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

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

OVERVIEW OF LOCAL AREA

The Bucks County Workforce Development Area is comprised of Bucks County in South East Pennsylvania. Overall, it is home to approximately 628,165 citizens. With a 2016 labor force of 343,600, Health Care and Social Assistance is the largest employing 49,071 workers, representing 9% of the Gross Regional Product (GRP) with average earnings of $47,631. The next largest sectors are Retail Trade (employing 37,541 workers, representing 7% of the GRP with average earnings of $32,019) and Manufacturing (employing 27,912 workers, representing 13% of the GRP with average earnings of $68,385).

High location quotients (LQs) indicate sectors in which a region has a high concentration of employment compared to the nation. The sectors with the largest LQs in Bucks County are Advanced Manufacturing (LQ=1.48), Wood, Wood Products and Publishing (LQ=1.44) and Biomedical (LQ=1.43). Toilet Preparation Manufacturing (LQ=23.32) and Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing (LQ=16.69) represent the largest industry clusters.

POPULATION

The population in Bucks County is estimated to have increased from 625,249 in 2010 to 628,165 in 2017, resulting in a growth of 0.5%. Over the next five years, the population is projected to grow by 0.7%. When looking at the Southeast Region, the population is estimated to have increased from 3,921,550 in 2010 to 4,011,459 in 2017, resulting in a growth of 2.3%. Over the next five years, the population is projected to grow by 1.5%.

Overall, the population in Bucks County is older than that of the Southeast Region. In 2017, the median age for Bucks County is 43.9, while the average age is 42.0. Five years from now, the median age is projected to be 44.8. The median age for the Southeast Region is much lower than Bucks County (38.4), while the average age is 39.5. Five years from now, the median age is projected to be 39.3.

Most of the population in Bucks County is White Alone (86.9%), 4.1% are Black or African American Alone, 0.2% are American Indian and Alaska Native Alone, 4.8% are Asian Alone, 0.0% are Native Hawaiian and Other Pacific Islander Alone, 1.9% are Some Other Race, and 2.0% are Two or More Races. The region’s population is much more diverse than the county with 63.4% are White Alone, 22.7% are Black or African American Alone, 0.3% are American Indian and Alaska Native Alone, 6.2% are Asian Alone, 0.0% are Native Hawaiian and Other Pacific Islander Alone, 4.6% are Some Other Race, and 2.8% are Two or More Races. This county’s current

1 Population estimates per Claritas
2 EMSI, 2017
When assessing the Hispanic or Latino population, it is 5.4%, while the region's is twice as high (10.2%).

HOUSEHOLD

The number of households in Bucks County is estimated to have increased from 234,849 in 2010 to 238,607 in 2017, resulting in an increase of 1.6%. Over the next five years, the number of households is projected to increase by 1.2%. When looking at the region, the number of households is estimated to change from 1,505,391 to 1,546,954, resulting in an increase of 2.8%. Over the next five years, the number of households is projected to increase by 1.8%.

EDUCATION

A higher percentage of the population in Bucks County (37.0%) has an advanced degree when compared to the Southeast Region (32.8%). Currently, it is estimated that 10.9% of the population age 25 and over in this area had earned a Master's Degree, 2.0% had earned a Professional School Degree, 1.6% had earned a Doctorate Degree and 22.5% had earned a Bachelor's Degree. In comparison, for the region, it is estimated that for the population over age 25, 9.4% had earned a Master's Degree, 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had earned an advanced degree. In Bucks County, 6.4% of the population did not graduate high school, while twice as many of the regions' population did not graduate high school (12.0%).

INCOME

The average household income in 2017 for Bucks County is estimated to be $111,844 which is much higher than the region ($85,346.208). The average household income in this area is projected to change over the next five years, from $111,844 to $123,872. The average household income in the region is projected to change over the next five years, from $85,346.208 to $92,354.265.

HOUSING

Most of the dwellings in Bucks County (77.2%) are estimated to be Owner-Occupied for the current year, which is higher when compared to the region (65.4%). The majority of housing units in the County (17.9%) are estimated to have been built between 1970 to 1979, while those in the region (26.0%) are estimated to have been built between 1939 or Earlier.

EMPLOYMENT

When looking at the employment status of the population age 16 and over Bucks County (63.4%) has more individuals who are employed civilians compared to the region (57.8%), 4.7% are unemployed civilians (6.2% in region), and 31.8% are not in the labor force (36.0% region).

A comparable amount of those employed hold blue collar occupations (17.6% vs. 17.2%) when comparing the county to the region, while slightly more hold white collar occupations (68.4% vs. 64.5%), and slightly fewer are occupied as service & farm workers (14.1% vs. 18.3%).

1 Population estimates per Claritas
2 EMSI, 2017
Those employed are most likely employed in Office and Administrative Support (13.8%) or Management (11.9%) occupations, while those in the region are most likely employed in Office and Administrative Support (13.9%) and Sales and Related Services (1.05%). For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: 1.8% are in Architecture and Engineering, 1.6% are in Arts, Entertainment and Sports, 6.5% are in Business and Financial Operations, 3.2% are in Computers and Mathematics, 6.3% are in Education, Training and Libraries, 7.0% are in Healthcare Practitioners and Technicians, 1.8% are in Healthcare Support, 1.4% are in Life, Physical and Social Sciences, 11.9% are in Management, 13.8% are in Office and Administrative Support, 1.4% are in Community and Social Services, 4.6% are in Food Preparation and Serving, 0.9% are in Legal Services, 1.4% are in Protective Services, 12.4% are in Sales and Related Services, 3.2% are in Personal Care Services, 2.8% are in Building and Grounds Maintenance, 4.5% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 3.2% are in Maintenance and Repair, 4.9% are in Production, and 5.0% are in Transportation and Moving.

For the civilian employed population age 16 and over in the region, it is estimated that they are employed in the following occupational categories: 1.6% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 5.6% are in Business and Financial Operations, 2.9% are in Computers and Mathematics, 6.3% are in Education, Training and Libraries, 7.0% are in Healthcare Practitioners and Technicians, 2.9% are in Healthcare Support, 1.4% are in Life, Physical and Social Sciences, 9.9% are in Management, 13.8% are in Office and Administrative Support, 2.0% are in Community and Social Services, 5.5% are in Food Preparation and Serving, 1.5% are in Legal Services, 2.3% are in Protective Services, 10.5% are in Sales and Related Services, 3.7% are in Personal Care Services, 3.6% are in Building and Grounds Maintenance, 4.0% are in Construction and Extraction, 0.2% are in Farming, Fishing and Forestry, 2.7% are in Maintenance and Repair, 5.0% are in Production, 5.6% are in Transportation and Moving.

Most of the employed population in Bucks County drives alone to work (81.7%) with an average travel time of 31 minutes to work. When looking at the region most drive alone (69.0%) while 12.5% use public transit and 8.1% carpool. The average commute across the region is 32.5 minutes.

**POPULATION WITH BARRIERS**

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at Bucks County, 4.3% of families are living in poverty. There are pockets of the County with higher percentages of families living in poverty, these border New York and are near Northampton and Philadelphia Counties. Single parents are more likely to be living in poverty, with 8.8% of households in the county considered single parent households.

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1 Population estimates per Claritas
2 EMSI, 2017
According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners’ chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Bucks County, in 2016 there were 580 individuals released from a state prison, and in 2015 there were 6,754 individuals released from the county jail.

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

1 Population estimates per Claritas
2 EMSI, 2017
the general population had done so. In Bucks County, approximately 25 children age out of foster care each year.

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

When looking at Bucks County, 3.8% of those employed have a disability, while 9.9% of those unemployed have a disability. In the County unemployment is 129% higher for those with a disability (14.6%) compared to those without a disability (5.4%). There are also 5,348 students receiving services through the local Intermediate Unit, with over half (51.1%) of those students having a learning disability, 6.8% have an intellectual disability, 0.3% have a hearing impairment, 1.8% have a speech/language impairment, 11.4% have emotional disturbances, 17.8% have health implications and 10.9% have autism.

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

1 Population estimates per Claritas
2 EMSI, 2017
significant impact on educational outcomes of teen parents.

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

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

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

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

In Bucks County, in 2017 the teenage pregnancy rate was 1.1%, there were 1,093 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 733 youth had a juvenile disposition in 2015, and there were 298 (5.7%) births to mothers with less than a high school education.

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1 Population estimates per Claritas
2 EMSI, 2017
According to the National Coalition for the Homeless, meaningful and sustainable employment is the key to creating and maintaining housing stability. Unemployment, underemployment, and low wages relative to rent are frequent causes of homelessness and burden millions of families with the risk of becoming homeless. At the same time, individuals experiencing homelessness face obstacles to finding and maintaining employment.

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2014, there were 492 individuals counted in Bucks County.

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

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

In 2016, there were 906 students in Bucks County who met the McKinney-Vento definition of homeless.

1 Population estimates per Claritas
2 EMSI, 2017
LABOR FORCE AND UNEMPLOYMENT
The overall unemployment rate in Bucks County in 2016 was 4.6% with a labor force of 343,600. During the first few months of 2017, the unemployment rate has fluctuated between 3.9% and 4.5%.

**Annual Average Labor Force Statistics, 2016**

<table>
<thead>
<tr>
<th>Annual Average</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>342,600</td>
<td>326,700</td>
<td>15,900</td>
<td>4.6</td>
</tr>
</tbody>
</table>

**Seasonally Adjusted Labor Force Statistics, 2017**

<table>
<thead>
<tr>
<th>Month</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>341,500</td>
<td>328,100</td>
<td>13,400</td>
<td>3.9</td>
</tr>
<tr>
<td>February</td>
<td>342,300</td>
<td>327,800</td>
<td>14,500</td>
<td>4.2</td>
</tr>
<tr>
<td>March</td>
<td>341,400</td>
<td>327,600</td>
<td>13,800</td>
<td>4.0</td>
</tr>
<tr>
<td>April</td>
<td>343,300</td>
<td>327,900</td>
<td>15,300</td>
<td>4.5</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*
1.2. How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region/local area?

An analysis of skill gaps begins with a look at current and projected skills demanded by employers in the region. Labor Market trends are examined by looking at Long Term Industry Projections as well as other Labor Market information. Overall for the period 2014-2024, the total employment in Bucks County is projected to increase by 6.4% or 17,540 workers. This growth is less than what is projected for the state (7.7%). Construction is projected to experience the greatest percent change, which is also the area with the largest amount of unemployment. Information is projected to decline the most over the next several years, with only Information (-10.5%), Government (-4.2%), and Manufacturing (-2.9%) projecting negative employment change.

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Jobs</td>
<td>274,530</td>
<td>292,070</td>
<td>17,540</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>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Construction</td>
<td>14,550</td>
<td>17,120</td>
<td>2,570</td>
<td>17.7%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>27,310</td>
<td>26,520</td>
<td>-790</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Services-Providing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>56,610</td>
<td>58,210</td>
<td>1,600</td>
<td>2.8%</td>
</tr>
<tr>
<td>Information</td>
<td>4,580</td>
<td>4,100</td>
<td>-480</td>
<td>-10.5%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>10,270</td>
<td>10,750</td>
<td>480</td>
<td>4.7%</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>32,100</td>
<td>35,420</td>
<td>3,320</td>
<td>10.3%</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>61,700</td>
<td>68,250</td>
<td>6,550</td>
<td>10.6%</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>26,270</td>
<td>29,530</td>
<td>3,260</td>
<td>12.4%</td>
</tr>
<tr>
<td>Other Services, Except Public Admin.</td>
<td>14,350</td>
<td>15,370</td>
<td>1,020</td>
<td>7.1%</td>
</tr>
<tr>
<td>Federal, State &amp; Local Government</td>
<td>8,370</td>
<td>8,020</td>
<td>-350</td>
<td>-4.2%</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis

A review of Help Wanted Job Postings can provide insight into real time employment demands. Several of the top posted positions by industry and occupation declined over the past year. There was an increase in postings for Commercial Banking, Elementary and Secondary Schools, General Medical and Surgical Hospitals, Home Health Care and Nursing Care Facilities. There was an increase in postings for Heavy and Tractor Trailer Truck Drivers, Registered Nurses, Customer Service Representatives, Laborers and Freight, Stock, and Material Movers and First Line Supervisors of Production and Operating Workers.

<table>
<thead>
<tr>
<th>Industry Title</th>
<th>NAICS</th>
<th>May-2016</th>
<th>May-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Help Services</td>
<td>561320</td>
<td>387</td>
<td>222</td>
</tr>
<tr>
<td>Employment Placement Agencies</td>
<td>561311</td>
<td>222</td>
<td>194</td>
</tr>
<tr>
<td>Home Centers</td>
<td>444110</td>
<td>129</td>
<td>121</td>
</tr>
<tr>
<td>Commercial Banking</td>
<td>522110</td>
<td>112</td>
<td>147</td>
</tr>
<tr>
<td>Elementary and Secondary Schools</td>
<td>611110</td>
<td>112</td>
<td>95</td>
</tr>
<tr>
<td>General Medical and Surgical Hospitals</td>
<td>622110</td>
<td>96</td>
<td>108</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>621610</td>
<td>85</td>
<td>196</td>
</tr>
<tr>
<td>Engineering Services</td>
<td>541330</td>
<td>74</td>
<td>50</td>
</tr>
<tr>
<td>Child Day Care Services</td>
<td>624410</td>
<td>72</td>
<td>69</td>
</tr>
<tr>
<td>Nursing Care Facilities</td>
<td>623110</td>
<td>68</td>
<td>80</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

### Top 10 Help Wanted On-Line Job Postings by Occupation, May 2016 & 2017

<table>
<thead>
<tr>
<th>Occupation</th>
<th>SOC</th>
<th>May-2016</th>
<th>May-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Salespersons</td>
<td>41203100</td>
<td>341</td>
<td>280</td>
</tr>
<tr>
<td>First-Line Supervisors of Retail Sales Workers</td>
<td>41101100</td>
<td>289</td>
<td>232</td>
</tr>
<tr>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>53303200</td>
<td>284</td>
<td>328</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>29114100</td>
<td>205</td>
<td>216</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>43405100</td>
<td>169</td>
<td>178</td>
</tr>
<tr>
<td>Maintenance and Repair Workers, General</td>
<td>49907100</td>
<td>143</td>
<td>102</td>
</tr>
<tr>
<td>First-Line Supervisors of Food Preparation and Serving Workers</td>
<td>35101200</td>
<td>139</td>
<td>121</td>
</tr>
<tr>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>53706200</td>
<td>132</td>
<td>75</td>
</tr>
<tr>
<td>First-Line Supervisors of Office and Administrative Support Workers</td>
<td>43101100</td>
<td>115</td>
<td>118</td>
</tr>
<tr>
<td>First-Line Supervisors of Production and Operating Workers</td>
<td>51101100</td>
<td>112</td>
<td>95</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

The following table lists the industries that are projecting the greatest growth over the next several years. Restaurants and Other Eating Places along with Individual and Family Services are projected to experience the greatest volume growth; while Utility System Construction and Home Health Care Services are projected to experience the greatest percent increase.
One way to measure the skills gap is to compare the current educational attainment with the expected employment growth by education level. In Bucks County over half of the occupations are projected to require on the job training (53.6%), while 16.8% will need a Bachelor’s Degree and 18.2% will require post-secondary education or experience. Bucks County has enough educated citizens to meet demand.
When looking at the skill set employers are projecting to require of the workforce several years from now there is a need for workers who can sell products and services and calculate costs of goods or services. They will need to know how to use spreadsheet software and databases.
### Top 10 Detailed Work Activities

<table>
<thead>
<tr>
<th>Detailed Work Activity</th>
<th>2024 Employment</th>
<th>Percent of Annual Openings</th>
<th>Annual Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sell products or services</td>
<td>44,270</td>
<td>17.8%</td>
<td>1,521</td>
</tr>
<tr>
<td>Calculate costs of goods or services</td>
<td>40,430</td>
<td>16.0%</td>
<td>1,372</td>
</tr>
<tr>
<td>Order materials, supplies, or equipment</td>
<td>43,240</td>
<td>15.3%</td>
<td>1,313</td>
</tr>
<tr>
<td>Clean work areas</td>
<td>33,600</td>
<td>13.2%</td>
<td>1,128</td>
</tr>
<tr>
<td>Monitor inventories of products or materials</td>
<td>38,170</td>
<td>12.9%</td>
<td>1,106</td>
</tr>
<tr>
<td>Greet customers, patrons, or visitors</td>
<td>34,370</td>
<td>12.5%</td>
<td>1,073</td>
</tr>
<tr>
<td>Maintain records of sales or other business transactions</td>
<td>30,500</td>
<td>11.9%</td>
<td>1,021</td>
</tr>
<tr>
<td>Answer customer questions about goods or services</td>
<td>29,230</td>
<td>11.4%</td>
<td>975</td>
</tr>
<tr>
<td>Explain technical product or service information to customers</td>
<td>27,130</td>
<td>10.8%</td>
<td>922</td>
</tr>
<tr>
<td>Serve food or beverages</td>
<td>20,570</td>
<td>10.7%</td>
<td>916</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

### Top 10 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>226,820</td>
<td>75.4%</td>
<td>6,454</td>
</tr>
<tr>
<td>Data base user interface and query software</td>
<td>208,880</td>
<td>70.6%</td>
<td>6,044</td>
</tr>
<tr>
<td>Personal computers</td>
<td>201,340</td>
<td>66.4%</td>
<td>5,683</td>
</tr>
<tr>
<td>Word processing software</td>
<td>200,740</td>
<td>64.0%</td>
<td>5,477</td>
</tr>
<tr>
<td>Office suite software</td>
<td>184,750</td>
<td>61.4%</td>
<td>5,260</td>
</tr>
<tr>
<td>Desktop computers</td>
<td>184,150</td>
<td>61.3%</td>
<td>5,252</td>
</tr>
<tr>
<td>Electronic mail software</td>
<td>154,910</td>
<td>48.8%</td>
<td>4,176</td>
</tr>
<tr>
<td>Notebook computers</td>
<td>149,330</td>
<td>46.6%</td>
<td>3,988</td>
</tr>
<tr>
<td>Internet browser software</td>
<td>144,330</td>
<td>45.4%</td>
<td>3,890</td>
</tr>
<tr>
<td>Presentation software</td>
<td>122,840</td>
<td>37.7%</td>
<td>3,232</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

When looking at current job postings employers are looking for candidates who can operate forklifts and freight, they also need candidates to have a driver’s license.
### Top 20 Help Wanted On-Line™ Skills

<table>
<thead>
<tr>
<th>Skills</th>
<th>On-Line™ Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forklifts</td>
<td>297</td>
</tr>
<tr>
<td>Freight+</td>
<td>224</td>
</tr>
<tr>
<td>Human resources software</td>
<td>172</td>
</tr>
<tr>
<td>Preventive maintenance</td>
<td>166</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>166</td>
</tr>
<tr>
<td>Quality control</td>
<td>163</td>
</tr>
<tr>
<td>Mathematics</td>
<td>161</td>
</tr>
<tr>
<td>Bilingual</td>
<td>146</td>
</tr>
<tr>
<td>Technical support</td>
<td>145</td>
</tr>
<tr>
<td>Tractor-trailers</td>
<td>145</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

### Top 20 Help Wanted On-line™ Certifications

<table>
<thead>
<tr>
<th>Certifications</th>
<th>On-Line™ Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver's License</td>
<td>1,241</td>
</tr>
<tr>
<td>Commercial Driver's License</td>
<td>417</td>
</tr>
<tr>
<td>Certified Registered Nurse</td>
<td>342</td>
</tr>
<tr>
<td>Certification in Cardiopulmonary Resuscitation</td>
<td>246</td>
</tr>
<tr>
<td>HAZMAT</td>
<td>180</td>
</tr>
<tr>
<td>Occupational Safety &amp; Health Administration Certification</td>
<td>179</td>
</tr>
<tr>
<td>Licensed Practical Nurse</td>
<td>169</td>
</tr>
<tr>
<td>Continuing Education</td>
<td>140</td>
</tr>
<tr>
<td>Real estate license</td>
<td>133</td>
</tr>
<tr>
<td>Food safety programs</td>
<td>130</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

Increasingly, jobs that are being created in the county are now including STEM content and customer interaction skills. Combined with the high percentage of skills that employers view as learned on the job, opportunities exist for creative combinations of targeted, short-term certifications (micro credentials) combined with work-based learning to fill skill gaps. Such solutions allow the employers to be partners in filling gaps, not just customers of education and training programs.

