December 29, 2017

Ms. Jennifer Duff, Chairperson
Chester County Workforce Development Board
306 Cornell Drive
Exton, PA 19341

Dear Ms. Duff,

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

- Berks County Workforce Development Area
- Bucks County Workforce Development Area
- Chester County Workforce Development Area
- Delaware County Workforce Development Area
- Montgomery County Workforce Development Area
- Philadelphia Workforce Development Area

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

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

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

Sincerely,

Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Kathi Cozone, Chester County Commissioners
    Mr. Patrick Bokovitz, Chester County Workforce Development Board Executive Director
Southeast Workforce Planning Region

Counties of
Berks
Bucks
Chester
Delaware
Montgomery
Philadelphia

Workforce Innovation and Opportunity Act
Multi-Year Regional Plan
Program Years 2017-2019
Region Workforce Development Area name: Southeast Workforce Planning Region
Effective Date: 1/1/2018

1.1. Identification of the region.

- Identification of the local workforce development area(s) that comprise the region;
  - Berks County
  - Bucks County
  - Chester County
  - Delaware County
  - Montgomery County
  - Philadelphia County

- Identification of the key region committee members charged with drafting the regional plan to include organizational affiliation; and
  - Berks County: Dan Fogarty, John Moser
  - Bucks County: John Flanagan, Dianna Kralle
  - Chester County: Pat Bokovitz, Patricia Hennessy
  - Delaware County: John Daly, Joan Chicklo
  - Montgomery County: Jennifer Butler
  - Philadelphia County: Patrick Clancy, Meg Shope Koppel

- A list of key region committee meeting dates.
  - March 16, 2017 Southeast PA Workforce Development Board Directors Meeting
  - May 4, 2017: Meeting with PREP Economic Development & Workforce Development Partners
  - May 10, 2017: Regional Planning meeting of Workforce Development Directors

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

The Southeast Pennsylvania Regional Labor market is a growing labor market for employers and sectors and comparatively low unemployment. The Region also has populations with significant barriers to employment across a diverse labor force. The key employer needs focused on the identified sectors and their priority occupations and required skills require a strong and collaborative regional approach coupled with distinct local solutions for a successful matching of employer needs with job seeker skills.

This part will review the salient regional labor market data then overlay the labor market demographics with the region’s economic conditions, as articulated from the perspective of the Workforce Development Boards and their partner organizations, and then identify the key overarching in-demand employer needs.
Regional Labor Market Overview

The Southeast Pennsylvania region is home to nearly 4,510,522 residents, which represents 35.2% of Pennsylvania’s population. A little more than one-third (34.8%) of the region’s population resides in City of Philadelphia, followed by Montgomery (18.2%), Bucks (13.9%), Delaware (12.5%), Chester (11.4%) and Berks (9.2%). The projected population growth for the next five years for the region is 1.5%.

<table>
<thead>
<tr>
<th>Local Area</th>
<th>Local Population</th>
<th>Percent of Regional Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
<td>414,812</td>
<td>9.2%</td>
</tr>
<tr>
<td>Bucks</td>
<td>626,399</td>
<td>13.9%</td>
</tr>
<tr>
<td>Chester</td>
<td>516,312</td>
<td>11.4%</td>
</tr>
<tr>
<td>Delaware</td>
<td>563,402</td>
<td>12.5%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>821,725</td>
<td>18.2%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>1,567,872</td>
<td>34.8%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>4,510,522</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 7/1/16 estimates

The region is an economic driver for the Commonwealth of Pennsylvania. While labor force participation rates have increased, the Southeast Pennsylvania region faces an interesting labor market. The region possesses a lower unemployment rate than the Commonwealth with some counties having among the lowest with all counties having a dramatic decrease from their height during the recent recession of 2008-2009.

The Southeast Pennsylvania Workforce Region population on average is younger, better educated, and make more money when compared to Commonwealth as a whole. However, these demographics are not consistent throughout the Region with many variations exist outside of these averages.

The current median age for the Southeast Region is 38.4 and the average is 39.5 with the projected average to be 39.3 in five years. Comparatively, Pennsylvania’s age is 40.9, 41, and 41.6 respectively. This general demographic requires further investigation as a major concern of SE PA employers is to address the challenges brought on by the aging workforce. A large demographic cohort of experienced “baby-boomer” workers are aging out of their prime working years and are retiring from their current occupations. Not only will that impact the challenge of filling those positions with new skilled workers but also require responses for second or post-retirement employment. This could include the engaging of the Gig Economy, another priority noted later in this section. At this time, 15.6% of the population (626,361) is over the age of 65, with an additional 13.2% (530,780) of the population between the ages of 55 and 64.

Regarding education, 32.8% of the region’s population has earned an advanced degree (compared to the state average of 28.5%). Also, 9.4% of the population 25 and over had earned a Master’s Degree and 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had a Bachelor’s Degree. In comparison, the Commonwealth had consistently lower figures.
Income is higher in Southeast Pennsylvania, also. The average household income in 2017 is $85,346, higher than the state average of $77,812. Over the next five years, the average household income is projected to grow from the current $85,346 to $92,354 while the state household income growth is projected to grow from the current $77,812 to $84,180.

While unemployment is often noted, the review of employment in the Southeast Region is important. Employment status for those over age 16 and over is as follows: 57.8% employed civilians, 6.2% unemployed civilians, and 36.0% are not participating in the labor force. These compare to state information at 57.8% employed civilians, 5.0% unemployed civilians, and 37.3% are not in the labor force.

A general occupational review shows that a higher percentage hold white collar jobs when compared to the state (64.5% vs. 60.6%), fewer hold blue collar jobs (17.2% vs. 21.3%) and service and farm workers are higher (18.3% vs. 18.1%).

Most of the employed population (70.3%) drives alone to work, with an estimated travel time to work of 32 minutes. Just over one in ten (11.3%) utilize public transportation. Most of the employed population in the state (76.5%) drives alone to work, with an estimated travel time to work of 29 minutes. Access to reliable, affordable transportation remains a challenge. The regional public transit authority, SEPTA, provide many spokes of the regional rail, high speed lines and buses that support regional workforce development. Parts of the system reflect historical investments when development of jobs was mainly in urban centers. Today, commuting patterns have changed and cross county travel is much more prevalent.

Overall, unemployment has stayed relatively stable at low levels since the WIOA transition plan was developed and approved in 2016. It is significant to note several items with the unemployment rate that is telling about the labor force and the labor market. The unemployment rate is essentially unchanged since 2016, indicating that perhaps most people with easy access and interest in working are already working. The unemployment rate in much of the region remains at or near full-unemployment (below 5%) and is also less than the state average with the exception of Philadelphia. However, this overall good news can mask the unfortunate fact that there are still many residents throughout the region who have been left behind by the region’s long slow recovery from the 2009-2010 national recession. Some of those most impacted are older, formerly highly-paid professionals who remain long-term unemployed or under-employed.

<table>
<thead>
<tr>
<th>Local Area</th>
<th>Unemployment Rate (Maximum)</th>
<th>Unemployment Rate (May 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
<td>9.3%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Bucks</td>
<td>8.0%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Chester</td>
<td>8.7%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Delaware</td>
<td>8.4%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>8.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>8.7%</td>
<td>6.6%</td>
</tr>
<tr>
<td>SE PA Region</td>
<td>8.7%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>5.0%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis
Given the comparatively low unemployment rate and 36.0% of the population not participating in the labor force, it’s important to understand the frequency, location and needs of those populations with barriers not characteristically not participating in the labor force to understand where to locate and identify potential workers to meet employer needs.

Coupled with the low labor market participation and challenging labor market throughout the region, the research provides an opportunity to review the labor market demographics of groups commonly not participating in the labor market and generally higher unemployment. These groups include those in poverty, immigrant population, and other populations with barriers (including ex-offenders, foster care, disabilities). This will be examined in varying detail below.

Poverty is often an indicator and contributes to the unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the region, one in ten (10.5%) of families are living in poverty. Concentrations include a portion of Berks County (select Reading zip codes), Delaware County (Chester) and Philadelphia County (select Philadelphia zip codes) with poverty levels greater than 20%. Single parents are more likely to be living in poverty, with 14.9% of the households in the region considered single parent households.
Southeast Pennsylvania possesses an overwhelming percentage of the state’s immigration population. According to the Migration Policy Institute, from 2011 to 2015 there were 461,000 immigrants in the Region, accounting for 57.6% of the state’s immigrant population. Several local workforce areas already work closely with the Welcome Center for New Pennsylvanians related to assisting immigrants, including the Delaware and Philadelphia local boards.

According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners’ chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, and health problems that make them hard to employ. Those convicted of crimes but never incarcerated face similar barriers to finding employment. Some employers are reluctant to hire residents with convictions given their concerns about liability in the workplace. Pennsylvania has specific legislation that restricts Pennsylvanians with criminal convictions from hire in specific occupations -- especially those in healthcare and banking. Recently, lifetime bans have been challenged by the courts and the Pennsylvania
legislature is reconsidering these bans In the Southeast region, in 2016 there were 7,119 individuals released from a state prison and 69,136 released from a county jail There are many others convicted of crimes who were not incarcerated.

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

When looking at the region, 4.7% of those employed have a disability, while 13.8% of those unemployed have a disability. In the region unemployment is 143.0% higher for those with a disability (20.7%) compare to those without a disability (8.5%). There are also 38,047 students receiving services through the local Intermediate Units, with half (53.1%) of those students having a learning disability, 8.2% have an intellectual disability, 1.5% have a speech/language impairment, 12.2% have emotional disturbances, 15.2% have health implications and 9.1% have autism.

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

- 10.5% families are living below poverty (Nielsen Answers)
- 16.0% of households speak a language other than English at home (Nielsen Answers)
- 14.9% of families are single parent families (Nielsen Answers)
- 7,119 individuals were released from a state prison in 2015 and 69,136 individuals released from county jails (PA Department of Corrections)
- In 2015, 4,382 children left foster care, 6.9% (302) aged out of the foster care system (PA Partnerships for Children)
- In 2015, there were 7,461 youth with a juvenile court disposition (PA Juvenile Court Judge’s Commission Annual Report)
- In 2016, 63,753 children between the ages of 0-17 were receiving TANF assistance (PA Department of Human Services)
- Of the estimated 2,170,769 individuals in the labor force:
  - 4.7% (92,440) of those employed had a disability
  - 13.8% (24,078) of those unemployed had a disability
  - 20.7% of the disabled population is unemployed
  - Unemployment is 143% higher for those with a disability
  - 8.5% is the unemployment rate for those without a disability
  - 10.1% is the overall unemployment rate
  - (Source: US Census Bureau, American Community Service, 5 year estimates)
- During the 2015 Point in Time Count, 8,743 people were counted at homeless that designated evening in January (HUD, Point in Time Count)
• In 2016, 10,421 students were homeless as defined by the McKinney-Vento Homeless Assistance Act (PennLive)

This labor market summary provides the foundation for the six Local Workforce Development Boards (and their community and workforce partners) with the following regional labor market analysis.

On the positive side, the Southeast Pennsylvania Workforce Region population is on average younger, better educated, and make more money when compared to Commonwealth. The population is growing and with people, both immigrants and non-immigrants, moving to the Region particularly when compared to other parts of Pennsylvania. On the positive side also, the unemployment rate is relatively low indicating that jobs are comparatively plentiful.

On the negative side, the unemployment rate is comparatively low, indicating to employers that finding the right workers with the right skills is more challenging than ever. With 36.0% of the labor force not participating, the Southeast Pennsylvania Region must look toward and reach out to those populations that are not participating as robustly in the labor market. This includes those living in poverty, immigrants and those with barriers, as well as any remaining long-term unemployed. As noted in the map above, poverty is evident in large parts of the region but highly concentrated (20.0% or higher) in certain areas.

Regional Employer Overview

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

Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. Per ESMI, LQ can reveal what makes a particular region “unique” in comparison to the national average. The Location Quotients for the key industry clusters as delineated by the Center for Workforce Information by Local Workforce Area are as follows:
Significant Location Quotients include high LQ’s of 4.26 (Montgomery County, Building and Construction), 2.26 (Chester, Building and Construction), 1.43 (Health Care, Philadelphia) and 1.43-1.48 (Advanced Manufacturing, Berks and Bucks).

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

In reviewing occupations specific Location Quotients, these will be reviewed at the Local Workforce Development Area level for consideration for training and education programs. Where they encompass more than one LWDA, the Directors may discuss and consider regional programming.

Data are not available now from the Center for Workforce Information and Analysis regarding regional Location Quotients.

Additionally, long-term industry projections for the Southeast Region also provide a window into employer demand to match job seeker supply.

When looking at long-term industry projections the highest level of projected growth is in construction. This is currently a sector with high unemployment and growth will provide an

<table>
<thead>
<tr>
<th>Industry Cluster</th>
<th>Berks County</th>
<th>Bucks County</th>
<th>Chester County</th>
<th>Delaware County</th>
<th>Montgomery County</th>
<th>Philadelphia County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Food Production</td>
<td>1.68</td>
<td>0.05</td>
<td>1.32</td>
<td>0.41</td>
<td>0.06</td>
<td>0.46</td>
</tr>
<tr>
<td>Advanced Manufacturing</td>
<td>1.43</td>
<td>1.48</td>
<td>0.92</td>
<td>1.00</td>
<td>0.85</td>
<td>0.33</td>
</tr>
<tr>
<td>Bio-Medical</td>
<td>0.09</td>
<td>1.43</td>
<td>2.26</td>
<td>0.62</td>
<td>0.87</td>
<td>0.45</td>
</tr>
<tr>
<td>Building &amp; Construction</td>
<td>0.91</td>
<td>1.43</td>
<td>2.26</td>
<td>0.62</td>
<td>4.26</td>
<td>0.58</td>
</tr>
<tr>
<td>Business Services</td>
<td>0.78</td>
<td>0.94</td>
<td>1.53</td>
<td>0.94</td>
<td>1.43</td>
<td>0.94</td>
</tr>
<tr>
<td>Education</td>
<td>0.98</td>
<td>0.86</td>
<td>0.96</td>
<td>1.33</td>
<td>0.77</td>
<td>1.43</td>
</tr>
<tr>
<td>Energy</td>
<td>2.66</td>
<td>0.69</td>
<td>0.48</td>
<td>0.67</td>
<td>0.74</td>
<td>0.66</td>
</tr>
<tr>
<td>Health Care</td>
<td>1.07</td>
<td>1.20</td>
<td>0.97</td>
<td>1.36</td>
<td>1.10</td>
<td>1.64</td>
</tr>
<tr>
<td>Hospitality, Leisure and Entertainment</td>
<td>0.80</td>
<td>0.96</td>
<td>0.75</td>
<td>0.87</td>
<td>0.73</td>
<td>0.92</td>
</tr>
<tr>
<td>Logistics &amp; Transportation</td>
<td>0.94</td>
<td>0.75</td>
<td>0.64</td>
<td>1.10</td>
<td>0.52</td>
<td>1.37</td>
</tr>
<tr>
<td>Real Estate, Finance and Insurance</td>
<td>0.64</td>
<td>0.78</td>
<td>1.63</td>
<td>1.09</td>
<td>1.49</td>
<td>1.02</td>
</tr>
<tr>
<td>Wood, Wood Products &amp; Publishing</td>
<td>0.98</td>
<td>1.44</td>
<td>1.00</td>
<td>0.75</td>
<td>1.05</td>
<td>0.70</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis
opportunity to bring back displaced workers. Education and Health Services along with Leisure and Hospitality are also projected to grow more than ten percent. Information, Federal, State and Local Government, as well as Manufacturing are projected to decline. The region’s workforce and economic development agencies are working to identify strategies to attract and train talent to reverse the decline in manufacturing employment, but more immediately to find skilled replacement workers to take over from retiring baby-boomers. Several initiatives detailed below, directly address the challenges (p. 16). Manufacturing, because of the strong supply chain effects, is a critical component along with Healthcare, Education and Professional & Business Services.

### Long Term Industry Projections for Southeast Region (2014-2024)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Jobs</td>
<td>2,130,540</td>
<td>2,266,260</td>
<td>135,720</td>
<td>6.4%</td>
</tr>
<tr>
<td>Goods Producing Industries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture, Mining &amp; Logging</td>
<td>236,030</td>
<td>243,960</td>
<td>7,930</td>
<td>3.4%</td>
</tr>
<tr>
<td>Construction</td>
<td>5,240</td>
<td>5,400</td>
<td>160</td>
<td>3.1%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>71,560</td>
<td>83,170</td>
<td>11,610</td>
<td>16.2%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>157,140</td>
<td>153,330</td>
<td>-3,810</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Services-Providing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>1,786,510</td>
<td>1,911,750</td>
<td>125,240</td>
<td>7.0%</td>
</tr>
<tr>
<td>Information</td>
<td>339,780</td>
<td>346,640</td>
<td>6,860</td>
<td>2.0%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>33,890</td>
<td>31,210</td>
<td>-2,680</td>
<td>-7.9%</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>308,940</td>
<td>341,160</td>
<td>32,220</td>
<td>10.4%</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>540,660</td>
<td>599,970</td>
<td>59,310</td>
<td>11.0%</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>183,730</td>
<td>205,040</td>
<td>21,310</td>
<td>11.6%</td>
</tr>
<tr>
<td>Other Services, Except Public</td>
<td>102,920</td>
<td>108,150</td>
<td>5,230</td>
<td>5.1%</td>
</tr>
<tr>
<td>Admin.</td>
<td>127,490</td>
<td>122,870</td>
<td>-4,620</td>
<td>-3.6%</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis, 2017*

Further review of this chart above demonstrates a 16.2% increase in construction employment, a 2.4% decline in manufacturing within the Goods Producing Industries. Significant growth also is projected in Professional and Business Services, Education and Health Services, and Leisure and Hospitality.
Specialty Hospitals (except Psychiatric and Substance Abuse) experienced the greatest decline in the number of job over the past year, while Services for the Elderly and Persons with Disabilities along with Home Health Care Services experienced growth. This is indicative of changes in the way healthcare is organizing across the region. Consolidation of healthcare systems has changed the landscape of demand for talent over the past five years.

Personal Care Aides and Home Health Aides are growing occupations, while Janitors and Cleaners and Sales Representatives are declining. We are expecting a decline in the types of retail jobs available in the coming years; outlets seem to do well as does the King of Prussia Mall, but department stores and clothing stores are experiencing declines in employment (These 21 retailers are closing hundreds of stores in 2017, Gili Malinsky, Bankrate).

### Growing & Declining Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Change in Jobs (2015-2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services for the Elderly and Persons with Disabilities</td>
<td>4,181</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>2,348</td>
</tr>
<tr>
<td>Research and Development in Biotechnology</td>
<td>1,453</td>
</tr>
<tr>
<td>Computer and Computer Peripheral Equipment and Software Merchant Wholesalers</td>
<td>-663</td>
</tr>
<tr>
<td>Colleges, Universities, and Professional Schools (Local Government)</td>
<td>-957</td>
</tr>
<tr>
<td>Specialty (except Psychiatric and Substance Abuse) Hospitals</td>
<td>-2,275</td>
</tr>
</tbody>
</table>

*Source: EMSI, 2017*

Another method of confirming and corroborating long-term industry projections for the Southeast Pennsylvania Workforce Region is through the North American Industrial Classification System (NAICS) codes. These codes, as noted by the Center for Workforce Information and Analysis on their website ([www.workstats.dli.gov](http://www.workstats.dli.gov)) that “data contained in these tables are the best available source of information for estimating job opportunities, developing training programs and gaining an insight into future employment trends”. Based upon a summary of the six Local Workforce Development Areas, the chart below is the ten-year Long-Term Industry Projections for Southeast Pennsylvania.
An analysis of the chart above confirms industry growth noted in the previous chart with the largest gains occurring in Health Care & Social Assistance, Accommodation & Food Service, Professional & Technical Services, Administrative & Waste Services and Construction all in four figure positive average annual change.

Further research into some of the occupations that comprise these general categories based upon the region’s fastest growing occupations indicate a varied average wage that would be a family sustaining wage and appropriate for investment by the public workforce system.

Many of the fastest growing occupations in the region are in Health Care and Food Service as noted in the Long-Term Industry Projection chart above and the specific occupations identified below.
Within the Long-Term Industry and Occupational Projections, specific categories are cross cutting and serve the entire labor market (such as Professional and Technical Services) while others serve primarily specific categories (such as Health Care & Social Assistance and Construction).

When examining the region’s fastest growing occupations in the chart above, clearly these fastest growing occupations correlate with the categories of the Long-Term Industry Occupation Projections.

The Southeast Pennsylvania Workforce Region has identified Manufacturing, because of the strong supply chain effects, as a critical component and in-demand industry cluster along with Healthcare, Education and Professional & Business Services. This identification is based upon strong employer demand and overarching impact of high quality jobs throughout the region.

The Southeast Pennsylvania Workforce Region has also identified additional in-demand industry sectors including Construction and Energy. Construction will be an expanding sector with employment expected to grow 16.2% through 2024. Reviewing this anticipated employment demand compared to the Location Quotient, it appears most of the Local Workforce Development Areas have a need to supply workers for the construction industry.

Another in-demand industry sector to consider is that of Energy. This in-demand cluster...
encompasses many aspects of energy, that could focus on the transmission of energy. This includes regional needs of PECO as well as First Energy/Met Ed and GPU, the regional utility to upgrade their gas and electric transmission capabilities. This also includes the potential and likely conversion of the former Sunoco refinery in Linwood, Delaware County, as the exporter of liquefied natural gas on the Delaware River waterfront as well as the associated Mariner 2 pipeline project this to transport natural gas liquids from Ohio and the Pittsburgh area to the Marcus Hook facility (through Berks, Chester and Delaware Counties) for both domestic distribution and export. All three of these energy related projects will directly benefit the energy sector but also have impacts on the construction sector.

The region is looking to quantify both the types and numbers of those engaged in the “gig economy” to better inform our services for contingent and self-employed workers. One of the key areas of growing employment is that of what is commonly referred to as the “Gig Economy, defined by the Bureau of Labor Statistics as “a gig describes a single project or task for which a worker is hired, often through a digital marketplace, to work on demand”\(^1\). BLS admits that the Gig workforce is spread among many different sectors and occupations with no way at this time to accurately track this information, traditionally called contingent workers.

The Long-Term Industry Employment Projections (based on the NAICS codes) project a 2.4% or 254 per year increase in self-employment income demonstrating a positive trend on the “Gig Economy”.

One of the ways to portray data to determine the Gig Economy impact is through the review of the share of resident tax returns with independent business income. Recently the Federal Reserve Bank of Philadelphia as part of their Second Quarter 2017 Community Outlook Survey reviewed and determined that barriers to employment access are major issues to improving workforce and economic development efforts. One of the key areas discussed was that private contractor “gig” work and self-employment opportunities are on the rise.\(^2\)

Based upon 2015 data (the most recent available from the Internal Revenue Service) the following Southeast PA counties have the following percentages of independent business income:

<table>
<thead>
<tr>
<th>Percentage of Independent Business Income by County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
</tr>
<tr>
<td>Bucks</td>
</tr>
<tr>
<td>Chester</td>
</tr>
<tr>
<td>Delaware</td>
</tr>
<tr>
<td>Montgomery</td>
</tr>
<tr>
<td>Philadelphia</td>
</tr>
<tr>
<td>State</td>
</tr>
</tbody>
</table>

Source: Internal Revenue Service


income (See chart to the right). The Southeast PA counties are close to or exceed the state level, indicating a higher impact of the Gig Economy.

The survey goes on to say that, like other workforce needs, soft skills are critical to the ongoing growth and success of the Gig Economy.

The Gig Economy will be an emerging sector for the Southeast Pennsylvania given the positive growth projections and currently higher than average independent business income.

To help ensure resources are available for serving these sectors and occupational areas, based upon the research complete, the Southeast Pennsylvania Workforce Development Areas recently submitted two regional petition applications for construction and manufacturing.

Based on this ongoing growing economy, the Southeast Pennsylvania Workforce Region will continue to review and update the industry clusters, sectors and related skill needs of the employer and related occupations.

Please see the regional strategy chart on page 16 for specific employer engagement to better align training investments with talent needs of the regional employers see Section 1.5.

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

The Workforce Development Board partners of the Southeast Pennsylvania region have a long history of working together to achieve maximum collective impact in producing a highly-skilled workforce available to existing and prospective employers on a regional basis. The partners embrace the vision of the Governor’s Combined State Plan that sets a framework for multiple levels of government working efficiently and in concert toward shared goals (“government that works”), expanding the education and training routes that lead to skills documentation valued by employers (“schools that teach”), and the transition to higher wage jobs tied to higher skills in the workforce through stronger alignment of economic development and workforce development actions (“jobs that pay”). The partners enthusiastically support advancement of a state system built on two bedrock principles where Pennsylvania has been a national leader in creating best practices for the national workforce development system: sector-based planning through industry partnerships, apprenticeships programs, and other employer-led training programs with coalitions tied to groupings of engaged employers not county or regional boundaries; and career pathways as the language of the education and training system that constantly focuses on employment goals while allowing for the flexibility of multiple on-ramps and off-ramps.

A solid base for planning and action was created in 2015 by the Workforce Boards and economic development partners of the Southeast Partnership for Regional Economic Performance (SE PREP). The Southeast Pennsylvania partners used a grant from the Pennsylvania Department
of Labor and Industry as an opportunity to enhance regional, cross-sector collaboration by bringing together the region’s 5 Small Business Development Centers, 2 Industrial Resource Centers, 6 Economic Development Organizations, and 6 Workforce Investment Boards to address regional priorities and to establish a foundation for further collaboration. After nearly a year of collaboratively implementing the initiatives funded under the grant, the partners engaged an economic development consulting organization, Camoin Associates, to facilitate a strategic planning process and to develop a strategic plan for the region. As a result of the process, which included review of multiple existing plans in the region, the partners identified several common regional workforce challenges and opportunities and developed strategies that built on existing organizations, plans, and relationships. In updating the information originally developed from the SE PREP work, additional discussions and meetings were held to identify additional regional challenges. The major regional challenges identified were:

- Addressing the aging workforce
- Engaging youth
- Coordinating employer needs with education and training programs in the region
- Job creation through small business development
- Developing a sustained and coordinated outreach and public relations campaign.
- Engaging the “Gig Economy” and its impact on Southeast Pennsylvania.

