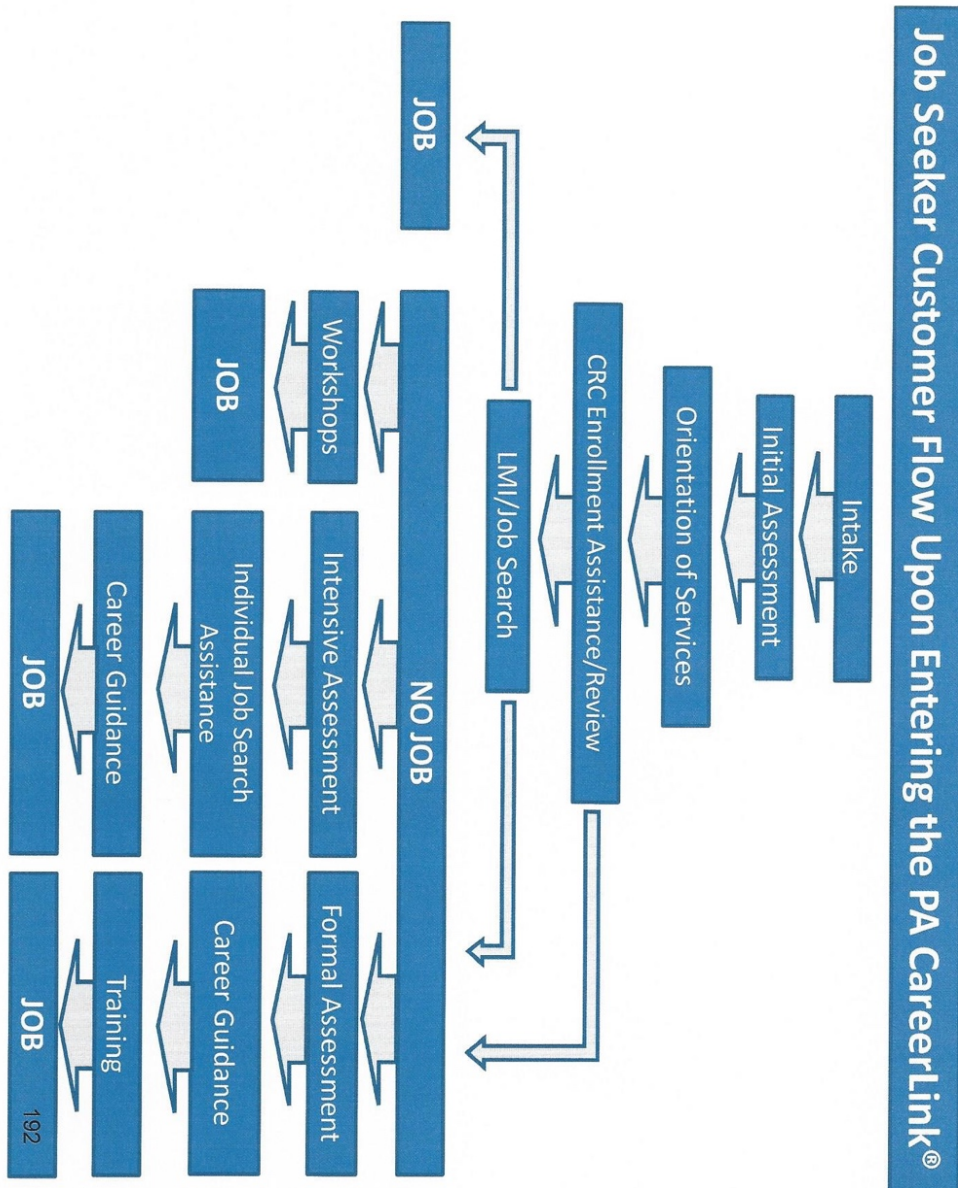
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Supported, Structured Job Finding Services and (b) Training for Employment Services. Customers attending the orientation who are interested in either, or both, of these services are invited to remain for a one-on-one with a WIOA Workforce Advisor or to schedule an appointment to return within in a week.