To ensure that we are providing adequate avenues for employer validation and feedback, we continue to survey employers who use PA CareerLink® services at a variety of service intervals incorporated in On-The-Job Training (OJT), hiring events, job fairs, and training. One-stop services provided in the PA CareerLink® Bucks County Centers have feedback mechanisms. PA CareerLink®
partners, coordinated by the one-stop operator, meet on a regular basis to review employer feedback and ensure that suggestions and labor market insights are taken into consideration in revising service strategies as needed. As always, employers are encouraged to attend Bucks County Workforce Development Board meetings, and Board members are encouraged to identify local employers who can bring additional insights to the meetings.

As shown in the Southeast PA Regional WIOA Plan, employers have been engaged in multiple initiatives that are shared efforts of the workforce boards in the region, including Industry Partnerships such as the Innovation Technology Action Group (ITAG) to promote IT occupations, and the Manufacturing Alliance of Bucks and Montgomery Counties to grow the manufacturing sector and maintain relationships with key supply chain employers. Industry Partnerships (IPs), particularly under guidelines developed by the Commonwealth for Next Generation IPs, will continue as a primary means of engaging employers to develop partnerships for talent development within a career pathways framework.

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

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

Working collaboratively throughout Southeast Pennsylvania, the Bucks County Workforce Development Board will utilize the information obtained through the Engage! collaborative efforts led by the Chester County Economic Development Council. The PA CareerLink® Bucks County Business Services Team will include the Engage! opportunities along with other economic development organizations. The Bucks County Workforce Development Board has members that are part of or engaged with economic development organizations throughout the county and region complementing the collective efforts to address business and industry needs. The Bucks County Workforce Development Board also contract with the Emsi (www.economicmodeling.com) and shares and customizes labor market information to the benefit of economic development and other county and community organizations.

Aging Workforce

The median age of the Bucks County workforce is 43.9 compared to a regional median age of 38.4, and this gap is expected to increase during the next five years. 17% of the county’s population is over the age of 65. This presents challenges for connecting older workers to job opportunities, for those remaining in the workforce, and for replacing these skills for workers leaving the workforce.

Educational Alignment

Bucks County has a college attainment rate that is higher than the region’s and the state’s. Yet many of the jobs projected in the county over the next five years require combinations of on-the-job training and credentials that are less than college degrees. The challenge will be to fill these gaps with micro-credentials and work-based learning.

Under-Employment
Data presented in the Bucks County Transition Plan showed the effect of the recent recession on both unemployment and poverty reveals a recovery in the unemployment level but a persistence of the increased number of people living in poverty. This is in part a result of residents taking jobs at lower wages or less than full time. The challenge is to continue to connect skills that exist with jobs that require them, and for individuals whose skills are now obsolete, to utilize incumbent worker strategies to move them back to prior wage levels and beyond.

**Cross-Sector Collaborations**

On-line job posting point to numerous jobs in service industries, often at lower wages, where customer service skills can be developed. In addition, many lower-wage jobs increasing have IT components embedded in the work. These jobs can be “gateway jobs” for higher-wage occupation when combined with education and training targeted to high-demand occupations. The challenge is to work outside of sector partnerships to form cross-sector strategies that meet the needs of all sectors.

**STEM Needs**

Increasingly, all jobs are requiring STEM components, often in the form of computer literacy: office suite software, database user interfaces, spreadsheet software, and others. The challenge is to embed computer literacy into all occupational training along with both language and math skills.

**Out-Commuting**

Bucks County has the highest level of net out-commuting in the Southeast Pennsylvania region. The challenge is to work with employers in the county to determine if skill gaps can be filled with county residents who currently commute longer distances for employment. Further analysis will also point to mismatches in skills that can be addressed through short-term training and education programs.

**Barriers to Employment**

Data presented above illustrate the large numbers of residents in the county who will require specialized services and multi-agency resources to ultimately prepare and connect them to family sustaining jobs in the region. The challenge is leveraging the one-stop center partnerships to provide the pathways to these jobs.

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

Bucks County is fortunate to have a solid foundation of experienced service providers for both youth and adults in partnership with experienced staff from state agencies to provide career services to job seekers and expanded outreach and assistance to employers as called for by WIOA. Both short-term and long-term training is available for High Priority Occupations through strong relationships established by the Board with Bucks County Community College, through the three Career/Technical schools (Bucks County Technical High School, Middle Bucks Institute of Technology, Upper Bucks Area Vocational Technical High School), and through both classroom and on-line training accessible via contractors such as EDSI and ResCare. High Priority Occupations continue to be an integral part
of all training strategies using labor market information provided by the state combined with the “reality check” provided by sector-based communications in Industry Partnerships, ongoing communication with chambers of commerce and economic development organizations, and one-on-one conversations between employers and business development team members. The Board also has a strong working relationship with Vita Education Services and the Bucks County Community College as the providers of literacy and language services for adults, a relationship that will be strengthened under WIOA as the Board will review all adult education proposals and further align and integrate basic education with occupational training.

Working collaboratively throughout Southeast Pennsylvania, the Bucks County Workforce Development Board will utilize the information obtained through the Engage! collaborative efforts led by the Chester County Economic Development Council. Working in partnership with other organizations, the Bucks County WDB addresses the skill gaps for employers. Many additional partners utilize this information and opportunities of collaboration with the Board to improves services.

In reviewing both county and regional labor market information, the capacity for meeting key needs, and the priorities created by new state and federal policies and guidance, the Board has identified several key challenges where opportunities exist for expanding employment and training services under its transition plan to fully implement WIOA:

Filling Manufacturing Sector Skills Gaps

In partnership with neighboring workforce areas, the Board has identified that serious skills shortages exist in precision machining and other key occupations in manufacturing, at least through 2020. These shortages serve to stifle expansion efforts of existing employers and to make business attraction efforts more difficult for the Board’s economic development partners. The Board has worked to address these shortages via coordination and expansion of Mechatronics/Industrial Maintenance programs in the Career/Technical schools and through collaboration on the Metalworks program at the Bucks County Community College. Even with expansion of training capacity for manufacturing occupations, an ongoing challenge is attracting both youth and adult talent to the available training slots, as public perception about today’s advanced manufacturing environment still does not match reality. Promotion of high-quality manufacturing jobs and the career pathways that enable success in those jobs remain priorities for the Board and partners in the transition plan.

Building Stronger Youth Talent Pipelines

The Board is well-positioned to advance WIOA and state priorities in several ways, with all of them being grounded in the Board’s work with employers in sector-based planning and Industry Partnerships regionally and career pathways developed locally with education partners. First, through the Business-Education Partnership grant from the PA Department of Labor and Industry, student and parent awareness has been raised related to career opportunities via programs such as Manufest, Future Fairs, and Educator in the Workplace. Second, career pathways connections have been strengthened between high school Career/Technical Education programs and the Bucks County Community College, particularly in key manufacturing occupations where severe skill gaps exist. And third, as WIOA shifts funding emphasis to out-of-school youth, Bucks County has built a model program in its “180” youth program that enlists employers as work-based learning partners for young
adults who need to re-engage with education and training. With the new WIOA expanded age for youth now extended to age 24, a major opportunity exists to integrate work with partners such as Corrections to reduce rates of recidivism for young adults. The opportunity also exists for more innovation and creativity in blending youth and adult funds from WIOA, TANF, and other sources for the 18-24 year old segment.

**Advancing and Replacing an Aging Workforce**

The regional plan developed in 2015 by workforce development boards and their regional economic development partners identified an aging workforce as one of the five major challenges facing the region. Bucks County has a median age of 43.9, higher than the state average of 40.9 and much higher than the Philadelphia average of 34.6. This creates challenges that have implications for workforce development strategies in the plan. First, retiring worker add to job creation to make skill shortages even more acute, particularly in manufacturing. Second, many older workers will need to retain employment at wage levels that can sustain families. Some of these workers took employment during the recession in jobs below wage and skill levels in previous jobs that we eliminated. The Board will work with employers to identify advancement opportunities and use funding for new incumbent worker programs in the county. Incumbent worker strategies will then be paired with backfilling strategies where young adults can enter entry-level jobs with the employer and advance in career ladders. Some older workers will also be able to take advantage of entrepreneurship training described below.

**Creating a Culture of Entrepreneurship**

A major trend in the national and regional economies is toward a rapidly increasing number of “employees” now becoming their own employers, sometimes by choice but other times by necessity. Many employers are building contract employment into their ongoing staffing strategies, thus requiring that workers must think in terms of self-employment and entrepreneurship. Training is needed to prepare the next generation of workers in areas such as legal status of a business, tax management, health insurance, and pension plans among others. The Board partnered with The Bamboo Project Inc. in 2014 to help trainees develop business plans that incorporate these topics and create an understanding of entrepreneurial thinking that will be a necessity for most workers in the future. WIOA requires a component of entrepreneurship in youth programs, and the Board embraces that requirement as an essential ingredient for both youth and adults. During the transition plan, the Board will work with all service providers to incorporate such component into all programs.

**Blending and Braiding Limited Funding Sources for Maximum Impact**

The gap between education and training needs identified by employers and the funding available to meet the needs continues to widen as jobs continue to require higher levels of academic preparation. Estimates continue to point to workforce in the next decade that will need 60% or more of applicants possessing post-secondary credentials in forms that directly relate to business needs.

WIOA presents an opportunity for increased Board leadership in aligning resources toward the
mutually defined goals of a broad array of partners. A key part of the strategies must include increased investment by employers in work-based learning approaches (job exploration, work- and- learn structures, internships, co-op programs and others), engaging them as partners in training as part of an integrated career pathways structure with the education and training providers. This is a critical need as many workers and potential workers cannot participate in training and education without a source of income while doing so.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The Bucks County Workforce Development Board (BCWDB) created its Vision, Mission, Core Principles and Core Values as a foundation for long-term success in meeting the needs of employers, job seekers, and students in the county, working in partnership with other workforce areas in the broader Southeast Pennsylvania region. This foundation is maintained and serves the county well as programs and services are transitioned during implementation of the federal Workforce Innovation and Opportunity Act (WIOA). The BCWDB recognizes its role in guiding the development and establishing accountability to the public for the workforce system as a whole, not just for the funding sources for which it is directly accountable.

Board Vision: A well-trained, high-performing, self-sufficient workforce committed to lifelong learning that meets the growing needs and expectations of employers to sustain an economically vibrant community in Bucks County.

Board Mission: To promote, drive and ensure an effective workforce in Bucks County aligned with economic development.

Core Principles of the Board: BDWDB is dedicated to creating a collaborative and integrated environment that:

- Addresses the workforce needs and expectations of Bucks County residents, workers and employers;
- Promotes lifelong learning and high-performance workplaces;
- Connects the business community to the emerging workforce and education community; and
- Encourages coordination, efficiency and effectiveness in service delivery and fiscal management among all education and workforce development programs and services.

Values for the Board: BCWDB is dedicated to:

- Building relationships with organizations and/or individuals to promote the Board’s mission;
- Ongoing assessment of workforce needs in Bucks County;
- Integrating educational organizations in the workforce development system;
- Increasing the community’s awareness of the Board’s mission;
- Maintaining financial stability and sustainability; and
- Supporting an effective and efficient staff.

While the Board’s bedrock principles and values remain solidly in place, WIOA provides an opportunity to reassess and strengthen programmatic approaches that maximize return-on investment. The Board remains cognizant that expenditures are investments of public funds that
must be tied directly to employment outcomes. Thus, the Board has established local objectives, priorities and procedures to achieve employment results from the investments, including:

- Using accurate, up-to-date labor market information, informed by sector-based discussions with employers, to define entry requirements for jobs in demand;
- Utilizing High Priority Occupations (HPOs) to align training and education with employers’ demands for talent;
- Employing a Career Pathways framework to connect education and workforce development programs aimed at identified demands;
- Maintaining local policies and protocols that ensure that training dollars are spent on High Priority Occupations; and
- Providing a quarterly review by the BCWDB’s Systems Performance and Operations Committee on the return-on-investment of training in the HPOs.

The first priority for adult training investments remains the guaranteed job of an on-the-job training (OJT) contract with supplementary classroom training to support both the employer and the trainee. This strategy supports the WIOA priorities for increased work-based learning and for apprenticeship like processes for “earn and learn.” A second priority, especially for adults with substantial education and skill gaps or those in need of transitioning from an obsolete occupation to a growing one, is Individual Training Accounts (ITAs). The issuance of ITAs will be based on current (up to 12-month forecast) regional labor market demands.

The Bucks County workforce area is well positioned to implement the new WIOA youth services requirement that emphasizes services to disenfranchised, out-of-school youth, as the BCWDB has already established the “180° youth initiative as a strategic priority for enlisting employers and the Bucks County Center for Young Professionals as a focus for recruiting and preparing young adults for jobs and career exploration opportunities provided by employers. Under the “180° youth initiative, the BCWDB partners with employers who are willing to provide a real work experience for a young adult that may have lacked direction in the past but is now ready to work. Then a young adult is matched with an employer that has a best fit for the participant’s interests and current abilities. The opportunity may take the form of on-the-job training, an internship, full or part-time employment, or a mentorship opportunity. Via a signed Employer Agreement, “180° youth employers choose the specific ways they wish to participate, which also includes options for job shadowing and career awareness talks. The Center for Young Professionals operates in the PA CareerLink® Bucks County office, targeting a group that has a history of high unemployment. The goal is to provide intensive coaching, training, and job placement of out-of-school youth into entry-level high-growth, high demand occupations. Partnerships with the Intermediate Unit, Juvenile Probation, and Children & Youth Services broaden the targeted outreach efforts.

Services for in-school youth also remains a strategic priority, with WIOA and TANF funds being utilized to support assistance to high-risk youth in partnership with K-12 schools. Special emphasis is placed on promoting access to career and technical education (CTE) pathways at both the secondary and post-secondary levels. Bucks County is home to three award-winning Technical High Schools, serving the 13 school districts. The Board’s Youth Council has adopted Manufacturing as a primary initiative and works closely with the CTE partners to provide manufacturing career fairs that target students and their parents, as parents often have misperceptions about job opportunities in today’s advanced manufacturing environment. The model for expanding awareness and access to Manufacturing is now being replicated for the Healthcare sector. The
Youth Council also expands its influence beyond services to target populations by providing ongoing career planning and labor market information to the K-12 school districts, with messaging on Career Pathways combining current labor market data from the Pennsylvania Department of Labor and Industry’s CWIA unit, insights from sector-based work with employers region-wide, and toolkits and lesson plans for teachers on presentation of the information available to schools on the Bucks County Intermediate Unit’s website.

In support of WIOA performance measures that will now be applied across all core partners in the workforce development system, primary goals for PY 2017 for the BCWDB include:

- Identifying and filling skill gaps that are identified through sector-based employer engagement initiatives with neighboring workforce areas as part of the regional plan;
- Using a career pathways framework to coordinate all training and job-related assistance programs in the county, including Bridges Out of Poverty initiatives, in order to create a county-wide system of educational “on-ramps and off-ramps” available for all age groups and job circumstance;
- Strengthening partnerships with other workforce development boards in the broader Philadelphia region to create more efficiencies and higher levels of customer service through coordinated policies and procedures in areas such as OJT and ITA protocols and incumbent worker guidelines;
- Identifying and providing services for Unemployment Compensation (UC) claimants in early stages via the Profile Reemployment Program (PREP) in order to shorten the length of unemployment and reduce the number of claimants who exhaust benefits;
- Creating new micro-credentials that address specific employer skill gaps, and also stack toward higher-level certifications;
- Engaging employers as partners in training through new work-based learning and apprenticeship structures; and
- Working with the K-12 school systems and higher education partners on integrated career and academic planning process for students to decrease the percentage of K-12 students who enter college needing remediation.

The analysis of barriers to employment in the county that prevent residents from accessing jobs increases the need and the opportunity to form stronger partnerships with organizations that work directly with many of the populations cited. As WIOA requires a new Priority of Service protocol, implementation of this plan will result in ongoing relationship building with these organizations.

The Bucks County Workforce Development Board will continue relationships with providers such BARC, Wood Service(s), Office of Vocational Rehabilitation, Bucks County DHS, Prison, VTIA Educations Services, and others to address services to individuals with barriers to employment. The Bucks County Workforce Development Board and the PA CareerLink®, Bucks County, has long standing relationships with area providers who serve populations with barriers. We will continue to maintain established contacts through our Targeted Populations Sub Committee. This subcommittee meets on a quarterly basis to ensure that the WDB continues to engage and serve individuals with the highest need. All Partners listed participate in PA CareerLink® Partners meetings, held on a monthly basis to address operational needs to these populations as well.

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 BCWDB continually strives to engage a wide range of partners working toward common goals and in clarifying individual roles for the highest levels of collective impact. Intra-county and inter-county partnerships are essential for meeting all of the BDWDB’s goals for a highly-skilled and employed workforce. Key partners include:

- **Career and Technical Education:** The three Career Tech high schools are highly engaged with the BCWDB and its Youth Council and meet quarterly with the Executive Director to coordinate responsiveness to identified employer demands.
- **Intermediate Unit:** The local Intermediate Unit works in partnership with the BCWDB to provide a hub for information dissemination to all educational partners and also serves on the Board.
- **Adult Education Providers:** The BCWDB maintains an ongoing collaborative relationship with WIOA Title II providers as key partners in the one-stop delivery system and will strengthen that relationship under new WIOA guidelines for review of Title II plans of service.
- **Vocational Rehabilitation Programs:** The Office of Vocational Rehabilitation (OVR) is a core partner and provides specialized programs for job seekers, students and employers for OVR-eligible individuals. In addition, OVR assists other partners in identification of persons with disabilities so that the full range of partners’ programs and resources can be utilized to address barriers to employment for all applicants.
- **Higher Education:** The Bucks County Community College, also a member of the Board, and the Delaware Valley College coordinate with the BCWDB, with the CTE programs, and with the affiliated universities of LaSalle and Holy Family College as part of a consortium dedicated to 21st Century Skills and advancement of Career Pathways.
- **Chambers of Commerce:** The BCWDB maintains active membership on all four local Chambers, with two of the Chambers having seats on the Youth Council; quarterly meetings also occur between Chamber representatives and the BCWDB Executive Director; BCWDB staff participate in numerous Chamber functions including Young Professionals, Bucks Business Connect, Business Card Exchange, and Women in Business.
- **Community Based Organizations:** The BCWDB and the PA CareerLink® Bucks County are represented on four multi-organization networking groups to coordinate workforce development and human service programs.
- **Pennsylvania Workforce Development Association:** BCWDB staff members actively participate in bi-monthly meetings of the statewide association of workforce development boards; the group serves as a learning network and policy advisory body in working with Commonwealth officials in multiple departments.
- **Industry Sector Planning Groups:** BCWDB staff members meet regularly with multiple sector based groups to share information and obtain input for new program development, including: Manufacturing Alliance of Bucks and Montgomery County; Smart Energy Initiative; Southeastern PA Healthcare Alliance; Innovative Technology Action Group (ITag); and Bucks County Long Term Care Consortium.
- **BCWDB staff members participate in other groups including:** Local Management Committee; Bucks County Transportation Management Association; Delaware Valley Regional Planning Committee Public Participation Task Force; CTE General Advisory Committees; Bucks County Commissioners Economic Advisory Board; Family Service Association Continuum of Care; Citizens Advisory Committee; Direct Services Team; United
Way; Human Trafficking Committee; and Direct Services Coalition.