To address these challenges, seven primary strategies were developed. The strategies recognize the funding limitations and uncertainties of the partners, but serve as a framework for joint action for the multiple workforce development boards in the region and for collaboration with economic development and education partners prioritizing the use of existing funds and in acquiring additional resources. The table that follows shows the seven strategies, the alignment with the five broad goals of the Pennsylvania Combined Workforce Development Plan, and the goals to be pursued by the five Workforce Development Board partners in Southeast Pennsylvania in the upcoming year.

<table>
<thead>
<tr>
<th>SE PA Regional Strategies (2015 SE PREP Plan)</th>
<th>Alignment with PA Plan (Combined WIOA Plan)</th>
<th>SE PA 2017 Goals (SE PA Regional WIOA Plan)</th>
</tr>
</thead>
</table>
| 1. Enhance partner awareness of resources, priorities and initiatives | Strengthen data sharing across agencies to create better understanding and to better target new initiatives | • Leverage existing resources of service strategies & curricula  
• Creating a regional strategy with the PA Department of Labor and Industry in regards to technical assistance/monitoring to |
| 2. Identify New Funding Opportunities | Ensure consistency of guidelines through changing local area monitors • Expand train-the-trainer opportunities that service staff from multiple areas can attend • Continue SEPA Regional Director’s meeting on a bi-monthly basis • Identify strategies for regional data sets through alignment of data resources. | Expand public-private investment in the development of existing & emerging workers • Collaborate regionally to identify additional and access private or alternative funding sources for workforce programs; • Collaborate regionally to identify additional methods of revenue generation through fee – for – service programs that can allow for more flexible local and regional resources. |

| 3. Develop Partnership Framework for Ongoing Collaboration | Engage employers via sector strategies (demand-side clarity) and connect education/training via career pathways (supply-side responsiveness) • Coordinate service approaches for key employer programs (OJT, incumbent worker training) to make them more user-friendly for employer customers • Aligning regional policies for Incumbent Worker Training, and On- the-
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
| **4. Develop a Sustained Outreach Campaign for Job Seekers and Employers** | Present clear message to the public & employers through better alignment of state, regional & local plans | • Share resources for public & employer awareness of programs & services  
• Develop career awareness messages that can be used by all workforce areas, with emphasis on array of pathways for young adults |
| **5. Engage Employers Collaboratively** | Engage employers via targeted industry sectors such as Industry Partnerships & WEDnet PA | • Continue bi-annual meetings of all regional Workforce Board chairs; use meetings as venue for connecting to regional economic development groups & industry sector leaders/associations  
• Local Area Directors attend, or will attend, SE Regional Economic Development PREP meetings on a bi-annual basis to ensure close coordination and alignment with Economic Development Partners. |
| **6. Facilitate Employer & Establish career pathways as** |   | • Promote Career Pathways |
Education Connectivity, including increasing opportunities for youth to participate in work-based learning.

primary model for credentials attainment

Develop multi-employer partnerships to improve the connection & responsiveness of workforce programs

as language of the system & connection for education & training to employers

• Expand sector-based employer engagement via Industry Partnerships, apprenticeships, and other programs

7. Raise Awareness of In-demand Skills & Occupations among Stakeholders

Strengthen data sharing related to specific skills needed, along with best practices for developing the skills

• Create regional framework for creating micro-credentials and positioning of credentials on Career Pathways

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

The Southeast Pennsylvania Workforce Development region’s economic and workforce development vision and goals are based upon regional economic development efforts and common needs of the priority clusters, their employers and their critical skill needs. The region has a strong and successful history of collaborating on regional economic and workforce development efforts for many years.

The regional economic development and business engagement strategies are often regional with employers and sectors crossing local workforce development areas geographic designations in order to obtain their needed skilled labor force. In response to the regional needs of employers, the six local workforce development board directors have a successful history of meeting regularly to develop programs, apply for funds, and implement regional efforts to address the needs of employers across the region. These partnerships for program implementation will be in direct response to the employer needs and consequently may be a full partnership of all six organizations (with one usually accepting the lead role) or could be fewer than all six depending upon the locations of employers, type of industry, funds available and other factors.

Examples of these programs include the AgConnect Partnership, Innovative Technology Action Group (ITAG), the Smart Energy Initiative of Southeastern Pennsylvania, and the Philadelphia Business Education Career Awareness Project to name a few. These program examples represent responses to various industry clusters throughout the region and complement the local workforce development area efforts.

Recently, the six local areas participated in a regional Southeast Pennsylvania Workforce and
Economic Development collaboration project with their PREP partners. This project, funded with Jobs 1st funding initiative, helped identify priority efforts, implement successful pilot and other needed programs and enhance collaboration among workforce and economic development partners. This helped identify a successful framework for regional collaboration, however, there are no funds to continue this specific project.

As a result of this collaboration, the region coordinates workforce services with our economic development partners through the regular Southeast regional PREP meetings as well as in special initiatives. For example, the region’s Small Business Development Centers present their services in information session with the areas Industry Partnerships. The Delaware Valley Industrial Resource Center (DVIRC) and Manufacturing Resource Center (MRC) are critical partners in supporting the diversification of employers’ manufacturing production and succession planning. These partnerships with economic development agencies provide a broader set of services to employers across the region.

To continue the momentum established by the Jobs 1st project, the six local workforce development boards will continue to emphasize and respond to the demands of employers throughout the region. To implement this, the Board Directors will continue to meet monthly and convene with their Workforce Development Board Chairs quarterly. These meetings will focus on improving the services to employers, industry clusters and skills sets necessary and in demand to complement and support local county-based efforts.

The Southeast Pennsylvania Workforce Development Region, as part of their plan, will discuss and consider the following topics (and others) as part of the quarterly meetings:

- **Acquiring grants**—the region has a successful history of acquiring grant funds to address critical regional needs and will continue to explore these opportunities as a region.
- **Leveraging existing resources**—in order to better serve employers, intermediaries, jobs seekers and others, the sharing of resources (such as curricula and service strategies), recruitment needed for skill needs in high demand for the region’s employers, and other related data and information.
- **Incumbent worker policies**—consider reviewing and developing consistent incumbent worker policies to best serve the region’s employers.
- **Core partner procedures**—consider development of protocols with partners such as OVR, Wagner-Peyser and Title II to better and more consistently serve employers and job seekers and as available with Youth Build and Job Corps.
- **Train-the-Trainer**—development of training packages in venues where staff can access this training including improved employer engagement and business service strategies.
- **Review local employer engagement strategies**—one of the opportunities is to improve consistency, performance and services to employers throughout the region by reviewing and sharing effective practices related to employer engagement strategies.
As part of the plan, the Directors will continue to reach out to the lead sectors throughout the region, work with intermediaries (such as Chambers of Commerce and Economic Development Organizations) both locally and regionally, and share labor market information in order to continually serve employers as effectively as possible. Additionally, the region is exploring how to market workforce services and increase our penetration rate across industries while attracting more career seekers into our centers for workforce services.

The Southeast Pennsylvania Workforce Boards have a long successful history working with and partnering with post-secondary education. The regional community colleges are key resources in both post-secondary certifications and 2-year degrees that align with employer demand.

As noted in the Jobs 1st funding initiative, as indicated in the table below, these national trends also apply to the SEPA region. The median wage of a worker in the Greater Philadelphia region with an Associate’s degree or some college education is 78% higher than that of a worker without a high school diploma. A worker with an Associate’s degree earns 21% more than a high school graduate. Just graduating from high school in the region leads to a 47% increase in median earnings over the earnings of a worker without a diploma. Workers without postsecondary degrees are also more likely to be unemployed than workers with an Associate’s degree or higher. The unemployment rate for workers without a high school diploma is 19%, while the rate for workers with an Associate’s degree or some college is just 9%.

For these reasons, as well as the aging workforce, offering training programs that meet the needs of employers and are accessible to all residents is more important than ever. As previously referenced, employers are facing waves of retirements, removing some of the most experienced and skilled workers from the workforce. Most of these openings will require workers with at least an Associate’s degree to meet the needs of employers. However, as noted by a local WDB member, focusing solely on higher level education does not hit all areas needing to be addressed for higher level jobs.

Additional assistance to support the key industry sectors aligns with two goals of the Jobs 1st Report that “workforce and economic partners provide information about the needs of key industry sectors to training providers” and that “students, educators, parents, and adult workers are aware of in demand skills and occupations on the region”. Through the strong connection to education throughout the region will obtaining these skills and their corresponding wages be possible.
The Directors will explore then establish as part of the regional effort appropriate outcomes and results to measure the work with employers and sectors as noted in and as part of the plans per section 1.3 through developing the partnership framework for ongoing collaboration, developing sustained outreach campaigns for job seekers and employers and engaging employer collaboratively.

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

While all the local workforce development boards in the Southeast Pennsylvania region maintain strong connections with their multiple local economic development organizations and chambers of commerce, as described in each local plan, the primary forum for connecting workforce development and economic development goals and services at the regional level has been the Southeast Pennsylvania Partnership for Regional Economic Performance (SE PREP). In 2015 the core partners of SE PREP brought together the region’s 6 county-based economic development organizations, 6 workforce boards, 5 small business development centers, and 2 industrial resource centers to address regional priorities, establish a foundation for ongoing collaboration, and create strategic goals to guide the individual strategies and tactics of each participating organization. The plan that resulted from the process focuses on the intersection of interests, challenges, and opportunities of the partners. The plan does not supersede any other plans but rather provides an overarching framework to focus on the core issue of primary interest to the Southeast Pennsylvania partners – creating a more highly-educated and trained workforce in the region as an enabler of business expansion and attraction. Key strategies from the plan and alignment with the state and regional WIOA plans are shown in Section 1.3 (pages 14-17).

The platform of knowledge and trust among workforce development organizations and economic development organizations in the region has resulted, and will continue to result, in quick concerted action to respond to needs and seize opportunities. Coalitions in various geographic configurations provide customized approaches to address key issues, all under the regional SE PREP platform that is used to share information, expand and replicate successful models, and assess overall regional impact on employer and job seeker customers. This process allows for flexibility and speed in crafting solutions and in sharing leadership on key initiatives, while maintaining focus on regional impact of the collective efforts. Shown below are examples of such coalitions that are serving to advance workforce skills in the region:

**American Apprenticeship Grant**

**Purpose/Goals:** Build new apprenticeship structures and pipelines in the region, specifically creating an IT apprenticeship enrolling 170 trainees and a Behavioral Health Technician apprenticeship enrolling 140 trainees. Leverage other funding sources to build and maintain pre-apprenticeship feeder programs. Create visibility for apprenticeship structures in the region to stimulate the growth of apprenticeships in other occupations.
**Timeline:** 5 years beginning December 2015

**Key Partners:** Philadelphia Workforce Development Board, Philadelphia School District, Communities in Schools, Youth Build, Job Corps, District 1199C Training & Upgrading Fund, OIC, PHA

**Coordinating Partner:** Philadelphia Works

Manufacturing Alliance of Bucks & Montgomery Counties

**Purpose/Goals:** Connect manufacturers in the two counties to strengthen and grow the sector. Provide opportunities for increased networking, partnering, and sharing of information. Create and maintain a supply chain website. Raise money to support goals. Provide dedicated staff from the two Workforce Development Boards.

**Timeline:** Ongoing platform

**Key Partners:** Bucks and Montgomery County Workforce Development Boards, manufacturers in both counties

Southeastern Regional Workforce Development Partnership

**Purpose/Goals:** Develop training plans and awareness initiatives to ensure a reliable pipeline of talent for the manufacturing sector. Increase employer membership. Support work-based learning for students, including summer internships. Develop a pre-apprenticeship manufacturing program. Develop on-site career coaching models. Map manufacturing career pathways to showcase education/training leading to high wages in the sector.

**Timeline:** Formed in 2007, work is ongoing

**Key Partners:** Workforce Development Boards of Philadelphia, Bucks, Montgomery, and Delaware Counties, 50+ employers, School District of Philadelphia, Philadelphia Youth Network, regional/local economic development agencies, labor organizations, faith-based organizations

Southeast PA Region Workforce/Economic Development Collaborative: PA JOBS1st Grant

**Purpose/Goals:** Build a sustainable public/private partnership in Southeast PA to provide comprehensive and integrated workforce and economic development services. Address labor shortages facing manufacturers in Southeast PA through training and aggressive career awareness and pipeline development campaigns.

**Timeline:** Ongoing platform (built with grant from July 2014 to July 2015)

**Key Partners:** Southeast PA PREP Partners, Workforce Development Boards of Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties
Workforce Innovation Fund (WIF) Grant: Micro-Credentials for Target Populations

**Purpose/Goals:** Develop micro-credentials in the successful 12-week metalworking training program of the college. Serve four cohorts of ten students each. Target new populations and engage community partners in recruitment and preparation.

**Timeline:** October 2015 – September 2019

**Key Partners:** Bucks County Community College, Bucks County Workforce Development Board

Workforce Innovation Fund Grant: High Priority Occupations

**Purpose/Goals:** Embed micro-credentials in two new and two existing career certificate programs in the healthcare and manufacturing sectors. Focus on attracting dislocated workers, with special emphasis on long-term unemployed job seekers. Provide intensive, individualize career coaching for trainees to ensure training and job placement success.

**Timeline:** October 2015 – September 2019

**Key Partners:** Montgomery County Community College, Montgomery County Workforce Development Board

Sector Partnership National Dislocated Worker Grant

**Purpose/Goals:** Train 54 dislocated workers in High Priority Occupations in the Nursing, Biotechnology and Bio-manufacturing sectors. Employ a Career Pathways framework. Connect short-term training to 2-year and 4-year degree programs.

**Timeline:** July 2015 – June 2017

**Key Partners:** Southeast PA regional community college and workforce development boards

Southeast Pennsylvania Defense Transition Collaborative

**Purpose/Goals:** Assist distressed employers, adversely impacted by defense spending cuts, in the supply chain of major Department of Defense vendors. Create marketing and diversification plans to improve business outcomes for these employers. Connect employers to other potential markets. Currently funded through a second year.

**Timeline:** November 2015 – November 2018

**Key Partners:** Workforce development boards and economic development entities in Southeast PA region plus Lehigh and Northampton Counties

Philadelphia Business Education Career Awareness Project

**Purpose/Goals:** Create pathways programs in manufacturing sector for 14-24-year old students and young adults. Provide career awareness and internship opportunities for over 300 youth. Enhance career awareness through real-time labor market information and mapping of pathways.
Timeline: June 2015 – June 2016


Business-Education Partnership Grant

Purpose/Goals: To use career awareness and solidify elements for a successful school to employment experience for rising seniors through internships and intentional and more intensive career readiness training. To better support such transitions, externships of teams of CTE and academic teachers will engage with employers on-site.

Timeline: March 2017 – June 2018


AgConnect Partnership

Purpose/Goals: Connect farmers, to business resources, training, and financing to grow businesses and promote smart, sustainable agricultural economic development. Promote agriculture as a viable career option for students. Support training and financing programs to advance the sector, acquiring grants to assist.

Timeline: Ongoing Industry Partnership (since 2000)

Key Partners: Initiative of the Chester County Economic Development Council with partner support from Southeast PA workforce development boards, PA Department of Community and Economic Development, PA Department of Labor and Industry

Innovation Technology Action Group (ITAG)

Purpose/Goals: Develop programs and workshops for individuals and companies, promoting the latest technology and best practices in using it. Create a pipeline of qualified technically-trained workers. Host an annual Tech Summit conference for IT leaders to share knowledge and experiences on leading trends impacting business.

Timeline: Ongoing Industry Partnership (since 2009)

Key Partners: Workforce Development Boards of Southeast Pennsylvania.

As updated through meetings and discussions with the PREP Partners and other community stakeholders, the Southeast PA Workforce Development Areas have identified additional areas of focus on the regional level. These include but are not limited to:

✓ Engaging the “Gig Economy” in the region.
PY 2017-2019 WIOA Multi-Year Regional Plan

✓ Increasing labor market participation throughout the region in order to better serve employers, businesses and priority sectors. This includes regional initiatives targeted at individuals with barrier as well as the long-term unemployed/under-employed.

✓ Continue research and engagement in the Construction Trades sectors.

✓ Research additional potential sectors including Child Development Associates, opportunities for Immigrant population, and services to Youth.

The Southeast Pennsylvania Workforce Region will utilize the Next Gen Sector Partnership opportunities to continue to grow and build effective sector partnerships. Working in concert with the Commonwealth, the Next Gen Sector Partnerships will provide an industry-led collaboration that serves as a vehicle for aligning workforce development, economic development and education around the needs of business from a targeted industry.

In addition to the sector strategies noted above, there is a big movement for the Apprenticeship in Bucks and Montgomery counties, more for metal working than other areas such as construction and welding.

Given the size, diversity, and complexity of the broader Southeast PA region that includes over 1/3 of the commonwealth’s population, the approach of sponsorship of initiatives by varying combinations of geographic and industry partners has served the region well. Many of these efforts, as shown above, are ongoing and funded for multiple years. As such, they lay the foundation for region-wide sharing of knowledge and best practices and spawning new initiatives that can be expanded and replicated as needed.

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

The Southeast Workforce Development Region has significant regional populations in need of services and skills to meet the need of the region’s sector employment needs. Each local workforce area has their priorities for serving target groups in their area.

During Program Year 2015, through Job 1st funds contracted with Camoin Associates to produce a report titled “Southeast Pennsylvania Workforce-Economic Development Collaboration Strategy” identified the aging workforce and youth engagement as regional target populations.

Additional regional labor market analysis then expands the regionally targeted populations to include veterans, returning citizens, low-income individuals, low educational attainment individuals, persons with disabilities and limited English proficiency. This list of targeted populations will be regularly reviewed and updated to determine any gaps or services necessary. Additionally, each local area has spent extensive time and research documenting, reaching out, and serving to the best of their abilities many targeted populations, as identified in their respective local plans. With a region as large, extensive and diverse as the six local workforce
areas comprising Southeast Pennsylvania, the regionally identified target groups could comprise sub-group of areas or the entire region.

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

The Workforce Board Directors will continue to explore these areas as part of their monthly meetings. The Directors will also work in the context of the Workforce Innovation and Opportunity Act (WIOA), the Commonwealth’s Combined Plan, and other significant stakeholders in reaching out to identify and address ongoing target population needs. As appropriate, they will work closely with local organizations and agencies that have a keen and in depth understanding of the critical challenges and opportunities in addressing these target populations.

Another area of focus will be on developing effective regional responses to the challenges of disconnected young adults. This will involve coordination with our educational partners, community-based organizations (CBOs) and WIOA partners such as Job Corps and YouthBuild.

Section 1.3 in this plan further delineates the regional priorities and plans to address the connection of the employer’s labor force and occupational demands for all workers and job seekers, including those with disabilities.

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

Transportation is a critical factor to the success of an individual receiving education and training, getting to and from work, and a key success factor toward obtaining and keeping a job. The chart to the right illustrates where people live versus where they work. This is particularly true for those individuals with barriers to employment including but not limited to ex-offenders now more commonly known as returning citizens, persons with disabilities, TANF recipients, veterans, and others. Additionally, many of the priority sector jobs available, such as

<table>
<thead>
<tr>
<th>Southeast Pennsylvania Workforce Areas</th>
<th>Comparison of Place of Work vs. Residence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Area</td>
<td>Work in the county</td>
</tr>
<tr>
<td>Berks</td>
<td>74.6%</td>
</tr>
<tr>
<td>Bucks</td>
<td>57.3%</td>
</tr>
<tr>
<td>Chester</td>
<td>64.6%</td>
</tr>
<tr>
<td>Delaware</td>
<td>52.4%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>63.2%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>75.6%</td>
</tr>
</tbody>
</table>

*Source: American Fact Finder, US Census Bureau, 2014*
health care, manufacturing, agriculture, retail sales, and management occupations require non-traditional working hours including evenings and weekend work. Managing these challenges while also including additional needs such as child care, further education, and other activities further amplifies the need of reliable transportation.

In Southeast Pennsylvania, most people drive alone to work; 50.6% of those in Philadelphia and approximately 76.8% in the suburban counties do just that. (See chart to the right.) Additional but much smaller percentages of individuals car pool, take public transportation, walk or work at home. This clearly demonstrates that reliable transportation and most likely ownership or use of a vehicle is critical to the long-term work success of individuals throughout the region.

This is reflected in the regional commuting patterns across the region. The chart below illustrates the means of transportation to work. Based on the American Fact Finder US Census Data, fewer people drive to work in Philadelphia when compared to their neighboring Southeast Pennsylvania counties.

As has been stated many times, skill sets do not stop at county lines. Economic development and their employer engagement efforts are often a regional approach by the Southeast Pennsylvania Workforce Development Boards (see Section 1.9). Another way to illustrate that in transportation terms is the commuting across county lines (or in some cases state lines) to get to work. The analysis of the place of work versus the neighboring county or state illustrates a broad commuting pattern from suburban Philadelphia counties to Philadelphia while the Berks County labor force mostly works within Berks County.

Comparing where a person’s permanent residence is located versus where they work is also a manner of identifying commuting patterns. The vast majority of individuals work within their home county or contiguous county. Clearly a large number of residents in counties contiguous to

<table>
<thead>
<tr>
<th>Southeast Pennsylvania Workforce Areas</th>
<th>Means of Transportation to Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Area</td>
<td>Drive Alone</td>
</tr>
<tr>
<td>Berks</td>
<td>80.3%</td>
</tr>
<tr>
<td>Bucks</td>
<td>81.6%</td>
</tr>
<tr>
<td>Chester</td>
<td>77.7%</td>
</tr>
<tr>
<td>Delaware</td>
<td>74.4%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>77.9%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>50.6%</td>
</tr>
</tbody>
</table>

Source: American Fact Finder, US Census Bureau, 2014
Philadelphia are commuting to Philadelphia. The chart above shows the county of residents versus where persons are working.

All local workforce development areas in Southeast Pennsylvania have a majority of employed residents in their counties working within their counties. On average two out of three workers work within their county of residence with Berks having a high of 79.2% (almost 8 out of 10) and Delaware being the lowest at 54.3% but closely followed by Bucks County at 55.3%.

One of the significant issues for transportation planning for both individual commuting and public transportation is the level of employment in Philadelphia versus the other Southeast Pennsylvania counties. While Philadelphia does have a significant draw of residents employed in the city from neighboring Southeast PA counties, the level varies significantly largely due to geography.

Public transit has been and will continue to be a vital component of community life throughout much of Southeast Pennsylvania.

<table>
<thead>
<tr>
<th>Southeast Pennsylvania County-to-County Worker Flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
</tr>
<tr>
<td>Berks</td>
</tr>
<tr>
<td>Bucks</td>
</tr>
<tr>
<td>Chester</td>
</tr>
<tr>
<td>Delaware</td>
</tr>
<tr>
<td>Montgomery</td>
</tr>
<tr>
<td>Philadelphia</td>
</tr>
<tr>
<td>Other PA</td>
</tr>
<tr>
<td>Other USA</td>
</tr>
<tr>
<td>Other Int.</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

*Source: US Census County-to-County Worker Flow Files 2000*

Southeast Pennsylvania is fortunate to have an extensive public transportation system with the Southeast Pennsylvania Transportation Authority (SEPTA) serving the region. (Berks County is served by a separate county-based public transportation system – BARTA). While the SEPTA map below (from their website) shows the transportation venues throughout the Southeast Pennsylvania Workforce Development Area region, the use of public transportation varies within the counties. For example, Philadelphia has the highest percentage of individuals using public transportation at 27% with 11% in Delaware County and 4% in the remaining counties.
As can be seen from the SEPTA map of their routes, the services of SEPTA are concentrated in Philadelphia and Delaware County with limited services to other counties (and neighboring states in some cases). While SEPTA is the sole provider in Philadelphia and Delaware Counties, the other counties have various local or county-based public transportation that complements SEPTA services or addresses various county needs.

Source: [http://www.septa.org/maps/system/](http://www.septa.org/maps/system/)

The Job Access/ Reverse Commute (JARC) program funded by the Federal Transit
Administration (FTA) was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. The JARC funding was used by SEPTA to provide additional service to passengers at times when regular transit operations would not be justified, such as the late evening, early morning, and on Sundays. Many low-income workers and Temporary Assistance for Needy Families (TANF) recipients in the region, particularly Philadelphia and neighboring counties rely on transit in order to work night shifts and on weekends.

All this being noted, the Southeast Pennsylvania Workforce Development Area works diligently to link with public transportation including ensuring that the PA CareerLink® centers and major contractors are on public transportation routes wherever possible. The Boards also work closely with employers and their sectors to address transportation issues.

The Southeast Pennsylvania Workforce Development Areas will update and identify those regional transportation options identifying accessible transportation options for persons with disabilities that cross county lines. Based upon the current data available, the Southeast Pennsylvania Workforce Development Areas will work collectively with the available Human Services Transportation Plans within each county to best identify services available to address accessible transportation for those with disabilities. Also, in the broader engaging of employers and coordination of services noted in Section 1.3 the Southeast Pennsylvania Workforce Development Areas will pursue the available public transportation availability to serve employers’ labor force needs during off-peak time periods (nights and weekends). This could include working with collaborative efforts with non-traditional carriers such as Uber or special arrangements with public dedicated transportation systems, such as county human services.

The Southeast Pennsylvania Workforce Development Areas are aware of the Delaware Valley Regional Planning Commission Equity through Access, the DVRPC’s update to the region’s Coordinated Human Services Transportation Plan ([http://www.dvrpc.org/ETA/](http://www.dvrpc.org/ETA/)). Among the key gaps identified in the plan include:

- Infrastructure—Not all fixed-route service is American with Disabilities Act (ADA) accessible.
- Service and funding—Existing routes and schedules are not always coordinated, flexible or convenient.
- Service and funding—There is inadequate funding to meet overall service demand among vulnerable populations.
- Data and coordination—There is lack of coordination between public transit services and Transportation Network Companies (TNC’s) such as Uber and Lyft.

