



2022 Annual Report

March 1, 2023

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As required by section 304(a)(19) of the Pennsylvania Workforce Development Act, Act of Dec. 18, 2001, P.L. 949, No. 114 (WDA) (as amended 24 P.S. § 6250).



March 1, 2023

The Honorable Josh Shapiro
Governor
225 Main Capitol Building
Harrisburg, Pennsylvania 17120

The Honorable Michael Gerdes
Secretary of the Senate, Pennsylvania State Senate
462 Main Capitol Building
Harrisburg, Pennsylvania 17120

The Honorable Brooke Wheeler
Chief Clerk, Pennsylvania House of Representatives
129 Main Capitol Building
Harrisburg, Pennsylvania 17120

Dear Governor Shapiro and Members of the General Assembly:

On behalf the Pennsylvania Workforce Development Board (PA WDB), it is my pleasure to present the 2022 Annual Report to the Governor and General Assembly. This report satisfies PA WDB's responsibility under the Pennsylvania Workforce Development Act to provide updates on the performance of the workforce development system and share the annual reports submitted by local workforce development boards.

Last year, the PA WDB and the workforce development system had a significant positive impact on job seekers and business. This report highlights the PA WDB's strategies to better align and coordinate workforce development initiatives across Pennsylvania and support the continuous improvement of the workforce development system.

We appreciate your review of this report and look forward to working with you to strengthen Pennsylvania's workforce development system.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jeff Brown'.

Jeff Brown
Chair, Pennsylvania Workforce Development Board
President and CEO, Brown's Super Stores

Cc:

The Honorable Senator Devlin Robinson, Chair, Senate Labor & Industry Committee
The Honorable Senator John Kane, Minority Chair, Senate Labor & Industry Committee
The Honorable Representative Ryan Mackenzie, Minority Chair, House Labor & Industry Committee
Majority Chair, House Labor & Industry Committee

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Introduction

Overview

The Pennsylvania Workforce Development Board (PA WDB) is the governor's business-led, industry-driven policy advisor on workforce development that is aligned with the Commonwealth's education and economic development goals. The PA WDB's mission is to ensure that Pennsylvania's entire workforce system, covering many agencies and programs, meets employers' needs for skilled workers and workers' needs for career and economic advancement.

In addition, the PA WDB coordinates workforce development initiatives and policies across commonwealth agencies and programs and coordinates the development and implementation of the Workforce Innovation and Opportunity Act (WIOA) Combined State Plan and advises the governor and other policy makers on policies and strategies to support the continuous improvement of the workforce development system.

The PA WDB accomplishes this work through an active committee structure aligned to the goals of the WIOA Combined State Plan, and through the engagement of the local workforce development boards (LWDBs) and other workforce development partners.

Workforce Innovation and Opportunity Act

WIOA authorizes the nation's public workforce development system. The law sets forth the framework for how state and local workforce development systems should work together to serve job seekers and employers. This includes requirements for funding, employment and training priorities, program eligibility, system oversight, and monitoring. It also establishes state workforce development boards in every state. It is designed to help job seekers access the employment, education, training, and support services they need to be successful in the workplace, and to match employers with the skilled workers they need to compete in the global economy.

The law also mandates that certain workforce development partners work in a coordinated way to serve job seekers and employers, but there is flexibility to allow for local decision-making based on local workforce and economic conditions, and employer demand for services. Implementation of WIOA necessitates a new level of interagency collaboration, as well as ongoing and consistent outreach to workforce development system stakeholders.

WIOA is divided into five titles that make up the six core programs of workforce development services. These programs share common performance measures and are required to contribute to local PA CareerLink® sites and the One-Stop delivery system.

- Title I: Adult, Dislocated Worker, Youth

- Title II: Adult Literacy and Education

- Title III: Wagner-Peyser

- Title IV: Vocational Rehabilitation

- Title V: General Provisions

Together with the six core programs, WIOA requires coordination with the additional mandated partners:

- Perkins Career Technical Education

- Unemployment Insurance

- Temporary Assistance for Needy Families (TANF)

Trade Adjustment Assistance (TAA)
Senior Community Service Employment Program (SCSEP)
Jobs for Veterans
Second Chance Act
Community Services Block Grant-Employment and Training Initiatives
U.S. Housing and Urban Development Agency-Employment and Training Initiatives

WIOA Combined State Plan

WIOA mandates each state to develop and submit a four-year plan to the U.S. Department of Labor (U.S. DOL) that describes how the state will implement WIOA and align the goals and activities of the six Core Partners into a coordinated workforce development strategy. States have the option of including additional workforce development partners. Pennsylvania has opted to include the Career and Technical Education, Temporary Assistance for Needy Families, Jobs for Veterans State Grants, Senior Community Service Employment, Community Services Block Grant, and Reintegration of Ex-Offenders programs in its Combined State Plan. In addition, WIOA requires regional and local coordination with state plans in the form of WIOA regional and local implementation plans. Finally, WIOA mandates that each state submits a two-year modification to their plan at the midpoint of the four-year cycle, to account for changes to strategy as well as underlying workforce and economic conditions.

Pennsylvania spent the beginning of 2022 finalizing the modification to the four-year WIOA Combined State Plan. The modified plan covers the second half of the overall four-year timeframe from July 1, 2022 to June 30, 2024; and was approved by the PA WDB on February 9, 2022. The plan was submitted to U.S. DOL by March 15, 2022 and published on November 9, 2022.

The plan includes Pennsylvania's five broad WIOA goals and the strategies to achieve them.

The plan modification addresses changes to Pennsylvania's workforce strategy as it tackles the challenges associated with the economic recovery following the COVID-19 pandemic and corresponding recession, as well as examines state priorities as they relate to diversity, equity, inclusion, and accessibility. Pennsylvania's WIOA Combined State Plan now includes the Supplemental Nutrition Assistance Program (SNAP) as a partner program in the modification.

Program Year 2021 Performance

WIOA Core Program Performance Update

During the most recent Federal Program Year 2021 (July 1, 2021 to June 30, 2022), Pennsylvania's workforce development system met its negotiated performance across the WIOA Core Programs. Successful performance is evaluated by the three following criteria: 1) the percentage of goal achieved for all measures must be at or above 50 percent of the goal, 2) the average of the percentage of goal achieved for all measures within a program must be at or above 90 percent, and 3) the average of the percentage of goal achieved for an individual measure across all programs must be at or above 90 percent.

The PA WDB and PA Department of Labor & Industry (L&I) negotiate state performance measures with the U.S. DOL-Employment and Training Administration (ETA) every two years for the next two program years. The negotiated performance measures are jointly established based on Pennsylvania's performance in the previous program year and collective performance goals for the next program year.

Once state performance measures are finalized, PA WDB and L&I negotiate local performance levels with each LWDB with the goal of meeting the state negotiated performance measures.