The BCWDB has been developing policies for WIOA implementation to provide strategic direction for the local system. Included are: Adult Priority of Service Policy; OJT Policy; action to solicit in-school program providers to increase opportunities for schools to participate; and a decision to extend the current contract for the out-of-school youth provider in order to provide a stable platform for expanded young adult services during the important transition year.

A key component of alignment of service partners under the PA CareerLink® banner is coordinated outreach to the community related to service access. The Board currently utilizes social media via active Facebook, LinkedIn, and Twitter accounts for both the Board and the PA CareerLink® Bucks County. The PA CareerLink® Bucks County Center for Young Professionals maintains a YouTube channel. The Board plans to increase remote access to PA CareerLink® services via social media, including videotaping workshop offerings and publicly posting some of our job seeker workshops. The PA CareerLink® Bucks County maintains two ADA compliant locations; remote partners, including OJT and ITA sites, are reviewed for ADA compliance prior to the start of any partnership.

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?

Governor Wolf’s WIOA Combined State Plan lays out a vision and framework for local and regional opportunities for advancement of the workforce development system. The foundation for advancement will be Alignment, Innovation, Employer Engagement, Accountability Structures, and Improved Data. The Bucks County Workforce Development Board supports the governor’s vision through continued adherence to six foundational objectives contained in its strategic plan:

1. Purpose & Mission: Establish outcomes-base evaluation measures/metrics for all major organizational activities to demonstrate the impact of the BCWDB on workforce and economic development (supports governor’s vision for Accountability Structures & Improved Data).
2. Governance/Foundation: Ensure the BCWDB acts as responsible and effective stewards of the public’s workforce development resources (supports governor’s vision for Accountability).
3. Operations/Foundation: Develop the Board’s staff capacity for operational excellence (supports the governor’s vision for Innovation and Alignment through professional development of staff to implement best practices via work with local partners).
4. Core Agenda: Strengthen relationships with legislative, economic development agencies and educational institutions to advance a shared agenda for workforce (supports governor’s vision for Alignment through relationship development).
5. Outreach/Promotion: Establish the BCWDB as the premier agency for workforce development among employers, workers, and educational institutions throughout Bucks County (supports governor’s vision for Employer Engagement as part of overall outreach initiatives).
6. Human & Capital Investment: Enhance workforce development initiatives for high-level professionals, small business owners, entrepreneurs, students, and the emerging workforce (supports governor’s vision for Employer Engagement with focus on small business, and Innovation in support of entrepreneurs to create businesses and jobs).
The objectives above, coupled with the organization’s key indicators of financial strength, are reviewed monthly by BCWDB staff and quarterly by the Board.

The governor’s plan establishes five broad goals for the commonwealth’s workforce development system with key strategies for advancing each one. The chart below shows goals of the BCWDB that align with each goal area of the governor’s plan, along with goals in the draft WIOA Regional Plan that will be supported by Bucks County goals.
1. **Establish Career Pathways**

   **Key Strategies:**
   - Adopt WIOA definition of Career Pathways
   - Require adoption of Career Pathways model at local level with multiple entry points
   - Create a comprehensive framework that includes multiple programs & funding sources
   - Encourage cross-program funding and dual enrollments to meet customers’ needs
   - Mainstream job seekers with barriers to employment combined with necessary support services
   - Support the creation of apprenticeships in non-traditional occupations and for nontraditional populations, adding apprenticeships to JobGateway® and CWDS
   - Continue to refine the High Priority Occupation (HPO) process to ensure that career pathways are aligned to demand
   - Maintain a robust Eligible Training Provider List (ETPL) to include performance data for informed customer choices
   - Create expanded lists of industry recognized credentials incorporated into Career Pathways
   - Require On-the-Job Training (OJT) and incumbent worker training to be tied to Career Pathways
   - Enhance on-line and in-person career guidance tools of multiple agencies and funding sources by utilization of the Career Pathways framework

   - Promote the Career Pathways model in all adult and youth programs
   - Utilize High Priority Occupations (HPO) list to better align training and education to demand
   - Being the “go-to” source of information on employer’s jobs and skills demands for pathway design by education and training providers
   - Promoting multiple access points for Career Pathways to public to advance a culture of learning in the county
   - Integrate the Bridges Out of Poverty program into Career Pathways to ensure wider access to higher skills
   - Implement the Board’s new OJT policies for HPOs tied to Career Pathways

Provide support for WIOA Regional Plan goals of:
- Promote Career Pathways as language of the system & connection for education & training to employers
- Share resources for public awareness of services and pathways to high-quality jobs
- Create regional framework of micro credentials that attach to specific Career Pathways
2. Invest in Talent and Skills for Targeted Industries in Strategic Partnership with Employers and Educational Institutions

Key Strategies:
• Establish minimum requirements for local area spending on training
• Develop additional grant sources to promote program innovation
• Support sector strategies and the expansion of the Industry Partnership program
• Expand access for adult workers via incumbent worker training programs, encouraging advancement along Pathways
• Expand access to on-line education and training that result in credentials attainment
• Expand the development of micro credentials that align with employers’ needs, supported by USDOL WIF grant
• Promote the development of new apprenticeships programs via state grants
• Expand partnerships with public libraries
• Establish Priority of Service protocols for populations with barriers to employment
• Increase work-based learning (“Employment First”) approaches in serving persons with disabilities, combined with training and supportive services as needed
  • Implement integrated education, training, and work-based learning models for youth and adults lacking a high school diploma and/or are basic skills deficient

➢ Participate fully in regional Industry Partnerships and promote with local employers
➢ Prioritize efforts of Business Services Team (BST) to companies participating in partnerships and providing high-quality jobs
➢ Increase availability of incumbent worker training to advance skills and wages of workers who took jobs at “underemployment” level during recent recession
➢ Work with county human services partners to increase access points for target populations including ex-offenders
➢ Implement the Board’s new Priority of Services policy to focus resources on individualized career services for individuals with barriers to employment
➢ Continue accountability reviews to maximize return on investment

Provide support for WIOA Regional Plan goals of:
• Increasing investments via acquisition of additional public & private funding
<table>
<thead>
<tr>
<th>Governor’s Goals</th>
<th>BCWDB’s Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3. Increase Work-Based Learning Opportunities for Youth</strong></td>
<td>➢ Create better career awareness alignment with academic preparation in K-12 schools, reducing the need for remediation in for K-12 graduates entering postsecondary education and training</td>
</tr>
<tr>
<td>Key Strategies:</td>
<td>➢ Integrate foundational (“soft”) skills into academic and occupational training</td>
</tr>
<tr>
<td>• Identify model for effectively serving out of-school youth under new WIOA priority</td>
<td>➢ Grow the number of employers joining as members of the “180” youth program to expand work-based learning options for high-risk youth</td>
</tr>
<tr>
<td>• Support the development of transition jobs for youth</td>
<td>➢ Expand access to CTE programs for all youth in county</td>
</tr>
<tr>
<td>• Via establishment of a Youth Committee of the State Workforce Development Board, advise governor on youth policies and provide technical assistance to local areas</td>
<td>➢ Expand partnerships with community organizations and schools as referral sources for high-risk youth</td>
</tr>
<tr>
<td>• Work with local areas to provide new onramps and access points for youth</td>
<td>Provide support for WIOA Regional Plan goals of:</td>
</tr>
<tr>
<td>• Work with USDOL on data systems to support youth services</td>
<td>• Develop career awareness messages that can be used by all workforce areas, with emphasis on array of pathways for young adults</td>
</tr>
<tr>
<td>• Leverage existing tools for literacy advancement for out-of-school youth</td>
<td>• Leverage existing resources of service strategies &amp; curricula</td>
</tr>
<tr>
<td>• Use set-aside funds to identify and replicate model programs for high-risk youth, incorporating demand-driven strategies</td>
<td>• Encourage program co-enrollment for youth, under expanded WIOA youth definition, to maximize resources for this high-risk group</td>
</tr>
<tr>
<td>• Encourage program co-enrollment for youth in partnership with local efforts</td>
<td>• Increase summer employment opportunities for youth in partnership with local efforts</td>
</tr>
<tr>
<td>• Expand CTE opportunities in partnership with Perkins funding within a Career Pathways framework</td>
<td>• Continue to support a wide range of initiatives for youth with disabilities, focused on critical transition points</td>
</tr>
<tr>
<td>• Promote apprenticeships and pre-apprenticeship opportunities for youth</td>
<td>• Promote apprenticeships and pre-apprenticeship opportunities for youth</td>
</tr>
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<td></td>
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</tr>
</tbody>
</table>
### Governor’s Goals

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

Key Strategies:
- Require local workforce development boards to prioritize business services funding for employers offering high quality jobs
- Seek sustainable funding for sector-driven strategies such as IP and apprenticeship
- Implement capacity building, peer learning, and evaluation structures to support IP, and consider creation of formal certification program for IPs
- Require local workforce development boards to provide funding to successful multi-employer intermediaries in local areas
- Set new standards for providing products and services to employers through enhanced agency coordination
- Encourage employer participation in Business-Education partnerships
- Encourage employer sponsorship of work based learning
- Utilize employers to validate credentials
- Standardize OJT contracts for greater consistency
- Provide OVR assistance for employers and other agencies
- Work with PA Chamber of Business and Industry on employer survey to provide new insights to system
  - Solicit feedback from business leaders via regular meetings with governor and agency executives

### BCWDB’s Goals

- Work with employers to validate credentials and to create new micro credentials to meet critical sector-based needs
- Create new sector-based employer initiatives in partnership with other workforce areas in the SE PA region
- Work with regional workforce areas to streamline and coordinate policies for OJTs and ITAs to make them more user-friendly on a regional basis
- Maintain quarterly meetings with chambers of commerce and key industry groups in the county as “reality check” on labor market data and training strategies
- Prioritize business services for employers offering high quality jobs in high growth occupations

Provide support for WIOA Regional Plan goals of:
- Coordinate service approaches for key employer programs (OJT, incumbent worker training) to increase awareness & make them more user-friendly
- Share resources for employer awareness of services
5. **Work with the State Workforce Development Board to create a dashboard to measure achievement of plan’s goals**

- Maintain a local data system that is data driven and outcome based
- Regularly review local economic data to adjust program and training priorities
- Review outcomes via Return on Investment Report, PA CareerLink® Monthly Goals, and Objectives Scorecard

Provide support for WIOA Regional Plan goals of:
- Create framework for region-wide sharing of information among PA CareerLink® managers & staff

<table>
<thead>
<tr>
<th>Governor’s Goals</th>
<th>BCWDB’s Goals</th>
</tr>
</thead>
</table>
| 5. Work with the State Workforce Development Board to create a dashboard to measure achievement of plan’s goals | ➢ Maintain a local data system that is data driven and outcome based  
➢ Regularly review local economic data to adjust program and training priorities  
➢ Review outcomes via Return on Investment Report, PA CareerLink® Monthly Goals, and Objectives Scorecard  
  Provide support for WIOA Regional Plan goals of:  
  • Create framework for region-wide sharing of information among PA CareerLink® managers & staff |

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 table of WIOA negotiated performance goals is presented as Appendix A.

The Bucks County Workforce Development Board is data-driven in assessing its own work as a board and in assessing the collective community impact of its network of workforce development partners in the county. Its goals and strategies, while broader in scope than WIOA negotiate performance goals, are completely aligned with the WIOA performance goals of the Commonwealth. Primary program performance drivers for the Board include: placement of job seekers in high quality jobs, placement wages at a family sustaining level, credentials that have currency with regional employers plus “stack-ability” toward higher credentials, retention in jobs with pathways to advancement, and effectiveness in meeting employers’ needs and retaining them as customers of the local workforce development system.

The Board performs a detailed review of metrics from the PA CareerLink® Bucks County on a regular basis as a means of using leading indicators to allow program adjustments to be made in a timely manner to ensure adherence to federal performance accountability measures. Key metrics monitored by BCWDB staff and board members include:

**Workforce Service**
- New visitors to PA CareerLink® Bucks Center
- Returning visitors to Center
- Displaced workers through WARN notices
- Customer satisfaction feedback from job seekers and employers

**Financial Indicators**
- Cost per participant for WIOA-funded participants
- Cost per placement for WIOA-funded participants
Other Indicators (beyond required WIOA and TANF measures)

- Decreased dependence on public assistance
- Contracts with employers (OJT, customized training, other)
- Percentage of new employer customers who are Premier (high wages/high demand/high growth)

Standards for required WIOA measures are negotiated with the state. WIOA also introduces a set of shared performance measures that will be employed by all core partners in the one-stop delivery network. The BCWDB will work with all core partners to define local standards as it develops the local Memorandum of Understanding (MOU) with the partners under the new MOU guidelines of the Commonwealth.

In addition to regular review of the PA CareerLink® outcomes and leading indicators for the county, the Board maintains its own strategic plan and tracks progress via Strategic Plan Outcomes and a Return on Investment Report. Examples are shown below:

<table>
<thead>
<tr>
<th>Strategic Plan</th>
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</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
</tr>
<tr>
<td>Purpose &amp; Mission</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Governance/Foundation</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Operations/Foundation</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
</tbody>
</table>
### BCWDB Overall Performance

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>Importance of Results to Mission</th>
<th>Score</th>
<th>Weight</th>
<th>Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose &amp; Mission</strong></td>
<td>1.0</td>
<td>10.0%</td>
<td>.100</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Governance/Foundation</strong></td>
<td>.77</td>
<td>10.0%</td>
<td>.077</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations/Foundation</strong></td>
<td>1.0</td>
<td>10.0%</td>
<td>.100</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Core Agenda</strong></td>
<td>.61</td>
<td>10.0%</td>
<td>.061</td>
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</tr>
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</table>

### Financial Perspective

<table>
<thead>
<tr>
<th>Category</th>
<th>Benchmark</th>
<th>Budget Data</th>
<th>Score</th>
<th>Trend - PY 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Program Efficiency</td>
<td>1.1 Cost per participant</td>
<td>$8,000</td>
<td>.95</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>1.2 Cost per placement</td>
<td>$10,000</td>
<td>.95</td>
<td>Excellent</td>
</tr>
<tr>
<td>2. Funds Management</td>
<td>2.1 Administrative costs</td>
<td>&lt;=10%</td>
<td>.99</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>2.2 Program costs</td>
<td>&gt;=90%</td>
<td>.99</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>2.3 Budget to Actual</td>
<td>75%</td>
<td>.95</td>
<td>Excellent</td>
</tr>
<tr>
<td>3. Fund Raising</td>
<td>3.1 Generation of non-formula revenue</td>
<td>$120,700</td>
<td>.70</td>
<td>Good</td>
</tr>
</tbody>
</table>
**Local Leadership: Strategic Addressing the Dislocated Development System**

Bucks and economic

3. **The Development Boards.**

Board (22)

In and practice activities

They implement fifty

2014

The representatives
county Workforce Development Board, Inc. appoints the Bucks County Workforce Development Board members, selecting these dedicated volunteers who commit their time and talents to strengthening our local workforce.

**Board Membership**

The BCWDB is comprised of a minimum of 51% private sector (employer/business) members, representatives of local educational entities, labor organizations, community-based organizations, and economic development agencies and PA CareerLink® Bucks County Partners and investors. The Bucks County Workforce Development Board, Inc. is charged with:

**Leadership:** Identifying and responding to issues that affect the workforce investment and development system in Bucks County and creating policy around those issues that affect Adults, Dislocated Workers, and Youth constituencies in Bucks County.

**Strategic Planning:** Developing the local strategic workforce development plan.

**Local Labor Market Analysis:** Identifying the growth-industries in the local and regional area; Addressing the needs of the emerging workforce through Youth Development activities; Increasing

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<table>
<thead>
<tr>
<th>Outreach/Promotion</th>
<th>.90</th>
<th>10.0%</th>
<th>.090</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision/Human Capital Investment</td>
<td>1.0</td>
<td>10.0%</td>
<td>.100</td>
</tr>
<tr>
<td>Financial Perspective</td>
<td>.922</td>
<td>40.0%</td>
<td>.368</td>
</tr>
<tr>
<td><strong>Weighted Avg. Score</strong></td>
<td>.897</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
the local economy by creating a highly-skilled incumbent workforce; Identifying eligible providers of Intensive and Training Services to under-employed local residents.

**One-Stop Delivery System:** Chartering and providing continual oversight of the PA CareerLink® Bucks County.

**Board Committee Structure**

The Board maintains an Executive Committee that is empowered to act on all Board matters between regular meetings of the Board, pending subsequent ratification by the Board, and standing committees that are chaired by Board member but include participation by non-board members who have particular interest or expertise related to the committee’s function. Current committees are:

**Finance Committee**, responsible for the fiduciary oversight of public grants/funding streams under the Board’s supervision.

Key Functions: Oversees work of Board staff as fiscal agent (appointed by local elected officials) for funds allocated to Bucks County by the Commonwealth of Pennsylvania. Reviews and approves annual operating budget for approval by full Board. Ensures that funds are spent in accordance with policies of each funding source. Reviews and approves financial information including in proposals developed by Board staff.

**Planning Committee**, responsible for the regional and strategic planning of workforce initiatives including targets populations.

Key Functions: Oversees preparation of local strategic and operational plan for WIOA. Analyzes labor market information and suggests strategies to the full Board in light of information. Coordinates with economic development and education partners to identify ways to leverage funding sources. Identifies High Priority Occupations appropriate for local investment. Reviews requests from partner organizations for Board support and endorsement.

**One Stop Committee**, responsible for the implementation and coordination of local workforce investments and for system development.

Key Functions: Provides oversight and direction to the PA CareerLink® Operator. Develops standards and criteria for the Bucks County workforce development system. Designs customer satisfaction and continuous improvement structures for services. Makes recommendations to full Board for service contracts to be approved.

**Youth Council**, responsible for planning and oversight of programs that respond to the needs of the emerging workforce of young adults in Bucks County.

Key Functions: Identifies gaps in services for young adults in Bucks County. Collaborates with youth organizations and schools to develop strategies to fill gaps. Creates systems to disseminate information on careers, job opportunities, and education/training providers. Develops strategies for integrating academic learning, work-based learning, foundational skills, and leadership skills for in-school and out-of-school programs. Reviews proposals for youth programs and makes
recommendations to full Board for selection of youth services providers.

**Business Development & Employer Engagement Committee**, developing strategies to engage new employees and broaden opportunities for employers to become partners in planning and in development of the Bucks County workforce.

Key Functions: Develops options for ways that local employers can commit as partners in youth development. Oversees development of communication and recruitment strategies for employer engagement. Identifies employer groups in the county and develops connections for providing information to members.

**Career Pathways Committee**, responsible for crafting multiple entry pathways for the varied workforce in Bucks County, from recent high school graduates to returning veterans.

Key Functions: Reviews information from labor market analysis and sector-based employer input to define critical pathways to high priority jobs in the county. Collaborates with education and training providers in the county to determine priority Career Pathways for addressing skill gaps. Works with education partners to develop student recruitment messages and approaches, with particular emphasis on CTE programs and access for non-traditional population segments.

**Services to Target Populations Committee**, responsible for identifying specific populations in Bucks County that may be better served by the public workforce system.

Key Functions: Surveying current service options and opportunities for populations including: young adults aging out of the Intermediate Unit support services; individuals with disabilities; older workers; and individuals who are incarcerated or ex-offenders. Multiple community partners with specific expertise participate on the committee and share resources and information.

**Fiscal Agent and Financial Management**

The Bucks County Workforce Development Board, Inc. is the fiscal agent (selected by the local elected officials) for Workforce Innovation and Opportunity Act (WIOA) and serves as the administrative entity for WIOA and Department of Human Services funded activities in Bucks County. The Board’s staff will be responsible for the monitoring and oversight of activities/programs, with regular reporting of results to the Board to fulfill its responsibilities under the law.