Based on this report, there is much to be done to improve both regional, intercounty and county based human services transportation to address job seeker and employer needs. The Southeast Pennsylvania Workforce Development Areas will explore and work closely with all entities involved to better address these critical transportation needs.

Note: In the long-term, re-establishing regional rail connection between Reading and Philadelphia would help better integrate the Berks County workforce and employers into the regional labor markets. However, there are no realistic plans for doing so at the current time.
Regarding coordinating supportive services, often times the key to successful work outcomes is the delivery of supportive services consistently across the region. This may include child care, transportation, and other services necessary to meet the job seekers’ needs in support of successful work outcomes. This includes not only the WIOA Title I providers but also all the partners and other community providers involved or engaged in the public workforce system. While supportive services are based upon local county-based policies, the Southeast Workforce Planning Region will continue to review supportive services as needed based on common needs of employers (and their sectors) and job seekers.

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

The Southeast Workforce Planning Region has a long successful history of sharing resources. For many years, the Workforce Development Areas shared funds to employ a Regional Coordinator to address regional needs related to common job seeker and employer programs. Based upon experience, the six areas will use the groundwork from this past experience as a basis for sharing resources. In this case, the local areas employed evenly shared expenses based upon an equal division of the total costs shared equally among the various areas. Based upon the scope of work this was an appropriate method for sharing costs.

The Southeast Planning Region has experience working collaboratively with administering Industry Sector, Partnerships, special workforce initiatives, and most recently the Jobs 1st PREP Region Grant. These programs are based upon employer or job seeker priorities and the local areas have learned through this process to regionally prioritize activities to reflect these priorities with an eye toward a more regional impact. Toward that end, the six local areas will pursue funding streams, address economic development efforts, explore cost-sharing and cost-saving initiatives through local, regional, national, philanthropic and other funds as appropriate. The specific determinations related to defining and establishing appropriate allocation of costs will be determined on a case by case basis.

Should this not be appropriate in the future then the local areas will agree upon a comparable formula to allocate funds. This could be based upon allowable methods based upon Generally Accepted Accounting Principles, Office of Management and Budget Circular, or similar guidance that is most efficient and effective for the circumstance. Every effort will be made with the interest of the efficient shepherding of public resources.

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

Each local area will negotiate individually with the Commonwealth. However, the WDAs in the region seek to coordinate on polices associated with training and contracting with employers to reduce confusion. This will positively impact our local areas’ performance.
The Southeast Workforce Planning Region recognizes the value and importance of performance measures related to effective performance outcomes. These measures have many intended and unintended consequences for the entire public workforce system including the job seekers, employers and various agencies and intermediary organizations that help align services based on satisfactory performance outcomes.

The local areas will review and analyze the local performance measures negotiated for the six local areas and based upon those results will then utilize this information and negotiation experience to collectively address the regional performance levels. Since the system is awaiting guidance on these measures (and on still to be determined additional state measures and employer measure(s)), the Southeast Workforce Planning Region will then identify the process to collectively address these outcomes.
Workforce Innovation and Opportunity Act

Multi-Year Local Area Plan

Program Years 2017-2019
1. **STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis**

1.1. *Identify the composition of the local area’s population and labor force.*

According to the US Census 2016 estimates, Chester County’s population is 516,312. While a quarter of the population is under 18, as reflected in the pie chart below, the largest age group of the adult population in the county falls within the 45-54 year age range, with over a quarter of the adult population falling within the 45-64 age range. There is a significantly smaller number of people entering adulthood and the workforce than those who are approaching retirement age. This is cause for concern, not only about Chester County’s ability to replace its aging workforce, but for the possible loss of institutional knowledge through retirement, without the ability to fill positions in a timely manner.

Chester County has the highest percentage of population with a bachelor’s degree or higher in the state of Pennsylvania, and significantly outpaces the Southeast Region in percentage of population with a bachelor’s degree or higher. The Southeast Region and Pennsylvania as a whole have the highest concentration of educational attainment in the category of high school graduate. Chester County is home to 56,038 adults, age 25-64 with a post-graduate degree, accounting for 20.7% of residents in this age category.
Educational Attainment, Age 25-64

<table>
<thead>
<tr>
<th></th>
<th>Chester County, PA</th>
<th>Southeast PA Region</th>
<th>Pennsylvania</th>
</tr>
</thead>
<tbody>
<tr>
<td>No High School Diploma</td>
<td>6.1%</td>
<td>9.3%</td>
<td>8.5%</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>20.7%</td>
<td>28.6%</td>
<td>33.8%</td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>14.2%</td>
<td>17.2%</td>
<td>17.2%</td>
</tr>
<tr>
<td>Associate's Degree</td>
<td>6.4%</td>
<td>7.2%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>31.8%</td>
<td>22.7%</td>
<td>19.6%</td>
</tr>
<tr>
<td>Postgraduate Degree</td>
<td>20.7%</td>
<td>15.0%</td>
<td>11.8%</td>
</tr>
</tbody>
</table>

Source: Jobs EQ

Chester County also exceeds the regional and statewide average annual salary by $6,714 and $14,716 respectively (Source: JobsEQ). This higher average salary correlates to a higher median home value and significantly high self-sufficiency wage threshold. According to estimates based on Pathways PA’s self-sufficiency rates, the self-sufficiency wage threshold for a family of one adult and one preschool-age child is $55,721, or $26.79 per hour, and the self-sufficiency wage for a family of 2 adults and 2 children is $77,234, which works out to an hourly rate of $18.57 per adult. (Source: Central Pennsylvania Workforce Development Corporation) This creates a blend of opportunity and barriers unique to Chester County, with a larger gap to self-sufficiency experienced by those with barriers to employment.

In Chester County, the homeownership rate is 74%, which, combined with the high median home value of $347,700, contributes to a cost of living that ends up out of reach for minimum wage and entry-level workers. The high rate of homeownership and elevated home value has also led to increased rents, with a median rent of $1,209 per month and 39.8% of renters experiencing housing cost burden, defined as paying 35% or more of their income towards housing costs. Higher housing costs and advanced degree rates have left many workers priced out of living in Chester County, or those who can find affordable housing left with a burdensome commute to places of employment (2016 ACS 1 year Estimate).

This difficulty in matching housing to available jobs within the county is reflected in the county’s commuting patterns. Over 7,000 workers making less than $3,333 per month commute into the county from places with more affordable housing, and 7,000 workers making more than $3,333 per month commute out of the county to work elsewhere. (Central Pennsylvania Workforce Development Corporation)

**Populations with Barriers to Employment**

At the time of development for this plan, there is not a comprehensive data source available regarding Chester County residents with barriers. Data from various sources can be collected to begin creating a picture of individuals with barriers to employment in Chester County.
Low-Income Individuals
- 4.4% of Chester County families are below the poverty level (ACS 5 Year Estimates, 2011-2015)
- The largest age group of those below the poverty level is those under 18 years old, with 8,564 Chester County children living below the poverty level. (ACS 5 Year Estimates, 2011-2015)
- In June 2016, 979 Chester County children were receiving Temporary Assistance for Needy Families (TANF) (PA Department of Human Services)
- Of those in Chester County below the poverty level, age 16 or older, the Unemployment Rate is 25.7% and the Labor Force Participation Rate is 49.3% (CWIA)

Indians, Alaska Natives, and Native Hawaiians
- This population makes up less than 0.1% of the population of Chester County (ACS 5 Year Estimates 2011-2015)
- In Chester County, 5.9% of the population is African American, 4.5% is Asian, 2% identifies as two or more races, and 7% is of Hispanic or Latino ethnicity. (ACS 5 Year Estimates 2011-2015)

Individuals with Disabilities
- In the 2015-2016 school year, 4,800 students age 14-21 had a disability, of which the majority had a learning disability. (PA Department of Education, Bureau of Special Education)
- In Program Year 2016, 751 Chester County residents were engaged with the Office of Vocational Rehabilitation (Source: Pennsylvania Office of Vocational Rehabilitation)
- The 2015 American Community Survey estimates that 8.2% of Chester County’s population has a disability.
- The disability categories with the highest percentages are; ambulatory, cognitive, and self-care. (United States Department of Housing and Urban Development)
- The Unemployment Rate in Chester County for adults age 25-64 with a disability is 15.8%, with a 52.5% Labor Force Participation Rate (CWIA)

Older Individuals
- 12.8% of the Chester County population is over 65 years of age (2010 Census)
- 4.6% of the Chester County population is over 65 years of age and below the poverty level (ACS 5 Year Estimates, 2011-2015)

Ex-Offenders
- 1,244 people have been released from prison in Chester County from 2013-2015. The average age at time of release is 37 (Source: PA Department of Corrections)

Homeless Individuals
- 682 sheltered and unsheltered Chester County residents were experiencing homelessness during the 2016 Point-In-Time-Count, of which 306 were Veterans residing at the VA Medical Center. (Source: Chester County 2016 Point In Time Count)
- 1,621 people were served under housing programs in Chester County in 2016. Over 275 of those individuals were under 18 and over 600 were ages 45-61 (Source: Decade to Doorways)

Youth who are in or who have aged out of the foster care system
- In 2015, 84 children left foster care in Chester County, of them, 10.9% aged out of the foster care system (Source: Pa Partnerships for Children)

Individuals who are English language learners, individuals who have low levels of literacy
- 23,446 Chester County residents identify as speaking English “Less than very well.” Of those, Spanish and Chinese are the most commonly spoken languages. (2014 ACS Estimates)
- 7.3% of Chester County residents age 25 and over do not have a high school diploma (Source: ACS 5 Year Estimates, 2011-2015)

Migrant and Seasonal Farmworkers
• Pathstone, Inc., which administers migrant and seasonal farmworker services in Chester County, estimates approximately 6,000 migrant and seasonal farmworkers in the county, with roughly 1% eligible for WIOA services.

Single Parents
• 12% of Chester County households are single-parent households (ACS 5 Year Estimates, 2011-2015)

Long-Term Unemployed Individuals
• The Central Pennsylvania Workforce Development Corporation estimates that there are 9,800 discouraged and marginally attached job seekers in Chester County, with an additional 2,300 people working part-time who would work full time if possible. (Estimates based on data from the Pennsylvania Department of Labor & Industry and the Federal Bureau of Labor Statistics)

The Office of Vocational Rehabilitation (OVR) provides services to individuals with disabilities to help them secure and maintain employment and independence. These services are designed to prepare OVR customers to become qualified trained members of the workforce, increasing regional workforce diversity and the overall number of skilled workers available to businesses in the county and region.

Chester County has the lowest unemployment rate in Pennsylvania, at 3.8% in April 2017. This equates to roughly 10,900 job seekers. The majority of Unemployment Compensation exhaustees in Chester County come from the Professional and Business Services industry. (Source: Center for Workforce Information & Analysis County Profile, June 2017)

Skills gaps are identified in two ways; through data analysis utilizing information from such sources as the Center for Workforce Information & Analysis (CWIA), JobsEQ, and the Central Pennsylvania Workforce Development Corporation, and through tracking employer feedback and requests.
Unanticipated employer need is often discovered anecdotally through stakeholder and partner conversations. For example, the Chester County Workforce Development Board (WDB) has heard from a number of partners that the agriculture industry, particularly the mushroom industry concentrated in the southern part of the county is experiencing significant difficulty in hiring farmworkers. For many varieties of agriculture, this work can be seasonal, but for the mushroom industry, the need is year-round.

Employer demand for skills can also be determined by an analysis of job postings. Eleven of the top 20 required skills are computer programming and software related. Nine of the top 20 requested certifications are in the healthcare sector. (Help Wanted OnLine™ Job Postings, The Conference Board) This is consistent with the emphasis on the IT and Healthcare sectors in Chester County’s industry Partnerships, and with projected occupational gaps referenced in the graph on page 6.

Overall educational attainment is not the only indicator of marketable skills or skills gaps in the labor force. Employers have requested the following certifications and trainings through the Incumbent Worker Training portion of the Industry Partnerships, all resulting in a certificate or credential and costing less than $1,000 per person trained;

Health Care
- End of Life Certificate
- Oncology Nursing Certification
- Progressive Care Certified Nurse
- Alzheimer Certification
- Gerontological Nursing
- Wound Care Certification

Agriculture
- Permaculture Design
- Certified Farm Succession Coordinator

Smart Energy Initiative
- Infiltration and Duct Leakage Certification
- LEED Accredited Professional
- LEED Green Associate
- NATE Certified Technician
- International Ground Source Heat Pump Association Certified Installer

Additionally, the following skills trainings that advance certifications and provide valuable skills in career pathways have been requested, each at a cost of $1,200 or less;

Information Technology Action Group (ITAG) – IT/Communications
- Business System Analysis
- Certified Scrum Master
- Certified Sun Java Associate
- Network Administration and Security
- Oracle Database
- ICD-10 Coding
- Business System Continuity Planning & Disaster Recovery
Manufacturing Alliance
- CNC Operations
- Programmable Logic Controls
- Manufacturing Project Management
- Industrial Automation and Control

The trainings requested by Industry Partnership Employers tie to High Priority Occupations and give a glimpse at shorter term trainings and stackable credentials that can help get job seekers back to work in their previous fields quickly and efficiently, with a marketable certification or an update of skills.

In addition to occupation-specific skills, there is constantly feedback from employers on the need for “business critical skills,” formerly referred to as soft skills. Business critical skills shortages are addressed for adults and dislocated workers via workshops and are integrated in program curriculum for WIOA Youth participants at the Career Corps and EARN and Work Ready program participants.

Expanding beyond skills gaps, the Chester County Workforce Development Board (WDB) also monitors projected occupational gaps, which include an overall package of skills or experience to fill specific occupations.
The above Occupation Gaps graph indicates occupational categories and their forecasted gaps and oversupply in the next ten years. This data can be further drilled down to more specific occupations within a category, indicating, for example, that the largest occupation gap is forecasted to be in the “Financial Specialists” occupation within the “Business and Financial Operations” category. (JobsEQ)

The Industry Clusters bubble chart combines Location Quotient, wage opportunities, and expected growth to present a more complete view of options and opportunities for a job seeker. It is worth noting that, while some occupational categories appear on the chart to be experiencing negative growth, they are likely to have a significant need for replacement workers due to their high Location Quotient in the county.

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?**

While the high rate of bachelor’s and postgraduate degrees (cited in Section 1.1) in Chester County is often cited as a point of pride, it does create a wider gap between the education attainment of residents and the education levels needed for employment in Chester County and the region. The overwhelming percentage of employment by training required in the county, Southeast Region, and statewide is for Short-Term On the Job Training (OJT), with little to no experience and no degree required. The lowest percent of employment by training required is in the postgraduate degree category. While 20% of people in Chester County ages 25-64 have postgraduate degrees, only 3.9% of employment in Chester County requires a postgraduate degree.
This disconnect between educational attainment and education needed for employment presents one of the biggest challenges in the Chester County Local Workforce Development Area (LWDA); the underemployed. United States Department of Labor Training & Guidance Letter (TEGL) WIOA No. 3-15, “Operating Guidance for the Workforce Innovation and Opportunity Act” states that;

“In addition to providing career and training services to individuals who are unemployed, there remains a significant population of job seekers who are underemployed. Individuals who are underemployed may include:

- Individuals employed less than full-time who are seeking full-time employment;
- Individuals who are employed in a position that is inadequate with respect to their skills and training;
- Individuals who are employed who meet the definition of a low-income individual in WIOA sec. 3(36); and
- Individuals who are employed, but whose current job’s earnings are not sufficient compared to their previous job’s earnings from their previous employment, per State and/or local policy”

As determined at the Chester County WDB planning session on June 14, 2017, the underemployed are a frequently-overlooked population within workforce development who need increased focus in Chester County. The Chester County WDB intends to work to identify and develop best practices to more effectively locate and serve these underemployed workers and implement methods to help them reach their full employment potential. Creative solutions are needed for both job seekers and employers to identify transferrable skills that would allow job seekers to succeed in a position, instead of seeing advanced degrees and credentials and automatically deeming a job seeker “overqualified.”

According to projections from the Center for Workforce Information and Analysis (CWIA), compiled utilizing occupational projections and O*NET detailed work activities, the following tools and technologies will continue to be in demand over the next seven years.
PY 2017-2019 WIOA Multi-Year Local Area Plan

Top 20 Tools & Technologies

<table>
<thead>
<tr>
<th>Tools &amp; Technologies</th>
<th>2024 Employment</th>
<th>Percent of Annual Openings</th>
<th>Annual Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spreadsheet software</td>
<td>219,860</td>
<td>78.1%</td>
<td>6,328</td>
</tr>
<tr>
<td>Data base user interface and query software</td>
<td>204,940</td>
<td>73.5%</td>
<td>5,955</td>
</tr>
<tr>
<td>Word processing software</td>
<td>199,920</td>
<td>69.0%</td>
<td>5,592</td>
</tr>
<tr>
<td>Personal computers</td>
<td>186,330</td>
<td>66.5%</td>
<td>5,387</td>
</tr>
<tr>
<td>Office suite software</td>
<td>182,610</td>
<td>65.3%</td>
<td>5,285</td>
</tr>
<tr>
<td>Desktop computers</td>
<td>183,630</td>
<td>65.2%</td>
<td>5,281</td>
</tr>
<tr>
<td>Electronic mail software</td>
<td>164,570</td>
<td>55.6%</td>
<td>4,499</td>
</tr>
<tr>
<td>Notebook computers</td>
<td>160,840</td>
<td>54.8%</td>
<td>4,442</td>
</tr>
<tr>
<td>Internet browser software</td>
<td>146,240</td>
<td>49.0%</td>
<td>3,966</td>
</tr>
<tr>
<td>Presentation software</td>
<td>140,690</td>
<td>47.3%</td>
<td>3,830</td>
</tr>
<tr>
<td>Enterprise resource planning ERP software</td>
<td>119,560</td>
<td>41.0%</td>
<td>3,321</td>
</tr>
<tr>
<td>Project management software</td>
<td>111,960</td>
<td>36.2%</td>
<td>2,934</td>
</tr>
<tr>
<td>Accounting software</td>
<td>103,090</td>
<td>35.2%</td>
<td>2,854</td>
</tr>
<tr>
<td>Calendar and scheduling software</td>
<td>97,180</td>
<td>33.5%</td>
<td>2,713</td>
</tr>
<tr>
<td>Operating system software</td>
<td>81,580</td>
<td>29.2%</td>
<td>2,364</td>
</tr>
<tr>
<td>Scanners</td>
<td>89,990</td>
<td>28.9%</td>
<td>2,341</td>
</tr>
<tr>
<td>Personal digital assistant PDAs or organizers</td>
<td>78,770</td>
<td>28.9%</td>
<td>2,337</td>
</tr>
<tr>
<td>Graphics or photo imaging software</td>
<td>83,980</td>
<td>28.3%</td>
<td>2,290</td>
</tr>
<tr>
<td>Analytical or scientific software</td>
<td>80,180</td>
<td>28.2%</td>
<td>2,287</td>
</tr>
<tr>
<td>Photocopiers</td>
<td>79,710</td>
<td>26.9%</td>
<td>2,178</td>
</tr>
</tbody>
</table>

While these skills do not directly correlate to an educational attainment level, they do reflect the related challenge of skills mismatch. The number of computer and technology skills represented on the above list presents a particular challenge in serving many older job seekers and those impacted by a layoff who have spent their careers in non-computer-based tasks. A significant number of job seekers who come to the PA CareerLink® - Chester County in search of assistance struggle with basic computer functions such as those listed in the above chart. Basic computer assistance is provided by the Chester County Library and United Way Financial Stability Center.

The diversity of industry and population in Chester County make for both unique needs and opportunities. The Chester County WDB has been successfully serving those needs through not only standard workforce development services, but through innovative solutions and initiatives.

Chester County’s largest employers, Vanguard and QVC Network, are well-known names. However, there is a variety of employers and industries in the county. For example, Chester County has a strong and vibrant agriculture sector with a location quotient of 5.27 when compared to the rest of Pennsylvania (Source: Center for Workforce Information & Analysis). A subset of the Agriculture industry, the mushroom industry, primarily located in southern Chester County and producing 47% of the nation’s mushrooms (Source: http://modernfarmer.com/2014/05/welcome-mushroom-country-population-nearly-half-u-s-mushrooms/), plays a critical role in making agriculture so important in
Employers in Information Technology and the Life Sciences are also very well represented and growing in the county, which is reflected in the Professional and Technical Services industries having a location quotient of 1.81 (Source: Center for Workforce Information & Analysis). The strength of the Information Technology sector can be further observed when reviewing the fastest growing occupations by percent change, with Software Developers and Computer Systems Analysts regularly being in the top ten on the list (Source: Center for Workforce Information & Analysis).

Transportation is a constant challenge to services and employment within Chester County. With the county spread out over a large geographic area, as well as a blend of suburban and rural communities, public transportation can be burdensome where it exists at all. This challenge is illustrated by the Job Proximity Index. The Job Proximity Index shows access to employment opportunities for a given neighborhood, with a higher index indicating higher access to opportunities. According to the United States Department of Housing and Urban Development (HUD), the average Job Proximity Index in Chester County is 55. While the average is the second highest in the region and is, generally speaking, not a challenge, the challenge comes from the range in indices found within the county. Neighborhoods in Chester County can have Job Proximity Indices ranging from 2 to 98. This disparity of access has the greatest negative impact on individuals with barriers, with areas of higher concentrations of low income residents, migrant and seasonal workers, residents with Limited English Proficiency (LEP), and disabled residents frequently residing in areas of the county with a lower Job Proximity Index. This frequently adds additional barriers such as transportation and accessibility of opportunity to populations already experiencing barriers.

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

The Chester County WDB prides itself on innovation. This has brought a number of new programs and partnerships into the workforce development system of Chester County.

The most prominent and overarching innovation has been the integration of the PA CareerLink® - Chester County and the United Way Financial Stability Center. This unique partnership brings workforce development services and access to wrap-around supportive services under one roof in a holistic approach to helping Chester County residents on the road to self-sufficiency. This multi-directional integrated approach has successfully connected so many job seekers to supportive services that integration was furthered to include the EARN and Work Ready programs, which have been integrated at the PA CareerLink® - Chester County and United Way Financial Stability Center for the past four years.

The diversity of industry in Chester County has led to increased innovation in employer engagement and business services. Chester County is home to a variety of Industry Partnerships, including the Innovative Technology Action Group (ITAG) which pre-dates the statewide Industry Partnership program. While the Industry Partnerships serve high priority sectors in the county well, the diversity of industry meant that additional employers were not being reached to the same extent, which led Chester County WDB and Chester County Economic Development Council to launch the HireOne initiative. The initial intent of the HireOne initiative was to convince employers to expand their workforce by one person, or reduce a planned layoff by one person, it has since grown to include a Task Force of employers from a multitude of industries to discuss skills gaps, hiring practices, and other trends, as well as job seeker coaching,
networking opportunities, workshops, and trainings.

Chester County is home to seven institutes of higher education, as well as a number of community-based and privately licensed training providers that have long been partners in workforce development activities. The Delaware County Community College is represented on the Chester County Workforce Development Board, but the workforce system also has strong relationships with Cheyney University, Penn State Great Valley and West Chester University.

The majority of Individual Training Account recipients in Chester County have chosen a training provider within Chester County over 10 years in a row, speaking to the tendency of the Chester County labor market to remain within the county. In addition to postsecondary education and training partners, Chester County is home to three Technical College High Schools preparing high school students and adults for hands-on work in high priority occupations. Strategically located in central, northern and southern locations, the three Technical College High Schools are tremendous resources and partners within the workforce system, and the director of their programming is also a member of the Chester County Workforce Development Board.

The Chester County Workforce Development Board and its members actively partner with education and training providers in a variety of ways; through Industry Partnerships, Perkins Participatory Planning Committees, Adult Basic Literacy Education, and special projects. The local nature of these work groups make them valuable to each participating member.

While the Chester County Workforce Development Board prides itself on its strengths and successes, it is not without challenges. Strong employer partnerships lead to an excellent exchange of information, but not all employer needs can be readily met. There is a shortage in the area of available short-term trainings and certifications that have been identified as needs or skills gaps by employers. Additionally, the available workforce in Chester County does not often readily match up with employer needs within the county. There is a shortage of entry-level employees and an excess of available employees with advanced degrees and certifications. Part of this is due to the high cost of housing as referenced in section 1.1.

The geography of Chester County also poses challenges to effective service. Those who live in the more remote areas of the county often need the most help and have the most difficulty accessing services or finding employment they can get to. Mobile workforce services for job seekers and targeted outreach to employers in those areas, particularly the southern, northern, and far western areas, is critical to system-wide success. The Chester County Workforce Development Board has no control over public transportation options, but does make an effort to speak up for those most in need whenever the opportunity arises.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The Chester County Workforce Development Board’s (WDB) vision is to offer a comprehensive menu of programs and services to both employers and job seekers for the purpose of building and maintaining a healthy economy within Chester County and the Southeast Pennsylvania (SEPA) region. The Board’s vision emphasizes strong connections with employers, education, and economic development partners.
The Chester County WDB prides itself on innovation, with a willingness to try new programs and initiatives and a commitment to pushing providers to look forward and implement pioneering ideas. This desire to be increasingly progressive has led to programming such as the Jobs 1st reentry program, Platform to Employment for the long-term unemployed, and expansion of youth programming within the Industry Partnerships. Most significantly, the partnership between the PA CareerLink® - Chester County and the United Way Financial Stability Center has brought a wider range of supportive services and community connections to job seekers at the one-stop.

Employment opportunities in any community begin with the employers. Fortunately, Chester County is home to many healthy and vibrant employers within a number of different industries. In order to further nurture a thriving employer community, a priority of the Chester County WDB is to ensure that local employers have support that enables them to compete in the global economy. The Chester County WDB recognizes the importance of employers in the workforce development system and will continue to establish strong relationships with employers and remain aware of employer needs.

Our workforce is strong, with job-seekers and incumbent workers that possess a wealth of transferrable experiences and quality contributions. Those experiences create a valuable base to fill skill gaps and train workers to fill the openings that exist today and will occur in the future. With the need to get valued workers into fulfilling and family-sustaining jobs, the Chester County WDB is committed to finding new and creative ways to serve job-seekers and employers.