Table 1. Performance for Federal Program Year 2021 WIOA Title I Adult, Dislocated Worker, and Youth, and Title III Wagner-Peyser

WIOA Program	PY '21 Negotiated Performance Level	PY '21 Actual Performance Level
Title I Adult		
Employment Rate (2 nd Quarter)	75%	70.6%
Employment Rate (4 th Quarter)	71%	67.7%
Median Earnings (2 nd Quarter)	\$5,800	\$7,182
Credential Attainment Rate	58%	68.2%
Measurable Skill Gains	38%	60.7%
Title I Dislocated Worker		
Employment Rate (2 nd Quarter)	78%	77.5%
Employment Rate (4 th Quarter)	78%	75.6%
Median Earnings (2 nd Quarter)	\$8,000	\$9,545
Credential Attainment Rate	59%	76.3%
Measurable Skill Gains	33%	68.5%
Title I Youth		
Employment Rate (2 nd Quarter)	66%	67.1%
Employment Rate (4 th Quarter)	60%	62.9%
Median Earnings (2 nd Quarter)	\$2,750	\$3,890
Credential Attainment Rate	72%	57.5%
Measurable Skill Gains	57%	65.2%
Title III Wagner-Peyser		
Employment Rate (2 nd Quarter)	65%	64.2%
Employment Rate (4 th Quarter)	66%	58.9%
Median Earnings (2 nd Quarter)	\$5,500	\$7,332

Source: Center for Workforce Information & Analysis (CWIA)

Table 2. Performance for Federal Program Year 2020 WIOA Title II Adult Basic Education

WIOA Program	PY '21 Negotiated Performance Level	PY '21 Actual Performance Level
Title II Adult Basic Education		
Employment Rate (2 nd Quarter)	50%	48.2%
Employment Rate (4 th Quarter)	50%	46.3%
Median Earnings (2 nd Quarter)	\$4,775.00	\$6,331.00
Credential Attainment Rate*	39%	16.5%
Measurable Skill Gains*	45.4%	33.76%

***Discussion of PY '21 Actual Performance Levels**

Per National Reporting System requirements, the cohort for Credential Attainment Rate for PY '21 reporting were individuals who exited adult education programs from January 1-December 30, 2020. Therefore, the onset of the COVID-19 pandemic had a significant impact on Pennsylvania's performance

in this outcome. For Title II adult education, approximately 95% of the credential attainment cohort is individuals working to attain a high school equivalency credential by taking and passing one of the state-approved high school equivalency tests (GED® Test or HiSET® Exam). All public testing centers in Pennsylvania closed in March 2020, and most remained closed in 2021. Therefore, students were unable to take the tests and earn the credential.

Regarding the Measurable Skill Gains outcome, while adult education programs did not meet the negotiated performance level, the actual outcome is an increase from the prior program year.

Table 3. Performance for Federal Program Year 2021 WIOA Title IV Vocational Rehabilitation

WIOA Program	PY '21 Performance Level
Title IV State Vocational Rehabilitation-Career Services	
Participants Served	18,602
Participants Exited	9,123
Funds Expended	\$13.5Million
Cost Per Participant Served	\$724
Title IV State Vocational Rehabilitation-Training Services	
Participants Served	5,792
Participants Exited	952
Funds Expended	\$12.9 Million
Cost Per Participant Served	\$2,227
Other Summary Information	
Percent Co-enrolled in more than one WIOA Core Program	9.6%
Total Statewide	
Participants Served	35,373
Participants Exited	9,836
RSA Performance Indicator	
Measurable Skills Gains Goal established by RSA	20.0%
Measurable Skills Gain Performance by OVR	11.3%

Data Source: 2021 ETA-9169

Explanation of Each Common Performance Measure

- **Employment Rate:** The percentage of participants employed after exiting a program in the respective quarter after having received value-added services from a WIOA core program.
- **Median Earnings:** The mid-point value between the lowest and highest wage reported in the respective quarter among participants employed after exiting a program.
- **Credential Attainment Rate:** The percentage of participants enrolled in an education or training program (excluding those in on-the-job training and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exiting a program.
- **Measurable Skills Gains:** The percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment, and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

Employer Effectiveness and Engagement Measures

With the implementation of the WIOA, states are required to measure their effectiveness in serving employers in the workforce development system. The U.S. Departments of Labor and Education provided states with three options to pilot the measure: Employer Penetration Rate, Repeat Business Customers, and Retention with the Same Employer.

In August 2017, the PA WDB recommended that Pennsylvania select the first two measures (Employer Penetration Rate and Repeat Business Customers using Bureau of Labor Statistics (BLS) definition of employer). States were also given the opportunity to develop additional measures beyond the mandated federal measures to gauge effectiveness in serving employers in the workforce development system. In August 2017, the PA Workforce Development Board recommended three additional state-specific measures (Employer Penetration Rate, Repeat Business Customers, and Active Job Orders with Referrals using the Federal Employer Identification Number (FEIN) definition of employer).

ETA has completed their evaluation of the pilot and has selected 'Retention with the Same Employer.' The selection of this measure is currently going through the Federal regulatory process and is expected to be finalized during calendar year 2023.

Program Year 2021 Workforce Development Expenditures

Table 4. Expenditures for Program Year 2021 Workforce Development Programs

Line Item	Program	Expenditure
Federal		
WIOA Title I	Adult	\$33.2 Million
WIOA Title I	Youth	\$35.9 Million
WIOA Title I	Dislocated Worker	\$35.4 Million
WIOA Title I	Rapid Response	\$4.7 Million
WIOA Title II	Adult Basic Education	\$28.9 Million
WIOA Title III	Wagner-Peyser	\$21.3 Million
WIOA Title IV	Vocational Rehabilitation	\$144.9 Million
WIOA Statewide Activities	Business Education Partnerships (BEPs)	\$3.1 Million
	Digital Literacy	\$1.4 Million
	Near Completer	\$6.5 Million
	Other	\$1.4 Million
WIOA Administration		\$6.4 Million
	Subtotal Federal	\$323.1 Million
State		
New Choices/New Options	PA Women Work	\$750,000
Re-Employment Fund	Center for Workforce Information & Analysis	\$302,000
	Labor & Industry Administration	\$300,000
	DCNR Conservation Corps (Outdoor Corps)	\$1.6 Million
	Clean Energy	\$2.0 Million
	School To Work	\$2.9 Million
	Veterans	\$585,000
	SkillUP PA	\$880,000
	Grant Evaluation	\$810,000
	Subtotal State	\$10.2 Million
	Total Federal and State	\$333.3 Million

2022 Accomplishments

Progress on Implementing the WIOA Combined State Plan

Pennsylvania's four-year Combined State Plan was submitted to U.S. DOL for approval on April 1, 2020 and took effect on July 1, 2020. The 2-year required modification to the Plan was submitted March 15, 2022 and formally published on November 9, 2022.

The state plan includes five broad goals and supporting sub-goals, including:

1. **Career Pathways and Apprenticeship:** Develop a comprehensive career pathways system in Pennsylvania and expand career pathways as the primary model for skill, credential, and degree

attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.

2. **Sector Strategies and Employer Engagement:** Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.
3. **Youth:** Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.
4. **Continuous Improvement of the Workforce Development System:** Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.
5. **Strengthening the One-Stop Delivery System:** Implement improvements to One-Stop service delivery to better serve all customers, including job seekers and employers.

Pennsylvania has made significant progress implementing the goals and associated sub-goals outlined in the current WIOA Combined State Plan. Some of the 2022 highlights of this progress include:

Goal 1.3: The commonwealth will promote Pre-Employment Transition Services (Pre-ETS) for all transition-age youth with disabilities.

- In alignment with both WIOA and Employment First, Pennsylvania's Office of Vocational Rehabilitation provided Pre-ETS services to 23,512 individuals in PY 21, which represented an increase of 52.7 percent over PY 20.

Goal 2.3: The commonwealth will expand access to online education and training programs that result in a credential or certification of value.

- Pennsylvania launched SkillUp PA in PY21. Over 31,000 citizens have registered for SkillUp™ PA accounts. As of October 2022, 25,500 courses have been completed, and 7,00 training hours have been accomplished. All 22 LWDBs have individual local portals to develop networks of employers and job seekers with no-cost access to SkillUp™ PA.