The registration form is a uniform document that captures all data needed for CWDS. Staff members also use a customized ISS to assist the jobseeker in goal setting. Copies are shared with partner programs, with the individual's permission.

An overview of jobseeker customer flow is depicted in the chart that follows:



Staff Development. When the PA CareerLink® centers were initially integrated, cross-program training was conducted regarding all available services within the system. The new One-Stop Operator will be tasked with establishing a formal professional development process for the system.

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

The Board believes that the title II services are necessary for its customers and critical in the overarching mission of its work. It is committed to continue working in partnership with the title II providers as they develop their local applications.

It will require the title II provider to offer a series of connected basic education and support services that enable individuals to receive employment within a specific occupational sector and advance over time to higher levels of education and employment.

Additionally, the Board's Planning Committee will review the RFP for title II programming to ensure that educational opportunities will align with the targeted employment needs of the region. Specifically, the Pennsylvania Department of Education (PDE) will establish procedures, and accompanying rubrics and documentation, for title II applications to be provided to local boards to review for alignment with their local plan. After reviewing and evaluating the applications, the local boards will be responsible for submitting recommendations to PDE and will also be responsible to provide technical assistance later in the process.

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?

Outreach and Intake. Outreach, intake, and eligibility, including the identification of an individual's potential barrier(s) to employment are discussed in the **response to 3.3 above**.

Overall, the PA CareerLink® centers offer a wide variety of services to assist customers with job preparation and job search. Resource rooms offer computers with Internet access, as well as printing, mailing, phone and fax services during regular business hours. Further assistance is available through resume and cover letter development, mock interviewing, job postings and job search tip sheets. Jobseekers can meet with employers conducting on site interviews and also sign up for job readiness workshops. Specialized information is available on high school equivalency attainment, Unemployment Compensation, Youth programs, and career services for veterans, persons aged 55 and over, and individuals with disabilities.

The menu of services available to jobseekers, including individuals with barriers to employment is as follows:

Basic Career Services include:

- Information about services available through the PA CareerLink® centers
- Initial assessment of needs
- Referral to appropriate services
- Self-directed or staff-assisted job search
- Workshops, such as resume writing, interviewing skills, and job search

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- Information:
 - Labor market
 - Training provider
 - Supportive service
 - Unemployment
 - Financial aid
 - Relocation assistance

Individualized Career Services include:

- Eligibility determination
- Comprehensive assessment
- ISS defining the customer's specific goals and pathway for achievement
- Career counseling and planning
- Short-term prevocational services
- Internships and work experience
- Workforce preparation activities
- Financial literacy services
- Supportive services, including activities designed to eliminate barriers to employment, such as assistance with transportation, work-related tools or clothing, and child care

Training Services include:

- ITA
- OJT
- Customized training
- Job readiness training
- Workplace training/co-op programs
- Skills upgrading and retraining
- Pre-apprenticeship / Apprenticeship
- Transitional jobs
- Incumbent worker training

To be enrolled into a Training Service activity, individuals must meet programmatic eligibility requirements and must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, need training to obtain or retain self-sufficient employment or higher wages, and have the skills and qualifications to participate in training (i.e., appropriateness for training).

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Training must be directly linked to an in-demand industry sector or High Priority Occupation, or a sector that has a high potential for sustained demand or growth. Such training may be delivered via an ITA, training contract, or a combination of both. Training providers are found through the ETPL which establishes eligibility and provides information about training institutions and their programs.

Services to Individuals with Disabilities. OVR is the title IV provider. The services provided to individuals with barriers to employment, are described in the **responses to 3.2, 4.3, and 4.4 above.**

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

The BST has responsibility to support business engagement activities including the following functions:

- Support staff-assisted job orders
- Screen and refer qualified job candidates to job openings
- Outreach to new employers
- Promote services such as OJT, incumbent worker training, customized training, and WEDnet
- Manage Rapid Response when companies lay off workers
- Conduct layoff aversion activities

The BST conducts its employer engagement activities with personnel from other programs such as title I Career Services staff, Wagner-Peyser employees, veterans' representatives, OVR, and the Older Worker program (title V) to ensure non-duplication of efforts. To coordinate these activities, the Board procured PIC as its One-Stop Operator. It will provide guidance on the employment outreach efforts of the BST and its partners.