The Chester County WDB also understands that the future workforce, our young people, needs to be educated on the future in-demand occupations and industries in order for them and the education system to prepare to meet these future workforce needs. To that end, the Chester County WDB will facilitate on-going dialogue between local education institutions, community-based organizations, private licensed schools and training providers, libraries, industry partnerships, and employers to create appropriate curriculum within the education system and career awareness events that communicate future employment opportunities to students and their parents.

Finally, it is very important to the Chester County WDB that all customers: employers, job seekers and incumbent workers are served through an integrated and comprehensive delivery system, which is grounded in the one-stop and utilizes the Commonwealth Workforce Development System to its full extent. The Chester County WDB has created a very innovative delivery system with the PA CareerLink® - Chester County and United Way Financial Stability Center, serving employers and job seekers. This system provides financial stability services and linkages to the county-wide system of supportive services, along with the traditional employment and training programs.

The Chester County WDB’s Vision will be implemented on a daily basis using the following goals as a guide:

1. **Job-Seekers will have access to a comprehensive array of services that focus on employment and training, but includes all other community resources that the job-seeker can utilize during their job search.**
   a. The Chester County WDB will focus efforts on finding appropriate employment for all job-seekers in Chester County with an emphasis on the highest and best use of the job-seekers talents.
   b. The Chester County WDB will maximize the job matching services for job-seekers within
the JobGateway© system by encouraging employers to increase their use of this system for posting employment opportunities.

c. The Chester County WDB will promote and support training that leads directly to meaningful employment with family sustaining wages. Filling these existing open positions with local talent will create a win-win for employers and job-seekers.

d. The Chester County WDB and the PA CareerLink® - Chester County will continue to stay attuned to the hiring methods being used by employers and adjust programs to meet the needs of the job-seekers to compete for these jobs.

e. The Chester County WDB will continue to holistically serve job seekers through the partnership with and co-location of the United Way Financial Stability Center, providing connections to community-based organizations and supportive services.

f. The Chester County WDB will focus on serving the following populations; veterans, persons with disabilities, those experiencing homelessness, low-income job seekers, ex-offenders, and the long term unemployed.

g. The Chester county WDB will expand workshops and trainings addressing business critical, or “soft” skills to increase job seeker competitiveness and success.

h. The Chester County WDB will explore the use of micro-credentials to close skill gaps and get job seekers back to work as quickly and efficiently as possible.

2. **Employers will have individuals prepared to fill the job openings that they have now and in the future.**

   a. The Chester County WDB will outreach and engage with employers to better understand their needs through all programs and partners through the PA CareerLink® – Chester County’s Business Services Team, which includes;
      - the Chester County Economic Development Council through the Hire One Initiative and Industry Partnerships,
      - the Chester County Chamber of Business and Industry and other local chambers,
      - representatives of Title III and Title IV services
      - The workforce developers of the Title I, EARN, WorkReady, and WIOA Youth programming at the Career Corps.

   b. The Chester County WDB will identify career opportunities and pathways in collaboration with local education partners and with the assistance of employers and the Industry Partnerships to prepare job-seekers for the opportunities of the future.

   c. The Chester County WDB will assist employers in educating job seekers, students, and teachers regarding job and career opportunities and pathways.

   d. The Chester County WDB will identify skill gaps in occupations through surveys, which request employers to share information, particularly relating to positions that they are having problems filling due to applicant skill gaps.

   e. The Chester County WDB will prioritize training funds to address the skill gaps identified by employers through Individual Training Accounts (ITAs), On the Job Training (OJT), and Incumbent Worker Training (IWT).

   f. The Chester County WDB will work with employers to develop strategies for identifying those job seekers with transferrable skills who could succeed in difficult-to-fill positions with specific skill upgrades and short-term training.
3. **The Chester County WDB will support the industry diversity in Chester County while maintaining a focus on the key industry sectors prioritized under the High Priority Occupations process, which include; agriculture, business services and information technology, health care, energy, life sciences and manufacturing.**
   a. The Chester County WDB will continue to engage with the different industries in the region to understand their unique and shared needs.
   b. The Chester County WDB will continue to support and participate in the Industry Partnership programs administered by the Chester County Economic Development Council and our regional Workforce Development Boards.
   c. The Chester County WDB will work with education partners and employers in key sectors to compile Career Pathway options that include a wide variety and entry and exit points, as well as options for those job seekers with disabilities and other barriers.

4. **The Chester County WDB will cultivate an increasingly more robust delivery of workforce services for job-seekers and employers.**
   a. The Chester County WDB will further the ultimate goal of the collaboration between the PA CareerLink® – Chester County, the United Way Financial Stability Center and the Career Corps (the Chester County WDB youth and young adult job center) to enable program participants to increase income, increase assets and decrease debt, with the first step being meaningful employment.
   b. The PA CareerLink® - Chester County and United Way Financial Stability Center model is a tremendous example of coordination of services along with maximizing and leveraging resources. Appropriate partners within the PA CareerLink® - Chester County and United Way Financial Stability Center will continue to collaborate on the delivery of services to individuals who need more than workforce development services.
   c. The Chester County WDB will work to ensure that the Career Corps (a Partnership for Youth and Young Adult Employment) will be the primary location for out-of-school youth and young adults to connect into the economic opportunities of Chester County.
   d. It is the vision of the Chester County WDB that the Career Corps will become an empowerment center for the young adult participants, especially those from the Coatesville and West Chester communities.
   e. The Chester County WDB will bring services to all parts of the county, understanding that the county geographically, with 760 square miles, is a large area to provide workforce programming.
   f. The Chester County WDB will continue to partner with the Chester County Economic Development Council to support the Industry Partnerships and the Hire One initiative to engage employers.
   g. The Chester County WDB will coordinate employer outreach among all members of the business services team to engage and provide materials and services to employers.
   h. The business services team will utilize a proactive approach in employer outreach in order to better serve those with an impending layoff of less than the WARN threshold for Rapid Response and those employees affected by those layoffs.

5. **The Chester County WDB will expand its utilization of data in order to make strategic decisions and proactively assess critical workforce issues.**
   a. The Chester County WDB will expand its utilization of reports available through the Commonwealth Workforce Development System (CWDS), the Center for Workforce Information and Analysis (CWIA) and other sources of Labor Market Information to
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make informed and strategic decisions about current and future programming.
b. The Chester County WDB will look to expand its data utilization to track trends as related to the following:
   • Job seekers with disabilities
   • Those participating in the “gig economy” of short-term and contract workers
   • Employers who are hiring
   • In-demand and growth occupations
c. The Chester County WDB will apply data analysis when determining the focus of proactive employer outreach strategies and innovative job seeker programming

In order to maintain alignment with the Southeast Pennsylvania Regional goals and strategies, the Chester County WDB will also implement the following;

• The Chester County WDB will participate in the creation of a regional framework for micro-credentialing and the positioning of those micro-credentials on Career Pathways.
• The Chester County WDB will participate in and support regional meetings for WDB Directors, WDB Chairs and PA CareerLink® operators and administrators.
• The Chester County WDB will leverage resources of service strategies and curricula.
• The Chester County WDB will participate in the development and leveraging of resources to increase public and employer awareness of services.
• The Chester County WDB will work with regional and local partners to share career awareness messages with parents and young adults.
• The Chester County WDB will work to further coordinated service approaches for key employer programs throughout the region, to allow for expanded awareness and ease of access for employers.

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?

A primary responsibility of the recently-formed Workforce System Integration Committee will be to ensure the alignment of resources and guide all providers and partners toward the common vision and goals outlined by the Chester County Workforce Development Board (WDB). Progress and efforts toward the goals and strategies outlined in this plan will be part of monitoring and discussions conducted with all contracted providers. The One-Stop Operator will work to coordinate and implement the strategies necessary for achievement of the vision and goals.

Representatives of all core WIOA programs are included in the Chester County WDB membership and will be invited to participate on the Workforce System Integration Committee. All required partners will be invited to participate in quarterly staff meetings held at the one-stop. The PA CareerLink® - Chester County, the WDB and all partners operate in a state of continuous improvement, with active feedback and participation from all partners as a key element in that action and in the daily work toward the goals outlined in this plan.

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?

The Chester County Workforce Development Board (WDB) is historically one of the lowest-funded Local Workforce Development Areas (LWDAs) in Pennsylvania. While that is reflective of the higher education attainment levels, higher average wages, and lower unemployment in Chester County, it also creates a large gap to navigate for those experiencing barriers to employment. As dictated by WIOA, the Chester County WDB focuses its funds on those most in need of services. To the extent possible with limited WIOA formula funds, the Chester County WDB will support the governor’s vision and goals, included in the state WIOA Plan, in the following ways.

**Governor’s Goal #1: Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.**

For the purpose of making sure that training programs lead to High Priority Occupations, the Chester County WDB will continue to work with our employers, adult education partners, secondary and post-secondary education partners, and libraries to maintain updated and current listings of high priority occupations and career pathways for the Chester County LWDA and the region. When possible, the Chester County WDB will offer supportive services for key industries such as health care and information technology to enable movement by program participants along career pathways. The Chester County WDB is committed to support the growth of apprenticeship and pre-apprenticeship programs – especially within the Chester County WDB’s youth/young adult programming. The Chester County WDB will follow the Governor’s lead and enhance career guidance and navigation services to advise individuals, especially individuals with barriers to employment and education, on programs and services that will provide them with an effective pathway to their career goals. In order to encourage an open-minded approach to career pathways and options, the Chester County WDB will work to ensure pathways include multiple entry and exit points, various certifications, and consideration of transferrable skills.

The Chester County WDB will convene workgroups consisting of education representatives from the Chester County Intermediate Unit and Delaware County Community College, the secondary and post-secondary Carl D. Perkins providers in the county, as well as representatives from Title I and IV services and Industry Partnerships to better define Career Pathways. These Pathways will be informed by labor market data, training curricula, and the needs of employers to provide multiple entry and exit points, as well as connections to other Pathways and inclusion of job seekers with disabilities and other barriers. The first of these workgroups will address Pathways for healthcare and information technology. Information regarding these Pathways will then be used, not only as job seeker options, but as information for students and parents to inform them of career options.

**Governor’s Goal #2: Expand public-private investment in the state’s pipeline of workers and in incumbent workers for targeted industry sectors from entry-level skills to middle skills through Industry Partnerships, WEDnetPA, and other innovative strategies.**

The Chester County WDB certainly understands the importance of knowing the employers’ needs for talent in targeted industries within Chester County. Over the last ten years, the Chester County WDB has supported six different Industry Partnerships to better understand the needs of employers in different industries. These partnerships allow the WBD and its service providers to assist in connecting these
employers with local educational and training institutions to fill these gaps.

Business Education Partnership-funded programming has increased outreach to young people, engaging youth and businesses in career exploration. This expands student experience of the variety of occupations growing within the county and region, as well as the pathways to success in those occupations.

Moving forward, the Chester County WDB plans to continue our partnership with the Chester County Economic Development Council and local employers in offering connections to young people to our local employers. The level of these partnerships are heavily dependent on federal and state funding support.

**Governor’s Goal #3: Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.**

Recognizing the employment challenges faced by older youth and young adults, the Chester County WDB will expand the work-based learning opportunities for youth and young adults. The Workforce Innovation and Opportunity Act requires that at least 20% of youth funding be dedicated for high quality work experience and the Chester County WDB and Council for the Workforce of Tomorrow (WDB committee) is committed to ensuring our youth programs continue to include and expand upon work experience. The Career Corps has taken the leading role in the implementation of a more robust work-based learning program for youth and young adults. With the diversity of industry, we also feel strongly that the work experiences should focus on occupations with family sustaining wages and a career pathway. The Chester County WDB will continue to foster alignment between the Career Corps staff and the Industry Partnerships.

As a core partner, the Office of Vocational Rehabilitation (OVR) has the ability to collaborate with the local WDB to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS), such as paid work experience, job shadowing, work place readiness training, and career counseling, to better prepare these students for life after high school. The board will continue to fine tune their collaboration efforts with OVR to serve this population.

**Governor’s Goal #4: Engage employers through multi-employer 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 jobs that pay.**

The Chester County Workforce Development Board achieves employer engagement through the Business Services Team of the PA CareerLink®- Chester County (Title I, Title III, Title IV, EARN, Work Ready), and continued partnership with the Chester County Economic Development Council, the Chester County Chamber of Business and Industry and other local chambers, and local area educational organizations such as the Chester County Intermediate Unit and Delaware County Community College.

The PA CareerLink® - Chester County has a history of providing customized workforce development and recruitment for local business customers. Among business services at the PA CareerLink® - Chester County have been; providing onsite recruitment for numerous employers throughout Chester County, and providing assessment testing, such as KeyTrain, for job seekers engaged in training services as well as employers seeking to employ skilled workers. The PA CareerLink® - Chester County and the United
Way Financial Stability Center have partnered with the Chester County Chamber of Business and Industry to meet new employers in Chester County and the Chester County Economic Development Council to both recruit and retain a diverse business population. Specific staff have also been assigned to provide exclusive services to individual business customers.

The PA CareerLink® - Chester County's goal is to provide a full range of economic and workforce development services through our partnering agencies to meet the needs of our employer customers. The one-stop offers on-site recruitment services to all employers at no charge. The employer may have recruitment events, use desk/office space, telephone, fax and copier as well as pre-screening services from staff. A comprehensive calendar is kept with access for all to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and job search workshops. Additional employer engagement takes place through our five industry partnerships and the HireOne initiative.

In the fall of 2015, the Chester County WDB partnered with the Chester County Economic Development Council and Chester County Intermediate Unit on a Workforce Summit for the specific purpose of bringing employers and educators together to better understand each other’s needs. Over 100 participants attended and the Chester County WDB was able to capture valuable information on ideas offered by the summit participants. As a result of the information obtained through the summit, an action plan has been developed to continue the goals of the VISTA 2025 economic development strategy for Chester County.

The Chester County WDB currently measures success in engaging employers based on the number of employers engaged with local workforce initiatives, which is tracked on a quarterly basis. This tracking will be expanded to include how employers participate in and engage with the workforce development system.

**Governor’s Goal #5: Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.**

For the last five years, the Chester County WDB has used various sources of data to make decisions on the best way to invest valuable workforce development funding in the community. During this time, there has sometimes been a struggle to efficiently capture the necessary real-time data to provide a comprehensive picture for the Workforce Development Board and other local workforce development partners. The Chester County WDB has invested in additional data collection and analysis. Increased leverage of data from other funding sources and programs within the Chester County Department of Community Development are also leveraged to provide a more complete picture of the Chester County labor market, particularly regarding job seekers with barriers.

The Chester County WDB currently utilizes the Central Pennsylvania Workforce Development Corporation (CPWDC), JobsEQ, the American Community Survey, and the Chester County Planning Commission as primary sources of data and analysis. Board staff is currently working with the Southeastern Planning Region workforce boards and PREP partners toward regional data source consistency.

In addition, the Chester County WDB applauds the Commonwealth on its efforts to improve upon the
Commonwealth Workforce Development System (CWDS) and hopes to utilize staff experience to assist in that effort in any way possible. As the Commonwealth’s system of record, CWDS will be used by the Chester County WDB to report on the use of funding received from the PA Department of Labor and Industry and the PA Department of Human Services.

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

The Chester County Workforce Development Board’s (WDB’s) goals support the negotiated performance levels, found in Appendix A, in the following ways:

• Providing a holistic approach to job seeker needs by assisting them with needs that distract from and impact their ability to secure and maintain employment
• Ensuring that trainings are targeted to employer needs and driven by data-demonstrated occupational openings and pathways
• Emphasizing transferrable skills while offering training options to bridge skill gaps
• Maintaining focus on high priority occupations and sectors
• Expanding career exploration and work experience options for youth to better prepare them for success in the workforce
• Emphasizing the importance of trainings that result in an industry-recognized credential
• Expanding tracking of employer services to better determine needs and successes

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

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

The Chester County Workforce Development Board (WDB) is staffed by the Chester County Department of Community Development, while the Chester County Commissioners act as the fiscal agent. This structure has been established by the Partnership Agreement, known as the Local Elected Officials (LEO) Agreement, between the Chester County WDB and the County of Chester. The Chester County Board of Commissioners is an active partner in workforce development, with Commissioner Kathi Cozzone serving as a member of the Chester County WDB.

A strong partnership is a good way to describe the relationship between education leaders, government officials, and business leaders in Chester County. Often times, the partnership is best captured by looking at the Board members of the various key organizations. For example, the Chester County Workforce Development Board contains membership from the following organizations;

• Chester County Chamber of Business and Industry
• Chester County Economic Development Council
• Chester County Intermediate Unit
• Community Based Agencies (Chester County OIC and Life Transforming Ministries)
• Private Sector Employers from various industries
• Labor Organizations
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This team of high ranking professionals representing business, education, economic development, government, and workforce development has created a synergy that enables a quick response to pressing needs as reflected in some of the creative solutions identified in the following Strategies to Provide Enhanced Quality Services to Employers and Individuals section. Each of these services have a piece of these different agencies in the initiative. This collaborative spirit makes the Chester County Workforce Development Area a unique and special place.

As provided in WIOA sec. 107(d), the Local WDB roles and responsibilities include:

- Develop and submit a local plan for the local area, in partnership with the chief elected official and consistent with WIOA sec. 108;
- If the local area is part of a planning region that includes other local areas, develop and submit a regional plan in collaboration with other local areas. If the local area is part of a planning region, the local plan must be submitted as a part of the regional plan;
- Conduct workforce research and regional labor market analysis to include:
  - Analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers;
  - Other research, data collection, and analysis related to the workforce needs of the regional economy as the WDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions;
- Convene local workforce development system stakeholders to assist in the development of the local plan under § 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the Local WDB and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the Local WDB;
- Lead efforts to engage with a diverse range of employers and other entities in the region in order to:
  - Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Local WDB;
  - Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities;
  - Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers;
  - Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations;
- With representatives of secondary and postsecondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly
individuals with barriers to employment;

- Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs;

- Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and job seekers, by:
  - Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;
  - Facilitating access to services provided through the one-stop delivery system involved, including access in remote areas;
  - Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and
  - Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment;
  - In partnership with the chief elected official for the local area:
    - Conduct oversight of youth workforce investment activities authorized under WIOA sec. 129(c), adult and dislocated worker employment and training activities under WIOA secs. 134(c) and (d), and the entire one-stop delivery system in the local area;
    - Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and
    - Ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA sec. 116;

- Negotiate and reach agreement on local performance indicators with the chief elected official and the Governor;

- Negotiate with CEO and required partners on the methods for funding the infrastructure costs of one-stop centers in the local area in accordance with § 678.715 of this chapter or must notify the Governor if they fail to reach agreement at the local level and will use a State infrastructure funding mechanism;

- Select the following providers in the local area, and where appropriate terminate such providers in accordance with 2 CFR part 200:
  - Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the Local WDB determines there is an insufficient number of eligible training providers in a local area, the Local WDB may award contracts on a sole-source basis as per the provisions at WIOA sec. 123(b);
  - Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA sec. 122;
  - Providers of career services through the award of contracts, if the one-stop operator does not provide such services; and
  - One-stop operators;
• In accordance with WIOA sec. 107(d)(10)(E) work with the State to ensure there are sufficient numbers and types of providers of career services and training services serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities;

• Coordinate activities with education and training providers in the local area, including:
  o Reviewing applications to provide adult education and literacy activities under WIOA title II for the local area to determine whether such applications are consistent with the local plan;
  o Making recommendations to the eligible agency to promote alignment with such plan; and
  o Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

• Develop a budget for the activities of the Local WDB, with approval of the chief elected official and consistent with the local plan and the duties of the Local WDB;

• Assess, on an annual basis, the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); and

• Certification of one-stop centers.

Additionally, the fiscal agent is responsible for the following functions:

• Receive funds.

• Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget circulars, WIOA and the corresponding Federal Regulations and State policies.

• Respond to audit financial findings.

• Maintain proper accounting records and adequate documentation.

• Prepare financial reports.

• Provide technical assistance to sub-recipients regarding fiscal issues.

• Procure contracts or obtain written agreements.

• Conduct financial monitoring of service providers.

• Ensure independent audit of all employment and training programs.

Membership of the Chester County WDB follows the guidelines established under WIOA, with the Chair and Vice Chair coming from the 51% of the members representing private industry. Under the Chester County WDB, there are the following standing committees;

**Addressing Barriers:** The Addressing Barriers Committee began as the Disabilities Services Committee and has expanded its scope to all job seekers with barriers. The purpose of this committee is to address the barriers experienced by the job seeker population and determine strategies and modifications needed to ensure those job seekers have the best possible chance at success with the support of all workforce development, social service, and community-based agencies. The Addressing Barriers Committee is chaired by the Board member representing the Office of Vocational Rehabilitation (OVR). Membership on the Addressing Barriers Committee includes; Board members, Title I staff, WDB staff, OVR (Title IV) staff, representatives from the Chester County Department of Mental Health/Intellectual and Developmental Disabilities (MH/IDD), and representatives of the Decade to Doorways Initiative to
End Homelessness. Additional members may be invited as the committee deems fit.

**Council for the Workforce of Tomorrow:** The Council for the Workforce of Tomorrow (CWT), also known as the “Youth Council,” provides information and assists with planning, operations, and other issues related to the provision of services to youth and young adults. The further purpose of the CWT is to facilitate a workforce development system designed to provide youth and young adults with access to opportunities for educational enrichment and career explorations. The CWT supports youth and young adults during the dynamic transition from adolescence to adulthood through the provision of services offering academic, career, and post-secondary preparation, and leadership training. Membership on the CWT includes: Board members, representation from the Office of Vocational Rehabilitation (OVR), representation from Chester County Juvenile Probation and Children, Youth, and Families, representation from the Housing Authority of Chester County, representatives of community-based organizations, representatives of education, and representatives of the Industry Partnerships.

**Executive-Governance:** The Executive-Governance Committee sets the vision and agenda for the Board, keeps the Board informed of current best practices in corporate governance, reviews governance trends for their applicability to the WDB, updates the WDB’s governing principles and governance practices, and advises on the skills, qualities, and professional or education experiences necessary to be effective WDB members. Membership on the Executive-Governance Committee includes; the WDB Executive Director, Chair, Vice Chair, Board attorney, and at least one additional private sector member, and any other WDB members or staff as may be appropriate.

**Fiscal Committee:** The Fiscal Committee acts as a guide to increase the level of local coordination and responsible use of the multiple grants associated with WIOA’s required programs, develop the board budget, and identify resources to leverage support for workforce development activities. Additional activities of the Fiscal Committee include; developing and monitoring the board budget, review program budgets and any modifications of those budgets, and make suggestions to reduce duplicative costs. Membership on the Fiscal Committee includes; Board members with fiscal expertise, non-board members, and board staff.

**Workforce System Integration Committee:** The Workforce System Integration Committee oversees and advises on issues relating to service delivery at the PA CareerLink® - Chester County, which includes board-funded programming for job seekers and employers. This committee functions as the one-stop oversight committee and overarching goals include; ensuring coordination and integration of services, reviewing performance, program oversight, community outreach, and discussion of innovative programming options with an eye toward making recommendations to the Board at large. Membership on the Workforce System Integration Committee includes; Board members representing business, education, and economic development, as well as the WIOA core programs.

The Chester County Equal Opportunity Officer is Lila Singleton, Workforce Development Manager – Department of Community Development and staff to the WDB. 610-344-6914; lsingleton@chesco.org.

The Equal Opportunity Liaison is Jason Foster, PA CareerLink® Supervisor, BWPO. 610-280-1019; jasfoster@pa.gov.

Please see the Organizational Chart located in Appendix B.
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?**

For a list of program partners and providers, please see Appendix C: “Workforce Delivery System Program/Provider List.”

The Chester County Workforce Development Board (WDB) intends to continue existing strong relationships with even more robust connections and collaboration through updated Memoranda of Understanding (MOUs) with partner entities and through the coordination of the PA CareerLink® - Chester County Operator, Title I provider, and Workforce System Integration Committee.

Collaboration between the LWDB and service providers happen in a number of ways:
- Workforce Integration Committee meetings bring together the Operator, Title I providers, LWDB staff, and all stakeholders and service providers monthly
- LWDB staff conduct oversight monitoring and hold technical assistance meetings on a quarterly basis
- Additional technical assistance is provided on an as-needed basis
- Employer engagement is reported by all providers on a quarterly basis and sharing of information is facilitated by the Business Services Team, which includes all core partners
- The One-Stop Operator and Title I providers submit regular reports which are reviewed by the LWDB and staff
- The One-Stop Operator and Title I providers are given opportunities to provide updates and answer questions at LWDB meetings

The programs included in the local workforce delivery system provide varied, wrap-around services to job seekers and employers, delivered by experienced providers. Partnership with education providers will further the establishment of career pathways and the educating of youth and parents on the varied career options available to them in the county and region. HireOne bridges the Industry Partnerships to job seeker programming, strengthening the pipeline and sharing opportunities and recommended certifications. Education, vocational rehabilitation, and the United Way Financial Stability Center combine to offer a variety of services and supports for youth at the Career Corps, allowing a focus on work-based learning with options for all interests and abilities.

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.

The Chester County Workforce Development Board (WDB) has created a One-Stop model that includes the PA CareerLink®- Chester County, United Way Financial Stability Center, Chester County EARN and Work Ready Programs, Chester County Assistance Office, and other appropriate partners. Other related programs and resources within the PA CareerLink® - Chester County and United Way Financial Stability Center collaborate with all partners on the delivery of services to individuals with needs beyond workforce development services. In addition to these services located at the PA CareerLink® - Chester County, the Chester County WDB has chosen to create a specialized center, adjacent to the main One-Stop, focused on youth. This youth specialized center is called Career Corps.
Chester County partners and service providers connect with customers to provide registration into the Commonwealth Workforce Development System (CWDS) and assessments to determine barriers to employment, education, and training needs. The United Way Financial Stability Center provides services to address three goals: increase income, increase assets, and decrease debt. The Chester County EARN and Work Ready Programs provide services directly to the Temporary Assistance to Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) recipients. Being co-located within the PA CareerLink® - Chester County and United Way Financial Stability Center allows the program customers and staff to easily access and streamline other available activities, employment opportunities, trainings, and community resources. This partnership and model is a tremendous example of coordination that maximizes and leverages a variety of resources available to all individuals. There is currently a participant transfer procedure in place for customers who move from one program to another at the PA CareerLink® - Chester County, which will be expanded upon to address co-enrollment.