Goal 4.1: Share data across partner programs to assist in the ability to coordinate services to participants and to track participant outcomes, to maximize the positive impact of limited financial resources, including expanding the commonwealth's Statewide Longitudinal Data System, and implementing a common intake form across all Pennsylvania CareerLink® locations.

- In PY 21, the commonwealth hired an SLDS manager and initiated planning and development of a comprehensive data system across multiple agencies.
- L&I, with input from system partners, has been piloting a common digital intake form and anticipates a full launch in the Fall of 2023.

Goal 5.3: The commonwealth will increase training to all front-line staff on all available program offerings to allow for informed internal and external referrals to additional services and facilitate serving the holistic needs of the customer.

- Pennsylvania provided training to all front-line PA CareerLink® staff on assisting customers to

complete the FAFSA. This will help to ensure that we can leverage additional federal dollars into the workforce system and provide services to a higher volume of Pennsylvanians to increase postsecondary credentials.

Goal 5.4: The commonwealth will promote innovative strategies for serving customers with barriers, including those with challenges related to digital literacy, capacity, and accessibility, through better customer engagement and support, as well as a focus on increasing awareness of community partners and available resources.

- In PY 21, the Department of Labor & Industry awarded 21 digital literacy grants for nearly \$900,000 dollars to assist in increasing their digital literacy skills, allowing them to better compete for careers in an increasingly digital labor market. Digital literacy grants awarded in PY20 have assisted 1,469 individuals with increasing their digital literacy skills.
- Pennsylvania participated in a National Governors' Association Workforce Innovation Network cohort to develop a statewide Digital Skills plan, including an asset mapping project to help PA residents, organizations, and employers locate digital skills training resources. That map can be found here: <https://data.pa.gov/stories/s/bry2-xj2e>

WIOA Waivers

U.S. DOL can issue WIOA waivers to Combined State Plans. Waivers, if sought by the commonwealth and approved by U.S. DOL, may benefit PA by helping the public workforce development system achieve some flexibility in funding, and by suspending regulatory barriers that may prevent residents and businesses from maximizing workforce programs. Every state's waiver plan must be approved for the next WIOA state plan four-year cycle. The commonwealth has no WIOA waivers currently in place and none are under consideration.

PASmart Background and Initiatives

What is PASmart?

Governor Wolf's PA Statewide Movement for Accountability, Readiness and Training (PASmart) framework is designed to better align education, workforce and economic development initiatives and funding.

PASmart is based on four goals:

1. Strategically investing resources in initiatives to support economic growth, as well as education and training opportunities;
2. Achieving successful outcomes for Pennsylvania students, workers, businesses, and communities;
3. Improving coordination and alignment of education and workforce development programs, services and funding; and
4. Transforming interagency, cross-sector collaboration around education, workforce and economic development at state, regional and local levels.

The PASmart initiative was designed as strategic, competitive and cross-sector investment focused on meeting the education and workforce development needs of students, workers, employers, and communities across Pennsylvania, including those disconnected from education and workforce opportunities.

PAsmart grants support the following PAsmart Principles and Funding Priorities:

- Data-driven Innovation
- Cross-sector Partnership
- Cross-sector Alignment
- Stakeholder Engagement
- Equity, Diversity and Inclusion
- Capacity Building
- Leveraging Existing Resources
- Performance Outcomes

For more information on the PAsmart Framework: Principles and Funding Priorities, please see: <https://www.pasmart.pa.gov/about/>

PAsmart and Pennsylvania Industry Partnership Grants

Across the state, there is a shared communal vision for economic vitality, global competitiveness and expanding opportunity. Pennsylvania Industry Partnerships (IPs) are a vehicle to bring collaboration between education, workforce, and economic development in order for the commonwealth to respond to the needs of business and industry. PA has a long history of successfully supporting IPs that bring together business leaders from the same sector to tackle shared economic and workforce development needs. PA has been nationally recognized for its success in achieving outcomes for employers as well as workers. The PA WDB, L&I, and the PA Department of Community and Economic Development (DCED) have all come together to support industry partnerships around the state. This interagency team developed Pennsylvania IP Statewide Metrics, which are being used to create measurable outcomes and ensure quality programs and strategies statewide. These metrics are helping to inform future industry partnerships and sector strategies and are now being incorporated into the everyday practice of Industry Partnerships.

In Dec. 2021, Governor Wolf announced nearly \$5.8 million awarded for new and continuing IP's. A total of 26 partnerships are being funded from January 2022 through June 2023. Additionally, in Dec. 2022, Governor Wolf announced \$5.5 million awarded for new and continuing Industry Partnerships. A total of 25 partnerships are being funded from Dec. 2022 through June 2024.

In 2022, over 1,100 business were engaged with an Industry Partnership. According to feedback solicited directly from the businesses in Industry Partnerships the following were identified as priorities:

- business to business networking
- introducing young adults to different industries
- recruitment of new employees
- retention of current employees
- training
- expanding work on Diversity, Equity, and Inclusion(DEI)
- barrier issues for potential and current employees
- career pathways
- promoting their industries and regions
- expanding pre-apprenticeships and apprenticeships

Additionally, the Commonwealth has deployed specialized training for Pennsylvania IP conveners and support teams. Trainings include: (1) Community of Practice calls (facilitated by state team) which are monthly peer networking calls designed for practitioners to share experiences with peers across the state, ask questions of one another, and exchange ideas and strategies for successfully launching and sustaining partnerships; (2) Specialized technical assistance, including facilitation training, coaching and sustainability measures; (3) Professional development; and (4) Monthly check-in calls with each partnership and state team liaisons.

PAsmart STEM and Computer Science Education Grants

The PAsmart education-focused initiatives have introduced new computer science (CS) and science, technology, engineering, and math (STEM) programs into more than 1200 schools across Pennsylvania. Through PAsmart, the Pennsylvania Department of Education (PDE) has distributed two types of grants to local education agencies and community partners: Advancing Grants, which award up to \$500,000 to support diverse and innovative collective impact approaches to expand CS and STEM education, and Targeted Grants, which award \$35,000 to elementary and secondary schools to make computer science education accessible to students who haven't had CS program or course-taking opportunities.

In 2022, PDE awarded a new round of Advancing Grants and completed an evaluation of the Targeted Grants program to inform planning for a third round of Targeted Grants, scheduled to be released in 2023. On June 14, 2022, Governor Wolf and PDE announced 42 awarded PAsmart Advancing Grant proposals, whose awards totaled nearly \$20 million. Each funded proposal represented a regional partnership of cross-sector entities. Projects ranged from the development of a K-12 data science education pathway to engineering and digital fabrication experiences for elementary students, to a rural aquaponics collaborative. Descriptions of all the awards were posted to the PAsmart web page at education.pa.gov/PAsmart.

The PAsmart initiative also enabled ongoing professional development in STEM and computer science to increase the number of educators providing STEM experiences in schools in ways that are accessible to all students, including students with disabilities. Through 2022, recipients of PAsmart Targeted Grants for CS and STEM, representing schools where there were limited or no previous computer science learning opportunities for students, continued to participate in a professional learning community provided by PaTTAN (the Pennsylvania Technical Training and Assistance Network) and received support from PDE to gain computer science certification through the recently established CS teacher certification pathway. PaTTAN's professional learning also was available to teachers whose schools had not participated in previous grants. These activities advance PDE's mission to expand and diversify the number of educators who are qualified to teach CS and STEM, and to expand and diversify the number of students who participate in high-quality CS and STEM learning and who will be prepared for the high-growth, high-wage, and in-demand careers in those fields.