With respect to title II services, the BST will take the lead on engaging employer inquiries regarding adult basic education and literacy, but will coordinate with literacy and education partners through the PIC.

Employer customers will receive title III services from Wagner-Peyser partners of the system. These services include:

- Use of PA CareerLink® centers to host employer events
- Job orders placed in JobGateway®
- Priority for veterans for job orders in the JobGateway® system

Employers are also invited to UC Seminars that are made available at the PA CareerLink®. UC representatives make presentations on a variety of topics, including: UC Updates; Separation Issues; UC Appeals/Hearings: Suitable Work; and, Relief from Charges.

Employer customers may also receive title IV services from OVR BST staff. These services include:

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reasonable accommodation consultation, OJT, referral on tax credits or deductions, consultation on the ADA accessibility standards and retention of current employees following an accident, injury, or disability. They may also assist organizations on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

Additionally, the WDB makes full use of its partnerships with the local and regional economic development groups identified in the **response to 3.5 above** and agrees to conduct joint business outreach calls and coordinate follow-up assistance to help businesses access a variety of ancillary services. Examples include help with loans, grants, technical assistance, and other support, including business financing, government contracting, international trade, non-profit services, and transportation planning.

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?

The WDB offers access to several types of supportive services, including access to housing, childcare, transportation, welfare, education, veterans' services, counseling, and vocational rehabilitation assistance. A wide variety of service and agency information is available in the PA CareerLink® office on the public information message board, and on displays such as those referring to elder care, financial planning, crisis intervention, and independent living.

If a customer indicates a need, a staff member will retrieve the information for him or her, including making a referral to an organization that can provide more comprehensive assistance or information.

Of particular value for youth, many local programs offer supportive services including the Family Centers, juvenile justice system, county children and youth services, welfare programs, pregnant and parenting/fatherhood programs, Student Assistance Programs, OVR, County MH/MR programs, faith-based organizations, Centers for Independent Living, Drug and Alcohol programs and other non-profit community services.

The Local Area has two transit programs that are utilized to assist with transportation. The Westmoreland Transit Authority and the Fayette Area Coordinated Transportation Agency are primarily fixed route systems with intra-county destinations. Both systems are available for commuters to access the Greater Pittsburgh area.

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5. COMPLIANCE

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

The MOU between the Board and PA CareerLink® partners define levels of service, and the referral and outreach expectations for each partner. The MOU commits each partner to the following:

- Cross train staff, as appropriate
- Promote integration
- Leverage resources
- Effectively communicate
- Participate in continuous improvement process design and other activities to carry out the requirement for access to the entire set of services in the One-Stop.

As the WDB implements its vision and related strategies, it will collaborate with OVR to serve youth with disabilities. OVR provides services to eligible youth (i.e., youth with disabilities) that are designed to ensure such youth become qualified and trained members of the workforce, to increase regional workforce diversity, and to increase the overall number of skilled workers available to business in the region. Under WIOA, OVR provides both eligible and potentially eligible In-School Youth with disabilities with pre-employment transition services (PETS) to better prepare these students for life after high school. PETS services may include, but not be limited to the following: paid work experiences, job shadowing, workplace readiness training, and career guidance.

Overall, OVR helps individuals with disabilities secure and maintain employment and independence. Eligible customers receive multiple services that may include, but are not limited to the following: 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 that assist them with onboarding pre-screened qualified employees with disabilities.

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?

Contractually, all sub-recipients are subject to an annual on-site monitoring visit. Sub-recipients that fall within the OMB criteria for independent audit are required to submit their OMB audit within 120 days after year end. All sub-recipient monitoring reports and/or annual audit are reviewed by internal review staff.