WIOA requires that priority of service is provided to eligible program participants regardless of funding levels. The priority of service policy includes recipients of public assistance, other low-income individuals, those who are basic skills deficient, and veterans. Under WIOA there is a stronger focus on addressing the needs of eligible individuals with barriers to employment. Individual Employment Plans (IEPs) will be developed for persons eligible, in addition to providing career services and training needs, and will address any barriers to employment that are identified through an appropriate service plan or referral. Contracted service providers will be prepared to provide interpreting and translation services for English language learners as well as for individuals who are hard of hearing. At the point of entry, materials will be provided to all individuals to inform them of the available resources and services. The Chester County WDB and PA CareerLink® - Chester County recognize the importance and value of co-enrollment to meet each individual’s needs.

In early 2016, the Chester County WDB created a new committee focused on job seekers with disabilities and barriers to employment. This Addressing Barriers Committee brings together not only PA CareerLink® - Chester County partners such as the Office of Vocational Rehabilitation (OVR) and Title I, but also representatives from the Chester County Department of Mental Health and Intellectual/Developmental Disabilities (MH/IDD) and the Decade to Doorways Ten Year plan to End Homelessness (D2D). This committee will focus on services to job seekers with disabilities and barriers, as well as performance metrics for those populations. Partners and service providers work to increase awareness of local agencies and programs to have a more direct connection with individuals who meet the priority of service definitions. The Chester County WDB and PA CareerLink® - Chester County continue to work with local agencies, employers and service providers to seek out eligible individuals for co-enrollment and those individuals that meet the priority of service criteria through brochures, meetings, networking events and the WDB and PA CareerLink® - Chester County website. The Chester County WDB is constantly strengthening and targeting outreach techniques to increase engagement of the priority of service populations.

The Chester County WDB providers will develop and implement a process to track individuals eligible for priority of service to ensure that a majority of job seekers served fall within the priority of service categories. Specific methods of determining and tracking priority of service are being updated to improve existing methods and further assist staff in helping those most in need of services without a delay.

Staff development and trainings are provided to ensure knowledge capacity. Collaboration with cross
system partners and providers is key to reducing duplication of effort. This increases operational efficiency to provide quality and timely service delivery. Individuals with barriers to employment have the opportunity to access all resources, including those associated with career pathways, regardless of eligibility for other program services.

In another effort to expand resources and services to those experiencing barriers to employment, the Chester County WDB is collaborating with the Chester County Prison, Domestic Relations Office, and the Chester County Department of Adult Probation to deliver a re-entry program for our returning citizens from the criminal justice system. This re-entry program, called Jobs 1\textsuperscript{st}, was launched in March of 2017.

Every effort is made by staff to ensure all Title I eligibility documentation is brought to the initial intake appointment. This includes a phone call to explain documentation needs and answer questions, as well as an email listing required documentation for eligibility. Despite these efforts, participants do sometimes arrive for an eligibility appointment with some required documentation missing. In this instance, staff collects a self-certification form and gives the participant a chance to return with the required documentation. If that documentation cannot be obtained, the self-certification is combined with any supporting evidence of the statement that can be provided. All participants sign a release of information form at the time of intake. When applicable, staff will reach out to other programs or providers to obtain information utilizing that form. All outreach attempts are recorded in case notes and all documentation obtained is included in the participant file.

Participants with disabilities who express an interest in learning more about OVR services are referred to an OVR Vocational Rehabilitation Counselor to discuss options and determine eligibility. This referral process is especially strong with our WIOA Youth program. If OVR is determined to be a good fit for a participant, a qualified OVR counselor completes all required paperwork and a discussion between the referring staff and the OVR counselor takes place to determine if co-enrollment is an appropriate choice for the participant. Eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

During orientation and the development of an IEP, participants are encouraged to select a training program that results in a credential. Staff are careful not to infringe on customer choice, while assisting participants in making an informed decision. Additionally, Incumbent Worker trainings are required to result in a credential and credential attainment is built into the structure of the WIOA Youth program.

A procedure is currently in place to streamline participant transfer between Title I programs, and will be expanded upon to include co-enrollment. This procedure will include responsibilities of all programs and providers, as well as a method of oversight to ensure responsible parties are correctly entering participant information into the Commonwealth Workforce Development System (CWDS) and that information is shared among staff via case notes and other communication. In time, if existing legal concerns regarding privacy can be resolved, the Chester County WDB plans to incorporate Title IV co-enrollment with OVR services as well.

During the oversight and monitoring process, participant files and CWDS View History and Common Measures Activity Log, as well as a review of Case Notes, will be reviewed to ensure that the same services are not being provided by different programs, with the most suitable program providing the best delivery of services. One of the roles of the Operator will be to coordinate all programming to ensure sharing of information and leveraging of resources.
PY 2017-2019 WIOA Multi-Year Local Area Plan

The Chester County WDB will continue to increase awareness of Title II and Title IV through inclusion and emphasis in the orientation presentations, highlighting programs and services on the PA CareerLink® - Chester County website, and referring participants as appropriate.

- Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).

The Chester County WDB will convene workgroups consisting of education representatives from the Chester County Intermediate Unit and Delaware County Community College, as well as representatives from Title I, Title II, and Title IV services and Industry Partnerships to better define Career Pathways. These Pathways will be informed by labor market data, training curricula, and the needs of employers to provide multiple entry and exit points, as well as connections to other Pathways and inclusion of job seekers with disabilities and other barriers. The first of these workgroups will address Pathways for healthcare and Information Technology. Information regarding these Pathways will then be used, not only as job seeker options, but as information for students and parents to inform them of career options.

3.4. What strategies will be implemented in the local area to improve business/employer engagement that:
- Support a local area workforce development system that meets the needs of businesses in the local area;

The PA CareerLink®-Chester County and United Way Financial Stability Center has a history of providing customized workforce development and recruitment for local business customers and is the exclusive initial entry point for all job seekers and employer engagement. It has provided onsite recruitment for numerous employers throughout Chester County and provides assessment testing, such as KeyTrain, for job seekers engaged in training services as well as employers seeking to hire skilled workers. The PA CareerLink®-Chester County Business services team has partnered with the Chester County Chamber of Business and Industry to meet new employers in Chester County and with the Chester County Economic Development Council to both recruit and retain a multifarious business population. Specific staff members have been assigned to provide services to individual business customers.

The PA CareerLink® - Chester County and the United Way Financial Stability Center’s goal is to provide a full range of economic and workforce development services through its partnering agencies to meet the needs of job seekers and employer customers. The one-stop offers on-site recruitment services to all employers at no charge. Employers may have recruitment events, use desk/office space, telephone, fax and copier as well as take advantage of prescreening services from staff. A comprehensive calendar is kept with access for staff to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and job search workshops.

In Chester County Industry Partnerships work to address the more specific needs of high-priority industries. Employers from in-demand industries are often initially engaged through the five Industry Partnerships administered by the Chester County Economic Development Council. These partnerships
engage employers within manufacturing, IT/Communications, agriculture, smart energy, and healthcare. Businesses of all sizes and industries are engaged by the Business Services Team, Chester County Chamber of Business & Industry, Board member referral, and the HireOne Task Force. The HireOne initiative and Task Force seeks to “identify and facilitate effective linkages among the job seekers and companies hiring in Chester County and the region.”

In addition to the partnerships funded by the State, the CCEDC also manages the Manufacturing Alliance of Chester and Delaware Counties. Each partnership is driven by the private sector and has a board, executive committee, and subcommittees that currently address the training, pipeline development, recruiting/hiring, and business resource needs of its employers. In addition to the private sector members, the partnerships have significant representation from all levels of education, chambers of commerce, industry associations, economic development organizations, and the PA CareerLink® – Chester County, as well as active representation on the local Workforce Development Board. These partnerships not only convene employers and facilitate industry-focused discussion; they also provide incumbent worker training and youth career exploration and maintain a network of volunteers.

One of the goals of employer outreach and engagement is to ensure that there is a pool of engaged employers ready to hire job seekers at all skill levels and in all industries to provide the most effective services possible. While engagement with employers for Incumbent Worker Training (IWT) initiatives through the industry partnerships has been strong, On the Job Training (OJT) in Chester County has struggled to gain a foothold with a large employer base. Another goal of employer outreach is to determine employer needs and skill gaps so that trainings can be included in WIOA programming to meet those needs. Industry partnership employers, in particular, through their IWT requests and completion of annual surveys, provide key insight into employer needs and have a direct impact on training and workshop offerings.

While there are apprenticeship opportunities in the county and region, there have not been active partnerships between workforce development programming and apprenticeships in the past. Beginning with the WIOA youth program’s upcoming pre-apprenticeship initiative through Career Corps, Chester County will reach out to apprenticeship programs to provide additional options and opportunities to job seekers.

- Manage activities or services that will be implemented to improve business engagement;

While all contracted providers and partners actively participate on the Business Services Team, the lead entity tasked with administration and tracking of employer engagement is Educational Data Systems, Inc. (EDSI), the Title I provider. The Business Services Team will utilize Executive Pulse, CWDS, and the Grants Information Financial Tracking System (GIFTS) to track employer engagement, employer interest, and which member of the BST is the primary contact. This tracking should streamline BST activities, target outreach while avoiding duplication, determine to what extent employers are engaged, and allow for more effective reporting under the Chester County Strategic Business Plan, Managing for Results. The Chester County WDB has determined that the extent of employer engagement, or the level of participation in workforce development activities and initiatives, is an indicator of employer outcomes beyond that of market penetration or number of business folders in CWDS. With the CCEDC acting as the coordinator of employer engagement activities, this allows for an even stronger link with economic development.
Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and

The Chester County Economic Development Council (CCEDC) participates in regional activities and initiatives through the Partnership for Regional Economic Performance (PREP), making regional strategies a natural fit into programming. Employers from the region are included in initiatives, meetings, networking, and committees.

Currently, business engage with workforce development in a variety of ways, from opening business folders and posting jobs on Job Gateway, to participating in Industry Partnership boards and committees or the HireOne Task Force, to holding recruitment events at the PA CareerLink® - Chester County or hiring job seekers under an On the Job Training (OJT) contract. Improved tracking and coordination will assist in determining successes and gaps in employer engagement to further strengthen relationships with employers in Chester County and the region. The Chester County WDB and CCEDC fully support the implementation of the Next Gen Sector Partnerships model and are looking forward to further success as active participants in more advanced employer engagement.

Going forward, as part of a coordinated message of workforce and economic development, as well as a more intensive employer engagement strategy, information regarding all available employer services, including layoff aversion and support for layoffs below the WARN threshold, will be distributed to all employers who meet with business services representatives.

Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.

PREP Orientation sessions are held weekly in our multi-purpose rooms, with 35-45 UC Claimants usually in attendance. The full array of services and programs offered by the PA CareerLink® - Chester County are detailed in a PowerPoint presentation. Partners and employers will occasionally attend PREP Orientations so they can get the word out about a job opening or new program that is being offered. Once oriented the UC Claimants are able to sign up for or request more information about any programs or services that they have an interest in.

The PA CareerLink® - Chester County will invite the Office of UC Service Centers Customer Services Section to present regularly-scheduled seminars for employers on their rights and responsibilities regarding UC. This will allow local staff to also present information on available services and develop a rapport and connection with a greater pool of local employers.

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

The Chester County Workforce Development Board (WDB) has strong connections to the development and implementation of Chester County’s Economic Development Strategy, VISTA 2025. Goal 2 of VISTA 2025 speaks directly to workforce development, and the Chester County WDB Executive Director is on the workgroup for that goal to ensure alignment.
**VISTA 2025.** Goal 2 is; “Position Chester County as a magnet for a diversified talent pool and a model for building an employer ready workforce.” This goal, and its related strategies, aligns well with those of the Chester County WDB.

The Chester County WDB and other regional Workforce Development Boards have a history of working with the Partnership for Regional Economic Performance (PREP) of Southeastern Pennsylvania, including the recent development and implementation of a regional strategic plan for workforce and economic development. Regional meetings are also held with the six WDB directors and Board Chairs, and are planned for PA CareerLink® Operators and Administrators as well.

Industry Partnerships in Chester County are regional in nature, and administered by the Chester County Economic Development Council, which is an active PREP partner and ensures regional coordination and sharing of information regarding employer and industry needs. The Chester County WDB and CCEDC fully support the implementation of the Next Gen Sector Partnerships model and are looking forward to further success as active participants in more advanced employer engagement.

The Chester County WDB currently measures success in engaging employers based on the number of employers involved with local workforce initiatives, which is tracked on a quarterly basis and reported as part of the Chester County strategic business plan, Managing for Results. This tracking will be expanded to include in what ways and to what extent employers participate in and engage with the workforce development system.

The Chester County WDB is very supportive of self-employment and microenterprise options for job seekers. Among other services, HireOne has provided guidance to job seekers regarding starting a business and the Service Corps of Retired Executives (SCORE) provides monthly workshops at the PA CareerLink® - Chester County on the topic of starting a business. While the Chester County WDB provides assistance and encouragement to those job seekers looking to start their own business, there is also a gap in reflecting those successful job seekers in performance measures. The self-employed, those involved in the “gig economy” of short-term contract assignments, and those operating on a contract or 1099 basis as not included in job placement and wage measures. It is the hope of the Chester County WDB and its stakeholders that this disconnect can be explored and addressed with the Commonwealth in the near future.

### 4. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

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

The Chester County Workforce Development Board (CCWDB) is staffed by the Chester County Department of Community Development, while the Chester County Commissioners, act as the fiscal agent. This structure has been established by the Partnership Agreement, known as the Local Elected Officials (LEO) Agreement, between the Chester County Workforce Development Board and the County of Chester.

As of July 1, 2017, the CCWDB moved from an Operator Consortium model to a contracted One Stop Operator. This contracted Operator will be evaluated by the CCWDB’s newly-formed Workforce System
Integration Committee, which includes members of the previous Operator Consortium. The selected Operator is Pathstone, Inc., which will also be the contracted provider of Title I Youth, EARN, and Work Ready services. The Operator is held accountable for the implementation and operations of the CCWDB Local Plan's service delivery system, through the key role of acting as the coordinator of program services and guiding all partners and stakeholders towards service alignment. Additionally, the Operator further agrees to manage, integrate, coordinate and conduct oversight of all services and resources in the PA CareerLink® - Chester County in cooperation with the CCWDB and in accordance with the CCWDB Local Plan. The Operator’s roles and responsibilities include, but are not limited to:

- Serve as an intermediary with all of the partners at the PA CareerLink® – Chester County.
- Create and implement an outreach plan for the community and employers about the resources at the PA CareerLink® - Chester County.
- Perform offsite presentations to employers and potential new or existing partners and job seeker groups.
- Develop, distribute and compile customer satisfaction and interest surveys. Assess customer needs and feedback to make recommendations to partners and the WDB for continuous improvement.
- Work with the Title I provider and all partners to ensure that an effective referral mechanism is in place and utilized for the benefit of individual clients and the partners’ performance.
- Develop and follow a customer flow to include, but not be limited to, triage of all customers to determine their needs and their applicable Priority of Service status, and ensure service delivery based on that status.
- Schedule workshops and events at the PA CareerLink®-Chester County and coordinate representation by partner staff at outside events such as job fairs and career fairs.
- Ensure the involvement, inclusion and integration of services with the Title I provider, Youth provider, EARN and Work Ready Program provider, the United Way Financial Stability Center providers and all other programs at the PA CareerLink® - Chester County.
- Supervision of the PA CareerLink® Administrator and Administrative Assistant.
- In collaboration with the Title I provider and the WDB staff, participate in the Business Service Team to ensure the sharing of employer outreach efforts among all service partners.
- Ensure compliance with One Stop / PA CareerLink® certification criteria.

Members of the Workforce System Integration Committee include:
- Board members representing business,
- education, and
- economic development
- WIOA core programs.

Under the direction of the Chester County Commissioners and the Chester County Workforce Development Board, the Chester County Department of Community Development (WDB) sought proposals from providers interested in providing One Stop Operator and/or Title I Services in Chester County. The RFP was open from Thursday, January 5, 2017 until Friday, February 17, 2017 at 3:00pm. Two bidder’s conferences were held, on Wednesday, January 11, 2017 at 2:00pm at the PA CareerLink® - Chester County and on Wednesday, January 25, 2017 at 9:00am at the Chester County Government Services Center. In addition to the bidder’s conferences, questions were accepted in writing until 3:00pm on Friday, January 27, 2017. Answers to these questions were then posted as an addendum to the RFP on February 7, 2017.
The RFP received four proposals for One Stop Operator and three proposals for Title I Services. The proposals were reviewed and scored by a committee of CCWDB members representing the public and private sector. During the multi-stage review process, providers responded to questions from the review committee. When the review committee reached a decision, their recommendations were brought to the full Board for discussion and approval.

Through the competitive RFP Process, the following providers were selected to begin on July 1, 2017:

- One Stop Operator: PathStone, Inc.
- Title I Adult and Dislocated Worker Services: Educational Data Systems, Inc. (EDSI)
- Title I Youth Services: PathStone, Inc.

Until July 1, 2017, Title I Adult and Dislocated Worker Services in Chester County had been provided by County staff. As of July 1, 2017 those services transferred to Educational Data Systems, Inc. (EDSI). The Title I Adult and Dislocated Worker roles and responsibilities include, but are not limited to:

- Coordinate and work interdependently with other organizations in the PA CareerLink®-Chester County system to ensure the employment and training needs of customers are being met and job seekers are qualified to join the workforce.
- Enter all job seeker information and follow-up services for all Title I customers including dually enrolled participants at the PA CareerLink® Chester County partners into the Commonwealth Workforce Development System (CWDS).
- Coordinate and assimilate all functions including specific planned activities in support of the PA CareerLink® Chester County, which will include weekly orientations and offering at least six workshops a month.
- Coordinate with the One Stop Operator and PA CareerLink® Administrator in the preparation and distribution of all outreach materials about Title I services.
- Participate in community awareness events throughout the program year.
- Coordinate and manage two monthly employer engagement events at the PA CareerLink® - Chester County for all job seekers. Staff will be responsible for managing these events by ensuring that employers are registered in PA JobGateway© and that the job seekers apply for positions in Job Gateway prior to meeting with the employers.
- Determine customer eligibility and conduct intakes.
- Assist in the staffing of the Computer Resource Center (CRC) and front desk.
- Conduct an initial assessment of job seeker’s skill sets, provide case management services, develop Individual Employment Plans with customers, and conduct career counseling.
- Provide easy access to services that are responsive to job seeker’s needs and makes them competitive in the local and regional labor market.
- Assist unemployed and underemployed job seekers with job development, job placement and job retention services; and follow up with participants in accordance to WIOA regulations.
- Coordinate programmatic activities in accordance with the various funding streams, as applicable and as amended. These funding streams include but are not limited to: Title I Adult and Dislocated Worker, Rapid-Response, and other federal, state and discretionary funds.
- Act as an active member of the Business Services Team.
- Manage and promote the Individual Training Account funds and On the Job Training contracts for eligible job-seekers.
• Comply with all federal WIOA regulations and any directives issued by the US Department of Labor and the PA Department of Labor and Industry.

Providers of the remaining core programs under WIOA are as follows:
• Title II Adult Education and Literacy: Chester County OIC, which runs a full-time GED class at the PA CareerLink® - Chester County as well as administers on-site GED testing.
• Title III Wagner-Peyser: PA Department of Labor & Industry, Bureau of Workforce Partnership & Operations
• Title IV Vocational Rehabilitation: PA Department of Labor & Industry, Office of Vocational Rehabilitation

The Chester County Equal Opportunity Officer is Lila Singleton, Workforce Development Manager – Department of Community Development and staff to the WDB. 610-344-6914; lsingleton@chesco.org.

The Equal Opportunity Liaison is Jason Foster, PA CareerLink® Supervisor, BWPO. 610-280-1019; jasfoster@pa.gov.

Additional stakeholders in the Chester County workforce development system include;
• The United Way of Chester County, which operates the United Way Financial Stability Center, located at the PA CareerLink® - Chester County. This unique approach provides holistic, wrap-around services for job seekers with the goals of increasing savings, decreasing debt, and increasing assets.
• The Chester County Economic Development Council (CCEDC). The CCEDC operates five Industry Partnerships, as well as the HireOne initiative and participates in the Southeast Partnership for Regional Economic Performance (PREP).
• Chester County Chamber of Business & Industry and regional Chambers are partners in employer outreach and engagement.
• Decade to Doorways Initiative: Ten Year Plan to End Homelessness (D2D). The D2D initiative’s relationship to workforce development is a two way street, acknowledging that stable housing frequently requires stable employment and that those with stable employment occasionally need assistance obtaining or retaining housing. This relationship has led to multi-level successes on the path to self-sufficiency for county residents.

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).

• Adult Employment and Training
  o Education Data Systems, Inc. (EDSI)  ▪ Programmatic
• Dislocated Worker Employment and Training
  o Education Data Systems, Inc. (EDSI)  ▪ Programmatic
• Youth Workforce Investment Activities
  o Pathstone, Inc.  ▪ Programmatic
• Adult Education and Literacy
  o Chester County OIC
    ▪ Programmatic

• Employment Services under Wagner-Peyser
  o Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership & Operations
    ▪ Programmatic

• Vocational Rehabilitation
  o Pennsylvania Office of Vocational Rehabilitation (OVR)
    ▪ Programmatic

• Job Corps
  o Philadelphia Job Corps
    ▪ Programmatic, by referral

• Migrant and Seasonal Farmworker Programs
  o Pathstone, Inc.
    ▪ Programmatic

• Senior Community Service Employment Program
  o The WorkPlace, Inc.
    ▪ Programmatic

• Native American Programs
  o Indian & Native American Job Training Assistance & Employment Program
    ▪ Programmatic, by referral

• Postsecondary Career and Technical Education
  o Delaware County Community College
    ▪ Programmatic

• Trade Adjustment Assistance
  o Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership & Operations
    ▪ Programmatic

• Jobs for Veterans State Grant Programs
  o Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership & Operations
    ▪ Programmatic

• Employment and Training Programs under CSBG (Community Services Block Grant)
  o Chester County Department of Community Development
    ▪ Programmatic

• Employment and Training Programs under HUD (Federal Department of Housing and Urban Development)
  o Chester County Department of Community Development
    ▪ Programmatic

• State Unemployment Compensation Programs
  o Pennsylvania Department of Labor & Industry
    ▪ Programmatic, via phone and computer

• Reintegration of Offenders Programs
  o Educational Data Systems, Inc. (EDSI)
    ▪ Programmatic, by referral

• Temporary Assistance for Needy Families (TANF)
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- Pennsylvania Department of Human Services (County Assistance Office)
  - Programmatic

- Employment Advancement and Retention Network (EARN)
  - Pathstone, Inc.

- Work Ready Program
  - Pathstone, Inc.

- United Way Financial Stability Center
  - United Way of Chester County and partner agencies

- HireOne
  - Chester County Economic Development Council

Please see Appendix C: “Workforce Delivery System Program/Partner List” for a full list of partners and contact information.

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

With Chester County covering 759 square miles and limited or cumbersome public transportation options, accessing the One Stop can be a challenge for some job seekers. The Chester County Workforce Development Board (WDB) has taken some measures to alleviate the burden of travel to the PA CareerLink® - Chester County and plans to expand upon those measures going forward.

The PA CareerLink® - Chester County has already taken some initial steps to make services available through technology by developing a new local website that allows job seekers to view workshops, event calendars, register for workshops and access job seeker tools such as the Big Interview, CTORQ, Virtual Job Shadow and PA Career Coach. The website also provides individuals the opportunity to receive daily job postings via an RSS Feed and allows them to customize the RSS Feed to their job search preferences. Next steps for utilizing technology to improve access include recording workshops to be posted on the website and viewed remotely, interviewing via skype or other video conferencing, as well as exploring workshops in a webinar format.

The Chester County WDB is also funding a Mobile Workforce Navigator. This Navigator brings basic services and information to those areas of the county where transportation to the one-stop is challenging. This mobile outreach service will not only provide engagement and technical assistance, as well as introductory services, it will increase awareness of the full menu of services available at the one-stop and strengthen partnerships in those areas of the county more difficult to reach. The areas of focus for the Mobile Workforce Navigator are Phoenixville, Coatesville, Kennett Square, and Oxford. The Navigator will promote the services by building relationships and regular visits with local non-profits and libraries in the areas of focus. Through these visits to the non-profits and libraries, the Navigator has established an organic referral network, which customers now use on a regular basis.

Chester County OIC, the local Title II provider, holds GED classes at the PA CareerLink® - Chester County
four days a week, with all GED participants referred to workforce development services. This referral is mutual, for those job seekers who are in need of adult education classes. Additionally, the only authorized GED test center in Chester County is located in the PA CareerLink® - Chester County. Administered by the same Title II provider, testing is conducted three times a week and brings additional members of the public into the one-stop and expands awareness of services.

The PA CareerLink® - Chester County also offers an Unemployment Compensation (UC) phone and dedicated computer, each in a private room. The UC phone allows a direct connection to UC services without the often lengthy wait involved in calling from a personal phone. This is particularly valuable to those who may have limited phone access. Staff at the PA CareerLink® - Chester County will also send faxes to UC on behalf of claimants free of charge.

Title I participant services are entered into CWDS no more than thirty days after the service occurred, with a goal of fourteen days. Service entry is done by the staff member responsible for that service delivery and accompanied by a case note. Staff is responsible for keeping track of the estimated end dates of services and evaluating whether the service is completed or continuing. Employer information under Wagner-Peyser is entered based on the guidance of that program. Employer information and services under Chester County WDB contracts will be entered within 30 days of contact.