To further increase the number of educators prepared to teach high-quality, accessible, and inclusive computer science education, PDE crafted a data-based plan for a third round of PAsmart Targeted Grants to renew direct financial support to local education agencies for school-entity-wide comprehensive planning and elementary and secondary educator professional learning. To leverage data in the planning of this third round of grants, PDE enlisted the support of research organization AIR to conduct focus groups with teachers and administrators who participated in the past Targeted Grants, analyze PDE's administrative data on teacher certifications among teachers who instruct computer science classes and students who enroll in them, and evaluate how well the initiative has thus far supported educators in expanding access to CS and STEM education for students who previously lacked it.

The evaluation of PAsmart Targeted Grants found that the professional learning provided through the grant increased teachers' knowledge of CS topics, helped them identify effective supports for CS instruction, directly informed their classroom teaching, and improved the quality of their schools' CS offerings to students. The majority of participating administrators would like to continue pursuing PAsmart grants not just to purchase new technologies, but to do so with support for locating and obtaining the highest-quality resources. However, participating teachers expressed that the isolation they had felt as CS teachers prior to participation in a PAsmart grant experience resumed after the grant period ended, and that they struggled to find a supporting community of CS educators.

The program evaluation was positive, finding that the PAsmart Targeted Grants facilitated expanding students' access to CS instruction, and—as intended—the grants “helped improve the accessibility of CS instruction to students who are traditionally underserved or underrepresented”—but it also indicated the need for ongoing support for previous grantees, especially after they encountered implementation challenges during the Covid-19 pandemic.

PA Smart: Growing Registered Apprenticeships and Pre-Apprenticeships

Apprenticeship and Training Office, PA Department of Labor & Industry

Established in 2016, the Apprenticeship and Training Office (ATO) within the PA Department of Labor & Industry is responsible for guiding and promoting the expansion and compliance of all Registered Apprenticeship and Pre-Apprenticeship programs across the state. As the State Apprenticeship Agency (SAA), the ATO is responsible for overseeing the development and approval of all Registered Apprenticeship and Pre-apprenticeship related programs, agreements, policies, and ensures compliance of all registered programs with all regulations and standards. The ATO is working to embed a focus on apprenticeships within the state's workforce system and continues to place an emphasis on equal opportunity standards and equitable selection procedures as well as increasing quality assurance and compliance efforts.

The ***PA Smart: Growing Registered Apprenticeships and Pre-Apprenticeships*** grant initiative supports the ATO's strategic goals, including:

- Developing a strong talent pipeline of individuals that are well-positioned to succeed in Registered Apprenticeship and Pre-Apprenticeship as career pathway opportunities;
- Promoting diversity and inclusion in Registered Apprenticeship and Pre-Apprenticeship, both in the people and industries they serve, including women, minorities, individuals with disabilities, veterans, socio-economic disadvantaged individuals, individuals who speak English as a second language and individuals who were previously incarcerated, or individuals experiencing multiple barriers to employment;
- Scaling up the volume of new and existing Registered Apprenticeship and Pre-Apprenticeship Programs and occupations through the Group Sponsorship model to support small- and medium- sized companies with the administration and planning associated with Registered Apprenticeship and Pre-Apprenticeship;
- Developing regional Apprenticeship Networks to support consortiums of employers, intermediaries, training providers, and other partners all working to develop a community of practice and strong system of Registered Apprenticeship and Pre-Apprenticeship;
- Supporting efficient and effective use of workforce development resources by promoting larger cohorts to train multiple Registered Apprentices and Pre-Apprentices at the same time; and

- Identifying and sharing best practices in Pennsylvania and across the nation to share with stakeholders.

PASmart PY '18 Growing Registered Apprenticeships and Pre-apprenticeships in Pennsylvania Grant Program Updates:

L&I funded 59 apprenticeship and pre-apprenticeship projects through \$5.48 million in PASmart PY '18 Apprenticeship grants. Industry sectors impacted include construction; educational services; healthcare; information technology; and manufacturing.

- As of September 2022, PY '18 PASmart grant funding has supported 52 pre-apprenticeship programs (35 traditional programs and 17 non-traditional programs), serving a total of 559 pre-apprentices, and 112 apprenticeship programs (63 traditional programs and 49 non-traditional programs), serving a total of 707 apprentices statewide.
- 984 employers and 327 training providers have been engaged as a result of PY '18 PASmart grant funding.

PASmart PY '19 Growing Registered Apprenticeships and Pre-apprenticeships in Pennsylvania and PY '19 Grant Program Updates:

L&I funded 25 apprenticeship and pre-apprenticeship projects through \$6.6 million in PASmart PY '19 Apprenticeship grants. Industry sectors impacted include construction; educational services; healthcare; information technology; and manufacturing.

- As of September 2022, PY '19 PASmart grant funding has supported 58 pre-apprenticeship programs (7 traditional programs and 51 non-traditional programs), serving a total of 951 pre-apprentices, and 63 apprenticeship programs (23 traditional programs and 40 non-traditional programs), serving a total of 907 apprentices across the state.
- 1,237 employers and 379 training providers have been engaged as a result of PY '19 PASmart grant funding.

PASmart PY '20-21 Growing Registered Apprenticeships and Pre-apprenticeships in Pennsylvania Grant Program Updates:

L&I funded 40 apprenticeship and pre-apprenticeship projects through \$15.9 million in PASmart PY '20-21 Apprenticeship grants. Industry sectors impacted include accommodation and food services; agriculture, forestry, fishing, and hunting; professional and business services; early childhood development; electric power generation; healthcare and social assistance; information technology; animal production; administrative and support services; transportation; building and construction; and manufacturing.

- Awards were delayed and most grantees began their projects within the last 6 months. As of September 2022, PY '20-21 PASmart grant funding has supported 26 pre-apprenticeship programs (6 traditional programs and 20 non-traditional programs), serving a total of 230 pre-apprentices, and 11 apprenticeship programs (7 traditional programs and 4 non-traditional programs), serving a total of 435 apprentices across the state.
- 509 employers and 261 training providers have been engaged as a result of PY '20-21 PASmart grant funding.

PASmart PY '22 Supporting Broadband Infrastructure Through Registered Apprenticeships and Pre-apprenticeships in Pennsylvania Grant Program Updates:

- The 2022 PASmart *Supporting Broadband Infrastructure through Registered Apprenticeships and Pre-Apprenticeships* initiative will provide approximately \$800,000 to align, expand and

diversify the apprenticeship model to include non-traditional populations and occupations that specifically support the Infrastructure Investment and Jobs Act (IIJA).

- Specifically, funding is available to expand and support **existing** Registered Apprenticeship and/or Pre-Apprenticeship Programs in broadband-related occupations with specific focus on diverse talent pipelines and underserved populations.
- The Notice of Grant Availability (NGA) for this initiative is currently in development and is expected to be released in the coming months.

Apprenticeship Building America (ABA)

Through the Apprenticeship and Training Office (ATO), L&I was one of 30 initial recipients nationwide that was awarded grant funding through the U.S. Department of Labor's ABA initiative. On October 5, 2022, the ATO released the Apprenticeship Building America (ABA) and Pennsylvania Notice of Grant Availability (NGA). This NGA makes \$2.75 million available in grant funding to build and modernize Pennsylvania's growing network of registered apprenticeship programs through supporting local workforce development boards (LWDBs) in their respective efforts to expand apprenticeship and pre-apprenticeship opportunities among underrepresented populations in their respective regions. The ATO's goal is to collectively enroll at least 400 apprentices and provide support services to at least 400 pre-apprentices through these grants.