**Oversight of the Workforce Development System**

The staff of the Board provides ongoing oversight of the local workforce development system via adherence to the Board’s Local Area Monitoring Guidelines that outline the minimum responsibilities for monitoring, oversight and evaluation necessary to ensure compliance with the WIOA of 2014, federal regulations and state policies. This plan lists those responsibilities and how they will be carried out by the BCWDB.

The four minimum requirements for monitoring / oversight at the local level are:

- Reviews of single audits;
- Reviews of quality of service to enhance program accountability;
- On-site visits to review records and documents, and to observe operations; and
• Reviews of service providers’ financial and progress reports.

These requirements will be carried out as follows:

**Single Audits** will be requested to be submitted prior to the execution of any contract award of $750,000 or more. The Single Audit will be reviewed by the Fiscal Department within 30 days of contract award for new contractors. Audited Financial Statements will be requested annually from contractors with active contracts. Any findings will be noted and discussed with the contractor and be brought to the attention of the Finance Committee at the next Finance Committee meeting.

**Reviews of quality of service** will be conducted by the Contracts Staff during the on-site visits or desk reviews. Customer service surveys (including workshop surveys) will be reviewed. Participants will be interviewed during on-site visits whenever possible to get feedback from the customer.

**Monitoring may be performed as On-site visits or Desk Reviews.** Monitoring will be scheduled and conducted by the Contracts Staff for contractors, training providers (with active ITAs) and employers (with OJT contracts). Each Training Provider who has signed a Master Contract and has at least one participant enrolled will be monitored at least once during the Program Year. The BCWDB does not intend to vary the frequency of monitoring based on the number of participants enrolled with a particular Training Provider. Each Employer who has signed an On the Job Training Agreement (OJT) will be monitored at least once during the Program Year. OJT Participants may be interviewed during the on-site visit; however, it is not expected that each participant will be interviewed. The BCWDB does not intend to vary the frequency of monitoring based on the number of participants working with a particular Employer. Participant file reviews will be conducted throughout the program year to ensure participant eligibility in the Youth and Adult programs.

**Review of Service Provider’s Financial and Progress Reports** may be required by BCWDB Staff prior to Fiscal review as follows:

• Invoices submitted for ITAs and OJTs will be reviewed and initialed by the Contract Specialist. Contracts Specialist will follow-up with training providers and employers to ensure progress reports and invoices for ITAs and OJTs are submitted timely.
• Youth Service Provider invoices will be reviewed by the Youth Operations Manager, or designee.
• EARN Service Provider Invoices will be reviewed by the EARN Coordinator, or designee.
The Fiscal Department will be responsible for the final review of all invoices and progress reports as they are submitted.

**Sub-recipient Monitoring**

The BCWDB intends to monitor all sub-recipients for compliance each program year. If the number of sub-recipients (including ITA Providers and OJT employers) increases to a level where it is no longer feasible to continue site visits with all providers, the BCWDB will use the Risk Assessment process outlined in this plan. The monitoring process will include, but is not limited to, the following elements:

• Fiscal and procurement;
• Administrative and Programmatic accountability;
• Compliance with contract provisions;
• Compliance with EEO requirements; and
• Compliance with ADA requirements.

As the local Board and Fiscal Agent staff are organized as a single entity for all administrative functions and procures the provision of services from other agencies, the LWDB does not need to monitor the Fiscal Agent or BCWDB staff.

Sub-recipients to be Monitored Include:
• Youth Service Providers
• Adult and Dislocated Worker Service Providers
• One Stop Operator
• ITA Training Providers
• Employers with OJTs
• PA CareerLink® Bucks County
• Any other grant sub-recipient not covered above, at the BCWDB’s discretion

Monitoring Tools

The BCWDB has developed written monitoring tools that include supporting documentation. Specific tools have been developed for each type of program. All monitoring tools include information such as, but not limited to:
• the Name of the provider;
• the Services or activities provided;
• the Total amount of the contract and sources of funding (WIOA adult, dislocated worker, youth, TANF, NEG, etc.);
• the Date(s) of the monitoring activity;
• the Staff / Participants interviewed; and
• a summary of the findings that include program strengths, concerns, deficiencies and areas where technical assistance may be needed.

Tools also provide the monitor the opportunity to interview a participant and receive feedback regarding the quality of service of the program.

Risk Assessment

WIIN No. 3-00, Change 2 recommends a risk assessment approach to narrow and concentrate the scope of review. At this time, the BCWDB does not feel the use of a Risk Assessment Analysis tool is necessary. As the number of sub-recipients increases to a level where it is no longer feasible to monitor each provider annually, the BCWDB will consider a risk assessment of all contractors and training providers using the Risk Assessment Analysis tool.

Monitoring will then be scheduled in accordance with the results of the assessment: contractors or providers classified as High Risk will be monitored at least annually; contractors or providers classified as Low Risk will be monitored at least once every two years.

Monitoring Reports

Results of monitoring will be forwarded to each entity monitored within 30 days of the review. A
summary of all reports will be made available to the WDB Board (through the Systems Performance / Operations Committee) and/or Youth Council to assist with strategic planning efforts. These reports will enable the WDB and Youth Council as appropriate to assess program / activity provider’s compliance, plan future technical assistance activities and adjust local policies to reflect emerging economic opportunities in Bucks County.

Any findings or concerns will be included in the monitoring report. The BCWDB will request the monitored entity to submit a continuous improvement plan (CIP) within 30 of the issuance of the report. Follow-up activities must be documented and action taken within 90 days of the (CIP). Monitoring reports, CIPs and follow-up activity will be made available for State and/or Federal review.

Equal Employment Opportunity (EEO): Information on the designated EEO contact person for the local area is shown in Section 4.4.

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?

A full listing of programs of local partners is shown as Attachment B to this plan.

The BCWDB has adopted an Integrated Services Customer Flow Model (shown in Section 4.11) as the framework for connecting programs, services, and funding sources to meet job seeker customers’ needs as they access the PA CareerLink® Bucks County system. Under the direction of the one-stop operator, job seekers receive personalized assistance from the integrated services providers in finding the right set of services leading to employment in the region. Assistance includes:

- Determine skill sets through assessment and interviews
- Planning customized career pathways
- Building a resume and polishing interviewing skills
- Obtaining information about job fairs and recruitments in Bucks County
- Connecting with training programs to gain new job skills
- Learning about financial aid options for education and training
- Learning about job opportunities in the immediate area
- Referrals to job openings leading to job placement
- Follow-up services for employment retention and advancement.

Within the integrated framework, services are provided for each funding source by:

**Title I Adult and Dislocated Worker Services** are currently provided by EDSI.

**Title I Youth/Young Adult Services** are currently provided by Bucks County Community College

**Title II Adult and Literacy Services** are currently provided by Vita Education Services.

**Title IV Vocational Rehabilitation Services** are provided by Office of Vocational Rehabilitation staff in the local area to eligible individuals. OVR staff also assists other core partners in creating an integrated services strategy for persons with disabilities.
**Wagner-Peyser Program Services** are currently provided by the PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO).

**Vocational Rehabilitation Services** are currently provided by the PA Department of Labor and Industry, Office of Vocational Rehabilitation (OVR).

**Department of Community and Economic Development, Community Service Block Programs** are provided through the Bucks County Opportunity Council.

Connections to programs funded by the **Carl D. Perkins Career and Technical Education Act** occur via the Board’s ongoing relationship with the Bucks County Community College, the Upper Bucks Technical High School, the Middle Bucks Institute of Technology, and the Upper Bucks County Technical School.

**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 Bucks County Workforce will continue a close relationship with our core partners to ensure that they implement and maintain a robust partner and referral network that ensures eligible participants have access to services offered through the PA CareerLink® Bucks County. By increasing our co-located partners in the designated one-stop center(s), it will create increased access organically. The Workforce Development Board also supports increased community access points for services, through the possibilities of increased satellite sites, or accessing technology to create virtual one-stop access points, accessed by website visit.

The Board will address access issues in a multi-faceted manner, developing new physical access points with partner organizations along with new uses of technology to connect system customers to services from computers and phones. However, access to transportation remains a major barrier to services, training and employment for customers in Bucks County. Therefore, the Board will collaborate with its partners within the region to expand upon access to services, particularly for job seekers with additional barriers to employment. The expansion of access to employment, training, education and support service is a priority that will also be addressed in the Regional Plan. The Board’s one-stop operator understands the critical role the partners play in service access and is able to leverage those partnerships effectively by working to expand access points using partners’ offices across the county and the technology of partners to connect to services.

The Office of Vocational Rehabilitation (OVR) is a key partner in assisting the PA CareerLink® partners in identifying and addressing the needs of individuals with barriers. Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator within the overall direction provided by the One-Stop Operator and the commitments contained in the Memorandum of Understanding (MOU). OVR staff will assist the
staff of other partners in outreach to populations with disabilities, including persons who are OVR-eligible and those who don’t meet the OVR guidelines. In all cases, the full range of PA CareerLink® services will be made available and promoted to these individuals.

It is the policy of the Bucks County Workforce Development Board (BCWDB) that no individual receive program services until eligibility requirements have been documented and verified by appropriate workforce staff for each program requiring eligibility determination for program entry. This ensures that only those individuals for whom funds are targeted receive services.

Relevant Definitions:

1. **Verification** means to confirm eligibility requirements through the examination of documents or speaking to the representatives of authorized agencies.
2. **Documentation**: maintain physical documentation, which is obtained during the verification process, in participant files. Documentation is used as the basis to verify eligibility.
3. **Self-Certification** – The BCWDB by practice uses Self Certification as a method of last resort for program eligibility determination. Self - Certification is a statement signed by the prospective customer used to verify eligibility items requiring documentation that may cause undue hardship for the applicant to obtain or that may be unavailable due to loss of the documentation for the following reasons: • Eviction from residence, with an inability to provide supporting documentation • Individual is fleeing or has fled an abusive or untenable home-life, rendering them unable to provide documentation needed for verification • A victim of a natural disaster.
4. **Telephone/Electronic Verification** - verification of required documentation through a telephone or email consultation with a recognized governmental or social service agency.
5. **Document Inspection Verification** is the verification of documentation through inspection of a document when the document can either not be copied or copying of the document is not possible.

Eligibility Determination

6. **Eligibility Determination Prior to Program Enrollment**. The BCWDB administers programs from multiple funding streams that have different and varying eligibility requirements. Program eligibility shall be verified by the appropriate staff prior to enrollment of a participant. Failure to complete may create exposure to unallowable costs due to insufficient eligibility determination.
7. **Eligibility Documentation**. Is required to determine eligibility is defined based on program. If not defined by the funding stream or in cases where the funding stream is not clear the BCWDB shall take documented steps to define the documentation requirement. Documentation requirements will be made available by the BCWDB to all program operators and sub-contractors to ensure proper procedure.
8. **Eligibility BCWDB Review**. The BCWDB is the final decider of eligibility verification for all PA CareerLink® Bucks County customers for eligibility-based programs. The BCWDB assists in the eligibility determination process with program operators to ensure each customer falls within the guidelines of specific programs.
Self-Certification

1. **Allowable Use.** Self-Certification is only to be used as a method of last resort and will only be accepted as verification of eligibility for the following elements:
   - WIOA Title I Adult: • Homeless
   - WIOA Title I Dislocated Worker: • Date of Dislocation • Displaced Homemaker • Reemployment Opportunity Poor/Unlikely to Return • Permanently or Temporarily Laid Off as Result of Disaster
   - WIOA Title I Youth: • Homeless • In/Aged Out of Foster Care System • Current, past or pending involvement with Criminal Justice System • Limited English Proficiency • Pregnant or Parenting
   - “Requires Additional Assistance per local policy • Runaway • School Status at Time of Application

2. **Program Compliance/ Monitoring.** The use of self-certification will be monitored by the BCWDB. Review may include an interview with the case manager determining eligibility, a search for applicable documentation not already in the file, and an interview with the participant. It is important to re-state that the BCWDB accepts Self-Certification only as a last resort, and will review all cases of self-certification with program operators.

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

The Bucks County Workforce Development Board is committed to making Career Pathways the language of the system in bringing employers and educators together as partners. Employers must increasingly become full partners in career pathways, engaging in work-based learning in multiple ways (internships, on-the-job-training, apprenticeships and other work-and-learn strategies) to connect to classroom learning. Specificity on pathways within sectors will continue to be a key topic with employers in sector partnerships and a key component of Next Generation Industry Partnership work. While industry partnerships, developed in collaboration with other workforce boards within the region, will continue to be a focal point for development of career pathways, the Board will provide a venue to engage sector champions in a cross-sector discussion of occupational skills that apply to multiple sectors, and to build entry skills (such as customer service and IT) in sectors such as Retail and Hospitality that can be applied to high-demand, high-quality jobs in multiple sectors.

At the operational level, the Board will provide guidance to its one-stop operator on providing an overview of the Career Pathways model and training to PA CareerLink® partners on connection points to the model. To be useful for job seekers, Career Pathways must have multiple on and off ramps and must have interim steps that are manageable segments to achieve while clients are working or with minimal disruption in work transitions and job search. Thus, the Board and its one-stop operator will continue its work with regional partners and the Commonwealth on development and utilization of micro-credentials and other stack-able approaches within the Career Pathways model. A key partner in the “on ramp” process will be the WIOA Title II Adult Education Programs that provide the basic skills for accessing occupational training and work-based learning with employers. To the maximum extent possible, basic skills will be offered concurrently with occupational training and on-the-job training in order to shorten training time and retain trainees in programs.
The career pathways model is a practice used to identify points of entry into a career, identifying skill sets, certifications, and educational programs needed to create upward movement in each pathway. Pathways are identified / created through robust collaboration with community partners and BCWDB’s Career Pathways Committee, informed by relevant data for decisions on growing, stable, emerging, and high-priority occupations, all subject to review and approval by the BCWDB. Career Pathway development is the most important and impactful method for the BCWDB and PA CareerLink® Bucks County partners as they undertake efforts to provide participants with clear, actionable, and objective career choices so that they may make informed decisions for career progression and entry into a career ladder, regardless of entry point. Current career pathways include areas such as:

✓ Metal Works, Industrial Maintenance, (Advanced Manufacturing);
✓ Allied Health / Healthcare and Social Assistance;
✓ Commercial Driver Licensing Program (CDL) as part of a transportation and logistics pathway, Information Technology; and
✓ Life Sciences programs through an emerging partnership with the Bucks County Bio Technology Center.

Upon enrollment, participants are provided with a comprehensive career pathway view, identifying the occupation at entry points, giving the participant/customer a simple and clear process to identify paths of success within their desired pathway, along with the process for additional training and/or work experiences that lead to upward mobility and more stable, higher-wage employment within the selected career path.

Program co-enrollment is supported through the development and maintaining of an organized referral system between PA CareerLink® Bucks County partners. The BCW DB through the One Stop Committee ensures one-stop PA CareerLink® Bucks County partners:

- Understand eligibility and participation requirements in addition to all services and benefits for each of the Partners’ programs represented in the PA CareerLink® Bucks County;
- Develop materials summarizing their program requirements and making them available for Partners and customers;
- Participate in active communications between partners;
- Provide referrals to customers who are eligible for supplemental and complementary services and benefits under partner programs to the appropriate partner and non-partner programs;
- Engage in continuous improvement discussions related to the referral processes; and
- Provide comprehensive follow up of referrals to ensure ongoing program effectiveness.

Vita Education Services, representing services under Title II of WIOA and the Office of Vocational Rehabilitation (OVR, Title IV) as long standing partners of the PA CareerLink® Bucks County, maintain a co-located presence. The previously documented referral processes and strategies are implemented by these programs.

The Office of Vocational Rehabilitation (OVR) is the sole WIOA Title IV provider of programs under Title I of the Rehabilitation Act of 1973. OVR staff provides technical assistance regarding the
provision of disability related services to one-stop staff and partners as an active and ongoing responsibility in their partnership duties. The OVR program is required to provide vocational rehabilitation services to eligible individuals with disabilities based on the program’s legal responsibilities, outlined in statute. An OVR customer receives multiple services from qualified OVR designated staff that include:

✓ diagnostic, vocational counseling and guidance,
✓ vocational evaluation,
✓ restoration,
✓ training,
✓ job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities.

OVR is an active Business Services Team member within the PA CareerLink® Bucks County Structure. OVR provides assistance businesses with onboarding pre-screened qualified employees with disabilities for gainful employment opportunities.

The BCWDB sets aside WIOA Title I funds for occupational and work-based training under various programs, with a focus on high priority occupations. Additional Rapid Response training funds are available for dislocated workers. If exhausted the BCWDB requests additional Rapid Response funds from the PA Department of Labor & Industry. The BCWDB uses these funds to supplement programs with needed training resources.

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 Board works to bring together multiple employers in the same industry sector to address common, overlapping human capital needs. In doing so, partnerships have been formed with multiple industry specific associations including:

- Manufacturing Alliance of Bucks & Montgomery Counties
- I-Tag, Information Technology Action Group
- Southeastern PA HealthCare
- Smart Energy Initiative (SEI) Energy Partnership

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

Engaging employers in the broader region and delivering a consistent message with coordinated processes remains a priority in the WIOA Regional Plan. As stated in that plan, “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.”
Coalitions that have been built between the BCWDB and other partners include:

- Business-Education Partnership Grant with Montgomery County;
- Manufacturing Alliance of Bucks and Montgomery County;
- Southeast Regional Workforce Development Partnership with all workforce boards in the region:
  - PA JOBS 1st Grant for SE PA with all regional boards;
  - Micro-Credentials Grant with Bucks County Community College;
  - Sector Partnership National Dislocated Worker Grant with all regional colleges and workforce development boards;
  - Southeast Pennsylvania Defense Transition Collaborative with all SE PA regional workforce development boards and economic development associations, plus Lehigh and Northampton Counties;
- Innovation Technology Action Group (ITAG) in partnership with the Chester County Workforce Development Board.

The relationships that have been built in these processes have laid the foundation that will be used to develop and maintain Next Generation Industry Partnerships within the recently announced guidelines of the Department of Labor and Industry.

The local PA CareerLink® partners have developed recruitment and business resource materials over the years based upon the needs of its diverse employer base, and these have proven to be a valuable asset in retaining businesses and assisting in expansion plans. Pennsylvania’s Rapid Response program has a well-developed approach and materials that it delivers to businesses to help avoid layoffs, and the new UC Work-Share program also is a valuable resource to help companies that are needing to downsize.

The Office of Vocational Rehabilitation (OVR) is also a key partner in meeting the needs of employers. OVR provides multiple services to the business community designed to assist employers with onboarding pre-screened, qualified WIOA Title IV eligible employees with disabilities. OVR supports can include: reasonable accommodation consulting, initial probationary wage reimbursement (On-The-Job Training), and information and referrals on tax credits and deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards, and assistance to employers in retaining current employees what have experienced accident, injury or other disability.

➢ Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and

The Board will continue to work closely with its regional partners to implement joint workforce development and economic development strategies contained in the WIOA Regional Plan. As stated in that plan, “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.
- Increasing labor market participation throughout the region in order to better serve employers, businesses and priority sectors.
- Continue research and engagement in the Construction Trades sectors.
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.

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

The Bucks County Workforce Development Board and the PA CareerLink® Bucks County continue to serve the population that needs services related to their unemployment claim. Participants are afforded the opportunity to present to the PA CareerLink® Bucks County locations in Bristol, PA and Perkasie PA, to gain access to a UC Representative through a dedicated phone line. This process ensures that UC registrants are able to have any questions or concerns alleviated through a live representative, from a dedicated line. Assistance is provided by on-site staff, as needed, to participants who need help in navigating phone and/or on-line systems for UC services in addition to job search services.

Bucks County will continue its robust PA Rapid Re-Employment Program (PREP). PREP identifies UC participants who are likely to either exhaust their benefit, or have some difficulty returning to work in their current profession/job title. PREP will continue to work closely with partners to ensure that appropriate candidates are referred to training programs to make the best possible pathway to employment.