The EARN and Work Ready programs, Wagner-Peyser, and Office of Vocational Rehabilitation (OVR) utilize the Commonwealth Workforce Development System (CWDS) according to their program guidance. Title II Adult Education utilizes the Pennsylvania Department of Education’s E-Data V.2 to track student enrollment, intake, hours of participation, and test scores.

The Chester County Economic Development Council, as well as other regional PREP partners, utilizes Executive Pulse for the tracking of employer outreach and engagement. The contracted provider for Title I Adult and Dislocated Worker services, Educational Data Systems, Inc., utilizes a proprietary system called Skilldex as an assessment and tracking system. PathStone, Inc., the contracted Title I Youth provider, utilizes the Individual Family Development Plan (IFDP) and Management Information Systems (MIS) modules in their Citrex system for employment plans and client information tracking.

The PA CareerLink® - Chester County Title I provider will convene partner staff from all Titles under WIOA in order to facilitate discussion on the sharing of participant information and co-enrollment, where possible. At a minimum, the Title I provider will ensure that information regarding the availability of Title I services is made available to all participants engaged with Title II and Title IV services, and referrals are made when appropriate.

The Chester County WDB will convene workgroups consisting of education representatives from the Chester County Intermediate Unit and Delaware County Community College, as well as representatives from Title I and IV services and Industry Partnerships to better define Career Pathways. These Pathways will be informed by labor market data, training curricula, and the needs of employers to provide multiple entry and exit points, as well as connections to other Pathways and inclusion of job seekers with disabilities and other barriers. The first of these workgroups will address Pathways for healthcare and Information Technology. Information regarding these Pathways will then be used, not only as job seeker options, but as information for students and parents to inform them of career options.

To further the goal of expanded utilization of data, The Chester County WDB will improve partner information sharing through initial steps of increased co-enrollment, improved collaboration of
employer services through a strengthened Business Services Team, and quarterly partner staff meetings to foster integration. It is the intent of the Chester County WDB to work with the commonwealth to facilitate ease of information sharing among additional partners such as EARN and Work Ready and OVR.

There is no “one-size-fits-all” strategy to serve all job seekers with barriers. Each job seeker’s specific barriers and situation must be discussed and examined to determine the course of action and employment solution best suited to them. Two overarching strategies of the Chester County WDB to better meet the needs of job seekers with barriers are through targeted employer engagement and strong integration with supportive services and community-based organizations.

The Business Services Team (BST) and all job developers and employer engagement activities will maintain a list of employers who are adaptable, open to working with job seekers with barriers, located throughout the county or accessible by public transportation, and provide a family-sustaining wage. Having a group of employers willing to work with job seekers with barriers is key to successful placement.

Strong connections with supportive services and community-based organizations are invaluable to the success of job seekers with barriers. Some barriers are beyond the scope of workforce development to address single-handedly, but successful employment depends on a support system in place to assist with those barriers. The Chester County WDB has already taken a strong and innovative step towards addressing these needs with the co-location of the United Way Financial Stability Center. This allows for on-site referrals to a large selection of supportive services, from obtaining healthcare to financial and emotional counseling, to applying for public assistance and obtaining clothing for work. Additionally, the Decade to Doorways Ten Year Plan to End Homelessness is administered out of the Department of Community Development, which also provides staff to the WDB. This proximity and close working relationship allows for expedited referrals and follow-up for those job seekers whose barriers include a need for housing, as well as referrals from D2D providers of those in the county experiencing homelessness or recently housed who are in need of permanent employment.

Job seekers with Limited English Proficiency (LEP) are able to access the full range of PA CareerLink® - Chester County services through the use of Propio Language Services. For those job seekers who are deaf or hard of hearing, staff engage assistance from the Office of Vocational Rehabilitation. Returning Citizens are referred to the Work 1st program, administered in partnership with Life Transforming Ministries in Coatesville, for assistance in placement into employment and any other services they may need to re-integrate into society or fulfill the requirements of their court orders. Chester County has been successfully utilizing the Platform to Employment program to serve the specific needs of the long-term unemployed for the last three years.

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

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

The Office of Vocational Rehabilitation (OVR) provides services to WIOA Title IV eligible individuals with disabilities to help them secure and maintain employment and independence. These services are designed to prepare OVR customers to become qualified trained members of the workforce, increasing regional workforce diversity and the overall number of skilled workers available to businesses in the county and region. OVR Vocational Rehabilitation Counselors can determine special needs of our youth and young adults with disabilities, as well as adults and dislocated workers, and work together to help them overcome barriers to their future career success.

**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?**

**EO/ADA Certification**

The PA CareerLink® - Chester County and United Way Financial Stability Center is fully committed to providing accessibility and services to individuals with disabilities. In July of 2014, the Office of Equal Opportunity, Department of Labor and Industry conducted an on-site Equal Opportunity (EO)/Americans with Disabilities Act (ADA) Accessibility Compliance Review of the PA CareerLink® - Chester County. The purpose of the compliance review was to ensure that the PA CareerLink® - Chester County was operating within the guidelines to determine whether services to applicants, participants, and
registrants are provided in accordance with the Equal Opportunity and nondiscrimination requirements of the Workforce Investment Act of 1998 (Section 188 of WIA, 20 U.S.C. 2938) and its implementing regulations (29 CFR Part 37). EO/ADA reviews are expected to be completed annually going forward.

Language Assistance Plan

The PA CareerLink® - Chester County has developed a Language Assistance Plan for Limited English Proficiency (LEP) persons. This document addresses the five elements critical to an effective language assistance plan:

- Identifying LEP individuals who need assistance
- Language assistance measures
- Training staff
- Providing notice of services to LEP individuals
- Monitoring and updating the plan

PA CareerLink® - Chester County’s Language Assistance Plan for LEP persons is reviewed and updated annually and submitted to the Office of Equal Opportunity for approval. The approved LEP plan is then provided to all Partners and Partner staff. PA CareerLink® - Chester County has an active license with Propio Language Services to provide translation services for individuals accessing services at our center. Propio Language Services provides over the phone interpretation and document translation in more than 150 languages for individuals in need.

Spanish-English bilingual partner staff frequently assist with translation services. Additionally, deaf and hard of hearing participants are able to access the full range of core services offered by each partner, with the Office of Vocational Rehabilitation staff provide services to those who are eligible for their services under WIOA Title IV. Training is provided to staff on an annual basis as it relates to the local Language Assistance Plan. Subsequent training will be provided annually as part of the Disability Awareness Training agenda.

Staff Disability Awareness and EO Training

The PA CareerLink® - Chester County EO Officer and EO Liaison, along with technical assistance and training provided by the PA Office of Vocational Rehabilitation (OVR) conducts annual Oversight Monitoring and Disability Awareness Training for all PA CareerLink® - Chester County partner staff.

PA CareerLink® - Chester County works closely with OVR and will continue to use them as a resource to provide annual Disability Awareness Training for partner staff. PA CareerLink® - Chester County is equipped to provide handouts/information in Braille and in alternative formats such as large print and audiotapes. Assistive technology is available in the Career Resource Center (CRC).

Additionally, beginning in 2016, all PA CareerLink® - Chester County staff were required to participate in an Equal Opportunity (EO) orientation/training provided by the PA Department of Labor and Industry’s Office of Equal Opportunity staff. Topics surrounding protected classes, non-discrimination statutes, policies on sexual harassment, disability-related employment and equal opportunity are covered as part of this training.

The Workforce System Integration Committee will perform annual reviews to ensure continual monitoring of resources and determine any necessary enhancements to meet the needs of individuals
with disabilities who access our services. Going forward, this review will include running a sample of materials through the Flesh-Kincaid readability index, or a similar resource.

The following assistive technology is available daily at the PA CareerLink® - Chester County:

<table>
<thead>
<tr>
<th>Item</th>
<th>Purpose</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustable Height Table for computer workstation</td>
<td>Physical and visual access</td>
<td>Consumer Resource Center (CRC)</td>
</tr>
<tr>
<td>Adjustable height chair with adjustable arm rests</td>
<td>Physical and visual access</td>
<td>CRC</td>
</tr>
<tr>
<td>Alternate mini-keyboard</td>
<td>Physical access</td>
<td>CRC</td>
</tr>
<tr>
<td>Alternate track ball mouse</td>
<td>Physical access</td>
<td>CRC</td>
</tr>
<tr>
<td>Foam wrist rest</td>
<td>Physical access</td>
<td>CRC</td>
</tr>
<tr>
<td>19-21” monitor</td>
<td>Large screen for enlargement</td>
<td>CRC</td>
</tr>
<tr>
<td>Low glare screen filter</td>
<td>Visual access to monitor</td>
<td>CRC</td>
</tr>
<tr>
<td>Monitor arm</td>
<td>Adjustable positioning to increase viewing position</td>
<td>CRC</td>
</tr>
<tr>
<td>Screen Magnification Software</td>
<td>Enlargement of screen info</td>
<td>CRC</td>
</tr>
<tr>
<td>Lynx Browser</td>
<td>Text Browser</td>
<td>CRC</td>
</tr>
<tr>
<td>Speech Output Software</td>
<td>Voice for Browser</td>
<td>CRC</td>
</tr>
<tr>
<td>Dedicated Telephone Line</td>
<td>Operation of TTY</td>
<td>Staff Area</td>
</tr>
</tbody>
</table>

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

The Chester County Workforce Development Board (WDB) utilizes a range of mechanisms to determine the variety, quantity, and quality of workforce services. Information and feedback is gathered from job seekers and employers via surveys to determine training and workshop needs. This feedback is then utilized by WDB committees and staff and PA CareerLink® - Chester County staff in determining programming needs and scheduling. Informal feedback is also passed along to the PA CareerLink® - Chester County administrator and WDB staff via word of mouth and implemented when appropriate. The frequency of workshops and trainings is impacted by the demand. Workshops with a higher demand
for registrations are scheduled more frequently, with the schedule and calendar being adjusted throughout the year to provide the most current offerings possible.

The Chester County WDB Workforce System Integration Committee reviews provider reports and outcomes bimonthly. These reviews lead to requesting additional information when questions remain as well as recommendations from the committee to improve performance where needed. Implementation of those recommendations is then overseen by WDB staff. File monitoring reports, conducted semi-annually, as well as provider monitoring reports, conducted per the local monitoring policy, are utilized to record areas of concern, request improvement plans, and identify best practices that can be shared or duplicated. Dialog with eligible training providers remains open throughout the program year, so that any participant or provider issues can be addressed swiftly. When an area of concern is noted across the local system, recommendations are made by the committee regarding multiple areas of improvement or change.

Annually, upon the release of the draft High Priority Occupations (HPO) List, a review by stakeholders is completed with feedback given to Chester County WDB staff. Stakeholders taking part in the review include the Technical College High Schools, Delaware County Community College, and the Industry Partnerships. The Industry Partnership review includes a comparison between the HPO list and the list of Incumbent Worker Trainings requested by employers in recent funding cycles to determine any gaps. Feedback from these reviews determine what, if any, petitions are needed for inclusion on the HPO list. WDB staff also conduct research on industry and occupation trends to determine if any projections include occupations that are not reflected in the draft list.

As part of the review and approval process for every request for training, program coordinators review the ETPL application in CWDS for the related HPOs listed. During that review, program coordinators check to ensure that the training ties to the High Priority Occupations list for Chester County. If the training does link to an HPO in Chester County, that request moves to the next round for approval. If the training does not link to an HPO in Chester County, staff will discuss willingness to relocate with the participant. Those participants who do not indicate a willingness to relocate will not have their training request approved. Those who indicate a willingness to relocate will indicate that willingness and the reasons for it in a written statement, which will be reviewed on a case-by-case basis.

The Chester County WDB Workforce System Integration Committee will continue to refine the process and criteria for the new Local Training Provider List, which has been directed thus far by the guidance found in Workforce System Policy 04-2015. Following the distinctions made by the guidance, the LTPL process and criteria will be separated into Employer-Centric and System-Centric Training categories. All program manuals, such as the OJT Manual, and contract requirements, will be streamlined and updated to include the same requirements as the LTPL. This process and related criteria will be regularly revisited as additional guidance, baseline performance data, and CWDS functionality becomes available.

Employer-Centric Training will:
- Result in a credential, unsubsidized employment, or measurable skill gain
- Directly relate to a High-Priority Occupation
- Include a training plan
- Record accurate and timely program completion and service exit data
- Demonstrate the ability to provide the participant with continued long-term employment with wages, benefits, and similar working conditions as those during program participation
• Provide required performance information

System-Centric Training will;
• Focus on serving those with a barrier to employment
• Supplement employer-centric training or training found on the Statewide ETPL, when appropriate
• Prioritize programming which leads directly to a credential, unsubsidized employment, or measurable skill gain, while also allowing for programming that is a “stepping-stone” to such outcomes
• Demonstrate alignment with the High-Priority Occupations List
• Provide required performance information

Participation on the Employer-Centric Training portion of the LTPL will be increased through active employer outreach of the Title I provider, HireOne initiative, and Industry Partnerships, as well as the Business Services Team, which we anticipate will allow for a wider range of opportunities in high-priority occupations and industries. Initial outreach to System-Centric providers will be done through the Industry Partnerships in order to determine employer-requested trainings that would be suitable for inclusion.

Internal processes for Title I staff and contracted providers are reviewed and updated throughout the year to allow for the most seamless and timely provision of services possible. Needs of job seekers and employers not being addressed by the more active programs on the eligible training providers list are addressed by reaching out to additional providers to expand that list, or working with current providers to adjust offerings to meet those needs. Through various levels of reporting, reviewing, and monitoring, the Chester County Workforce Development Board operates in a state of continuous improvement.

The Chester County Workforce Development Board issues a Request for Proposals annually in order to solicit innovative job seeker services. Creative best-practices and targeted services for specific job seeker populations, as well as employer services, are encouraged. This annual proposal process also allows Board members and staff an opportunity to review deliverables and proposed changes for existing providers for each new Program Year. Each proposal is scored objectively by a committee of WDB members. After two rounds of scoring and discussion, recommendations from the scoring committee are presented to the full Workforce Development Board for discussion, review, and approval. This method of issuing Requests for Proposals and emphasizing a desire for innovative services with proven job seeker or employer need has resulted in the implementation of some of the most successful workforce development services within Chester County.

Throughout the course of the program year, the Workforce System Integration Committee reviews reports and deliverables from each contractor, requesting additional information, offering technical assistance, or adjusting deliverables as needed. Contractor reports are also shared with the entire WDB as part of each meeting packet. This ongoing review allows for open discussion throughout the program year and a more timely intervention with technical assistance when an issue is identified. All orientations and workshops include a customer survey, which are reviewed regularly by staff in order to determine best practices and enact change when necessary. This ongoing review and analysis makes responses proactive rather than reactive and allows for a constant state of programmatic improvement.
For those providers who fall under the Eligible Training Provider List and not the competitive proposal process, an annual review of performance during the ETPL initial application period, and throughout the year, is conducted. Where gaps in job seeker and employer need are noted, WDB staff reaches out to additional providers to engage them and encourage them to apply for the ETPL. With additional opportunities for micro-credentials allowed in the new ETPL model and the Local Provider list under WIOA, opportunities to engage additional training providers to fill job seeker and employer needs will broaden significantly. This broadening of opportunity will allow the Chester County workforce development system to better fill gaps that were previously left out of the training provider options.

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.

Adult and Dislocated Worker employment and training activities in Chester County include:

Career Services
- Provision of Labor Market Information (LMI), including job vacancies, skills gaps, High Priority Occupations, Career Pathways
- Outreach and Orientation
- Intake and eligibility determination
- Assessment
- Referrals to appropriate services
- Performance and cost information for training programs
- Follow-up services
- Development of an Individual Employment Plan
- Career Planning and Counseling
- Short-Term prevocational services and workshops
- Internships, work experiences, and transitional jobs
- Connections to apprenticeships
- Job Location Services

Training Services
- Individual Training Accounts
- On the Job Training
- Incumbent Worker Training

Other Services
- Adult Basic Literacy Education services through Title II provider, Chester County OIC
- Financial Counseling and other Supportive Services through the United Way Financial Stability Center
  - Financial Education
  - Benefit enrollment
  - Budgeting and coaching
  - Credit counseling and debt management
  - Free tax preparation
  - Counseling, including the “Coping with Job Loss” support group
  - Legal clinics
Activities are assessed in a variety of ways; through the local oversight and monitoring process, via the collection and review of job seeker surveys, and through contractor performance reporting. The oversight and monitoring process includes programmatic and file reviews to ensure compliance with contractual and programmatic requirements. Surveys and performance reports give a narrative and numerical view of the programming, to determine areas of success and areas of improvement.

The Workforce System Integration Committee reviews and discusses performance reports in detail throughout the program year. The ad hoc Request for Proposals Review Committee reviews workforce programming proposals submitted annually, proving scores and feedback, determining any gaps in service that need to be addressed, and ultimately recommending program and provider selections to the Board as a whole.

The Board utilizes data and anecdotal evidence to determine the need for future programming. The availability of specific data on the long-term unemployed is not readily available, but meeting with Joseph’s People, a local group that serves this population, a need was determined and filled through the Platform to Employment program. Utilizing data to determine that a large portion of unemployed job seekers with advanced degrees and experience were not utilizing PA CareerLink® - Chester County services, the HireOne initiative expanded to include job seeker outreach and engagement of that population.

Requests for Proposals utilize a seven-part electronic application. These applications are scored by section using a rubric, with the total available points equaling 100. The seven sections are; Statement of Need, Program Management and Organizational Capacity, Program Design and Service Strategy, Leveraging of Resources and Existing Partnerships, Past Performance and Best Practices, Staffing, and Budget. The scoring committee received the applications electronically for review and the committee meets at least twice to discuss applications, ask questions, and determine a recommendation for the board.

For providers of Individual Training Accounts, Chester County has a representation of most private licensed schools in the county on the Eligible Training Provider List, as well as the Chester County Intermediate Unit and Delaware County Community College, the Perkins providers in the county. Engagement with other postsecondary institutions and training providers will be expanded through further development of Career Pathways and the inclusion of micro-credentials on a Local Training Provider List.

With the diversity of industry in Chester County, trainings are not readily available for all in-demand and growth occupations. While the Chester County WDB has always sought to expand the Eligible Training Provider List options in the local area, the intent is to utilize the flexibility of micro-credentialing and a Local Training Provider List to assist in filling skills gaps that cannot be addressed utilizing the statewide Eligible Training Provider List.

The Chester County WDB follows the state’s Priority of Service Policy, WSP 05-2015, as follows;

Basic Career Services
Basic Career Services will remain available for all individuals regardless of eligibility requirements as long as funding is available to support such services.
Individualized Career Services and Training Services
Priority of service shall be given to Title I Adult-Eligible Participants, in the following order, as long as funding is available to support such services:

1. Veterans and spouses who fall into one or more of the following categories:
   • Recipient of public assistance
   • Other low-income individuals
   • Individuals who are basic-skills deficient
   • Underemployed and low-income

2. All other persons who fall into one or more of the following categories:
   • Recipient of public assistance
   • Other low-income individuals
   • Individuals who are basic-skills deficient
   • Underemployed and low-income

3. Veterans and spouses who do not fall into the above categories

4. All other Title-I Adult Eligible Participants who do not fall into the above categories

The Chester County Council for the Workforce of Tomorrow and Chester County WDB has been prioritizing older and out of school youth for a number of years, before the implementation of WIOA emphasized this population. The specialized youth one-stop, Career Corps: A Partnership for Youth Employment, and its previous incarnation, the House of Original Drams (HOOD) have successfully focused on older and out of school youth since their inception.

Should a request for the transfer of funds between adult and dislocated worker be identified by WDB staff or contracted providers, that information is conveyed to the Fiscal Committee for review. If the committee approves the transfer, the process as outlined by the state is followed by staff to complete the funds transfer.

The Chester County WDB is committed to engaging with education and business partners on the development of Career Pathways with multiple entry and exit points, including considerations of job seekers with barriers and the use of micro-credentialing. With the diversity of industry in the county, this is a large task, and a sector approach will be utilized to further the development of viable local and regional pathways.

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.

Individual Training Accounts (ITAs) are used for occupational skills trainings that include all or part of a program of study, result in a credential, and are approved and conducted on an individual basis. All Individual Training Accounts must connect to schools and programs on the statewide Eligible Training Provider List (ETPL). ITAs are issued to eligible participants who have utilized career services, including the development of an Individual Employment Plan and career planning and counseling, and determined
that they are unable to compete in the local and regional labor market without a skill upgrade or credential.

The ITA cap for Chester County is $4,000 per participant over a two year period. This cap is reviewed annually by the Workforce System Integration Committee, which considers the cost of popular trainings, historical levels of allocations, and level of demand. The ITA cap was decided upon in order to serve the most job seekers in an efficient manner without requiring a personal financial burden for the majority of programming.

Training contracts are used for On the Job Training and customized training. On the Job Training is an immediate placement for a job seeker, with a training plan developed with the new employer to fill any skills gaps and help ensure employee success. Customized training is most frequently used for a larger-scale hire under a single employer, with a need to train a group of new employees quickly in a specific skill or set of skills.

Customer choice in ITAs is never infringed upon, provided the training selected by a participant is found on the ETPL. Staff work with the participants to assist in informed customer choice, so that a participant is aware of the opportunities for growth and expectation for wages in the fields relating to their selected training program. Participants seeking training that cannot be included on the ETPL, due to such factors as poor performance or a lack of connection to High Priority Occupations, are provided labor market information to assist them in making a new choice that fits the parameters necessary. No customer is forced to accept a job or be placed into On the Job or customized training.

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

Unemployment rates for older youth and young adults remain substantially higher than those for the population as a whole. For example, although Chester County’s overall unemployment rate has fallen to a seasonally adjusted 4.1 percent, the rate for 20-24 year-olds stands at 8.3 percent, and at 14.9 percent for 16-19 year-olds. (Source: 2015 American Community Survey 1 year estimates) Further, because the likelihood of employment correlates with educational levels, rates of employment and labor market participation for individuals with secondary credentials or less are substantially lower than for those with postsecondary credentials.

Recognizing the employment challenges faced by older youth and young adults, particularly those without postsecondary credentials, WIOA prioritizes employment, education and training services for 16-24 year-old out-of-school youth (OSY), establishing an expenditure floor of 75 percent, reducing the burdens of income determination, and extending automatic eligibility for services to a range of high-risk populations.

Appreciating the importance of preparing all Pennsylvanians for active and productive citizenship, the PA Department of Labor & Industry will provide guidance and support for efforts by the Chester County WDB to expand services to these high-risk young people. In particular, the Chester County WDB will place a strong emphasis on ensuring that eligible OSY have access to a full range of services across core programs, as appropriate. To ensure a strong and continuing focus on youth employment, the Chester County WDB has a youth standing committee, known as the Council for the Workforce of Tomorrow (CWT). In addition, the updated performance measures will be monitored to make certain that they
reflect the needs and challenges of the new service population. In this way, Chester County will not be penalized for enrolling the high-need and difficult to serve individuals who are the focus of WIOA youth activities.

WIOA youth activities will focus on young people with barriers to employment, including those who are in foster care and/or juvenile justice systems, are homeless, have a disability, are involved in the public mental health system, or are pregnant or parenting. Local youth serving agencies will work together to build coordinated approaches in efforts to enroll and retain these young people. In addition to the PA CareerLink® - Chester County, the Career Corps: A Partnership for Youth Employment (Career Corps) is a center designed for the 16-24 year old population to assist and support training activities that will help young adults enter and be successful in the workforce along with choosing a career path that aligns with Chester County’s High Priority Occupation (HPO) list.

WIOA also places a new emphasis on providing eligible youth with high-quality work experiences, requiring that at least 20 percent of youth funding be dedicated to this activity. This requirement is consistent with a growing body of research which demonstrates that young people who have access to jobs in their teens tend to graduate from high school, earn secondary and postsecondary credentials, and earn at higher levels than their peers who do not work. (Source: Employment Policies Institute) However, research also shows that young people in low-income families have much more limited access to employment than their more affluent peers. Therefore, the WIOA work experience requirement represents a powerful tool to help lower-income youth, particularly those with barriers to employment, to gain invaluable and potentially life-changing experience in work places. In support of this priority, the Chester County WDB will increase partnerships with employers to provide access to high-quality work experiences for eligible youth, including internships, workplace learning, transitional jobs, pre-apprenticeships, and summer jobs, with particular emphasis on OSY. Additional efforts will be made around career exploration strategies to provide students and their parents’ access to key information in making decisions about secondary and postsecondary education options and employment goals.

As we increase opportunities for Pennsylvania’s out-of-school youth population, we must also develop strategies that align career pathways with HPOs in targeted industry clusters, encourage partnerships that align state agencies and inspire co-enrollment in multiple programs to ensure youth have the opportunity to pursue the skills, training and education they need to obtain employment that will lead to financial stability and economic security for themselves and their families.

As out-of-school youth are one of WIOA’s primary focuses, it is imperative that we work together with our partners to develop and build new models for recruitment, retention, performance, co-enrollment, partnerships and career pathways. Recognizing the new priority of OSY, best practice models are still being identified to better assist Chester County WDB staff to successfully meet the needs of those individuals.

In the meantime, Chester County has had much success with self-developed strategies and best practices that have been implemented, such as the following:

- **75% OSY/25% ISY**: Over the last seven program years, Chester County has had much success in assisting the OSY population with their needs. Since PY 2009, youth services under WIA have been serving 70% OSY and 30% ISY, which was opposite of WIA’s minimum requirements.
- **One-Stop Center**: The CWT and WIB formed a One-Stop Youth Center, known as the HOOD: A Partnership for Youth Employment which serves eligible youth who are both economically
disadvantaged and have significant barriers to employment. That One-Stop Youth Center has evolved and is now located next door to the PA CareerLink® -Chester County and has been renamed the Career Corps: A Partnership for Youth Employment. The mission of the Career Corps is “To provide a comprehensive array of services for at-risk youth, which include job readiness and life skills, academic remediation/GED preparation, post-secondary educational opportunities and career counseling/mentoring. These services promote positive self-esteem/self-awareness, augmented literacy skills, leading to post-secondary opportunities, and enhanced job readiness skills that facilitate self-sustaining employment.”