Nursing Pathway Apprenticeship Industry Partnerships

On October 24, 2022, the Apprenticeship and Training Office (ATO) released a Notice of Grant Availability (NGA) to support the convening of Nursing Pathway Apprenticeship Industry Partnerships in low- or moderate-income communities and to guide the development and registration of healthcare apprenticeship programs, with an emphasis on nursing occupations, through group sponsorships. The goal is to blend the Apprenticeship and Industry Partnership models by supporting the creation of Nursing Pathway Apprenticeships using an Industry Partnership approach throughout the commonwealth. Through these efforts, businesses will have the option to form an industry partnership to build one overarching apprenticeship program serving multiple employers. This opportunity is limited to local workforce development boards (LWDBs) as they are well-positioned to provide leadership to all key regional partners and develop effective apprenticeship industry partnership ecosystems. This NGA is made possible through funding from the COVID-19 Nursing Workforce Initiative (NWI), which focuses on supporting and retaining nurses across the commonwealth as they continue to navigate numerous challenges brought on by the pandemic.

Commonwealth Data System of Record (CWDS) Apprenticeship Pathway Buildout

Over the past two years, the ATO has been committed to developing and implementing an I.T. upgrade to ensure Workforce Integrated Performance System (WIPS) reporting related to apprenticeship and apprentices funded by U.S. Department of Labor grants (outside of WIOA). The system will be a full apprenticeship participant case management system to be operational by the quarter ending December 31, 2023 and will act as a secondary system to supplement the data found in the Registered Apprenticeship Partners Information Database System (RAPIDS) as is required. The customization/upgrade of CWDS will provide the conduit for the exchange of data between the PA Department of Labor and Industry and the U.S. Department of Labor via WIPS for grant funded apprentices and programs. We have also allowed for reporting of information on apprenticeship and apprentices being supported by alternate discretionary grants and state funding, including PAsmart, this will allow us to provide integral information related to outcomes of these initiatives. We are happy to say

that implementation is set to take place by mid-October 2023 and are on schedule to allow for effective reporting for the quarter ending December 31, 2023.

Pennsylvania-Specific Apprenticeship Knowledge Product Creation

The ATO is making substantial progress developing knowledge products aimed at making it easier for potential sponsors to develop and register apprenticeship and pre-apprenticeship programs as well as see the benefits of the framework and speak to the Pennsylvania-specific guidelines and processes. Knowledge products completed include but are not limited to registration guides for apprenticeship and pre-apprenticeship aimed at helping potential sponsors gain an understanding of what is required to develop and register a program as well as a quick reference flow chart. Templates and examples were created for Job Books and Work Processes, and a series of 1-pagers were developed to help employers and job seekers better understand the components and benefits of Registered Apprenticeships & Registered Pre-Apprenticeships, and how to build and fund new programs.

Apprenticeship Webpage and Digital Footprint Enhancement

Two new apprenticeship websites were launched. The main site, housed within the PA CareerLink® One-Stop portal, provides an overview of the ATO, and has different sections aimed at providing relevant information and resources to employers/sponsors, jobseekers, and workforce professionals interested in apprenticeship and pre-apprenticeship. All of the ATO's newly created registration paperwork and guides, informational quick guides, templates and examples can be downloaded from the site, accessible at: <https://www.pacareerlink.pa.gov/jponline/Common/Apprenticeships>.

Increased Partnership with Career and Technology Centers Statewide

The ATO forged a relationship with the Pennsylvania Association of Career & Technical Administrators (PACTA) in hopes of encouraging more Career and Technology Education Centers (CTCs) to invest in the apprenticeship framework concentrating mainly on registering their existing vocational programs as Pre-Apprenticeships where and when appropriate. PACTA has offered ATO full access to all the state's CTC directors and appropriate staff members.

Co-enrollment Training Module Series

The Pennsylvania Department of Education (PDE), Bureau of Postsecondary and Adult Education, Division of Adult Education and the Pennsylvania Department of Labor & Industry (L&I) partnered to develop online training to equip workforce development staff with the knowledge and skills needed to support customer co-enrollment in multiple WIOA programs. The [Workforce Staff Training website](#) features strategies and best practices in how to effectively and efficiently support customers to meet their education and workforce goals by collaborating with other workforce development system partners. This project has strong interagency collaboration for training content development, an on-demand format, and a focus on training content to meet the needs of staff in all six WIOA core programs.

By the end of 2022, 929 staff members from PA CareerLink® centers, adult education programs, local workforce development boards, and state agencies had enrolled in the course. 652 participants completed the *Introduction to the PA CareerLink® System: Best Practices for Referrals and Co-Enrollment* course, with 95 percent rating it relevant to their jobs, well organized, and easy to use. L&I training development staff, as well as two Title II-funded professional development projects at Penn State University and Tuscarora IU 11 are developing a second module, *Collaborating for Success: A Shared Customer-Centered Approach*, which will focus on shared case management best practices. The content is derived from best practices identified from a statewide survey of PA CareerLink® and adult education

staff. This new course will be available in the second quarter of 2023. Development work has also begun on courses related to Integrated Education and Training (IET) and the PA Foundation Skills, a resource which identifies critical workforce preparation skills.

Engaging Local Workforce Development Boards

Throughout 2022, the PA WDB, with L&I workforce, continued to engage and collaborate with LWDBs through a variety of means, including:

- Inviting LWDB representatives to serve on PA WDB committees. Currently, LWDBs are represented on the majority of PA WDB committees, with the goal of having LWDB staff representation on every committee.
- Inviting LWDBs to present at PA WDB quarterly meetings, along with other workforce development partners.
- Attending PWDA Board meetings and Policy Committee meetings, as invited, and participating and presenting at PWDA conferences.
- Holding bi-weekly virtual meetings/calls with LWDBs, L&I Workforce, L&I Unemployment Compensation (UC), other state agency partners, and representatives from the Pennsylvania Workforce Development Association (PWDA) to share updates and ideas, particularly those related to the COVID-19 pandemic.
- Directly engaging LWDBs on a regular basis regarding specific workforce development policy issues, either by reaching out to specific LWDBs or coordinating with PWDA.
- Performing annual monitoring of the LWDBs, including programmatic, fiscal, and administrative monitoring to ensure compliance with federal and state statutes, regulations, policies, and guidance. Areas found to be non-compliant must complete a resolution-based corrective action process until all areas of non-compliance are resolved. Throughout the monitoring and resolution process, the department provides technical assistance and other resources to ensure that they LWDBs can quickly and effectively resolve any findings to ensure consistency of programs and administration statewide. In addition, a monthly Policy and Oversight Touchpoint Series of meetings cover a range of technical assistance topics which include, but are not limited to, explanation of recently released policies, performing effective participant case file review, performing effective local monitoring, internal controls, and the monitoring process.
- L&I's Staff Development training unit makes workforce-related training offerings and information available to local workforce partners.
- The SkillUp™ PA initiative was launched by L&I in conjunction with Metrix Online Learning. This platform provides over 6,000 learning modules and 130+ Career Pathways for jobseekers to develop skills to meet employers' changing needs. It is available to all Pennsylvania citizens at no cost upon registration via PA CareerLink® Online. Each local area has the opportunity to customize the Metrix Learning tool to meet the workforce needs of their particular area.
- Conducting ad hoc labor market information (LMI) training session(s) to increase the utility of workforce information and gather LWDB feedback on LMI resources/tools.