The Reemployment Services & Eligibility Assessment (RESEA) program has begun at both the Bucks County Comprehensive PA CareerLink® Center, as well as our satellite center, located in Perkasie. The One-Stop Operator will also work with the Office of UC Service Centers Customer Services Section to arrange for seminars to be conducted for employers, including UC topics such as rights and benefits. This provides another opportunity to inform the employer community of all services provided via the partners at the PA CareerLink® Centers.

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 Board is positioned in the county as the key partner for workforce development to support all economic development efforts aimed at employer retention/expansion for existing employers, and as a source of labor market information and training connections for prospective employers who are considering locating in the county.

The Bucks County Workforce Development Board will utilize the additional opportunities afforded through the opportunities of the Regional Plan for Southeast Pennsylvania to recognize the role and value of the Gig Economy and Entrepreneurship to enhance opportunities for job seekers. Working with Bucks County, the WDB will assist in promoting Entrepreneurship. Working with other local workforce boards in the region, the Bucks County Workforce Development Board will Entrepreneur Works, a leader in the Greater Philadelphia area for helping underserved entrepreneurs start and
grow their businesses (www.myentrepreneurworks.org).

Ongoing coordination is maintained between economic development and workforce development by economic development membership on the BCWDB and by active participation by BCWDB staff in multiple groups related to county and multi-county economic development, including:

- Bucks County Long Term Care Consortium
- Innovative Technology Action Group (Chester, Delaware, Bucks and Montgomery Counties)
- Manufacturing Alliance of Bucks & Montgomery Counties
- Southeast PA Healthcare Alliance (entire Southeast PA region)
- Business & Financial Sector Strategies Dislocated Worker Project (Philadelphia, Montgomery, and Buck Counties)
- Meetings, tasks forces, and events of multiple chambers of commerce and economic development organizations in the county
- Active participation in the Southeast Regional Workforce Development Partnership (Philadelphia, Bucks, Montgomery, Chester, and Delaware Counties) to coordinate workforce policies and strategies for easier use by economic development officials in promoting services to employers on a regional basis.

One of the more successful efforts is the success of the Bucks County Workforce Development Board in obtaining one of only nineteen Trade and Economic Transition (TET) National Dislocated Worker Grants. This discretionary grant will train up to 200 individuals in Bucks County and throughout the region in areas such as advanced manufacturing, information technology and metalworking focusing on retraining those dislocated workers from areas such as retail. Partnering with Montgomery and Philadelphia Counties, this grant will support partner and regional training.

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.

WIOA Adult and Dislocated Worker career services are provided primarily by Bucks County staff under the overall functional supervision provided by the one-stop operator that is competitively procured and certified by the Board. Services are provided by cross-agency functional teams under the PA CareerLink® banner without individual agency identifiers. The role of the one-stop operator is providing high-quality services to all customers, with specific duties including:

- Establishing effective management structures and processes.
- Conducting ongoing analysis of PA CareerLink® Bucks County operations and conducting appropriate problem solving, continuous improvement and corrective action activities.
- Surveying customer satisfaction.
- Fostering an integrated organizational structure.
- Identifying and communicating to all partners and staff the vision, mission and values of the PA CareerLink® Bucks County.
- Assisting all partners to achieve the levels of performance expected of them by their funding sources.
- Providing all partners and staff with all information and communications needed for
their optimal performance.
- Staff development.
- Providing guidance and oversight to the PA CareerLink® Bucks County site manager.

The procurement process for selection of the One-Stop Operator was completed by the Buck’s County Workforce Development Board using its established procurement process. The Request-For-Proposal (RFP) was issued in the normal manner with a public/answer period that followed. The selection process was coordinated by the Planning Committee of the Board. The procurement resulted in the receipt of a single bid. The bid was determined to have been in compliance and to have met all established criteria for a successful bid. Following a recommendation by the Planning Committee, the full Board reviewed the bid and the process and approved the bid at the March 22, 2017 meeting.

The Bucks County Workforce Development Board, during the contract negotiation process with the bidder and following discussion with the PA Department of Labor and Industry, added specific language to the one-stop operator contract to address conflict of interest, as the one-stop operator is the same entity as the procured WIOA Title I service provider. Language in the contract specifies the coordination role of the one-stop operator related to the equitable treatment of all partners of the PA CareerLink® Bucks County network. A process is also prescribed for mediation of any disputes that arise related to the one-stop operator role.

The procurement of service providers under WIOA Title I is a separate process. Separate contracts are maintained and monitored for the WIOA Title I services and the one-stop operator, with the roles and relationships among all service partners and the one-stop operator spelled out in the Memorandum of Understanding (MOU). The Board has procured services under Title I of WIOA (and formerly under WIA), EARN, Out-of-School Youth, and TANF Youth Programs since the beginning of WIA in 1998, as the Board has taken the position that competition and oversight in an open marketplace for such services is the responsible approach from a cost and performance perspective. Currently there are five (5) service providers operating under competitively procured contracts

**WIOA Title I Adult & Dislocated Worker Services** - awarded to Educational Data Systems Inc. (EDSI) on July 1, 2019 for an initial 2-year period with an option for two one-year extensions – contract is currently under performance review with extension decision pending

**EARN** – contracts awarded to Educational Data Systems, Inc (EDSI) effective July 1, 2019

**TANF Youth** – contract awarded to Bucks County Community College effective July 1, 2019

**WIOA Out-of-School Youth** – contract awarded to Bucks County Community College effective July 1, 2019 –

**WIOA In-School Youth** – contract Awarded to Bucks County Community College

One Stop Operator – contract awarded to EDSI effective July 1, 2019.

All contracts are separately procured with separately negotiated and awarded. The Board monitors performance under each and amends contracts as necessary during the contract award periods.
See question #4.2 for a list of WIOA Core Partners.

The Bucks County Workforce Development Board has integral relationship with the Bucks County Opportunity Council, recipients of PADECD Community Service Block Grants. We ensure that job seekers are linked to services of CSBG programs to ensure a full range of services and supports are available to any CareerLink customer who meets CSBG eligibility requirements. CSBG programs traditionally provide supplemental tuition and support services for certificate based upskilling programs, as well as supportive program services.

The Board is responsible for providing the operator with the following:

- Information and guidance on the Strategic Plan and priorities for the area.
- Labor market and industry cluster information, especially on targeted industry clusters of interest to the WDB and High Priority Occupations.
- Information on Industry Partnerships, incumbent Worker Grants and other discretionary and/or competitive funds obtained and activities conducted with those funds.
- Reports on oversight monitoring and evaluation of PA CareerLink® Bucks County activities.
- Updates on WDB policies and initiatives.
- Additional funds for advertising and staff development, and incumbent worker upgrade programs as financial condition allows.
- Monthly income and expense statements on the Resource Sharing Agreement and separate statements on program income.
- Procurement of the lease for the physical location of the one stop center.
- Procurement and purchasing of necessary services, equipment, and materials financed through the Resource Sharing Agreement and program income.

The Bucks County Workforce Development Board utilizes an established, standardized process for soliciting proposals leading to award of contracts, including contracts for one-stop operator and providers of services under WIOA. The steps in the process are:

1. RFP release with concurrent public notice
2. Question and answer period for interested applicants, with posting of responses to questions on the website
3. Bidders’ conference
4. Proposal due date
5. Proposal review by Board (with prior review and recommendations to Board by appropriate committees of the Board)
6. Board action on selection
7. Award of contract
8. Transition period as needed prior to start of contract
9. Contract start date.

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

A complete list of partners and contact information is provided as an attachment to this plan.

- Core WIOA Title Ib – Subrecipients:
  - Title I – Adult/ Dislocated Worker- Educational Data Systems, Inc.
• Title I – Out of School Youth- ResCare Workforce Services
• Title I – In School Youth- Bucks County Community College
• Title I – In School Youth- Eckerd Workforce Services
• Core WIOA Title II – Adult Education and Family Literacy Act: VITA Education Services
• Core WIOA Title III/Wagner-Peyser, Trade Act, Jobs for Veterans, Foreign Labor Act, Rapid Response: PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations
• Core WIOA Title IV - Rehabilitation Act Title I parts A and B programs: PA Department of Labor & Industry, Office of Vocational Rehabilitation
• State Unemployment Compensation Programs: PA Department of Labor & Industry, Office of UC Centers
• Carl D. Perkins Vocational and Applied Technology Education Act: Bucks County Community College
• TANF & EARN: PA Department of Human Services
• Senior Community Service Employment Program: Bucks County Opportunity Council
• PA Second Chance Act Programs (There is currently no provider in Bucks County. Referrals are made as appropriate to partner agencies in Philadelphia and Berks County based on eligibility for services.)
• Native American Program(s): Council of Three Rivers American Indian Center
• CSBG: PA Department of Community and Economic Development - Bucks County Opportunity Council

At a minimum, partners will make the services below available to all customers in an integrated manner under the PA CareerLink® Bucks County brand, as spelled out in the Memorandum of Understanding (MOU) and as allowable under each partner’s funding source and under the direction of the one-stop operator. Individual partners may have funding sources that restrict certain services to specified groups (such as veterans, seniors, and persons with disabilities). In such cases, general services of the PA CareerLink® Bucks County Centers will be available to all customers and specialized services added for persons who meet the eligibility criteria for such services. Additional services may be provided on a case by case basis with the approval of the BCWDB and the Chief Elected Official.

BUSINESS SERVICES

• Serve as a single point of contact for businesses, responding to all requests in a timely manner
• Provide information and services related to Unemployment Insurance taxes and claims
• Assist with disability and communication accommodations, including job coaches
• Conduct outreach regarding Local workforce system’s services and product
• Conduct on-site Rapid Response activities regarding closures and downsizings
• Develop On-the-Job Training (OJT) and Transitional Employment (TE) contracts
• Provide access to labor market information
• Provide customized recruitment and job applicant screening, assessment and referral services
• Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
• Assist with the interpretation of labor market information
• Conduct job fairs
• Develop customized training opportunities to meet specific employer and/or industry cluster needs
• Use of one-stop center facilities for recruiting and interviewing job applicants
• Consult on human resources issues
• Coordinate with employers to develop and implement layoff aversion strategies
• Post job vacancies in the state labor exchange system and take and fill job postings
• Provide information regarding disability awareness issues
• Provide incumbent worker upgrade training through various modalities
• Provide information regarding workforce development initiatives and programs
• Provide information regarding assistive technology and communication accommodations
• Develop, convene, or implement industry or sector partnerships

JOB SEEKER SERVICES

Basic Career Services

• Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system
• Initial assessments of skill level(s), aptitudes, abilities and supportive service needs
• In- and out-of-area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)
• Access to employment opportunities and labor market information
• Performance information and program costs for eligible providers of training, education, and workforce services
• Information on performance of the Local workforce system
• Information on the availability of supportive services and referral to such, as appropriate
• Information and meaningful assistance on Unemployment Insurance claim filing
• Determination of potential eligibility for workforce Partner services, programs, and referral(s)

Information and assistance in applying for financial aid for training and education programs not provided under WIOA

Individualized Career Services

• Comprehensive and specialized assessments of skills levels and service needs
• Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals
• Referral to training services
• Group counseling
• Literacy activities related to work readiness
• Individual counseling and career planning
Training

- Case management for customers seeking training services; individual in- and out- of- area job search, referral and placement assistance
- Work experience, transitional jobs, registered apprenticeships, and internships
- Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training
- Post-employment follow-up services and support (*This is not an individualized career service, but listed here for completeness.*)

Education and Industry Services

- Occupational skills training through Individual Training Accounts (ITAs)
- Adult education and literacy activities, including English language acquisition (ELA), provided in combination with the training services described above
- On-the-Job Training (OJT)
- Incumbent Worker Training
- Programs that combine workplace training with related instruction which may include cooperative education
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
- Other training services as determined by the workforce partner’s governing rules

YOUTH SERVICES

- 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.
- Alternative secondary school services, or dropout recovery services, as appropriate.
- 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 the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.
- Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
- Supportive services.
• Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
• Follow-up services for not less than 12 months after the completion of participation, as appropriate.
• Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
• Financial literacy education.
• Entrepreneurial skills training.
• Leadership development opportunities, including community service, peer-centered activities, and other activities encouraging positive social and civic engagement.
• 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.
• Activities that help youth prepare for and transition to postsecondary education and training.

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

The Bucks County Workforce Development Board continues to expand its coordination among core service partners under WIOA, with roles and relationships for a fully integrated service environment described in the Memorandum of Understanding (MOU). In implementing the Board’s WIOA Priority of Service Policy, the one-stop operator is charged with developing new and strengthened cross-referral processes with key partners to increase the number of high-priority participants who receive services via the PA CareerLink® Bucks County network.

The BCWDB, through oversight of the Coordination One Stop Operator’s coordination of partners, will ensure that appropriate referrals are made to all partners programs for services needed for customer success in training and job placement. This topic is discussed at monthly PA CareerLink® Bucks County partner meetings led by the One Stop Operator.

Provision of services to customers in rural and remote areas are is and ongoing issue in Bucks County, specifically “Upper Bucks” County. The Bucks County Workforce Development Board and staff is currently working with local providers to identify community access points where job seekers can access services and alleviate travel needs/concerns. BCWDB is also working locally and developing partnerships to provide a Virtual Services Portal (VSP). This VSP will provide any job seeker with access to the internet the ability to access One Stop Services from either their homes, or from designated community access points such as libraries. The VSP will be an internet-based interface where no additional add-on programming is needed. Content for this VSP will include certificate-based workshops, learning modules, job search assistance, resume assistance, interest inventories, direct linkages to all partner services, including Job Gateway®. BCWDB plans to review publish RFPs for this service in early program year 2018, with full implementation by program year 2019.

PA CareerLink® Bucks County, at no cost to Limited English Proficient (LEP) individuals or families, provides interpreter services to all LEP individuals or families applying for, participating in programs, or receiving services/benefits through the PA CareerLink® Bucks County via the following means:
• Bi-lingual staff capable of translation and interpretation responsibilities.
• Telephone interpreting services.
• Translation services.
• TTY and sign language interpreters.

The interpreter services are provided in an efficient and timely manner so as not to delay eligibility determination or provision of services to an individual or family. The PA CareerLink® Bucks County makes this policy known to the LEP participants through the following methods (e.g. brochures, alternate language posters, etc.):

• brochures and notices
• presentations at schools and community organizations
• presentations at workshops and mandatory meetings
• orientations for various PA CareerLink® programs

PA CareerLink® Bucks County addresses phone calls and voice mail by LEP individuals in the following manner: all Spanish speaking bilingual staff have English/Spanish voicemail greetings; messages left in Spanish on non-bilingual staff voicemails are transferred to bilingual staff for interpreting; all non-Spanish non-English calls are interpreted through Language Line Services. PA CareerLink® Bucks County addresses the needs of walk-ins at the PA CareerLink® Bucks County sites by immediately connecting them with bilingual staff at the sites. If such staff are not available, other interpretive services described above are employed.

PA CareerLink® Bucks County staff do not suggest or encourage LEP customers to use family or friends for interpretation. If an LEP customer or family insists that a friend or family member serve as interpreter, PA CareerLink® Bucks County staff documents that choice. PA CareerLink® Bucks County staff will then, on a case by case basis, consider factors such as: competence of the family or friend used as the interpreter; the appropriateness of the use in light of the circumstances and ability to provide quality and accurate information, especially if the interview could result in a negative effect on the individual or family’s eligibility for benefits/services; potential or actual conflicts of interest; and confidentiality of the information being interpreted to determine whether PA CareerLink® Bucks County staff should provide its own independent interpreter assistance.

All PA CareerLink® Bucks County partner staff will have access to training services for addressing job seekers who have barriers to employment, including language/limited English proficiency barriers. Training services will focus on ability to identify job seekers with specific barriers to employment (Vocational, Language, Re-Entry, or other). Appropriate referrals will be made to partner entities to ensure a complete continuum of services. Referral to outside, non-partner agencies who focus on priority populations will be facilitated to ensure a holistic approach to meeting immediate needs and ultimately ensuring job readiness. All customers of PA CareerLink® Bucks County will have access to the full range of services that they are eligible to receive from all partners. Some customers (such as veterans) may be eligible for special assistance from providers, but the decision to access such assistance is always a choice by the customer following provision of information about the services.

CWDS/JobGateway is the system of record for WIOA programs. Partner and program provider staff enter customer data into CWDS as necessary and required to track program activity, case notes, individual employment plans, etc. Data is entered within thirty days of occurrence as required by commonwealth protocols. Monitoring is conducted by the board to ensure this time frame is met.
OVR utilizes a module of CWDS that is not accessible by other program staff.

The board utilizes an additional MS Access Database to track customers through WIOA services and non-WIOA grants. Data is entered by WDB staff through a MS Excel spreadsheet completed by program provider staff. Customers in WIOA are reconciled with CWDS on a monthly basis. This record management system is also used by the WIOA youth service provider to maintain the Individual Service Strategy, a WIOA requirement not available in CWDS. Other systems of record used will be UI and Adult Education databases for specific program participants. Each partner will train staff to make every effort to ensure that all participants served in non-WIOA programs will be entered into CWDS. The PA CareerLink® Bucks County has created and manages a participant database for purposes of financial records, and redundancy.

All appropriate services will be entered into system(s) of record by appropriate staff who are authorized to do so for each program activity of partner / contractor staff (program case manager), BCWDB staff will input information as needed relating to eligibility determinations. Employers may enter information related to Incumbent Worker training and, where appropriate, information will be entered into CWDS immediately if possible and no more than 72 hours after services are completed. This time period serves to ensure that all information entered is accurate for each participant and each service provided.

The PA CareerLink® Bucks County provides direct workforce development services for public assistance recipients through the established relationship with the EARN program. The EARN program provides comprehensive case management, remediation, education with emphasis on individuals with limited English proficiency, occupational skills training, work-based learning, job placement and retention services, as well as providing supportive services including child care assistance. Included in EARN assistance are services to meet the needs of out-of-school pregnant and parenting youth and assistance for non-custodial fathers. Work activities in EARN include unsubsidized employment, subsidized employment/paid work experience, and community service opportunities. EARN staff are co-located in the PA CareerLink® Centers and collaborate with other partners in business outreach. Participants are co-enrolled with WIOA and other partners as appropriate, and co-case management structures ensure that regulations and documentation needed for each partner are maintained.

To ensure that individuals participating in WIOA Title II basic education and English learning programs have direct connections to career pathways and the full range of available services leading to high-quality jobs, the Board works closely with all Adult Education partners to identify joint strategies and improve access. The Board will use to review/recommendation process being implemented by the PA Department of Education (PDE) to identify linkage points and cross-referral processes to further integrate basic skills, occupational training, and work-based learning opportunities for all customers of the PA CareerLink® system.

From an economic development perspective, the Board has purchased EMSI Developer/Workforce Insights in order to more functionally align with economic development partners, giving the Board and its partners the opportunity not only to provide macro-economic trends/data, but local level talent mapping through unique algorithms provided through the Workforce Insights programs.

For services under the EARN and WIOA Title II Adult Education programs, information in respective programs will be captured in appropriate systems of record and shared with partner staff in the dual enrollment process, following all necessary release(s) of information. All PA CareerLink® Bucks County
partner staff will have access to training services for addressing job seekers who have barriers to employment, including language/limited English proficiency barriers. It is important to note that all attempts will be made to determine eligibility for specialized services (under programs such as Veterans services), but these services supplement, not replace, the services that available from all partners.

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

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

The PA Department of Labor and Industry Office of Vocational Rehabilitation (OVR) serves as a member of the Bucks County Workforce Development Board and the local Operator Consortium. Through this involvement, the Board, the Operator, and the PA CareerLink® Bucks County Director rely on the expertise and knowledge of prepare staff with sensitivity training, TTY adaptive equipment/software training, sign interpretation services, along with input on procedures and policies that serve to enhance access and services for persons with disabilities. Through the development and maintenance of a new Memorandum of Understanding (MOU) between the Board and OVR, the Board will incorporate any new policies and guidance from the state as a result of the new state plan and subsequent policies to implement it.