- **Case Management/ Follow-Up Services:** This combines both a programmatic and outcome-oriented approach, providing all parties with a documented account of what, why, and how success is achieved. Participants are presented with a clear and achievable selection of training choices designed to lead them to self-sufficiency. Services offered include education, training, job placement, and other services designed to assist participants in achieving self-sufficiency. The case manager is involved daily with participants to meet specific needs. A 12 month follow-up is not only a requirement, but it is thoroughly beneficial for the participant. Through case management, participants are provided an integrated system of challenges, achievements and rewards on the path to individual success.

Case Management of youth participants seeking employment will be managed through a system of Milestones toward Self-Development Module, which combines a programmatic approach with an outcome oriented approach for the purpose of providing the participant, Career Corps staff, the PA CareerLink® - Chester County with an ISS that provides a documented account of what we do, why we do it, and how we do it. All Case Management must be entered into CWDS and placed in each participant file on a monthly basis.

- **Transportation:** The Career Corps is located on a bus route. The provider offers transportation services to clients to perform job search activities, for job interviews, driver’s tests, and apparel shopping for training/employment, as well as group career exploration activities. Currently the CWT provides transportation services for youth from the West Chester and Coatesville areas to access program services. Youth are encouraged to provide their own transportation if they have it. Transportation can be arranged for youth for the entire county as needed.

- **Job Readiness:** Job Readiness Activities, which combine life skills, job preparation, job readiness, and job search, assist participants in locating appropriate employment. Self-Directed Job Search skills are provided within this framework. The objectives of the classroom training curriculum are; verbal communication skills; self-awareness/self-help images; decision-making concepts pertaining to employment barriers; resume writing skills; completion of employment applications; practical interviewing techniques; and individualized counseling. Staff provides job development for each participant, while maintaining labor market information on high priority occupations, industry partnerships, the regional career education partnership, new employers, interview arrangements, and direct follow-up with employers following interviews.

- **Vocational Training:** Vocational education training provides youth with skills in specific occupations. These trainings are offered based on the labor market needs of Chester County and the High Priority Occupations list.

- **Academic Enrichment:** All levels of education, High School Diploma, GED, ABE, and ESL are coordinated with remedial math and reading, computer instruction, workplace readiness and GED or High School preparation when needed. This portion of the program is treated as a real job with a dress code and rules. At specific intervals, work experience/vocational training may be incorporated to connect the participant to the ultimate goal of unsubsidized employment and post-secondary education.
• **Dual Enrollment:** eligible participants are dually enrolled in both the Career Corps program and the pre-internship and paid internship program run by Triskeles, Inc. using TANF youth development funds. This dual enrollment has led to stronger relationships with a large area employer and successful leveraging of TANF youth development and WIOA funds.

As a core partner, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services (PETS) to better prepare these students for life after high school. PETS services include, but are not limited to, paid work experiences, job shadowing, and workplace readiness trainings. These skills gains will help to meet one of the intentions of WIOA, to better prepare in-school youth with disabilities to graduate high school and work toward meaningful careers. OVR is working with the local youth program to assist with services and referrals for youth with disabilities. The youth program also implements any possible accommodations and modifications that may be included in a participant’s IEP to help develop the best service delivery.

The current youth program provides work-based learning experiences to participants with disabilities by placing them into activities that relate to their interests and strengths. For example, a participant with Autism assists in creating PowerPoint presentations and other computer-based materials, which allows him to showcase his technology talents while minimizing customer service-based interactions. Another participant was placed in an intensive food service internship that led to full-time unsubsidized placement.

Participants are motivated by a clear and achievable selection of training choices designed to lead them to their self-sufficiency goal. Career Corps staff members are intensely involved every day with each participant to meet specific, individual needs. Our participants, often overwhelmed by their predicaments and unsure of their goals, require on-going assistance to maintain a broader focus. Objective Assessment will bring together the results of counseling sessions, the assessment package, and the need for training services while reviewing the specific qualifications necessary for the youth participants to participate fully in their selected training services.

The Chester County Council for the Workforce of Tomorrow (CWT) consists of active members from a variety of youth-serving organizations and perspectives. Members on the CWT include: representation from the Office of Vocational Rehabilitation (OVR), the Chester County Department of Children, Youth and Families (CYF), the Chester County Intermediate Unit, Chester County Juvenile Probation, the Chester County Economic Development Council (CCEDC), the Housing Authority of Chester County (HACC), a parent advocate, and community volunteers with youth-serving experience.

The CWT meets bi-monthly to review performance reports from the Title I Youth provider, discuss programming, and ask questions of the provider. In this way, the guidance of the CWT is reflected in every aspect of programming at the Career Corps.

The youth program incorporates all aspects of the 14 youth program design elements as listed below, and is always in search of best practices in order to improve and expand upon them;

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
In addition to the group classroom instruction, Career Corps staff will provide individual and classroom tutoring to youth who are identified as needing further remediation. A module introducing Study Skills has been incorporated into the revised Career Services Component to insure that all participants are exposed to this information. This is significant since many youth may have barriers to employment inclusive of: language barriers, homelessness, lacking work history, parenting teen; to name a few.

With regard to dropout prevention and recovery strategies, Career Corps will establish strong working relationships with the Chester County Intermediate Unit and schools with a particular investment of time within the Coatesville and West Chester School Districts. While it is anticipated that the vast majority of youth who enroll have left school prior to graduation and are not interested in returning, staff will connect and advocate for the return to school of any youth whose ISS includes this goal.

2. Alternative secondary school services, or dropout recovery services, as appropriate

Referrals to the participant’s respective high school will be facilitated.

3. Paid and unpaid work experiences that have as a component academic and occupational education, which may include:
   - Summer employment opportunities and other employment opportunities available throughout school year,
   - Pre-apprenticeship programs,
   - Internships and job shadowing,
   - On-the-job training opportunities,

Pre-Apprenticeship programs will be designed to prepare youth to enter employment or be coordinated with a registered apprenticeship program or followed by OJT.

Paid and unpaid work experience opportunities will be provided to 20% of all enrolled participants during this contract period. Career Corps will, whenever possible, develop the sites in key industries. Youth will be offered this opportunity for a minimum of 20 hours per week for 6 weeks.

4. Occupational Skills Training (OST), which shall include priority consideration for training programs that lead to recognized postsecondary credentials aligned with in demand industry sectors or occupations in the local area involved.

Occupational Skills Training will enable youth participants to compete in the labor market by providing them with the technical skills and knowledge required to perform specific jobs. Occasionally, youth who have completed the work experience and the career planning segments of the program zero in on a trade or occupations that they wish to pursue and entry level positions which require additional skills training/certifications.

Staff will carefully assess the participant’s program progress, motivation and commitment and if indicated will refer youth participants to the PA CareerLink® - Chester County for access to OJT dollars and/or Individual Training Account dollars. Career Corps will set aside budgetary dollars
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for short-term certifications.

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

Career Corps offers ABE and GED preparations as a component of the Out of School Youth program. Youth who do not possess a diploma or test below an eighth grade level will be referred to complete these classroom activities, possibly in coordination with Work Experience or other workforce directed activities. Further, staff will also assist participants who could better access other Title II community-based programs to enroll and complete this requirement within the PA CareerLink® - Chester County or in close proximity to their home, which will ultimately assure success. Career Corps will also provide High School Diploma Certification through the American Pine Crest Academy.

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

Career Corps will identify two community-based services learning projects in PY 2017. Current, local events often spark youth interest in a project. The service-learning framework Career Corps provides to youth includes identifying and documenting a problem of interest, determining community impact, working together to create a plan to improve/resolve the issue as well as to measure impact, engaging stakeholders appropriately, implementing the plan and measuring impact.

These activities develop vocational skills in research and observation, problem solving, resource identification, analyses, measurement and documentation. Further, these activities reflect the use of vocational skills, whereby a quality service learning project is also a resume builder. Staff will identify potential projects in conjunction with community partners, and point youth to service learning ideas proliferating on the web, but youth must make the selections to ensure meaningful engagement. Past undertakings have included painting porches/planting gardens as part of a Neighbor Work's week events, making and distributing Thanksgiving food baskets and volunteering at local soup kitchens.

7. Supportive Services

Career Corps will make every effort to connect the youth to community based organizations that can assist with support services that will allow a youth to reach their workforce potential. This will begin with connections to the United Way Financial Stability Center and other community agencies.

8. Adult mentoring for a duration of at least 12 months that may occur both during and after program participation.

When identified as a need in a participant’s ISS, Career Corps will offer positive role models for participants to help develop positive social relationships and achieve program outcomes such as job or post-secondary school retention. Mentors will be thoroughly vetted for appropriateness and matched with participants facing barriers/issues familiar to the mentor. Volunteer mentors will be recruited through local employers, businesses and educational institutions.
9. Follow-up services for not less than 1 year after the completion of participation,

   Follow up services will be provided to all participants on a bi-weekly basis following program exit. These services will be provided by Career Corps program staff.

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

   Career Corps will develop MOUs with Community Partners and local Health Partner Agencies. Youth with mental health or substance abuse issues will be referred to these agencies and encouraged to seek treatment. Career Corps staff is also prepared to guide the youth participant in their job search effort through workshops, job fairs, video-taped practice interviews, resume preparation, and other activities keyed to gaining employment. More importantly, Career Corps will provide job development for each youth participant, while maintaining labor market information on high-growth industries, new employers, interview arrangements, and direct follow-up with employers following interviews.

11. Financial Literacy Education:

   Financial Literacy Education will be provided as part of Career Corps's Career Services components. Career Corps also has certified internal staff to provide financial literacy on site Career Corps will partner with Open Hearth through the United Way Financial Stability Center.

12. Entrepreneurial Skills Training:

   Career Corps will incorporate an overview of entrepreneurial skills into its Career Planning component. Interested participants will be given access to the internet-based Seeds of Success website that provides a 10-module course in Business Development. Additionally, Career Corps will connect with SCORE for education on entrepreneurial opportunities for starting a business.

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

   Career Corps will incorporate these services within the Career Services component and will assist each youth in registering for Job Gateway and familiarize them with the local labor market for continued use after program participation and to make educated decisions pertaining to the future.

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

   Both the Career Planning and Career Readiness program components at Career Corps incorporate activities that will assist youth in preparing for and transitioning to post-secondary school and/or certification bearing training programs.

Case Management staff at the Career Corps are trained to complete eligibility as directed under WIOA and the Pennsylvania Department of Labor & Industry. Applications are entered into the CWDS system and all applicable eligibility paperwork is collected in the participant file. Reports are run quarterly to
ensure that data entry is up to date, as well as to ensure that the 5% income limitation for ISY is not exceeded.

For those youth, both OSY and ISY, who are determined to “need additional assistance to complete an education program or to secure and hold employment,” staff are required to collect a letter of recommendation detailing why the youth requires additional workforce development assistance from a reputable source. This source can be a community organization such as the Coatesville Youth Initiative, a school teacher or counselor, or a pastor, among other sources. This eligibility category is utilized when a potential participant cannot document a barrier, but demonstrates a need for services. The goal of the Chester County WDB is to serve as many youth and young adults as possible without creating barriers to service.

The Chester County WDB has not identified any additional assistance barrier criteria/categories at this time for youth who would not otherwise be eligible for services.

Connections with YouthBuild, JobCorps, AmeriCorps, and the United Way Financial Stability Center are referral-based with regularly-scheduled presentations to participants. Neither YouthBuild nor JobCorps have a full-time presence in Chester County. The Chester County Department of Community Development maintains a strong connection with AmeriCorps and has hosted an AmeriCorps Vista annually for the past several years.

Youth outreach activities through the Industry Partnerships, particularly agriculture, manufacturing, and information technology, are done on a regional level. The largest regional impact comes through the Girls Exploring Tomorrow’s Technology (GETT) event sponsored by the Innovative Technology Action Group (ITAG) Industry Partnership. The 2017 GETT event hosted 833 girls from 142 schools in nine counties and included representatives from 59 companies, universities, and professional organizations with a geographic reach far beyond the Southeast PA region.

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

PA CareerLink® - Chester County staff participates on the Rapid Response team that is led by the PA Department of Labor and Industry’s Rapid Response Coordination Services. The local Rapid Response team includes staff from PA Labor and Industry Rapid Response Coordination Services, Unemployment Compensation, PA CareerLink® - Chester County staff, and United Way Financial Stability Center staff.

The team also coordinates efforts with the regional Strategic Early Warning Network (SEWN) Coordinator and all five Industry Partnerships and the HireOne initiative to identify and support effective local and regional layoff aversion and service coordination.

When word is received that a WARN notice has been issued, local staff from these agencies mobilize to provide on-site information sessions for employees impacted by a layoff or plant closure. Information surrounding the eligibility and process for applying for Unemployment Compensation (UC) benefits as well as resources available to impacted employees are provided at the initial Rapid Response orientation. Additionally, information regarding workshops, training opportunities, job locator program services, counseling services for those affected by the loss of their job, and information surrounding financial planning and navigation services are made available at the orientation.
Affected employees are encouraged to utilize the Computer Resource Center (CRC) on site at PA CareerLink® - Chester County as a means of keeping with a routine of leaving home, avoiding distractions and treating their job search like it is job in itself. Provided there is a need, PA CareerLink® - Chester County staff make arrangements to provide special JobGateway® registration sessions for impacted employees to ensure that they are in compliance with the work search requirements to receive unemployment compensation.

Whenever possible, local staff acts proactively and is available to provide similar assistance to employers and employees impacted by a layoff of less than the WARN threshold.

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 service(s).

The Chester County Workforce Development Board actively partners with the three Technical College High Schools in the county, as well as Delaware County Community College. These partnerships extend to sharing of data, committee participation, program development, High Priority Occupation petitions, and much more. Activities recently begun or scheduled to begin include; increased active partnership between WIOA Youth programming and the Technical College High Schools, meetings and workgroups regarding career pathways, exploration of apprenticeship and pre-apprenticeship programs, and expansion of certification programs to meet job seeker demand. These activities will continue to be expanded and enhanced in Program Year 2017 and beyond. The Chester County WDB also maintains an active partnership with the Chester County OIC, which provides Title II Basic Adult Education in Chester County. The Chester County OIC is a partner in the PA CareerLink® - Chester County and currently operates the only GED test center in the county, also located at the PA CareerLink® - Chester County and readily accessible to participants in all workforce programs.

Beyond those ongoing active partnerships, the Chester County WDB frequently collaborates with other education entities for special projects and programs. Student showcases are conducted by all five Industry Partnerships in Chester County, as well as educator outreach and industry visits to demonstrate workforce needs and opportunities to educators. All Industry Partnership boards include at least one representative of education. Staff of the Chester County WDB and PA CareerLink® - Chester County present to middle and secondary schools, staff and students, in the county regarding High Priority Occupations and other valuable information, such as how to interview for a first job.

The Chester County WDB is currently contracted with the Chester County Economic Development Council to implement the Business Education Partnership grant. This grant aims to complete the following activities;

- Bring together representatives from industry, school districts, youth-serving agencies, and local colleges to act as an advisory committee.
- Provide training for up to ten high school counselors regarding the development of effective school counseling plans incorporating PA Career Education and Work Standards.
- Offer career events for up to thirty high school counselors and teachers to visit 3-4 employer sites to learn about industries and high priority occupations.
- Deliver up to six career showcase events for high school and out-of-school youth.
- Offer up to three parent/student Industry Focus nights to provide relevant industry and career
The secondary Perkins provider, the Chester County Intermediate Unit (CCIU), has a seat on the WDB with the Director of Career, Technical, and Customized Education. The postsecondary Perkins provider, Delaware County Community College (DCCC), also has a seat on the WDB the Dean of the division of Workforce Development and Community Education; DCCC is also a partner in the PA CareerLink® - Chester County. All Industry Partnerships administered by the Chester County Economic Development Council in Chester County share the results of their employer training requests in order to assist Perkins providers in meeting employer and job seeker needs. As per Perkins guidelines, these active partnerships create a critical teacher and workforce link through professional development, including visits and occupational advisory participation, technology donations and advisory group participation. The secondary and post-secondary Perkins providers listed also create a link for parents and students regarding the path from secondary school to a post-secondary opportunity and then to a career.

Industry certifications offered in both levels improve the rate of employability for the students. The Chester County WDB will continue to increase information sharing and engagement with these crucial partners through the increase in workshops and information sessions relating to Perkins Programs of Study and other education options for youth and job seekers. Through these partnerships, job seekers will have more opportunities for continuing education relating to Perkins programs of study and training coupled with job search skills.

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.

It is the responsibility of the Operator to convene one-stop partners and work toward maximized coordination. The Operator is held accountable for the implementation and operations of the CCWDB Local Plan’s service delivery system. Additionally, the Operator further agrees to manage, integrate, coordinate and conduct oversight of all services and resources in the PA CareerLink® - Chester County in cooperation with the CCWDB and in accordance with the CCWDB Local Plan. The Operator roles and responsibilities which relate to the goal of maximizing coordination include, but are not limited to:

- Serve as an intermediary with all of the partners at the PA CareerLink® – Chester County.
- Develop, distribute and compile customer satisfaction and interest surveys. Assess customer needs and feedback to make recommendations to partners and the WDB for continuous improvement.
- Work with all partners to ensure that an effective referral mechanism is in place and utilized for the benefit of individual clients and the partners’ performance.
- Develop and follow a customer flow to include, but not be limited to, triage of all customers to determine their needs and their applicable Priority of Service status, and ensure service delivery based on that status.
- Ensure the involvement, inclusion and integration of services with the Title I provider, Youth provider, EARN and Work Ready Program provider, the United Way Financial Stability Center providers and all other programs at the PA CareerLink® - Chester County.
- Ensure compliance with One Stop / PA CareerLink® certification criteria.
Additionally, with respect to Wagner-Peyser services, supervisory staff from the Bureau of Workforce Development Partnership was included in the selection of the Operator, is a member of the Chester County WDB and is invited to participate on the Workforce System Integration Committee.

When a job seeker arrives at the PA CareerLink® - Chester County for the first time, they are directed to the “welcome center” and introduced to the career navigator. This career navigator will assist with registration in JobGateway©, utilize a form to determine the interests and service needs of the job seekers, and determine their Priority of Service level. Once these have been determined, the participant is referred to the most appropriate entry point for services. During participation in any workforce development program, co-enrollment and partner referral will be seamless to the participant to the degree possible. All appropriate programming will be made available to leverage resources and ensure participant success.

Partner integration and customer experience is in a state of continuous improvement. The orientation, referral process and customer flow will be evaluated quarterly and updated as necessary. Upon receipt from the commonwealth the minimum requirements for orientation, customizable intake form, and Individual Employment Plan (IEP) template will be incorporated.

Mandatory bi-monthly meetings are held for all staff for the purposes of ensuring that all staff keep updated on the various services and programs available through individual agencies. Team building exercises, staff training activities on topics such as Disability Awareness, Violence Prevention, Dealing with Customers with Tact and Skill, Managing Multiple Priorities and Customer Service are among the topics included regularly on bi-monthly meeting agendas and individual staff training sessions.

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

The local Title II provider, Chester County OIC, was present at the local planning session held on June 14, 2017. The Executive Director of the Chester County OIC is a member of the Chester County Workforce Development Board (WDB) and participates on the Workforce System Integration Committee.

The local board will carry out the review of adult education and literacy applications as directed by the Department of Education and on the timeline indicated.

Title II Adult Education is a partner in the PA CareerLink® - Chester County, maintaining a fully-time classroom and part-time GED testing services. Monthly meetings convened by the Title I provider to increase referrals and co-enrollment and further integration will ensure that, as appropriate, job seekers are referred between Title I and Title II programs.

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?

Efforts are made to expand access to each “individuals with barriers” population in the following way:

- Displaced Homemakers: Displaced homemakers are referred to trainings and other services that fit within the schedule needed to accommodate any children. Additionally, referrals are made
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for childcare and other supportive services that will help the participant succeed. Workshops are recommended to help displaced homemakers polish their resumes and explain gaps and transferrable skills during the interview process.

- **Low-income individuals**: Low-income individuals receive priority of service at the PA CareerLink® - Chester County. Additionally, low income individuals are referred to the United Way Financial Stability Center for guidance in obtaining public assistance, housing, and other supportive services.

- **Indians, Alaska Natives, and Native Hawaiians**: This population only comprises 0.1% of the population in Chester County, with less than 700 people of all ages county-wide. With such a small portion of the local area population, there have not been concentrated efforts to engage this population to date.

- **Individuals with disabilities, including youth who are individuals with disabilities**: OVR Vocational Rehabilitation Counselors provide eligible WIOA Title IV customers with multiple, individualized services such as diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. OVR also provides both eligible and potentially eligible 14 to 21-year-old in-school youth with disabilities pre-employment transition services designed to prepare them to enter competitive, integrated employment. Pre-employment transition services include paid work-based learning experiences, job shadowing as well as vocational counseling and guidance. Also offered is group training on workplace readiness, independent living skills, and self-advocacy skills. Various assistive technologies are available at the PA CareerLink® - Chester County. Staff receives Disability Awareness Training from OVR staff. Additionally, IEPs for youth who are individuals with disabilities are collected by staff at the Career Corps for use in adaptations in programming to accommodate disabilities whenever possible.

- **Older Individuals**: Older individuals are frequently engaged through the Senior Community Service Employment Program (SCSEP), which maintains a presence at the PA CareerLink® - Chester County and often provides staffing support as well. Older individuals have also taken part in the Platform to Employment program, which helps those who are unemployed longer term in finding placement. Workshops, as well as advice on self-employment options, are also available.

- **Homeless individuals**: The connection between the PA CareerLink® - Chester County and the homeless provider network in Chester County is particularly strong. A referral mechanism is in place for shelters to directly refer clients to job seeker services. Additionally, presentations are done for shelter and other community-based organization staff on an annual basis to discuss the services available. Homeless individuals also frequently connect with PA CareerLink® - Chester County services through an initial engagement with the United Way Financial Stability Center.

- **Youth who are in or who have aged out of the foster care system**: The Chester County Department of Children, Youth, and Families (CYF) has representation on the Council for the Workforce of Tomorrow. This representation ensures information sharing between CYF and the Career Corps and results in direct referrals of you who are in or who are aging out of the foster care system.

- **Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers**: 11.9% of the population of Chester County speaks a language other than English at home (Source: American Community Survey). This population is able to receive assistance through a phone-based translation service, as well as enabling Google Translate on the PA CareerLink® - Chester County and Chester County Workforce Development Board websites. Most programming has bilingual English-Spanish staff available. Adult job
seekers with low levels of literacy are referred to the Title II provider, Chester County OIC, located at the PA CareerLink® - Chester County for concurrent services. The Youth program at Career Corps incorporates academic remediation in regular programming for participants who need it. The recent Mobile Workforce Navigator Program has made some progress in engaging the Spanish-speaking population in the southern part of the county, despite historical difficulties related to cultural barriers.

- Eligible migrant and seasonal farmworkers: The provider for EARN, Work Ready, and Career Corps, and the One Stop Operator, PathStone, Inc., also operates the county’s migrant and seasonal farmworker program out of its location in Kennett Square. This allows PathStone to make referrals and connections where eligible and appropriate.

- Individuals within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act: The EARN and Work Ready programs are co-located at the PA CareerLink® - Chester County and United Way Financial Stability Center. Referrals to job seeker and financial stability services are already strong with a shared goal of self-sufficiency prior to nearing exhaustion of benefits. We anticipate stronger integration between EARN and Work Ready, WIOA Youth, financial stability, and other PA CareerLink® - Chester County services with having a single provider for most contracted services beginning in July of 2017.

- Single Parents, including single pregnant women: While historically, the majority of single parents and pregnant women have engaged through the EARN and Work Ready programs or the WIOA Youth program, additional referrals have come through the Chester County Domestic Relations Office, both for custodial and non-custodial parents, since the launch of the re-entry program. This is a relationship and connection the Chester County WDB and PA CareerLink® - Chester County hope to strengthen over the coming years.

- Long-term unemployed individuals: This population has been difficult to engage. While we are still working to improve outreach to the long-term unemployed, the Platform to Employment program has expanded awareness of PA CareerLink® - Chester County programs and lead to a stronger connection with Joseph’s People, which is a faith-based group serving the long-term unemployed in the county.

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

The PA CareerLink®-Chester County has partnered with the Chester County Chamber of Business and Industry to meet new employers in Chester County and with the Chester County Economic Development Council to engage a varied business population. Specific staff members have been assigned to provide services to individual business customers. Increased collaboration of employer services is a goal for the Business Services Team (BST) and tracking of these services is coordinated by the Title I provider.

The PA CareerLink® - Chester County and the United Way Financial Stability Center’s goal is to provide a full range of economic and workforce development services through our partnering agencies to meet the needs of our job seekers and employer customers. The office offers on-site recruitment services to all employers at no charge. Employers may have recruitment events, use desk/office space, telephone, fax and copier as well as pre-screening services from staff. A comprehensive calendar is kept with access for all to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. They have also used staff from other PA CareerLink® offices as needed; such as bi-lingual staff to assist with mushroom industry workers. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and job search
workshops.

The Business Services Team in Chester County consists of representatives from Title I, Title III and Title IV programming at the PA CareerLink® - Chester County, the Chester County Economic Development Council through the Hire One Initiative and Industry Partnerships, the Chester County Chamber of Business and Industry, and the workforce developers of the EARN, WorkReady and WIOA Youth programming at the Career Corps: A Partnership for Youth Employment (Career Corps) programs. While all contracted providers and partners actively participate on the Business Services Team, the lead entity tasked with administration and tracking of employer engagement is the HireOne initiative through the Chester County Economic Development Council (CCEDC). The CCEDC will utilize Executive Pulse, CWDS, and the Grants Information Financial Tracking System (GIFTS) to track employer engagement, employer interest, and which member of the BST is the primary contact. This tracking should streamline BST activities, target outreach while avoiding duplication, determine to what extent employers are engaged, and allow for more effective reporting under the Chester County Strategic Business Plan, Managing for Results. The Chester County WDB has determined that the extent of employer engagement, or the level of participation in workforce development activities and initiatives, is an indicator of employer outcomes beyond that of market penetration or number of business folders in CWDS.