PA WDB Organizational Effectiveness and Stakeholder Engagement

In 2022, the PA WDB continued to improve its organizational effectiveness and engagement with workforce development partners, including:

- Enhancing PA WDB quarterly meetings to focus more on policy recommendations for Pennsylvania's Workforce Development System.

- Utilizing the PA WDB committees to make progress with the WIOA-related goals of the new Combined State Plan.
- Continuing to maintain positive, effective working relationships with workforce development stakeholders at the federal, state, and local levels.

Employment First

In accordance with WIOA, Governor Wolf issued an Executive Order in 2016 establishing Employment First policy to support people with disabilities in pursuing, securing, and maintaining competitive, integrated employment (CIE). In 2018, the Employment First Act (Act 36), permanently established the policy that CIE is the first consideration and preferred outcome of publicly funded education, training, employment, and related services, along with long-term services and supports, for individuals with a disability. The Governor's Office has since coordinated with the Employment First Cabinet containing state agency leaders and policy experts to submit an initial three-year plan in 2018 and an updated strategic framework in 2023.

While the initial plan made significant strides in integrating the Employment First policy in state agency programs and operations in the field, the updated strategic framework identifies four primary focus areas with goals to support families and communities, vocational partners, employers, and individuals with disabilities. The Wolf Administration established the high-level framework to serve as a snapshot of the future of Employment First so the Shapiro Administration can work with the Cabinet members, program staff, and Employment First Oversight Commission to identify the measurable goals and outcomes that will accomplish the priorities outlined in the framework.

The following mission, vision, and values of Employment First guide agency planning and implementation of strategies to broaden the opportunities available to individuals with disabilities to obtain economic independence through CIE.

Mission: Employment First efforts shall empower individuals with disabilities to be valued members of their community through competitive integrated employment.

Vision: All individuals with disabilities have functional pathways to competitive integrated employment leading to safe, healthy, equitable, and independent lives in Pennsylvania.

Core Values:

- **Everyone Can Work!:** We believe every person has unique skills, experiences, and abilities that will enhance their lives and the community through competitive integrated employment.
- **Person-Centered:** Keep the unique strengths, experiences, and choices of individuals at the forefront, empowering them to drive our work.
- **Engagement:** Continuous process of sharing information, learning, and allowing feedback to inform our work.
- **Collaboration:** Ensure an integrated, seamless system of support for all customers by leveraging interagency and community partners.
- **Data-Informed:** Develop policies, services, and investments to have a positive impact based on information from multiple data sources.
- **Advocacy:** Shift outdated mindsets and systems to ensure individuals with disabilities are seen as active community members and partners.

- **Sustainability:** Our efforts, services, and investments create long-lasting systemic change and continuous support.

The Employment First Strategic Framework is contained in an appendix within the Employment First Cabinet's 2023 Annual Report located on the [Department of Labor and Industry's Employment First site](#).

2023 Priorities

WIOA Combined State Plan Implementation Workplan and 2-Year Modification Process

In early 2021, the PA WDB began the year-long process to modify the WIOA Combined State Plan. Similar to the steps taken to develop the initial four-year plan, the process of modifying the plan included convening state agency partners and engaging with regional and local workforce development stakeholders to review and revise the existing broad goals and sub-goals and use updated labor market information to determine the most effective methods to advance Pennsylvania's workforce development system in the next four years.

The modification of the state plan took effect on November 9, 2022. The PA WDB and its standing committees have taken the lead on ensuring that consistent progress is made toward the achievement of the plan's clearly identified measurables and benchmarks.

The PA WDB is coordinating the tracking of all key performance indicators related to the workforce development system across agencies, including the reporting out on this progress.

PA WDB Interagency Workgroup

In early 2019, the PA WDB began convening monthly interagency workgroup sessions, comprised of representatives from all state agencies with workforce development-related initiatives, including core partners within L&I and PDE, which administer WIOA Titles I, II, III, and IV programs and activities. Additional participating state agency partners include the PA Departments of Aging, Agriculture, Corrections, Community and Economic Development, Health, Human Services, State, Military & Veterans Affairs, and Conservation & Natural Resources. The PA WDB facilitates this on-going collaboration, in coordination with the Governor's Office.

Since their inception, these groups have continued to meet to collaborate on plan implementation progress across the workforce development system. These groups were also engaged in identifying changes that were incorporated into the required two-year state plan modification.

In 2023 and into 2024, this group will remain engaged as a crucial contributor as Pennsylvania embarks on the process of developing a new WIOA Combined State Plan that will take effect on July 1, 2024.

COVID-19 Pandemic Workforce Response

The initial outbreak of the pandemic forced all 60+ American Job Centers (PA CareerLink®) to close brick-and-mortar sites for the safety of staff and customers during the month of March 2020. During the closing, lines of communications between partner organizations and our customers began to deteriorate. This was seen in siloed service to the shared customer and the low foot traffic at PA CareerLink® offices. In 2022, we have made strides to rebuild these connections.

Virtual learning is still a priority to ensure that all customers have access and ability to improve skills that will improve their career path and employability. L&I launched SkillUp™ PA Metrix Learning in October 2021 and since that time, ongoing efforts have increased the visibility and use of the more than 6,000 courses available on the site. SkillUp™ is being used across the state by jobseekers and schools. There are assessments available that employers may use in onboarding. Commonwealth agencies are using the valuable courses to provide Professional Development to all staff.

Grass roots efforts have been launched as a way to meet our customers where they are. Local offices are reaching out to organizations within their communities that serve our shared customer in an effort to provide PA CareerLink® programs and services at these locations. Additionally, widespread outreach is being conducted to customers who only utilize the PA CareerLink® Online system and have never utilized the in-person services available. Outreach to this population has proven successful.

The Reemployment Services and Eligibility Program (RESEA) was reinstated in a virtual module at all PA CareerLink® sites in June 2021 to help customers who had just started to file for UC benefits and could be at risk of exhaustion of benefits prior to employment. The program was created to be customer friendly in that customers need only click into the Virtual RESEA Module and will be led through the mandatory components of the system. The virtual RESEA program is working as designed and the majority of customers across the state have embraced the new virtual program. There are customers with technology or broadband access barriers that still prefer the face-to-face presentation of the program and there is flexibility in honoring these requests.

The program had a slow virtual launch in June 2021 since the UC system was migrated to Benefit Modification (BenMod) in the same month. After the switch to BenMod, there were significantly less RESEA participants profiled. This was a concern, knowing that there were many UI claimants that could be benefiting from the program. In September 2022, an enhancement was added to the BenMod system to expand the profiling of Unemployment Insurance (UI) claimants from five weeks to ten weeks. This has led to significant increases in the number of RESEA participants each week.

The number continues to grow, and it is our hope that in 2023, the RESEA program will be back to pre-pandemic levels. The RESEA program is vital to the PA CareerLink® ecosystem due to the referrals to other programs and partners generated by RESEA.

Workforce System Evaluation Activities

Pennsylvania has prioritized stronger collection of evidence for the purposes of enhanced evaluation of workforce development programs statewide. The first step in this process was the adoption of definitions of evidence categories by the PA WDB in May 2020.

Based on those categories, a survey was sent to workforce development partner programs across Pennsylvania to determine the current state of those programs with respect to their ability to collect evidence and evaluate their programs, as well as identify opportunities to expand capacity to conduct such evaluations.

The evidence categories, as well as survey findings, were incorporated into the Pennsylvania Industry Partnership Grant Program. Applications were received in the Fall of 2021, with award notifications going out in December 2021.