All PA CareerLink® staff and partners will have access to training to ensure compliance with all laws and regulations within their individual programs, along with cross-training coordinated by the one-stop operator. This will include training on implementing Priority of Service procedures and compliance with the state and federal requirements under the Americans with Disabilities Act of 1990. All training for staff of individual partners must be approved by supervisors of the partner’s staff.

Primary locations for accessing services in the county are:
The designated equal opportunity officer (EEO Officer) for the local area is Patrick Bond, PA Department of Labor, PA CareerLink® Bucks County, pbond@pa.gov, 215-781-1073 x2222. The EEO Officer provides a single point of contact in the workforce area for persons or entities filing complaints and seeking assistance. The EEO Officer also provides ongoing compliance reviews in accord with state and federal policies and provides review summaries to the Board. Compliance reviews will be conducted annually by the state in accord with new review guidelines.

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 Board utilizes three primary methods to verify the relevance of local training activities tied to target occupations in the local area and the broader Southeast Pennsylvania Region. First, the Board develops an in-depth understanding of the skills demand of employers through ongoing review of labor market information provided by the PA Center for Workforce Information and Analysis (CWIA) and via reports from EMSI (Economic Modeling Specialists International). The Board contracts with EMSI for ongoing demand-side reports, which is supplemented by real-time job posting data. Second, the Board engages in direct communication with local employers in multiple ways: business outreach staff; employer surveys; Industry Partnership groups; and active participation with economic development groups, chambers of commerce and other employer associations. Third, the Board uses a Scorecard shown in Section 2.4 that provides ongoing return-on-investment (ROI) data for training programs and other services. The Board also reviews customer satisfaction survey information from employers and job seekers.

The board’s Point of Contact (POC) reviews the new High Priority Occupation (HPO) list to ensure relevance to local labor market needs. Petitions are executed for occupations that are not included on the list but are still in demand locally. Factors that may enter into the decision to submit a petition include: key business relationships; past training success; new business intelligence. Petitions may be
submitted throughout the year when new demand information is brought to the attention of the board by employers.

The board manages the Eligible Training Provider List (ETPL) process by reviewing proposed training programs for adequate content descriptions, alignment with the High Priority Occupation (HPO) list, prior performance of the training provider. All training providers must sign and maintain a Master Training Agreement prior to the start of any WIOA-funded training. A monthly report of training provider performance is reviewed with the one-stop operator and PA CareerLink® Bucks County partners as part of regular coordination meetings. The report includes training starts, training completers, and training-related employment by provider and type of training. Customer satisfaction surveys of training participants are also reviewed. These surveys are compiled by the one-stop operator and shared with the board and the board’s staff. Programs with poor satisfaction scores or inadequate overall performance are provided with technical assistance, and performance improvement plans are established as needed.

One challenge cited in Section 1.3 is the current under-employment of workers, as the recent recession resulted in many workers taking jobs at lower wage levels and in occupations where their skills are not being used, in some cases because those skills are not needed in the labor market. As a result, the Board views the opportunity under WIOA to expand incumbent worker training as a major asset in addressing this issue. The Board and the one-stop operator will work collaboratively with the state’s Rapid Response staff and resources on strategies that upgrade skills and wages and prevent future layoffs of employees who have skills with declining needs in the labor market. The Board’s work on creating an incumbent worker policy is further described below.

The Board sees the Local Training Provider List (LTPL) as an opportunity to effectively manage and hold accountable new and innovative programs including areas such as cohort training, identification of new and innovative certificates and credentials, and expansion of a suite of work-based learning opportunities to engage job seekers and employers. Including OJT (and by definition Apprentice) employers on the list is counter to the purpose of the LTPL, does not correlate with the High Priority Occupations and will be counter to the WIOA intent of increasing employer engagement.

The Board’s Business Development and Employer Engagement Committee, in crafting its incumbent worker services policy, will utilize the process as an opportunity to meet with existing and new training providers to discuss expansion of training offerings. Concurrently the Board is conducting an employer survey in collaboration with Buck County government that will offer further insights into specific training needs of employers.

The Bucks County Workforce Development Board will serve incumbent workers within the local area. Employer services staff will work with employers to identify potential candidates and identify training and up-skilling opportunities for prospective participants. Up to 20 percent of Adult and Dislocated Worker funding will be utilized to address this need. As staff works with employers to train their existing workforce, employers will be able to back-fill job via posting openings that arise through upskilling existing worker, thus providing opportunities for both existing and new workers. Eligible employers in Bucks County will be those that provide permanent jobs with family-sustaining wages and benefits. Employers will not utilize incumbent worker funding if there is a recent history of layoffs at the employer’s site. The program is intended to prevent layoffs by providing new skills to meet new
demands in the workplace and conditions in the local labor market.

In addition to adherence to the Commonwealth’s policies related to training in High Priority Occupations, the Board has established a process whereby it will endorse HPO applications submitted by local economic development and/or local educational institutions if documented evidence is provided that the employment position/occupation meets the HPO criteria and will therefore benefit the continued and new economic and workforce development and growth in Bucks County.

- A HPO is a specific occupation that is in demand by local employers, has a documented career path, and provides family sustaining wages.
- The Commonwealth’s self-sustaining wage for the HPO list will be used by the BCWDB.
- The petition process allows the Commonwealth to include specific occupations in Bucks County demonstrating new economic growth, emerging occupations, or a regional industry cluster need.
- The HPO Application must include a minimum of three letters from different local employers. The petitioner must prove the existence of an aggregated 75 openings for each year of the next five years via the employer letters. Each letter must be for a specific occupation. Please closely review the attached sample letter; the letter may be tweaked – but must include the red-font information.

The BCWDB will not endorse petitions that do not meet the standards.

Petitions must include:

- The Regional High Priority Occupation Application. Please note: Each section must be completed, including the “Justifications” section if the petition is for New Job Growth.
- A letter from the petitioner describing the occupation and the local need for training in this specific occupation.
- A flow chart of the typical career ladder for the occupation.
- Documentation establishing the salary for the occupation (i.e. Documentation from www.paworkstats.state.pa.us Hourly Wage Occupational Employment Statistics.)
- Three independent letters from local employers which clearly articulate: The occupation, the projected/anticipated openings each year for the next five years, the fact that the occupation offers both family-sustaining wages and opportunity for growth. The letters must be included with the total petition packet. Please do not have the employers submit their letters directly to the BC-WDB. It is the petitioner’s responsibility to collect the letters and include the original letters with the total petition packet.

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

The Board’s ongoing efforts to assess the needs of employers, along with the effectiveness, availability and capacity of current programs to meet the needs, have been described in prior sections and include:

- Participation in multiple Industry Partnerships and other sector-based planning groups
- Regular meetings between the Board’s staff and staff of local economic development organizations and chambers of commerce
- Cross-membership between the Bucks County Workforce Development Board, economic
development organizations, and chambers of commerce
• Business-Education Partnership meetings to identify needs and gaps
• Monthly meetings of workforce development board directors from the broader Southeast PA
region to identify needs, programs, and practices in the broader area.

On the training and education supply side, the Board works diligently to identify best practices and
provide an open door to new training and education approaches via formal requests for proposals.
The Board also tracks closely the performance of service and training providers via its Return-on
Investment (ROI) Report. Consistent with priorities under WIOA, the Board is placing greater
emphasis on establishing Career Pathways as the language of the system and, in doing so, will be
seeking to advance the availability of education and training services in multiple ways, including:
• Increased stack-ability of credentials between the CTE programs and the Bucks County
Community College programs, particularly in manufacturing
• Involvement of employers in expanding work-based learning opportunities along the Career
Pathways
• Identification of candidates for new apprenticeship programs and other work-and-learn
strategies including expansion of the Metalworks program offered through the Bucks County
Community College; in addition to providing ITA funding the BCWDB also utilizes OJT funds
for participants to ensure a fully integrated continuum of learning
• Working with other regions of the state in identifying micro-credentials that are relevant to
meeting employers’ needs, as part of the Commonwealth’s implementation of the
Workforce Innovation Fund (WIF) grant.

The following page shows what is utilized by the PA CareerLink® partners in assessing the needs of
job seekers for an integrated set of services provided by the multiple partners in the local workforce
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The following flowchart shows the is utilized by the PA CareerLink® partners in assessing the needs of job seekers for an integrated set of services provided by the multiple partners in the local workforce development system.
The Board has established On-the-Job Training (OJT) as its highest priority training strategy for increasing skill levels of adults and dislocated workers. OJT may be combined with classroom training as needed to create apprenticeship-like structures consistent with the work-based learning priorities in WIOA.

The BCWDB recently adopted an updated OJT Training Policy to ensure that local policies and procedures are aligned with the priorities of state and with local economic development entities. The updated policies contain the following key provisions:

1. **Eligibility.** An OJT contract may be executed only for jobs that are considered High Priority Occupations (HPO). Generally, an HPO is an occupation that offers family sustaining wages, has career lattice/laddering opportunities, and is projected to have 75 or more openings every year for the next five years in the Bucks County regional workforce area.

2. **Goal Wages.** The goal wage for OJT contracts is $10.88 for Adult and Dislocated Worker customers and $8.00 for Youth customers. Contracts with lower wages may be considered if there is the possibility for increased salary compensation upon completion of the OJT. OJT contracts will not be executed for wages below minimum wage, or for seasonal positions. OJT contracts are executed for full-time employment positions of at least 35 hours per week; contractual agreements for less than 35 hours per week or 140 per month will be at the discretion of the BCWDB. Hours/wages reimbursement occurs through the Employer’s submission of monthly payroll registers to the BCWDB. Only actual hours worked are eligible for the reimbursement.

3. **Length.** The length of the OJT contract is determined by whichever of the following three factors occurs first: The period of time required for an OJT Employee to become proficient in the occupation for which the training is being provided; a maximum period of six (6) months; or the Employer receiving $8,500 in subsidy. In determining the appropriate length of the contract, consideration must be given to the skill requirement of the occupation and the academic and occupational level of the OJT Employee, including prior work experience.

4. **Capacity.** At any time, no more than five OJT Employees will be funded by the BCWDB for employment with the same company/organization. Prior to increasing the number of OJT Employees working for the same company, a 90-day job retention period for each initial OJT Employee will be necessary.

5. **ADA Compliance.** As the OJT is funded through federal resources, the work-site location where the OJT Employee will be working/training is required to be in compliance with the Americans with Disabilities Act (ADA). Participating employers must certify that they are complying with ADA standards provided to them by the BCWDB. If the worksite is found to be out of compliance as a result of monitoring of the site or as a result of a complaint that is filed with the BCWDB, the employer must make reasonable changes/accommodations to comply.

The following safeguards are also built into the OJT program:

- The BCWDB will not contract with an employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.
• The OJT contractual agreement must be completed and fully executed (authorized signatures from the Employer and the BCWDB) before the OJT Employee/Trainee starts working. If the OJT Employee/Trainee start working before the contract is executed we will unfortunately not be able to provide any reimbursement or funds going forward for that OJT Employee/Trainee. This includes paid job shadowing, internships or hiring OJT applicants as 1099 C Contractors. Unpaid job shadowing may not exceed 8 hours.

• An OJT cannot be executed for an employment position that was downsized within the previous six months. An OJT cannot be executed for an employment position that has been subject to reduced hours within the past six months.

• The Employer must make a good faith effort to retain the OJT Employee at the end of the contract.

• Reverse referrals, whereby the employer brings a potential candidate to the PA CareerLink® for an OJT, are not permitted. OJTs are executed for referrals of appropriate candidates from the PA CareerLink® Bucks County and who are eligible for subsidized work opportunities through the federal Workforce Innovation and Opportunity Act.

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.

An Individualized Training contract allows, as appropriate, an enrolled PA Careerlink® Bucks County Job Seeker customer to increase their skill base through short-term occupational skill training programs in order to gain meaningful employment.

ITA funding is allocated for PA Careerlink® Bucks County eligible customers who are seeking training though a State-Approved Eligible Training Provider that has entered into a master contract with the BCWDB. Priority is given to residents of Bucks County.

Training services may be made available to eligible participants who:

• Have met the eligibility requirements of receiving career services and have been determined to be unable to obtain or retain employment through such services;

• After an interview and case management has determined the need of training services;

• Have researched and selected a program of training that is directly linked to employment opportunities either in the local area or in another area to which the participant is willing to travel/relocate;

• Are unable to obtain grant assistance from other sources to pay the total cost of such training, including State funded training, Trade, Pell Grants or

• Require WIOA assistance in addition to other sources of grant assistance.

The maximum amount of an ITA is $6,500 per customer. This limit is reviewed annually by the Systems Performance and Operations Committee and may be adjusted higher or lower during the course of a program year. Once a specific allocation is committed to a particular training provider for a particular PA Careerlink® customer that amount will remain contractually binding as long as funds remain available. No payments are made directly to an individual. All training contracts must be fully signed and executed by the BCWDB before they are considered approved and funding allocated. Funding is based on appropriateness and funds availability. PA Careerlink® Bucks County
customers should never be guaranteed funds or training.

**Eligibility.** A training contract may be entered into only in occupations that are in the High Priority Occupation List as published by PADOL which include the following conditions:
- in demand by employers,
- have higher skill needs which provide family sustaining wages, and
- targeted to locally have 75 or more openings each year for the next five years.

**Length.** The length of the ITA contract may not exceed 18 months.

**Cost.** An ITA contract may not exceed $6,500.

**ADA Compliance.** As the ITA is funded through federal resources, the location where the ITA client will be training is required to be in compliance with the Americans with Disabilities Act (ADA). The PA Careerlink® Bucks County Business Services Representative will conduct an ADA Inspection prior to engaging in a master contract with the Provider. If the site is not compliant, the Provider must agree to make reasonable changes/accommodations should the request be made by the customer.

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

The Youth Council provides the forum for active participation of youth agencies across the county, including foster care programs, Children and Youth Services, Housing and Urban Development services, and Family Services Association of Bucks County. The Youth Council also has representation from the career and technical high schools, the public-school system, and the local community college. Employers also serve on the Youth Council, with priority given to employers who provide employment and work-based learning opportunities for young adults.

The Board’s primary program for connecting out-of-school youth with employers is its “180” youth program, which positions the local area well for the WIOA priority for expansion of services and program components for out-of-school youth. The following pages present a graphic overview of the service flow for young adults (out of school youth) in the PA CareerLink® Bucks County structure.
With the Youth Council of the Board serving as the primary connection point for policies, procedures, and partnerships to ensure engagement and services for a wide range of youth in Bucks County, the county is well positioned to implement WIOA’s increased emphasis on serving out-of-school youth. The Youth Council reviews the strategies, investments, procurement processes, models for program development, and progress measurement/performance related to all youth/young adult services. The Youth Council, with a diverse mix of Board and non-Board members, leverages the experiences and insights of its members to guide the development of youth preparation strategies and connections to employers. The Youth Council reviews program proposals and makes recommendations to the full Board for approval, including recommendations on policies and procedures for co-enrollment opportunities with TANF/EARN, WIOA Title II Adult Education, and WIOA Adult Programs as appropriate within the context of each youth’s individual service plan. Under the WIOA priorities for serving out-of-school youth, the Board and one-stop operator are particularly focused on strengthening relationships and referrals with key partners such as the corrections system and community-based organizations where youth are already engaged.

The Youth Council and the Board review and approve all policies and procedures for youth eligibility and documentation procedures, including the policy for “requires additional assistance to complete an educational program or to secure and hold employment.” To enroll in a WIOA youth program, a youth must provide documentation to establish eligibility under the following requirements:

- Age (14-21 for in-school, 16-24 for out-of-school)
- Authorization to Work
- Residency
- Selective Service Registration (if applicable for age)
- School Status
- Low-Income Determination
- Barrier Status (school dropout, pregnant/parenting, youth with disability, in foster care/aged out, homeless/runaway, offender, basic skills deficient, English language learner, “requires additional assistance”).

The Board anticipates adopting the following policy related to the provision for “requires additional assistance to complete an educational program, or to secure and hold employment”, as a youth/young adult who meets one or more of the following:

- Poor work history (fired from one or more jobs in past six months, or history of sporadic employment – such as three of more jobs in past year and no longer employed);
- Low score on pre-employment skills assessment or letter from employer stating youth does not possess skills for employment;
- Actively seeking employment for part two months but remains unemployed or underemployed (may have part-time status and unable to obtain full-time job);
- Currently at risk of dropping out of school, as documented by school official as a result of absences, discipline and/or underachievement.

The following language will be added: “WIOA ISY youth who do not meet income eligibility may still participate if they meet one or more of the following barriers: basic skills deficient, behind grade level, pregnant of parenting, individuals with disabilities including learning disabilities, homeless of runaways, and offenders. The board has not identified or defined any additional assistance barriers. If a youth vendor wants to enroll a youth that may fall into the 5% category for eligibility, permission
must be granted by the board. Any 5% exception is tracked monthly against all ISY and OSY that meet the low-income barrier, and enrollments may only be granted if it does not exceed the 5% of low-income enrollments.”

The Board has established the highly successful “180” youth program as the primary means of connecting out-of-school youth with employers who are committed to providing work-based learning opportunities for youth who may have lacked direction in the past but are now ready to work toward a better future. Youth participants are able to get a fresh start while employers obtain a new resource for finding highly trainable, motivated employees. At every stage of the process, “180” youth program staff works with the employer and the young adult employee to ensure success of the match and intervene with services as needed.

Employers are recruited for participation in multiple ways, with recruitment messages shown below:

**Job shadowing**

This is a great way to let someone see first-hand what it’s like to spend a typical day on the job. In as little as one hour or one day, you can help your “shadow” learn about your field and whether it might be the right choice for them.

**Mentorship**

Serving as a mentor allows you to provide guidance to an at-risk youth on your terms, according to your schedule. You specify the time, place and frequency of meetings. You can even choose to be an e-mentor if e-mail is more convenient.

**Internship**

When you bring a “180” youth intern on board, you get a reliable, pre-screened worker who is ready to learn. A “180” youth intern can help you boost productivity without hiring a full-time employee. Most internships run 20 hours a week for four weeks.

**On-the-job training**

With this option, you hire a “180” youth full-time and spend up to six months training them on the job - to your standards, for your company. You can even receive financial reimbursement of their hourly wages to offset your investment.

**Full-time employment**

When you hire a “180” youth full-time, you not only get a pre-screened, qualified employee - you get someone who is being actively supported by a “180” youth program caseworker. This relationship helps ensure employee reliability and decrease turnover.

The “180” youth program maintains a close working relationship with OVR and other partners to both recruit and support young adult participants in the program. The program partners with OVR in
As a core partner, OVR collaborates with the local Bucks County Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the Workforce Development Board and other youth services providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment.

Work based learning is an important component for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to OVR in-school youth with disabilities include:

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

As with adult programs accessed via the PA CareerLink® Center, youth have access to the services of all partners, and costs of service are shared accordingly. Some individuals may choose not to access services of OVR; in such cases individuals will still have access to the services of all other partners.

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?

The Board is committed to maintaining procedures to fully coordinate local activity with statewide rapid response activities. The Board receives both formal notices of impending layoffs and informal early warnings of layoffs that are obtained via a close working relationship between the Business Development Team, local employers, and the state. The Bucks County Rapid Response Team is made
up of experienced PA CareerLink® Title I and Wagner-Peyser staff, along with key community partners. At appropriate points of intervention, the team is assembled to reach out to the employer and labor representatives to design service strategies and timelines for assisting impacted workers and their employers. The Board and its service provider partners continue to monitor activities and needs throughout the process, with Business Development Team and Business Services Team members serving on committees and task forces to coordinate services. While maximum use is made in directing exiting resources to meet the needs of impacted works, the Board may also seek additional funding that is available for large-scale layoffs.