Going forward, as part of a coordinated message of workforce and economic development, as well as a more intensive employer engagement strategy, information regarding all available employer services, including layoff aversion and support for layoffs below the WARN threshold, will be distributed to all employers who meet with business services representatives.

Employers in in-demand industries are often initially engaged through the five Industry Partnerships administered within Chester County. These partnerships engage employers within manufacturing, IT/Communications, agriculture, smart energy, and healthcare. Businesses of all sizes and industries are engaged by the Business Services Team, Chester County Chamber of Business & Industry, Board member referral, and the HireOne Task Force.

The Chester County WDB and PA CareerLink® - Chester County, with all partners, will continue to stay attuned to the hiring methods being used by employers and adjust programs to meet the needs of the job-seekers to compete for these jobs. The PA CareerLink® - Chester County and United Way Financial Stability Center supports employers and jobseekers with an understanding of the hiring processes through open communication and dialogue. The staff will facilitate conversations with business partners regarding services that may assist them in achieving the fulfillment of customer needs. One of the goals of employer outreach and engagement is to ensure that there is a pool of engaged employers ready to hire job seekers at all skill levels and in all industries to provide the most effective services possible.

In Chester County there are industry partnerships that work to address the needs of high-priority industries. Those partnerships are in five industries: manufacturing, energy, information technology, agriculture and health care, and are administered by the Chester County Economic Development Council (CCEDC). Each partnership is driven by the private sector and has a board, executive committee, and sub-committees that currently address the training, pipeline development, recruiting/hiring and business resource needs of its employers. In addition to the private sector members, the partnerships have significant representation from all levels of education, chambers of commerce, industry associations, economic development organizations, and the PA CareerLink® – Chester County, as well as active representation on the local Workforce Development Board. These partnerships not only convene employers and facilitate industry-focused discussion, they also provide incumbent worker training and youth career exploration and maintain a network of volunteers.
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The PA CareerLink® - Chester County offers the following staff-assisted services for employers:

- Assess and test the skills of potential employees prior to hiring.
- Coordinate job fairs and on-site recruitment.
- Identify funding to assist with On-the-Job Training for new hires and Incumbent Worker Training for existing employees.
- Staff-assisted job postings, resume screening and job referrals
- Employer Folder Management
- Employer Tax Credit Information and Referrals
- On-the-Job Training Reimbursement for New Hires
- Industry Partnership/Incumbent Worker Training opportunities
- Employer Workshop Series
- Coordination of Job and Career Fairs
- Labor Market Information for Employers
- Facility Rental

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

Started during the recession as an initiative to convince employers to hire “just one” person or reduce a layoff by one position, Hire One, a partnership between the Chester County Economic Development Council and the Chester County Workforce Development Board has engaged over 200 employers as “Champions,” coached more than 400 job seekers, and engaged in excess of 400 committed private/public organizations. A goal of HireOne is to develop new and innovative strategies for connecting job seekers to hiring employers by leveraging available resources. Through the HireOne Task Force and other networking opportunities, employers also provide valuable insight into the skills and tools that are needed from prospective employers. Armed with this information, Hire One assists the region’s businesses to establish strong, competitive workforces.

The Business Services Team, under the coordination of the Title I provider, is working to maximize data collection and tracking to allow for more effective business engagement without duplication of services.

The PA Department of Labor & Industry Unemployment Insurance is a key partner in the PA CareerLink® Service Delivery System. The PA CareerLink® Chester County has worked closely with the Unemployment Insurance system.

These individuals as identified are directed to come to the PA CareerLink® location 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.

The Chester County WDB understands that employers need to understand their rights under the Law. The Chester County WDB will work with the UC Service Centers Customer Services Section to request to conduct seminars on UC topics where these rights and responsibilities are explained. This will be another service for employers.

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 Financial Stability Center model is a tremendous example of coordination, along with maximizing and leveraging resources. Appropriate partners within the Financial Stability Center will not only co-locate services, but also collaborate on the delivery of services to individuals who need more than workforce development services. Among the many facets of the Financial Stability Center is the acknowledgment that those who have been out of work often end up facing a number of challenges beyond their job search, such as financial and emotional challenges that are new to them.

This collaboration offers Chester County residents a core set of employment, financial education and coaching services, as well as public benefit access in a bundled and integrated fashion. The goal is to assist individuals and families in achieving greater economic stability by increasing income, decreasing debt and building savings and assets. Data collection continues to be refined so that it may be reported as both real-time and accrued data as accurately as possible.

The Financial Stability Center offers three levels of services: core, supportive and educational. The core services offered to families include two distinct programs: first, navigation and financial coaching and second, counseling to address emotional barriers interfering with employment and the impact of economic hardships and financial worry. Financial coaching and navigation services are offered at two levels including brief or full service. These services range from guiding individuals to available health and human services to individualized assessment and planning, financial goal setting, assistance in bundling services to meet individual needs, and on-going guidance through complicated health and human service systems.

In addition, the Financial Stability Center provides individual and group counseling to overcome the stress and emotional burden due to financial hardships and addresses issues interfering with financial stability success. Master level counselors offer group sessions one day per week for one hour, and individual counseling is offered twelve hours per week in one-hour sessions and are available at the one-stop and various locations throughout Chester County.

Supportive services provided at the PA CareerLink®-Chester County and United Way Financial Stability Center one-stop location include but are not limited to:

- Family benefit enrollment assistance (CHIP, Medicare, SNAP)
- One-on-one legal clinic (civil matter issues)
- One-on-one interviewing clinics
- One-on-one computer training
- Senior job training
- One-on-one adult English language tutoring
- Free tax preparation services
- Access to work appropriate clothing – off site with transportation available
- Educational sessions on financial, legal and health topics are held monthly
To further the collaboration under the PA CareerLink® - Chester County and United Way Financial Stability Center model, all staff attend quarterly information sharing meetings and orientations are co-facilitated by both Title I staff and Financial Stability Center staff. Collaborative projects have increased, with the Platform to Employment program integrating supportive services through the United Way Financial Stability Center and the community-based partnership grant bringing services to the more difficult to reach areas of the county.

Transportation continues to be a challenge in some of the rural areas, but the recent Community Partnership grant will allow the local providers to be mobile and take some PA CareerLink® - Chester County services on the road to provide services to the more challenging geographical areas of the county. Measures taken to alleviate transportation challenges so far include the addition of a bus stop for the Route A bus just across from the PA CareerLink® - Chester County and United Way Financial Stability Center, as well as vans utilized by the Career Corps program for participant transportation to the one-stop and other program-related locations.

The workforce development system in Chester County maintains a close relationship with the Decade to Doorways (D2D) initiative to end homelessness. This relationship allows for swift referrals and addressing of emergency housing needs on an accelerated basis, leading to the remediation of a housing barrier and a more open path to success in the workforce. As an example of the strength of this relationship, a recent EARN participant was evicted and abandoned by her husband on the same day. This left her homeless with four children and still in job search. She was quickly placed into a hotel for three weeks while Rapid Rehousing located a more permanent home for her and her children. Within a week of being placed into housing, this job seeker went on five interviews and was offered a full-time position.

5. **COMPLIANCE**

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

The Memorandum of Understanding, effective July 1, 2017, is executed between the Chester County Workforce Development Board (CCWDB), the PA CareerLink® - Chester County One-Stop Partners, and the Board of Chester County Commissioners, collectively known as the “Parties.”

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of PA CareerLink® -Chester County, which includes a single PA CareerLink® center in the Chester County Local Workforce Development Area (the “Area”). CCWDB provides local oversight of workforce programming for the Area. The One-Stop Operating Budget and Infrastructure Funding Agreement establish a financial plan, including terms and conditions, to fund the services and operating costs of PA Career Link® -Chester County. The Parties agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain PA CareerLink® -Chester County.

The Vision, Mission, Values, System Structure, Terms and Conditions, One-Stop Operating Budget, and Infrastructure Funding Agreement outlined in the MOU reflect the commitment of the Parties to their job seekers, workers, and business customers, as well as to the overall success of the PA CareerLink® - Chester County.
CCWDB seeks to establish a system that stands in stark contrast to the "traditional"/historical transaction-based model, whereby each agency operates its own business and job seeker services functions, and participants move from place to place seeking services. Instead, the goal is to create integrated locations and a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support agencies.

The purpose of the MOU is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the Area create a seamless, customer-focused service delivery system that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement. The center’s workforce development front line staff will strive to achieve Certified Workforce Development Professional (CWDP) certification. Partners will further promote system integration to the maximum extent feasible.

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers’ interaction with the integrated system and allows information collected from customers at intake to be captured once. Partners further agree that the collection, use, and disclosure of customers’ personally identifiable information ("PII") is subject to various requirements set forth in Federal and Pennsylvania privacy laws. Partners acknowledge that the execution of the MOU, by itself, does not function to satisfy all of these requirements.

The MOU also outlines budgetary and cost-allocation methods and requirements, as well as equal opportunity and non-discrimination clauses. Descriptions of services and additional information for each signatory is also included within the complete document.

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?

If an audit indicates a debt owed or disallowed cost, staff will follow-up with an on-site monitoring of the issue. Should the monitoring confirm the finding in the audit, a letter would be issued indicating the finding, the amount due to be returned, and a due date. Should this occur, a provider would be noted as “High Risk” in the Risk Assessment stage of monitoring for the next year and monitored accordingly.

If a provider is unable to repay the debt in its entirety, staff will work out a payment plan if possible. Should the provider dispute the finding, their appeal will be decided by the Executive-Governance Committee of the Board, which includes the Board attorney. Additionally, this infraction would be taken into consideration during the scoring and recommendation process for any future proposals.
5.3. **What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board?**

The Chester County Workforce Development Board will implement the actions necessary to become or remain a high-performing board once related guidance has been issued by the Pennsylvania Department of Labor & Industry. In order to be designated a high-performing board, the Chester County WDB will strive toward successful and complete monitorings, fiscal integrity, data coordination and management, full membership compliance, active membership, and other factors that may be determined going forward. Most importantly, the Chester County WDB will continue to strive toward exceeding all negotiated common performance levels.

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 Chester County Workforce Development Board (WDB) held a strategic planning session at the PA CareerLink® - Chester County on Wednesday, June 14, 2017. This session included board members, community stakeholders, area employers, workforce development professionals, and representatives of community-based organizations and public agencies. The Chester County WDB Executive Committee reviewed the draft plan and provided feedback prior to the release for public comment.

Notification of the public comment period was given via the Chester County Daily Local News and the Chester County WDB’s electronic newsletter, which reaches 1,200 people, including representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders. Information regarding the plan and public comment period was also be posted on the Chester County Workforce Development Board website, and the Facebook page of the Chester County Department of Community Development.

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

During the public comment period, a public hearing was held on Wednesday, August 9, 2017 at 3:00pm. The public comment period was advertised via the Chester County Daily Local News and the Chester County WDB’s e-newsletter, and the plan made available on the Chester County WDB’s website as well as a hard copy available at the PA CareerLink® - Chester County and Chester County Department of Community Development. 17 members of the public, representing education, economic development, and community stakeholders attended the public hearing. No official comments were submitted at the public hearing, or in writing during the public comment period.

After the conclusion of the public comment period, the Chester County Workforce Development Board approved the plan at the August 23, 2017 Board meeting.
### 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 area plans.

- **X** Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.
- **X** Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- **X** Agreement between the local area elected official(s) and the local workforce development board.
- **X** 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.
- **X** 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.
- **X** Local area procurement policy – Must describe formal procurement procedures.
- **X** 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 area training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; incumbent worker training.
- **X** Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.
- **X** 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.
- **X** Professional services contract(s) for administrative services such as staffing and payroll, if applicable.
Chester County Local Area
2017-2019
WIOA Multi-Year Local Plan

APPENDIX A
Performance Measures
### WIOA Title I Programs

<table>
<thead>
<tr>
<th>WIOA Performance Measures</th>
<th>Local Area PY17 Negotiated Performance Goals</th>
<th>Local Area PY16 Attained Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
</tr>
<tr>
<td>Adult</td>
<td>65%</td>
<td>N/A</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>74%</td>
<td>N/A</td>
</tr>
<tr>
<td>Youth</td>
<td>65%</td>
<td>N/A</td>
</tr>
<tr>
<td>Employment (Fourth Quarter after Exit)</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
</tr>
<tr>
<td>Adult</td>
<td>65%</td>
<td>N/A</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>75%</td>
<td>N/A</td>
</tr>
<tr>
<td>Youth</td>
<td>57%</td>
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</tr>
<tr>
<td>Median Earnings (Second Quarter after Exit)</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
</tr>
<tr>
<td>Adult</td>
<td>$5,000</td>
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</tr>
<tr>
<td>Dislocated Worker</td>
<td>$7,000</td>
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</tr>
<tr>
<td>Youth</td>
<td>Baseline</td>
<td>N/A</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
</tr>
<tr>
<td>Adult</td>
<td>55%</td>
<td>N/A</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>57%</td>
<td>N/A</td>
</tr>
<tr>
<td>Youth</td>
<td>70%</td>
<td>N/A</td>
</tr>
<tr>
<td>Measurable Skill Gains</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
</tr>
<tr>
<td>Adult</td>
<td>Baseline</td>
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</tr>
<tr>
<td>Dislocated Worker</td>
<td>Baseline</td>
<td>N/A</td>
</tr>
<tr>
<td>Youth</td>
<td>Baseline</td>
<td>N/A</td>
</tr>
<tr>
<td>Effectiveness in Serving Employers</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
</tr>
<tr>
<td>Adult</td>
<td>Baseline</td>
<td>N/A</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>Baseline</td>
<td>N/A</td>
</tr>
<tr>
<td>Youth</td>
<td>Baseline</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Local workforce development boards (LWDB) are required to include their WIOA core programs negotiated goals and attained performance as part of their four-year local plans, as well as any modifications to such plans.
Appendix B
Organizational Chart
Local Workforce Development Area name: Chester County  
Effective Date: July 1, 2017

**Chief/Lead Elected Official(s):** Chester County Board of Commissioners: Michelle Kichline, Kathi Cozzone, Terence Farrell

**Local Workforce Development Board (LWDB):** Chester County Workforce Development Board. Jennifer Duff, Chair, Diana Kimmich, Vice Chair

**Fiscal Agent:** Chester County Commissioners

**LWDB Standing Committees:**
- Addressing Barriers
- Executive-Governance
- Fiscal
- Youth (Council for the Workforce of Tomorrow)
- Workforce System Integration

**Administrative Entity (LWDB Staff):**
- Chester County Department of Community Development
  - Patrick Bokovitz, Executive Director
  - Lila Singleton, Workforce Manager
  - Jeanette Roman, Workforce Coordinator
  - Stephanie Smith, Workforce Coordinator
  - Tracey Dougherty, Workforce Coordinator
  - Natasha Towles, Fiscal Coordinator
  - Donna Closson, Account Clerk

**Governance/Management:**

**Service Delivery:**

- Jobseeker-Worker-Employer-Business Service Delivery Entities
- Required & additional program partners, program service providers, training providers & other contractors
- Educational Data Systems, Inc. (EDSI)
- Pathstone, Inc.
- Pennsylvania Department of Labor & Industry
- Chester County OIC
- Office of Vocational Rehabilitation
- American Association of Retired Persons
- The WorkPlace, Inc.
- Delaware County Community College
- Pennsylvania Department of Human Services
- United Way of Chester County
- Chester County Economic Development Council
- Unemployment Compensation

*For additional detail, please see the Workforce Delivery System Program Partner/Provider List*

**PA CareerLink® Operator**
- Pathstone, Inc.

**PA CareerLink® center(s) Site Administrator(s)**
- Walter Urban, Jr.

**PA CareerLink® center(s)**
- PA CareerLink® - Chester County  
  479 Thomas Jones Way, Suite 500
  Exton, PA 19341
  610-280-1010

**Workforce development system stakeholders and non-contractual/MOU based relationship with the PA CareerLink® center(s):**

Local Workforce Development Boards (LWDB) are requested to publicly post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.
Chester County Local Area 2017-2019
WIOA Multi-Year Local Plan

APPENDIX C
Workforce Delivery System
Program Partner/Provider List
<table>
<thead>
<tr>
<th>Program Name</th>
<th>Program Authorization</th>
<th>Provider</th>
<th>Address</th>
<th>Point Of Contact (POC) Phone and Email</th>
<th>Located at One-Stop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Employment &amp; Training</td>
<td>WIOA Title I Section 131</td>
<td>Educational Data Systems, Inc. (EDSI)</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1010 <a href="mailto:jfarrell@edsisolutions.com">jfarrell@edsisolutions.com</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Dislocated Worker Employment and Training</td>
<td>WIOA Title I Section 131</td>
<td>Educational Data Systems, Inc. (EDSI)</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1010 <a href="mailto:jfarrell@edsisolutions.com">jfarrell@edsisolutions.com</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Youth Workforce Investment Activities</td>
<td>WIOA Title I Section 126</td>
<td>Fullstone, Inc.</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1060 <a href="mailto:ndagostino@pathstone.org">ndagostino@pathstone.org</a></td>
<td>No Specialized Center</td>
</tr>
<tr>
<td>Employment Services</td>
<td>Wagner-Peyser Act of 1993</td>
<td>Pennsylvania Department of Labor &amp; Industry (BWPO)</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1010 <a href="mailto:pfoster@pa.gov">pfoster@pa.gov</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Adult Education &amp; Literacy Activities</td>
<td>WIOA Title II</td>
<td>Chester County OIC</td>
<td>700 E. Market St, #100 West Chester, PA 19382</td>
<td>610-692-2344 <a href="mailto:chester@cc-oic.org">chester@cc-oic.org</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Vocational Rehabilitation</td>
<td>Rehabilitation Act of 1973 WIOA Title IV</td>
<td>Office of Vocational Rehabilitation (OVR)</td>
<td>1855 New Hope St. Norristown, PA 19401</td>
<td>Kevin Sand <a href="mailto:ksand@state.pa.us">ksand@state.pa.us</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Job Corps</td>
<td>WIOA Title I Subtitle C</td>
<td>Philadelphia Job Corps</td>
<td>100 South Broad Street, Suite 1416 Philadelphia, PA 19110</td>
<td>Denise Tabb 215-985-3652</td>
<td>No By Referral</td>
</tr>
<tr>
<td>Migrant and Seasonal Farmworker Programs</td>
<td>WIOA Title I Section 167</td>
<td>Fullstone, Inc.</td>
<td>421 McFarlan Road, Suite 1, Kennett Square, PA 19348</td>
<td>610-925-5600 <a href="mailto:ndagostino@pathstone.org">ndagostino@pathstone.org</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Senior Community Service Employment Program</td>
<td>Title V of the Older Americans Act of 1965</td>
<td>The WorkPlace, Inc.</td>
<td>350 Farnfield Avenue, Bridgeport, CT 06604</td>
<td>Michael McCarthy <a href="mailto:mmccarthy@workplace.org">mmccarthy@workplace.org</a></td>
<td></td>
</tr>
<tr>
<td>YouthBuild Program</td>
<td>WIOA Title I Section 171</td>
<td>None</td>
<td>N/A</td>
<td>N/A</td>
<td>No</td>
</tr>
<tr>
<td>Native American Programs</td>
<td>WIOA Title I Section 166</td>
<td>Indian &amp; Native American Job Training Assistance &amp; Employment Program</td>
<td>120 Charles Street Pittsburgh, PA 15238</td>
<td>412-782-4457 <a href="mailto:bjeaywar@conrac.org">bjeaywar@conrac.org</a></td>
<td>No By Referral</td>
</tr>
<tr>
<td>Postsecondary Career and Technical Education</td>
<td>Carl D. Perkins Vocational &amp; Applied Tech Ed. Act of 2006</td>
<td>Delaware County Community College</td>
<td>901 Media Line Road Media, PA 19063</td>
<td>610-323-6501 <a href="mailto:murphy23@dccc.edu">murphy23@dccc.edu</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Trade Adjustment Assistance</td>
<td>Title II of the Trade Act of 1974, as amended</td>
<td>Pennsylvania Department of Labor &amp; Industry (BWPO)</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1010 <a href="mailto:kcostello@pa.gov">kcostello@pa.gov</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Program Name</td>
<td>Program Authorization</td>
<td>Provider</td>
<td>Address</td>
<td>Point Of Contact (POC) Phone and Email</td>
<td>Located at One-Stop</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>-----------------------</td>
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<td>--------------------------------</td>
<td>-----------------------------------------------</td>
<td>---------------------</td>
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<tr>
<td>Jobs for Veterans State Grant Programs</td>
<td>38 U.S.C. Chapter 41</td>
<td>Pennsylvania Department of Labor &amp; Industry (BWPO)</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1010 <a href="mailto:doacker@pa.gov">doacker@pa.gov</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Employment &amp; Training Activities under CSBG</td>
<td>Community Services Block Grant Act (42 U.S.C. 9901)</td>
<td>Chester County Department of Community Development</td>
<td>601 Westtown Rd, Suite 365 West Chester, PA 19380</td>
<td>610-344-6900 <a href="mailto:ededi@chesco.org">ededi@chesco.org</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Employment &amp; Training Activities under HUD</td>
<td>Department of Housing &amp; Urban Development</td>
<td>Chester County Department of Community Development</td>
<td>601 Westtown Rd., Suite 365 West Chester, PA 19380</td>
<td>610-344-6900 <a href="mailto:ededi@chesco.org">ededi@chesco.org</a></td>
<td>Yes</td>
</tr>
<tr>
<td>State Unemployment Compensation Programs</td>
<td>Social Security Act of 1935 (Titles III, IX, and XII)</td>
<td>Pennsylvania Dept of Labor &amp; Industry Barbara Mourer, Director UC Service Centers</td>
<td>651 Boas St. Room 625 Harrisburg, PA 17121</td>
<td>717-787-4127 <a href="mailto:bmourer@pa.gov">bmourer@pa.gov</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Reintegration of Offenders Programs</td>
<td>Second Chance Act of 2007 Section 212</td>
<td>Educational Data Systems, Inc. (EDSI)</td>
<td>643 East Lincoln Highway Coatesville, PA 19320</td>
<td>610-280-1010 <a href="mailto:darelli@edsisolutions.com">darelli@edsisolutions.com</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families (TANF)</td>
<td>Social Security Act Part A of Title IV</td>
<td>Pennsylvania Department of Human Services (County Assistance Office)</td>
<td>100 Buchannan Drive Thorndale, PA 19372</td>
<td>610-466-1000 <a href="mailto:reilly@pa.gov">reilly@pa.gov</a></td>
<td>Yes</td>
</tr>
<tr>
<td>Employment Advancement &amp; Retention Network (EARN)</td>
<td>N/A</td>
<td>Pathstone, Inc.</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1010 <a href="mailto:ndagostino@pathstone.org">ndagostino@pathstone.org</a></td>
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<td>Work Ready Program</td>
<td>N/A</td>
<td>Pathstone, Inc.</td>
<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1010 <a href="mailto:ndagostino@pathstone.org">ndagostino@pathstone.org</a></td>
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<td>United Way Financial Stability Center</td>
<td>N/A</td>
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<td>479 Thomas Jones Way, Suite 500 Exton, PA 19341</td>
<td>610-280-1023 <a href="mailto:sunworth@chesco.org">sunworth@chesco.org</a></td>
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<td>HireOne</td>
<td>N/A</td>
<td>Chester County Economic Development Council</td>
<td>737 Constitution Drive Exton, PA 19341</td>
<td>610-458-5700 <a href="mailto:mdivincenzo@ccedcpa.com">mdivincenzo@ccedcpa.com</a></td>
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Chester County Workforce Development Board Roll Call Sheet

Date: 8/23/2017
Motion: To approve and submit the WIOA 5-Year Plan by September 1, 2017.

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<tr>
<th>Motion Made By:</th>
<th>Marybeth DiVinzenzo</th>
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<tr>
<td>Motion Seconded By:</td>
<td>Amanda Sundquist</td>
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<td>Jonathan Beschen</td>
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<td>Sheila Boornazian</td>
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<td>Joyce Chester</td>
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<td>Doug Doerfler</td>
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<td>Marianne Martelli</td>
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<td>Clark McHenry</td>
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<td>Jim Nichols</td>
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<td>Mike Pietrafitta</td>
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<td>Kevin Sand</td>
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<td>William Shaw</td>
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<td>Amanda Sundquist</td>
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<td>Walter Urban, Jr.</td>
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PUBLIC NOTICE

Chester County Department of Community Development

Notice is hereby given that the Chester County Department of Community Development (CCWDB) and the Chester County Workforce Development Board (CCWDB) have issued a Draft Local Workforce Innovation and Opportunity Act (WIOA) Multi-Year Plan, as well as the Southeast Pennsylvania Regional WIOA Multi-Year Plan in accordance with the requirements set forth by the Pennsylvania Department of Labor & Industry.

The Local and Regional WIOA Plans can be accessed online at www.chesco.org/wb/. The hard copies are available for review at the Chester County Government Services Center, 601 Westtown Road, Room 365, West Chester, PA 19380; and the PA CareerLink® - Chester County, 749 Thomas Jones Way, Suite 500, Exton, PA 19341.

DCC and the CCWDB will accept public comments on this plan for 30 days, from Monday, July 17th through 4:00 p.m., prevailing time, Thursday, August 17, 2017, and will also hold a Public Hearing to accept comments regarding the Local and Regional Plans.

The Public Hearing to solicit comments on this report is scheduled for:
Wednesday, August 2, 2017 at 3:00pm.
PA CareerLink® - Chester County
749 Thomas Jones Way, Suite 500
Exton, PA 19341

Written comments should be addressed to:
Patrick Bokovitz, Director
Department of Community Development
601 Westtown Road, Suite 365
P.O. Box 2747
West Chester, PA 19380-0990

The location of the Public
Hearing is accessible to people with disabilities. If you are a person with a disability and wish to participate in the Public Hearing or to comment, but are unable to do so because of your disability, please contact DCD at 610-344-6900 to advise us as to how you may be accommodated. Please contact DCD in advance of the Hearing if you plan to attend and are in need of an interpreter.
dln. 7/20 - 1a.