The WDB uses the following process to ensure the collection of debts from its sub-recipients.

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- I. The WDB will comply with the PA Department of Labor and Industry's Policies and Procedures Manual regarding the formulation of its Sub-recipient Audit Plan. In addition, any irregularities disclosed during the monitoring review of a Sub-recipient may result in an immediate audit of the Sub-recipient regardless of the dollar amount involved. This action will be initiated by the Board.
- II. Upon issuance of the initial report, a copy will be submitted to the Sub-recipient, by certified mail, for review and corrective action. The Sub-recipient will have a period of thirty (30) days, from the date of mailing, to provide additional documentation supporting any questionable or un-allowed costs. Following receipt of any additional documentation, the WDB Chairperson will issue an Initial Determination of all Findings. The Sub-recipient will then have the opportunity to request an informal audit resolution meeting to discuss any findings not yet resolved. Should a request be received, an informal meeting will be granted. If a request is not received within 30 days, a final determination will be issued. This final determination will list costs that remain disallowed and will explain the Sub-recipient's right to request a hearing before an independent hearing officer. This request for an independent hearing must be filed with the WDB Chairperson within 10 Days. The independent hearing officer will be required to hold a hearing within thirty days. Both the WDB and/or Sub-recipient have the right to appeal this formal decision to the PA Department of Labor and Industry. Upon approval by the PA Department of Labor and Industry of this determination, the audit will be considered resolved.
- III. Upon appeal to the PA Department of Labor and Industry, 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:

Department of Labor and Industry
UC Appeals System Administrator
UC Board of Review
651 Boas Street, room 1116
Harrisburg, PA 17121

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

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

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

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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
ATTN: ASET
U.S. Department of Labor
200 Constitution Ave. NW
Washington, DC 20210

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

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

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

- IV. Should the Sub-recipient choose not to appeal the Final Determination, payment of the established debt will be due within 30 days of receipt of the determination. Should the amount due not be returned within the required time, a second request will be sent with a 20-day response limitation. Should the second request not result in the payment of the debt, a third request will be sent allowing a 10-day response limitation. Interest will be charged, after consulting with the PA Department of Labor and Industry, on the outstanding debt after the initial 30-day period. Should no response be received following the third request, the matter will be referred to legal counsel for appropriate action.

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

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The Board is currently functioning as a high-performing Board in that it consistently achieves the following:

- Attains the Governor's goals as described in the PA Combined Plan;
- Meets the local area negotiated federal performance goals;
- Sustains fiscal integrity;
- Receives successful monitoring reports and other evaluations by federal and Commonwealth oversight staff;
- Researches new and/or improved methods to assist individuals with barriers to employment;
- Achieves training expenditure targets; and
- Develops sector initiatives

In the future, it will implement the actions necessary to remain a high-performing Board in accordance with any guidance that may be issued by the Commonwealth. In the meantime, it is researching the following types of activities for action:

- Expanding its collaboration with the other local workforce boards that are contiguous to it, including those in the Southwest Region, to implement broader-based regional workforce initiatives; and
- Increasing the use of technology to further improve access for customers, including returning citizens, those with disabilities, and others with barriers to employment.

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

The WDB afforded members of the public, representatives of business and labor organizations several opportunities to provide input and feedback regarding the Local WIOA Plan. On May 24, 2017, the Board hosted a two comprehensive strategy sessions that included Board members, local employers, community partners, educational and training organizations, and others to gather their direct input regarding local and regional workforce programs and possible initiatives for the future. Participants included the following groups and organizations:

- Private Industry Council of Westmoreland-Fayette, Inc.
- Pittsburgh Job Corps
- Westmoreland County Assistance Office
- Westmoreland County Community Action
- United Way of Southwestern Pennsylvania
- Perkins Coordinator at Westmoreland County Community College
- Senior Community Service Employment Program
- Excela Health
- Office of Vocational Rehabilitation
- Franklin Regional School District

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- BWPO Rapid Response
- Fayette County Community Action
- Connellsville Career and Technical Center
- Fay Penn Economic Development Council
- Southwest PA Agency on Aging
- PA Fayette CareerLink®
- Intermediate Unit #1
- Department of Labor and Industry/Workforce Partnership & Operations
- Redevelopment Authority of Fayette County
- Fayette County Housing Authority

Their contributions have been incorporated into this document and are an integral part of the strategies that are outlined in within. Furthermore, as indicated in the **response to 5.5 below**, the Board also solicited additional feedback and input by publishing the document for a 30-day public comment period and emailing the draft document to representatives of local businesses, labor organizations, educational institutions to gather additional input and feedback.