The Board’s staff and staff of the PA CareerLink® Bucks County staff are aware of the conditions set forth in the Worker Adjustment and Retraining Notification Act (WARN) and are fully trained in procedures to provide assistance to employers in full collaboration with state rapid response staff. The staff of the PA CareerLink® Centers in the local area and in the region also coordinate efforts with the regional Strategic Early Warning Network (SEWN) Coordinator. The Board, its staff, and the one-stop operator will continue to support this kind of local and regional coordination going forward.

A greater focus will be placed on utilizing all resources, including Rapid Response staff and resources, for layoff aversion. This will include engaging employers in strategies for training of incumbent workers and in connecting employers to sources of assistance from economic development partners for business development. By placing greater emphasis on WIOA’s permissible use of adult and dislocated worker funds to support incumbent worker training, the Board strives to work with the PA CareerLink® partners to create proactive strategies to prevent layoff, not just respond to them.

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 Board’s coordination with secondary and post-secondary education is driven by the Board’s work with employers in identifying projected job demand and skills needed to fill the jobs. From that base of knowledge, Board members and staff interact with educators in a wide range of venues where the desired products are design of career pathways for both youth and adults, creation of mechanisms to inform students and the public about jobs and skills, and increasing engagement and enrollment of youth and adults in education and training that meets employers’ skill needs and the needs of students and workers for paths to career and wage advancement. These venues for interaction include:

- Membership of educators from secondary and post-secondary schools on the Workforce Development Board, the Youth Council, and/or special task forces
- Participation by Board members and staff on committees and task forces formed by the local chambers of commerce, local economic development organizations, and educational advisory groups
- Sector-based employer groups and Industry Partnerships where educational program providers and workforce development providers interact to meet the specific needs of the sector
- Regular discussion sessions of the Board’s Executive Director with educators, chambers of commerce, and economic development leaders in the county funded through ITAs.

The Bucks County Workforce Development Board works through several methods to address CTE needs assessment. The PA CareerLink® Site Administrator is an active participant in the Perkins Advisory
Committees. The Bucks County Workforce Development Board has an outstanding and exemplary relationship with the three Career and Technical Education facilities in the county as well as a strong relationship with Bucks County Community College. The Bucks County Workforce Development Board has long emphasized and have had great success with the Business Education Partnership Grants. Bucks County was recently awarded for the summer of 2019 a grant for the State Local Internship Program (SLIP) to assist young people in their internships related to CTE dominant occupations. Through these many areas based upon an exemplary day-to-day working relationship between the CTE and public workforce system, the Bucks County Workforce Development Board provides great assistance to the CTE providers and their biennial assessment.

At the operations level educators interact routinely with staff of the PA CareerLink® Bucks County as shown in the Assessment Flow on the following page. Assessment results for individual job seekers are combined with career interests to design an individualized training plan that will integrate remedial education as needed, and increasingly include work-based learning at an employer’s site to combine with classroom training. This is an even higher priority with WIOA’s emphasis on work-based learning and career pathways, and with the Commonwealth’s emphasis on increasing expenditures directly related to training. The Board has prioritized occupations in manufacturing that are in high demand, and the Bucks County Community College is currently providing a Metalworks program for two cohorts of students. The Board recognizes that WIOA Title II programs are a key component for providing the basic skills needed to participate in occupational training programs, and a priority is to integrate basic skills with occupational training in co-requisite rather than pre-requisite structures so as to allow participants access to occupational training as early as possible, a practice that has been shown nationally to promote student retention in programs.

At the secondary school level, a focal point for coordination is the Business-Education Partnership of Bucks and Montgomery County, supported by funding from the PA Department of Labor and Industry. The overall goal of the Partnership is to provide an intermediary network through the leadership of the Workforce Development Boards of the two counties to support middle and high schools and provide direct student involvement in career awareness and exposure activities. The Partnership includes employers, career/technical schools, and higher education institutions in addition to the regular K-12 districts. The Partnership sponsors a number of activities including Manufacturing Day activities, Educator in the Workplace, Future Fairs, ManuFest, and Food for Thought sessions where lunch sessions connect teachers, students, and employers in sessions about career opportunities in the region.

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.

This Integrated Services Customer Flow Model shown on the following page (and referenced in Section 3.2) is the foundation for job seeker services in the physical PA CareerLink® centers. Services for employers are also provided in an integrated model and are described in Section 4.14. Career services provided by the PA CareerLink® Bucks County are delivered primarily at the integrated, comprehensive one-stop center. The one-stop operators are charged with ensuring that services are delivered on a functional basis via the one-stop partners as partners adhere to the terms of the Memorandum of Understanding (MOU) that the partners have with the Board. Regular meetings are called by the one-stop operator to coordinate customer service approaches to
cover key functions of:
- Welcome & initial orientation for new customers
- Introduction to self-service options
- Skill and career development with staff assistance in creating individual plans
- Business services that combine outreach staff with internal staff to screen and connect qualified applicants to jobs that employers post in the system
- Seamless connections to additional services that are available for special populations (veterans, persons with disabilities, TANF recipients, etc.) while general career services are maintained.

Partners also collaborate to make workshops available to job seekers on topics such as resume development, labor market information/high priority occupations, supportive services available, and career pathways available via local post-secondary institutions. Duplication of business services has been greatly reduced through the integration of external outreach and internal business support functions.

The one-stop operator has regular Managers’ Meetings. Each contracted program offered on site at the PA CareerLink® Bucks County is represented. Board representatives participate in the weekly meeting when needed or appropriate. Agenda items include updates on current programs and discussion on leveraging resources.

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

While the creation of final local procedures will await further policy development by the Commonwealth and issuance of the final regulations by the U.S. Department of Labor, the Board is committed to creating a board review process that covers all WIOA Title II local applications in accord with state’s defined process for board involvement. The BCWDB board members and staff have a close working relationship at all levels of the education pipeline in the county. This strengthened provision under WIOA provides further opportunities for integration of basic literacy and English-as-a-second-language (ESL) programs into the career pathways framework in the county.

Current procedures announced by the PA Department of Education (PDE) call for local Adult Educator proposers for services to submit applications directly to PDE. PDE will perform an initial review to ensure that applications meet requirements for submission. PDE will then share applications related to each workforce area with the appropriate local workforce development board, along with the scoring framework. Local boards will then send recommendations regarding local Adult Education provider proposals to PDE for consideration during PDE’s final review, scoring and selection process.

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

The Board has taken steps to expand access to programs and services to individuals with barriers to employment, as called for under WIOA and the Pennsylvania Combined State Plan. In 2016 the Board adopted a new Priority of Service policy to be implemented among partners in the Bucks County workforce development system. Primary partners are:
- Area Agency on Aging
- Bucks County Assistance Office
• Bucks County Community College
• Educational Data Systems, Inc.
• PA Department of Labor’s Bureau of Workforce Development Partnership
• Office of Vocational Rehabilitation
• ResCare / Arbor Education & Training
• Vita Education Services

The Priority of Service Policy contains the following key elements:

**Priority of Service Overview**

Priority of service means that individuals in the targeted groups (public assistance recipients, other low-income individuals, individuals who are basic skills deficient, and underemployed who are also low-income) are given priority over other individuals for receipt of individualized career services and training services funded by the WIOA title I Adult program. Veterans within these groups receive priority over non-veterans. Adult priority is determined for the targeted groups during eligibility and enrollment.

Priority of service cannot be waived. (20 CFR 1010.250) Priority of service does not guarantee that by virtue of his/her status an individual will always receive service. The individual must be eligible and able to benefit from the services and application of priority of service is also subject to additional criteria as the Bucks County Workforce Development Board may determine to be appropriate. (20 CFR 680.600(b)) Once another participant is enrolled in a WIOA individualized career or training service, that participant may not be displaced by an individual who qualifies for priority of service.

**Residency Requirement**

Priority of Service requires residency in Bucks County. Residency is to be considered along with the individual satisfying at least one (1) of the following barriers/criteria to meet priority of service: the individual is a public assistance recipient, is a low-income individual, is basic skills deficient, or is low income and underemployed.

**Definitions**

*Individuals with barriers to employment* includes: displaced homemakers; low-income individuals; Native Americans, Alaska Natives, and Native Hawaiians; individuals with disabilities; older individuals; ex-offenders; homeless individuals; youth who are in or have aged out of the foster care system; individuals who are English language learners, have low literacy levels, or face substantial cultural barriers; eligible Migrant and Seasonal Farm Workers; individuals within two (2) years of exhausting lifetime eligibility under TANF; single parents (including pregnant women); long-term unemployed individuals; and members of other groups as may be identified by the Governor of Pennsylvania.

The Bucks County priority of service applies to individualized career services and training services. *Individualized career services* include comprehensive and specialized assessments, development of an individual employment plan, group and individual counseling, career planning, short-term prevocational services, internships and work experiences, workforce preparation activities, financial
literacy services, out-of-area job search and relocation assistance, and English language acquisition and integrated education and training programs.

**Target Populations Identified to Receive Priority of Service**

There are four (4) groups of individuals targeted for priority when providing individualized career services and training services in the WIOA Title I Adult program: public assistance recipients; other low-income individuals; individuals who are basic skills deficient; and individuals who are both underemployed and low-income.

*Recipient of public assistance* includes individuals who receive, or in the past six (6) months have received, or are a member of a family that is receiving or in the past six (6) months has received, assistance through one (1) or more of the following: Supplemental Nutrition Assistance Program (SNAP); Temporary Assistance for Needy Families (TANF); Supplemental Security Income (SSI); or State or local income-based public assistance.

*Low-income* includes: Recipients of public assistance (defined above); Individuals in a family with total income below the poverty line or 70% of the lower living standard income level; Homeless; Foster youth; and Individuals with disabilities with individual income below the poverty line or 70% of the lower living standard income level. Also included are Youth in-school up to age 21; or parents of such a youth who are eligible to receive a free or reduced price lunch.

- A youth 18 or older, who was determined low-income for the WIOA title I Youth Program, may be co-enrolled in the WIOA title I Adult Program without an eligibility re-determination, and be counted as an individual who meets Adult priority of service, if the original determination was made no more than six (6) months prior to the date of co-enrollment.

*Basic skills deficient* is defined as an adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the participant’s family, or in society.

- In assessing basic skills, the Bucks County Workforce Development Board will only use assessment instruments that are valid and appropriate for this target population, and will provide reasonable accommodation in the assessment process, if necessary, for individuals with disabilities. Standardized assessments will be administered following published guidelines and locators/appraisals will be used to determine the appropriate level of use of such assessments.

- An adult may be assessed as basic skills deficient through case manager observations and documented in case notes. A case manager may document basic skills deficiency using any one of the following: Basic skills assessment questions or test results; School records; Referral or records from a Title II Adult Basic Education program; Referral or records from an English Language Learner program.

- Case notes will provide an auditable trail back to the source of the verified information.

- If a standardized test is used to assess basic skills, the test will include reading, writing, or computing skills. Lacking soft skills or specific skills needed for a particular job will not be used to determine otherwise high-functioning individuals as basic skills deficient.
• A youth 18 or older, who was determined basic skills deficient for the WIOA title I Youth Program, may be co-enrolled in the WIOA title I Adult Program without an eligibility re-determination, and be counted as an individual who meets Adult priority of service, if the original determination was made no more than six (6) months prior to the date of co-enrollment.

“Underemployed” individuals are employed full-time or part-time and must also meet the definition of a low-income individual in order to be eligible for the Adult priority of service.

Interaction of the Adult Priority and Veterans’ Priority of Service

The priority of service for veterans and eligible spouses applies across all qualified employment and training programs. The priority of service for public assistance recipients, other low-income individuals, and individuals who are basic skills deficient is a statutory priority that applies only to the receipt of individualized career services and training services in the WIOA title I Adult program. With regard to the priority of service for veterans and eligible spouses, and in accordance with the Jobs for Veterans Act of 2008 (JVA); priority of service for the WIOA Title I Adult program must be applied in the following order:

• Veterans and eligible spouses who meet the statutory priority (public assistance recipient, other low-income individuals including the underemployed, or basic skills deficient) and Adult program eligibility will receive the highest level of priority for services;
• Other individuals (not veterans or eligible spouses) who meet the statutory priority (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient) and Adult program eligibility then receive the second level of priority for services;
• All other veterans and eligible spouses who meet Adult program eligibility, then receive the third level of priority for services;
• Other individuals (not veterans or eligible spouses) who do not meet the statutory priority (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient) then receive the fourth level of priority for services.
• Other individuals (not veterans or eligible spouses) who do not meet the statutory priority (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient), but do meet Adult program eligibility, then receive the fifth level of priority for services.

The BDWDB has also had a long history of partnering with the Bucks County Opportunity Council (BCOC) in providing “Bridges Out Of Poverty” training to direct service provider staff to remove organizational and systemic barriers for low-income clients, help staff interact more effectively with clients in understanding the barrier presented by a “poverty mindset,” and ultimately contributing to a more sustainable community bolstered by a strong middle class. BCOC has assisted by presenting workshops and train-the-trainer sessions to service staff. To date, training has primarily focused on working directly with low-income clients and transitioning them to the PA CareerLink® Bucks County Center for job and training assistance, and with providing resources to staff at the Center to ensure continuity of service for low-income clients. In 2016, the BCOC began offering a third type of assistance in implementing a Workplace Stability component of training aimed at employers. This component will help Bucks County employers help to stabilize employees’ lives and boost productivity as a result. Low-wage employees taking entry-level jobs are often in danger of losing jobs as a result of problems with resources such as transportation, healthcare, child care, elder care,
housing, and a number of other personal emergencies. Employers who invest in worker stability are also investing in the stability of their own organizations and saving money as a result of decreased turnover and dedicated employees. The BCWDB and the PA CareerLink® Bucks County Operator Consortium will work closely with the BCOC to explore ways to incorporate this employer training into employer services. This occurs at a particularly good time as work-based learning is promoted and expanded in both youth and adult programs as a result of the Board’s implementation of priorities contained in WIOA and supported by the State WIOA Plan.

The BCWDB Services to Targeted Populations Committee has identified five target populations to identify and catalog existing resources, conduct needs assessments, and determine the appropriate investment for each of the groups:

- Offenders and Returning Citizens
- Immigrants, English as a Second Language, and Low-Literacy individuals
- Aging out of Intermediate Unit Services, Individuals with Disabilities not physical or intellectual (substance abuse, mental health, communication disorders), and Individuals with Autism.
- Individuals with Physical/Intellectual Limitations and Disabilities, and Individuals with Traumatic Brain Injuries.
- Older Individuals.

Support for serving these target populations is provided in collaboration with partners who specialize in meeting the needs of these groups. The Office of Vocational Rehabilitation (OVR) provides eligible Title IV customers with individualized, vocational counseling and guidance, vocational education, restoration, training, and job placement services. Eligible and potentially eligible 14-to-21-year old in-school youth with disabilities receive pre-employment transition services including work-based learning, job shadowing and vocational counseling. Group training services for youth include workplace readiness, independent living skills, and self-advocacy training.

Business services staff can identify resources to assist any employer to diversify their workforce to include individuals with barriers to employment, specifically for individuals with disabilities, including a wide array of Office of Vocational Rehabilitation (OVR) services described in the next section.

The Board will increase its services to incumbent workers as allowed under WIOA. A new policy has been created to address issues of non-traditional hours of operation at the PA CareerLink® centers and increased options for upskilling to be offered by the Community Colleges and Career/Technical Education providers. The new Incumbent Worker Training Policy contains the following elements:

**Purpose**

Incumbent Worker training, under the Workforce Innovation and Opportunity Act (WIOA) is designed to meet the special requirements of an employer or group of employers to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

**Employer Eligibility & Requirements**

Incumbent Worker Training may be available to employers seeking to train participants for multiple positions.
The BCWDB will contract with Employers for IWT, subject to our Procurement Policy. To contract with BCWDB an entity must:

- Be in an Industry defined as “in-demand” (WIOA §3(23)
- Not have laid off workers within 120 days to relocated to Pennsylvania from another state
- Offer IWT training that will not inference upon he promotion of or displacement of any currently employed worker or a reduction in their hours
- Be providing full-time, non-seasonal, work of 37.5 to 40 hours per week.
- Current in unemployment insurance and workers’ compensation taxes, penalties and/or interest or related payment plan
- Not have previously exhibited a pattern of failing to provide IWT participants with continued long-term employment with wages, benefits, and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work
- Cooperate with monitoring requirements as stipulated in the WIOA legislation and adhere to all other applicable local, state, and federal rules and regulations
- Provide quality training such as industry-recognized credentials or specific advancement opportunities
- Provide documentation on wage and benefit levels of incumbent workers trained, pre and post training
- Share the cost of the IWT based on the size of the workforce as follows:
  - At least 10% of the cost for employers with 50 or fewer employees
  - At least 25% of the cost for employers with 51 to 100 employees
  - At least 50% of the cost for employers with more than 100 employees.

**Stipulations**

- Priority of funding will be for workers not earning a self-sufficient wage and for workers employed in Manufacturing, Healthcare, Biotechnology, Information Technology, or Tourism.
- An example of IWT training that may be offered includes the training on proprietary software by an organization for an Employer/Industry that will benefit the competitiveness of its employees.
- The maximum time frame for an IWT is six months. The duration of an IWT is a function of training needed, not the maximum funding allocated.
- IWT funds may not be used to pay for the wages of workers being trained. Funds provided under the IWT Training Services may be used for the cost of providing the training, including the cost of developing the training or fees for the training program or provider.

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

As with services for job seekers, the Board and its service partners provide a fully integrated customer service approach to employers in the county. Services are provided by a 13-member Business Services Team that provides outreach to employers, with priority given to Premier Employers who have jobs on the High Priority Occupation (HPO) list.

The Business Services Team members include:

- Business Development Team (3 members)
Business Development Manager (1)
Business & Industry Specialists (2)

Workforce Innovation & Opportunity Act (WIOA) Members (6 members)
Employer Service Supervisor (1)
Business Relations Specialist (2)
Recruiter (2)
Customer Care Specialist (1)

Employment and Retention Network (EARN) Members (1 member)
Job Developer

Veterans (1 member)
Local Veterans Employment Representative

Center for Young Professionals (1 member)
Youth Job Developer (for Out-of-School Youth)

Office of Vocational Rehabilitation (1 member)
Business Service Representative

The Business Development Team process is as follows:

• Outreach to employers via one-on-one engagements and/or presentations made at Industry Partnership meetings, chamber of commerce events, and other business association meetings and events;
• Referrals received directly from partners (Workforce Development Board members, PA CareerLink® Bucks County partners, Business Services Team (BST) staff)
• Options discussed with employer to meet needs (job postings, OJT, incumbent worker training, customized job training, assessments, credentials produced by current training programs, youth work-based learning experiences) o Job Posting Process
• Assisted – Business Development Team (BDT) representative enters employer in CWDS/Job Gateway, creates folder (if new), enters job posting, and starts hand-off process (alerts Business Services Supervisor (BSS) to posting, request BST assignment, and makes introductions between BST representative and employer); follows up within 6 months
• Unassisted – Alerts BSS; BDT representative follows up with employer within 2 weeks and again within 6 months
  o OJT/Customized Job Training – Schedules and conducts ADA review inspection and begins hand-off process to appropriate PA CareerLink® Bucks County staff
  o Incumbent Worker Training – Connects employer to appropriate PA CareerLink® Bucks County staff to review needs for skills upgrading of existing workers and backfilling positions with new hires
  o Assessment Services – Alerts BSS of employer interest in assessment, requests BST assignment, initiates introductions of employer to BST staff o Industry Partnership – BDT representative introduces employer to sector-based Industry Partnership, encourages employer to participate, and follows up with employer
  o Credentials Produced by Current Training Programs – introduces employer to training providers related to employer’s needs, refers program graduates to
employer as appropriate, follows up with employer (also obtaining information on training relevance to skills needed for use in future planning)
  o Youth Work-Based Learning Experiences – BDT representative introduces employer to appropriate youth staff (Young Professionals Center and “180” Youth Program), follow up within 6 months.