Additionally, as a result of the pandemic and national economic conditions, Pennsylvania's public workforce system, the labor force, and the business community are facing new and existing challenges. The Commonwealth's Keystone Economic Development and Workforce Command Center has asked L&I and DCED to evaluate whether the workforce and economic development system is effectively serving businesses and if the system infrastructure is sufficient to support that service delivery.

As a result, the departments will take an in-depth look at those operations which support business services. The goals of this evaluation are to outline the existing model, determine what existing services are effective, where gaps in the service delivery may exist, services that may no longer be impactful, and to establish and measure a new-post pandemic minimum standard of services. The expected outcome of this evaluation is to obtain recommendations that incorporate local, statewide, and national best practices on the delivery of services to businesses throughout the state.

Additionally, Pennsylvania has hired a third-party evaluator to evaluate the effectiveness and return on investment of the Digital Literacy and Workforce Development Grant to promote high-level performance within and high-level outcomes from the workforce development system. This will be accomplished through a review of each of the 31 Digital Literacy grant awards to determine if the grants were effective in addressing the digital literacy skills of the target population and to determine what additional needs remain to address for the coverage areas and unserved or underserved populations.

Digital Literacy Assessment

During the pandemic, PA CareerLink® had to go from in-person services to virtual services to continue to serve our customers as the brick-and-mortar buildings were closed. This was a new way of serving our customers as the PA CareerLink® system has traditionally relied on in-person services. The opportunity to provide one-on-one case management services, group workshops/orientations, and classroom training has been a staple for PA CareerLink® in many communities. While virtual services had a footprint in many of the workforce areas, the COVID-19 pandemic accelerated the need for robust online services. Hence, many areas quickly secured virtual platforms such as Zoom®, Skype®, Microsoft Teams®, Google Meet®, and others to continue one-on-one appointments, group workshops, and employer services. The Department revamped the PA CareerLink® website (www.pacareerlink.pa.gov) with a customer-centered design, as well as an employer portal for businesses to showcase in-demand jobs.

This rapid change to virtual services, while necessary, brought challenges for many of our customers with limited internet access and digital literacy proficiency. The temporary closure of most PA CareerLink® sites during the pandemic and continued expansion of virtual services left the Department with a greater need to understand the digital literacy capacity of its customers. Furthermore, workforce practitioners are aware that jobseekers with limited digital proficiency face the toughest challenges in the labor market. Due to industry demand for automation, workers with only a primary or secondary education are vulnerable to job loss and may need additional skills to re-enter the workforce after a job loss. Therefore, it was imperative that Pennsylvania's workforce system leaders understand the digital literacy gaps faced by our customers as we develop new strategies to tackle the digital literacy barriers while expanding re-employment services to vulnerable citizens.

The Digital Literacy Evaluation successfully developed 12 action strategies to bridge the divide between the digital literacy capacity of jobseekers and the employers' need for employees with digital skills.

As a result of the Digital Literacy Evaluation of PA CareerLink®, it was clear that the messaging for PA CareerLink® needed to be reevaluated and realigned to be consistent at all centers. The purpose of the Statement of Work (SOW) on Digital Literacy Phase II was to align core values and the mission of PA CareerLink® offices across the state, across staff and across partners by clearly stating the nature of these offices and the role they play.

In addition, because PA CareerLink® has historically been passive in serving business customers and citizens of Pennsylvania, a Communication Toolkit will be developed to communicate who we are and what we do to assist employers, jobseekers, and other state and community agencies to increase referrals to workforce programs.

Career Advisor Assessment

The Career Advisor Assessment was developed to facilitate the Workforce Deputate's strategic plan to improve service delivery in the PA CareerLink®. L&I's proposed strategy provides better service to our customers by investing in the professional development of Career Advisors. The initial step in that process is to assess the skills of the approximately 1,400 Career Advisors employed by the commonwealth by examining if they have the requisite skills to respond to both the present and emerging needs of Pennsylvania job seekers.

This evaluation resulted in the recommendation of core skills and knowledge training for all PA CareerLink® staff to better serve our customers.

Professional Development Day was implemented in BWPO as a direct result of the Career Advisor Assessment. The Career Advisor Assessment clarified that staff wanted and needed professional development opportunities. One day per month, all BWPO staff will take time to work on their professional growth through courses available through SkillUp™ PA.

Metrix Learning created a specific portal for the workforce to provide training for bureau staff. Supervisors are responsible for implementing a Professional Development Plan for their team and are accountable for their team's completion of training.

This Professional Development Plan is being used as a template for other bureaus and agencies to use. The Professional Development portal that has been developed by Metrix Learning for BWPO offers the opportunity for other bureaus within the deputate to utilize the portal for their staff development as well.

Evaluation of Business Services Provided through the PA Workforce Development System

In April 2022, the Pennsylvania Departments of Labor & Industry (L&I) and Community & Economic Development (DCED) contracted with KPMG to conduct an evaluation of services provided by the public workforce system to employers in the Commonwealth. These services are designed to fulfill one of the major goals of the Workforce Innovation and Opportunity Act (WIOA): to improve services to employers and to promote work-based training with an emphasis on working with employers to provide opportunities to enhance their hiring, training, and retraining practices to promote economic and workforce growth.

This evaluation is being conducted in two parts: a Business Survey and Regional Staff Interviews.

- Business Survey: The purpose of the Business Survey is to better understand the needs of employers and how those needs might align to the services offered via the Commonwealth, as

well as to gauge the perception of employers as they relate to the services that they have received or identify themselves as needing.

- **Regional Staff Interviews:** Complementary to the business survey, KPMG conducted interviews with all but two of the 22 Workforce Development Areas in the Commonwealth. The staff interviews were used to gauge the perception of Workforce and Economic Development program staff as it relates to overall effectiveness of the business service delivery model, the provision of services, and challenges being experienced.

Ultimately the goal of the evaluation is to identify gaps in service delivery vs. expectations. The Final Combined Report will be delivered no later than March 31, 2023.

Continued Integration of Apprenticeship into the Workforce System

It is imperative that Workforce Development Boards and PA CareerLink® staff knows and understands the benefits of apprenticeship and pre-apprenticeship for jobseeker clients and business clients, and actively takes part in promoting the model's use. Afterall, Registered Apprenticeship is one of the most effective strategies for engaging employers and increasing performance outcomes for the public workforce system. Registered Apprenticeship helps workers move through career pathways and earn family-sustaining wages. Apprentices begin full-time employment right away, so connecting job seekers with registered apprenticeships programs can help states and local areas meet their targets on the WIOA primary indicators.

In addition to regularly presenting Apprenticeship 101 webinars and providing additional resources to workforce staff, the ATO will be launching a Desk Guide for Workforce Professionals and offering subsequent training. Business Service Teams will be armed with ways to “lay the foundation” for an RA or Pre-RA program to be built by educating the employer on the structure of these programs, conducting a needs assessment, gathering basic information, and referring any interested potential sponsors to the PA Apprenticeship and Training Office (ATO). Additionally, jobseeker serving staff like WIOA, TANF/Snap, and youth case managers and Career Advisors will be armed with information to assist them in understanding the benefits of apprenticeship and pre-apprenticeship for their clients, how to connect their clients directly to programs, and how to use various workforce funding opportunities to support these efforts. The ATO also supports the Registered Apprenticeship Navigator program, an apprenticeship program that trains professionals to develop and manage apprenticeship programs that has already trained nearly two dozen LWDB and PA CareerLink® staff.