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

To ensure an open opportunity for public comment, the Board published its Local WIOA Plan as well as the Southwest Regional WIOA Plan on its website for the 30-day period beginning July 24, 2017 and ending August 22, 2017. Additionally, notification of the availability of both the Local and Regional WIOA Plans for public comment was also directly distributed via email to representatives of local businesses, labor organizations, educational institutions, and the news media.

No comments were received.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Westmoreland-Fayette Workforce Development Board

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.

Attachment 1. Performance Measures Table

Westmoreland-Fayette Workforce Development Board

Effective Date: July 1, 2017

ATTACHMENTS

Attachment 1. Performance Measures Table

Attachment 2. Local Workforce Development Area Workforce System Organizational Chart

Attachment 3. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Attachment 1. Performance Measures Table

Westmoreland-Fayette Workforce Development Board

Effective Date: July 1, 2017

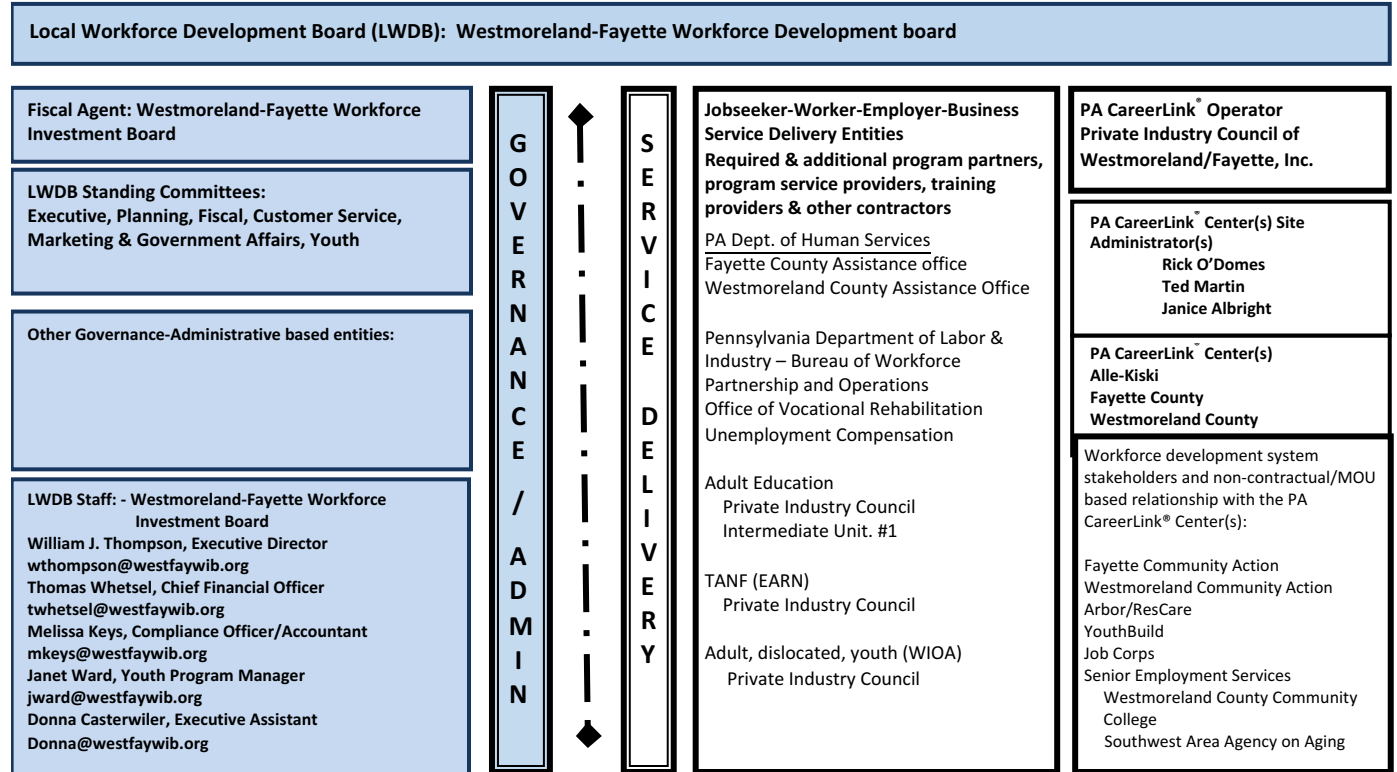
WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	61.0%	Not Yet Available
Dislocated Worker	69.0%	Not Yet Available
Youth	59.0%	Not Yet Available
Employment (Fourth Quarter after Exit)	Attained Performance	Attained Performance
Adult	60.0%	Not Yet Available
Dislocated Worker	65.0%	Not Yet Available
Youth	58.0%	Not Yet Available
Median Earnings (Second Quarter after Exit)	Attained Performance	
Adult	\$5,300	Not Yet Available
Dislocated Worker	\$6,500	Not Yet Available
Youth	\$2,300	Not Yet Available
Credential Attainment Rate	Attained Performance	Attained Performance
Adult	69.0%	Not Yet Available
Dislocated Worker	72.0%	Not Yet Available
Youth	61.0%	Not Yet Available
Measurable Skill Gains	Attained Performance	Attained Performance
Adult	Baseline	Not Yet Available
Dislocated Worker	Baseline	Not Yet Available
Youth	Baseline	Not Yet Available
Effectiveness in Serving Employers	Attained Performance	Attained Performance
Adult	Baseline	Not Yet Available
Dislocated Worker	Baseline	Not Yet Available
Youth	Baseline	Not Yet Available