(The Business Development Team to Business Services Team Process Flow Map is shown on the following page.)

The services provided to local employers by the Business Development Team and the Business Services Team include:
  • Setting up and individual account for each employer with access to JobGateway
  • Direct Job Posting
  • Recruitment events – customized to each employer’s unique needs
  • Assistance in screening applicants for direct hiring
  • OJT and Customized Training
  • Job task analysis
  • Workshops and seminars, including information on employer roles in the Unemployment Compensation (UC) process
  • Labor market information/economic forecasting
  • Referrals to community partners as appropriate
  • Assistance in acquiring training grants
  • Access to participation in Industry Partnerships

The Business Services Team utilizes a variety of sourcing strategies to engage and attract quality candidates for jobs posted by employers, beginning with qualified candidates who are participants in career services and training programs as described in Section 3.2. Sources beyond program participants include:
  • Direct partner referrals
  • Unemployment tracking through JobGateway
  • Online resumes from Indeed, LinkedIn, Monster, Craigslist and others
  • Newspaper ads
  • Community outreach

Applicants identified and recruited from multiple sources are then screened for fit with the employer’s job specifications in the following manner:
  • In-person or over the phone screening by a Business Services Representative to verify an applicant’s skills, experience, and interests of the applicant to ensure a good match
  • If the applicant is not already enrolled in WIOA, a referral is made to an Intake Specialist
  • Relevant assessments are reviewed by the Business Services Representative
  • Resumes of qualified and screened applicants are sent via email to the employer
  • The Business Services Representative works with employer during the hiring process to document hiring actions and obtain more applicants if needed.

Once the hiring action is taken by the employer, the Business Services Team enters data into CWDS. If an OJT contract is being used in the process, the Business Services Team prepares the draft contract and submits to the Bucks County Workforce Development Board. If the employer is making
a direct hire, the applicant starts work immediately and contact with the employer is maintained to ensure satisfaction with services and to identify additional needs.

Ongoing coordination at the planning level is maintained through participation in the PREP partnership that includes multiple economic development organizations in Southeast PA, and through the active participation of all regional workforce development boards in implementing the Regional Plan. Coordination with economic development partners in the region is ongoing with multiple industry partnerships and with applications under the Next Generation Industry Partnerships. We are also working with regional partners to develop higher levels of responsiveness to employers via the Engage! application process.

The Bucks County Workforce Development Board maintains a very active and innovative Business Services team that is in constant organized and strategic communication with businesses throughout the county and throughout the region. As noted previously, they also maintain an exemplary ongoing day-to-day relationship with the Career & Technical Education and Bucks County Community College. Often these organizations, both business and education, share information provided by the Board, participate in common Workforce Development Board and Sector Based meetings to plan, advise and implement the business/education collaboration. As noted above, working with Engage! also facilitates an ongoing and organized database of information that aids in planning and implementation.
Talent Acquisition Services are provided to employers in each key industry sector group including:

**Candidate Search**
- Pre-Screening Applicants
- Skills/Qualifications Matching your opening and the right candidate
- PA CareerLink® Business Services – Representative managing your on-line business folder to tailor recruitment and referrals.

**Assessment Services**
- Comprehensive assessment and matching services including WorkKeys®.
• WorkKeys® is a nationally recognized hiring tool measuring “real world” skills across nine areas critical to job success:
  o Applied Mathematics
  o Applied Technology
  o Workplace Observation
  o Locating Information
  o Business Writing
  o Teamwork
  o Reading for Information
  o Listening
  o Writing

On the Job Training (OJT)
• Training new employee for the skills needed to perform a specific job.
• Salary costs are reimbursed up to 50% of wages.
• Maximum training period per new hire of 6 months; average training is 3-4 months.
• Maximum reimbursement per employee equals $8,500.

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

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 Board understands that the availability of supportive services is often a critical element for an individual to successfully complete a training program and search for and sustain employment. Supportive services are provided to individuals based upon need. Upon determining the need, community resources are solicited including but not limited to community-based organizations, faith based organizations, and other resources. Depending on funding sources and related participant eligibility for those resources, additional supportive services may be provided by TANF/EARN and other funds.

A critical and overarching factor to all employment is the reliable availability of transportation to education and training programs and ultimately reliable employment. The Bucks County Transportation Management Association, as part of the SEPTA system, has a diverse mix of transportation resources available for job seekers.

Supportive Services are available to participants enrolled in the WIOA program who are: unable to obtain these services through other programs. Supportive services should only be provided when they are necessary to enable participant to continue in Title I activities.4

Supportive Services include:
• Transportation
• Clothing allowance for training courses
• Dependent care
• Exam Fees / Certification
• Medical Testing needed for entry into training or employment

If a participant requests assistance with any of the items listed above, it is the responsibility of the Workforce Counselor to assist them in the research of community resources first. After all attempts have failed, the participant will be required to provide a letter requesting supportive services. The following must be included in the request:
• Justification for the need,
• Detailed description of the need,
• A list of the community resources contacted, and
• Documentation providing the amount being requested.

The Workforce Counselor will complete a Supportive Service Request and submit the request and documentation to the WIOA Operations Manager for review. If approved, the Workforce Counselor will submit the request to the Fiscal Department for payment. If denied, the Workforce Counselor will forward a denial letter to the participant with the explanation. A copy will be retained in the participant’s file.

When issuing a Supportive Service Request, the following funding caps will apply:
• Transportation: The most inexpensive means of transportation will be approved. If the participant is requesting mileage reimbursement, the approved rate will equal the mileage rate as determined by the Internal Revenue Service and in force at the time of the request. The maximum mileage reimbursement is 50 miles per day. Mileage will only be paid for actual days of participation and must be documented by an attendance record. Participants who are employed may be approved to receive a weekly or monthly Bus Pass or TransPass, based on employment needs and cost-effectiveness, until the participant receives one full pay check.

• Clothing allowance for training courses will be limited to one time per enrollment with a maximum amount of $175.00.

• Dependent care will be paid at the rate of up to $20.00 per day per dependent for a licensed day care center only. The total dependent care allowance cannot exceed $800.00 per enrollment.

• Exam Fees and/or training items needed to enroll or attend a training course are for exact cost only and must be related to the WIOA-funded training program the participant is enrolled in or recently completed. Exam Fees may also be considered for a participant needing certification to gain employment.

• Medical Testing for entry into training or employment will only be approved after all other avenues (i.e., Medical Assistance, free clinic, etc.) have been explored to cover the cost. The maximum allowance will be $600.00.
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 (MOU) is executed between the Bucks County Workforce Development Board (WDB), PA CareerLink® Bucks County One-Stop Partners (Partners), and the Chief Elected Official (CEO), of the County of Bucks. They are collectively referred to as the “Parties” in the MOU. This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the PA CareerLink® Bucks County.

The WDB provides local oversight of workforce programming in Bucks County. The WDB, with the agreement of the CEO, has, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations, selected Educational Data Systems, Inc. as the one-stop operator for the PA CareerLink® Bucks County.

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 the PA CareerLink® Bucks County. The Parties to the MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the PA CareerLink® Bucks County. The Vision, Mission, 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 seeker and business customers, as well as to the overall success of the PA CareerLink® Bucks County.

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

The Bucks WDB requires all subrecipients subject to the Single Audit provisions of the OMB Uniform Administrative requirements to submit a copy of the audit report and corrective action plan to the board. The WDB will review the audit report and corrective action plan for any findings related to WIOA or state funds provided to the subcontractor to determine if it contains any questioned cost.

The WDB will issue, in writing, the results of its review, giving the audited entity no more than 30 days from issuance of the letter to submit an appeal. That appeal will be a request for a formal review of the final determination before an impartial hearing officer of the Bucks WDB. The debt collection process will be stayed pending a decision regarding the appeal. However, the debt becomes delinquent on the first day following issuance of the letter, whether or not an appeal has been filed.

Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate determined by the U.S. Treasury and will accrue during the entire time of the appeal process. This interest is waived if the debt is paid before the 31st day following issuance of the final determination. If the appeal is upheld, all interest will also be waived.

However, if the appeal results in any disallowed costs, interest will be assessed on the amount disallowed. If no appeal of the final determination is filed, a lump-sum repayment from non-federal funds is due to WDB within 30 days after issuance of the final determination. The board, with approval from the PA Department of Labor & Industry, Bureau of Workforce Development Administration
(BWDA), may negotiate short-term installment agreements in lieu of lump-sum payment, so long as disallowed cost was not a result of:

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

Upon full repayment of the outstanding debt, the Bucks WDB will issue a satisfactory resolution letter acknowledging receipt of repayment, closing the audit process. However, the board reserves the right to reopen the audit in the event the BWDA disagrees with the final resolution. Should repayment not be received within the 30-day period, a second notice will be sent by certified mail. This notice will state that repayment must be submitted within 30 days of issuance of the letter. It will also state that interest on the outstanding debt began to accrue on the first day following issuance of the final determination.

If repayment of the outstanding debt is not received within 30 days after issuance of the second notice, a final notice will be sent by certified mail. The final notice will state that the board must receive repayment within 10 days of issuance. It will also list the amount of accrued interest during the period of repayment.

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

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

Standard I: Strategic Planning & Implementation

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

Standard II: Developing and Managing Resources

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

**Standard III: Managing the Work of the Board**

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

The Bucks County Workforce Development Board is committed to maintaining these standards and to continuous improvement processes related to the criteria under each standard. Current BCWDD practices in this process include:

- Maintaining a strategic plan as an overarching framework for the Board’s work and for the development of the WIOA Local Plan; the strategic plan is currently being updated by the Board to complement the work on the WIOA Local Plan.
- Sector strategies are used as the framework for engaging employers within the context of the WIOA Regional Plan for Southeast Pennsylvania and for sub-regional work with neighboring workforce areas in forming Industry Partnerships.
- Career pathways have become the “language of the system” in working with education partners and other departments of Bucks County government.
- The Board has an active Systems Performance Subcommittee that monitors program performance and works with its staff on creating corrective actions on a timely basis as needed.
- As a 501c.3 non-profit organization, the BCWDB has successfully secured competitive foundation grants to address gaps in service not funded through formula WIOA allocations, with diversification of funding sources remaining a high priority in the Board’s strategic plan.
- The BCWDB is currently conducting a comprehensive countywide needs assessment and will apply for leveraged funds in accord with needs that are identified as high priority.
- The Board is partnering with Bucks County local government to complete an employer survey to identify training needs and other priorities of local employers for economic growth.

**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 Board maintains and continually updates a list of key community stakeholders. On April 8, 2016, the Board hosted a public meeting at the PA CareerLink® Bucks County office in Bristol, PA to present an overview of key elements that would be included in the Bucks County local plan and to receive input on suggestions for direction that should be taken in the plan including any changes in approach based on the plan overview. Twenty-seven individuals attended the session including representatives from local government, economic development, education, human services organizations, organizations representing individuals with barriers to employment, and current providers of employment and training services in the county. Specific input gathered at the session is shown below, categorized by topic areas. Input was used in the development of the draft plan posted on the
BDWDB’s website for public review and comment. The community contact list will be used to inform the key contacts of the availability of the updated plan and of the process for commenting.

Input obtained at the public session prior to submission of the Transition Plan included (by category of input type):

Eligibility

“Providing more support to spouses (homemakers). Who may be over household income for eligibility (WIOA). That request assistance . . ..”

“More job seekers to qualify for intensive services – ease in paperwork.”

Employer Services

“Have BCWDB & CareerLink employees who outreach to employers engage with the County tech schools & get to know them intimately so we can tap their pool of students for future jobs.”

Workforce Development Board Membership

“3 CTEs as voting members.”
“CTCs to sit on the board.”

Improved Inter-Agency Communications

“That workforce development is part of the conversation versus being an afterthought. For example, when developing a reentry from corrections program, think about at the outset of development of program about how workforce development/employment fits instead of developing the program from saying - oh, wait, what about workforce development/employment.”

“Easier communication between agencies on these common goals, remove artificial barriers on information sharing.”

Integrated Services/Career Pathways

“Increased connectivity with CTEs → Community College → Employers.”

“Articulation agreements with the community college and tech school made simple.”

“CTCs (Career Tech Centers) promoted as a proven way to stimulate the economy.”

“Better integration of services – a shift from competition to collaboration.”

“For people with disabilities, link work, transportation, housing services.”
“CTEs – We need referrals in order to get a pool of students to train. Best way: shared funding w/BCCC on workforce development grants.”
“Better communication between school superintendents to facilitate a clear pipeline to alternative education – once a youth (young adult) disengages from school, all schools give student a ‘pass’ to a GED, workforce program as their next step.”

Types of Training

“Apprenticeships expanded to non-construction traditional areas such as culinary, landscape, etc.”

“Need more classes similar to BCCC’s Metalwork Training Program to prepare all ages & educational levels of potential employees prepared for the workforce.”

Career Counseling

“High quality career counseling that offers more than focus on high priority industry clusters. It’s very limiting when you think that individuals work longer than ever before and need to be in careers that fulfill them.”

Employer Engagement/Economic Development

“Give additional consideration to building on existing assets and talents. Too often economic development focuses on bringing jobs in and not building jobs from within.”

“Increase employer voice in operations. Focus groups/meetings to solicit employer comments & concerns. They may not always feel comfortable to voice concerns in a room surrounded by ‘social services-focused’ individuals. The foundation of a strong workforce system is serving demand of employers.”

“Brainstorm ways to grow more business and make it competitive.”

“Get employers together and ask them the pain points and their ideal for workforce development.”

“Better communication with employers to lower expectations of talent available from youth programs – many employers want ‘Harvard-bound’ youth – top of the class candidates. We want better understanding of the skill level of the 16-24 who have never worked before and allow them their learning curve and be patient to allow learning.”

Public Awareness

“Communication to public that resources are there so more people know and therefore more people use.”

“I would want to have a campaign to change people’s attitudes – a campaign for pride in all work environments. Send the message to young people – working in a factory is as wonderful as college graduation!”
“Do a better job promoting CareerLink with local community especially with the actual residents to make sure they know about CareerLink & its services – and that it is available for not just registered unemployed individuals.” \ “The CareerLink is inclusive for ALL job seekers/employers, not just low skill, low wage.”

“Engage the public community more in spreading the word about services.”

Prioritize Goals

“Understand that we all want to help everyone in just the way needed, but that reality is far different. It’s better to select one or two viable targets and succeed in helping a few people than to try to be all things to everyone and help no one in the process.”

“Focus, and realize that some goals are just not feasible at this time.”

Quality of Life

“Ensure environmental impact is always a consideration.

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

The Board posts its Local WIOA Plan on the Board’s website along with a link to the Regional WIOA Plan for a 30-day comment period. Notice of the availability of the plans is sent to key local stakeholders to ensure awareness. All comments related to suggested changes to the plan are then noted and addressed prior to submission to the Commonwealth. This process is used for all subsequent major revisions to the plan.
**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 Local Area MOU
- 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; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.
- 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.
Appendix A

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

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

<table>
<thead>
<tr>
<th>LWDA Name: Bucks County Workforce Development Board</th>
<th>LWDA’s WIOA Title I Programs Negotiated Performance Goals - *Program Year(s): 2018 – 2020</th>
<th>LWDA’s WIOA Title I Programs Attained Performance Results - *Program Year: 2018 Q3</th>
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<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
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<td>Adult</td>
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<td>Employment (Fourth Quarter after Exit)</td>
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<td>Youth</td>
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Local Workforce Development Area name: Bucks County

Effective Date: 

Chief/Lead Elected Official(s): Commissioner Charles Martin

Local Workforce Development Board (LWDB): Bucks County Workforce Development Board

Fiscal Agent: The Bucks County Workforce Development Board, Director and Finance

LWDB Standing Committees: Employer Engagement, Services to Targeted Populations, Systems Performance, Finance, Executive, Planning, Youth Council, Career Pathways

Other Governance/Administrative based entities:

Bucks County Workforce Development Board Staff: (Administrative Entity)
- John Flanagan – Director
- Dianna Krallie – Deputy Director
- Tiffany Young – Finance Director
- Alice Colyar – Project Manager
- Mary Ann Vitale – Contracts Specialist

Jobseeker-Worker-Employer-Business Service Delivery Entities
- Required & additional program partners, program service providers, training providers & other contractors
- Educational Data Systems, Inc – Title I – Adult/DW/Business Services EARN / TANF
- ResCare – Title I – OOS
- Bucks County Community College – Title I – ISY / EARN & TANF (Upper Bucks County); CDBG programs
- Eckerd Workforce Services – Title I – ISY
- Vita Education Services – Adult Basic Ed; Office of Voc Rehab – Title IV services
- Wagner Peyser – Title III services
- BCOC – SCSEP

PA CareerLink® Operator
Educational Data Systems (EDSI)

PA CareerLink® Center(s)
- Brian Cummings – Bristol Perkasie

PA CareerLink® Center(s)
Service, Perkasie (satellite)

Workforce development stakeholders and non-contracted based relationship with the CareerLink® center(s):
- Apple Child Care – CCIS

Local Workforce Development Boards (LWDB) are requested to publically post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure the 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 to this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.
<table>
<thead>
<tr>
<th>Program Name</th>
<th>Program Authorization</th>
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<td>EDSI, Inc.</td>
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<td></td>
<td>DW/EARN/TANF</td>
<td>Director <a href="mailto:lmeilan@edsi.com">lmeilan@edsi.com</a></td>
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<td>Susan Herring – Director of Workforce Development.</td>
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<tr>
<td></td>
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<td><a href="mailto:sherring@bucks.edu">sherring@bucks.edu</a></td>
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<td>PA Department of Labor and Industry – Office of</td>
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<td>Anita Diggs – Bucks County Area</td>
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<td>Vocational Rehabilitation</td>
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<td>Supervisor <a href="mailto:adiggs@pa.gov">adiggs@pa.gov</a></td>
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<td>PA Dept of Labor and Industry – Wagner Peyser,</td>
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<td>James Nichols – Assistant Regional</td>
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<tr>
<td>JSVG, TAA, FLC, 651 Boas Street.</td>
<td>1933</td>
<td>Director – BWPO <a href="mailto:jnichols@pa.gov">jnichols@pa.gov</a></td>
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<td></td>
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<td>Harrisburg, PA 17121</td>
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<td>717-787-4127 <a href="mailto:bmourer@pa.gov">bmourer@pa.gov</a></td>
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<td>Vita Education Services</td>
<td>Title II Adult Education and Literacy</td>
<td>Mercedes Anderson – Executive Director</td>
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<td>8 East Court Street, #2</td>
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<td>- Vita Education Services</td>
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<tr>
<td>Doylestown, PA 18901</td>
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<td><a href="mailto:mandrson@vitaeducation.org">mandrson@vitaeducation.org</a></td>
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<td>Programs</td>
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<tr>
<td>120 Charles Street. Pittsburgh, PA</td>
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<tr>
<td>15238</td>
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<td>Bucks County Area Agency on Aging</td>
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<td>Senior Community Service</td>
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<td>30 East Oakland Ave.</td>
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<tr>
<td>Doylestown, PA 18901</td>
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<td>Bucks County Community College</td>
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<td>Laverne Tyrrel – Director – Perkins Programs</td>
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<td><a href="mailto:laverne.tyrrel@bucks.edu">laverne.tyrrel@bucks.edu</a></td>
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<tr>
<td>Newtown, PA 18940</td>
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<td>Bucks County Opportunity Council, Inc.</td>
<td>Community Services Block Grant (CSBG)</td>
<td>Erin A. Lukoss</td>
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<td>226 Mill St.</td>
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<td>Executive Director</td>
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<tr>
<td>Bristol, PA 19007</td>
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<td><a href="mailto:elukoss@bcoc.org">elukoss@bcoc.org</a></td>
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