Attachment 2. Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Westmoreland-Fayette Workforce Development Board

Effective Date: July 1, 2017



Attachment 3. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area Name: Westmoreland-Fayette Workforce Development Board

Effective Date: 7/1/2017

Program Name	Program Authorization	Local Area Partner/Provider
Adult Education 219 Donohoe Road, Greensburg, PA 15601	WIOA Title II Adult Education & Family Literacy	Jennie Jamison / PIC privateindustrycouncil.org
Adult Education One Intermediate Drive Coal Center, PA 15423	WIOA Title II Adult Education & Family Literacy	Sue Conrady / IU1 Sue.conrady@iu1.org
PA Office of Vocational Rehabilitation 727 Goucher Street, Section 10 Johnstown, PA 15905	State Dept. of Rehabilitation (VR) program, authorized under title 1 of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by Title IV of WIOA	Marge Duranko maduranko@pa.gov
— PA Office of Vocational Rehabilitation 201 W. Wheeling Street Washington, PA 15301		— Darla Openbrier Dopenbrier@pa.gov
Jobs for Veterans State Grants (JVSG) 570 Galiffa Drive Donora, PA 15033	Jobs for Veterans State Grants (JVSG), authorized under Chapter 41 of Title 38, U.S. C.	Frank Staszko fstaszko@pa.gov
Wagner-Peyser Employment Services 570 Galiffa Drive Donora, Pa 15033	— Wagner-Peyser Employment Services (ES) program, authorized under the Wagner- Peyser Act (29 U.S.C. 49 ET DEQ.) as amended by Title III OF WIOA, also providing the state's public labor exchange.	Frank Staszko fstaszko@pa.gov
Trade Adjustment Assistance (TAA)	Trade Adjustment Assistance (TAA), authorized under chapter 2 of Title 11 of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Frank Staszko fstaszko@pa.gov
TANF PA Dept. of Human Services Westmoreland Cty. Assistance Office 587 Sells Lane Greensburg PA 15601	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.) ³	Gail Heskey GHESKEY@pa.gov
— PA Dept. of Human Services Fayette Cty. Assistance Ofc. 41 W. Church St. Uniontown, PA 15401		— Darlene Centofanti dcentofant@pa.gov

Attachment 3. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area Name: Westmoreland-Fayette Workforce Development Board

Effective Date: 7/1/2017

<p>WIOA Adult, Dislocated Workers and Youth Programs. 219 Donohoe Road, Greensburg, PA 15601</p> <hr/> <p>Temporary Assistance for Needy Families (EARN)</p>	<p>WIOA Title 1 Adult, Dislocated Worker, and Youth Programs.</p> <hr/> <p>Temporary Assistance for Needy Families (EARN) Authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 ET SEQ)³</p>	<p>Tim Yurcisin tyurcisin@privateindustrycouncil.com</p> <hr/> <p>Tim Yurcisin tyurcisin@privateindustrycouncil.com</p>
<p>YouthBuild 145 Pavilion Lane Youngwood, PA 15697</p>	<p>YouthBuild WIOA Sec. 171 (29 USC 3226)</p>	<p>William J Thompson wthompson@westfaywib.org</p>
<p>Unemployment Insurance (UI) 651 Boas Street Room 625 Harrisburg, PA 17121</p>	<p>Unemployment insurance (UI) programs under State Unemployment Compensation Laws.</p>	<p>Barbara A. Mourer bmourer@pa.gov</p>
<p>Community Services Block Grant Act (CSBG) 108 North Beeson Blvd. Uniontown, PA 15401</p> <hr/> <p>Community Services Block Grant Act (CSBG) 226 South Maple Avenue Greensburg, PA 15601</p>	<p>Employment and training activities carried out under the Community Service Block Grant Act (CSBG) 942 U.S.C. 9901 ET SEQ.)</p>	<p>Jim Stark jstark@fcaa.org</p> <hr/> <p>Tay Waltenbaugh twaltenbaugh@westmorelandca.org</p>
<p>Job Corps 7175 Highland Avenue Pittsburgh, PA 15206</p>	<p>Job Corps, WIOA Title 1, Subtitle C</p>	<p>Kathleen Eury Eury.Kathleen@jobcorps.org</p>
<p>Career & Technical Education WCCC 145 Pavilion Lane Youngwood, PA 15697</p> <hr/> <p>Fayette Career & Technical Institute 175 George Fairchance Road Uniontown, Pa 15401</p>	<p>Career and Technical Education (CTE) Programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 W.S.C. 2301 et seq.)</p>	<p>Debi Williams williamsdeb@westmoreland.edu</p> <hr/> <p>Cindy Shaw cshaw@fayettecti.org</p>
<p>Council of Three Rivers American Indian Center 120 Charles Street Pittsburgh, PA</p>	<p>Indian and Native American Programs (INA)), WIOA sec. 166, 29 USC 3221</p>	<p>Rodney John rjohn@cotraic.org</p>

Attachment 3. PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area Name: Westmoreland-Fayette Workforce Development Board

Effective Date: 7/1/2017

<p>Arbor dba ResCare 9901 Linn Station Road Louisville, KY 40223</p>	<p>WIOA Title 1 Youth</p>	<p>Mark Douglass Mark.douglass@ResCare.com</p>
<p>Westmoreland County Housing Authority 154 South Greengate Road Greensburg, PA 15601</p>	<p>Employment and Training activities carried out by the Department of Housing & Urban Development</p>	<p>Mike Washowich mikew@wchaonline.com</p>
<p>Senior Employment Program Westmoreland Community College 145 Pavilion Lane Youngwood, PA 15697 Southwest Area Agency of Aging</p>	<p>Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 of title 38 U.S.C.</p>	<p>Bill Magda magdaw@wccc.edu Leslie Grenfell grenfell@swpa-aaa.org</p>