Through most upcoming grant opportunities, applicants will be required to partner with PA CareerLink® or One Stop Centers. As was seen with the most recent Apprenticeship Building America (ABA) grant opportunities offered to local workforce development boards (LWDBs), we will continue to look for funding opportunities to train and/or support Title One staff or other workforce development professionals who act as Ambassadors of Apprenticeship and support their respective efforts to expand apprenticeship and pre-apprenticeship opportunities among underrepresented populations in their respective regions.

Pre-apprenticeship Growth

Officially adopted by PA in 2018, we remain one of only about six states that recognizes and registers pre-apprenticeships officially. Pre-apprenticeships prepare individuals to enter and succeed in a Registered Apprenticeship program and serve as great pipelines into good quality registered apprenticeship programs. Although pre-apprenticeships can be for anyone, they are often targeted to assist specific

populations become prepared for entry into an apprenticeship, this often includes youth, returning citizens, individuals with disabilities, and populations facing multiple barriers. A pre-apprenticeship program, by definition, has a documented affiliation with at least one Registered Apprenticeship program, with the best-case scenario being that a pre-apprenticeship graduate enters the apprenticeship potentially even with advanced credit.

As a result of an audit that started in the beginning of 2022 on the (at that time) 70 registered programs, the ATO revamped all pre-apprenticeship policy, standards, guidelines, and created a more structured and rigorous registration process. This was imperative to ensure positive outcomes were reached for participants and has allowed us to concentrate on the affiliation and articulation into the partnered registered apprenticeship program. Due to the flexibility of the structure of pre-apprenticeship and the fact that employment is not a required element, pre-apprenticeship remains the flagship process to serve youth currently in school, allowing them to start their journey into an apprenticeship program and giving them opportunity that those not going through a pre-apprenticeship would have. Additionally, pre-apprenticeship programs are being created, assessed, and potentially refocused with further consideration for Act 158: Pathways to Graduation. Act 158 allows for successful completion of a pre-apprenticeship program as a potential alternative assessment pathway to the Keystone Exams, i.e., graduation.

Training (Internal, professional development, programmatic, mentorship)

As a result of surveys and initiatives started in 2022, training remains a priority in 2023. As L&I continues cultivating a dynamic public workforce development system for Pennsylvania residents, a human-centric approach will be employed to operationalize internal and external training needs. In 2023, we anticipate the implementation of the following:

- Internally, there remains a need to enhance the professional development of L&I staff in the one-stop centers. Through collaboration with PWDA in 2022, recommendations have been provided that will be further explored on restructuring training and staff credentialing.
- L&I Office of Transformation and Bureau of Workforce Partnerships and Operations have partnered to develop a human-centric approach to professional development. SkillUp™ PA will enhance technology training for each bureau and department within L&I while providing access to over 6,000 other courses to support workforce professionals' ongoing training needs.
- In 2023, L&I leadership will develop and pilot a mentorship program that solidifies a foundation strengthened with a focus on diversity, equity, inclusion, and access to professional growth and advancement within L&I.

As L&I continues to prepare for the future of the workforce, mandatory and programmatic trainings will continue to be developed to ensure compliance with federal/state regulations, program policies and procedures as identified by the L&I administration.

SkillUP

L&I's partnership with Metrix Learning to launch SkillUp™ PA, a no-cost skills-training application for public use, continued during 2022. SkillUp™ PA is an online solution that assesses individuals' skills gaps, connects them to appropriate training, and explores career pathways of interest to users. SkillUp™ PA benefits users at different points along their career journey – including unemployed job seekers, dislocated workers, and currently employed individuals. The overarching goal for L&I is to ensure that underserved and disadvantaged residents can access all public workforce services and thrive in a new and emerging economy dependent on digital access, literacy, and interconnectivity.

In 2023, the ongoing partnership with Metrix Learning will focus on strategic objectives such as:

- An emphasis on diversity, equity, inclusion, and accessibility remains at the forefront of all discussions when bridging the digital divide.
- Expansion of the target populations that have access to SkillUp™ PA to include a partnership with the Pennsylvania Department of Education to provide local portals for each intermediate unit covering all 67 counties.
- Creation and execution of a Statewide Employability Certificate to include a commonwealth-wide collaboration to establish a crosswalk of Act 158 pathways, WIOA, and digital equity.
- Collaborate with the Commonwealth Press Office to develop an outreach campaign to target employers, job seekers, and underserved and underrepresented populations.
- As SkillUp™ PA continues to evolve in 2023, a focus on transitioning from an initiative to an operationalized programmatic component across the Commonwealth.

Broadband for All and Digital Equity Act

In November of 2022, the Department of Community & Economic Development (DCED) released the Statewide Broadband Plan, which will address the immediate needs and long-term objectives for broadband infrastructure. In preparation for the NTIA Notice of Funding for the Broadband Equity, Access, and Deployment (BEAD) Program to support and maintain a skilled workforce. The authority has established four sub-committees, including the Workforce & Supply Chain. This sub-committee is focused on growing workforce development and educational achievement opportunities to ensure that critical infrastructures for the future can be built in rural and urban areas that are none as broadband deserts. L&I Workforce Development is represented and anticipates that with the release of the Federal BEAD funding, apprenticeships, training, and other career services will be developed to support the regional and statewide need to ensure economic growth, innovation, and community development. In 2023, we anticipate multiple collaborations between DCED and Workforce Development to address ways to expand career pathways to broadband-related jobs to enhance the broadband infrastructure. More widely available while improving job skills training.

In 2021 the Digital Equity Act was established by the Infrastructure Investment and Jobs Act (IIJA) with the primary objectives of promoting the adoption and use of broadband services for “covered populations,” including low-income households, aging populations, incarcerated individuals, individuals with disabilities, racial and ethnic minorities, and more. As a result of the Digital Equity Act, the National Governors Association Workforce Innovation Network partners with Pennsylvania forming a workgroup that has established recommendations, a statewide definition of digital literacy, and a public asset map to identify broadband and internet areas that are sparse for broadband access and digital skills training. The development of the NGA WIN Workgroup deliverables will be incorporated into the plans developed for both the Digital Equity and BEAD plans to be released later in 2023.

Digital Literacy Grants

The goals of the Digital Literacy and Workforce Development Grant program is to prepare individuals for job searching and emerging employment opportunities, to gain access to employment with family-sustaining wages, and to build community infrastructures for providing foundational digital literacy skills. The program assists entities, particularly those lacking strong broadband infrastructure and high-speed internet, to increase their capacity to provide digital literacy classes focused on career development skills.

The program's overarching goal is to support effective programs that enhance foundational digital literacy skills for job seekers in their local community. Foundational digital skills are necessary in carrying out job tasks and are becoming a main function of many jobs. Digital literacy skills promote problem-solving and critical thinking skills necessary to effectively navigate most platforms used in the job search process and in the workplace. Acquiring these skills prepares today's job seekers and employees for success in the 21st-century labor market.

Three rounds of grants have been funded since 2021. The second round of funding awarded on March 17, 2022, totaled nearly \$900,000 and funded 21 projects with grants up to \$45,000. The third round of funding awarded on October 6, 2022, totaled \$592,494 and funded 14 projects. These investments are in addition to the initial \$1.3 million awarded during the first round of funding awarded in April 2021. This program supports the Commonwealth's Workforce Innovation and Opportunity Act (WIOA) Combined State Plan and is 100 percent federally funded. The Period of Performance for the federal funding is May 1, 2022, through July 31, 2023.

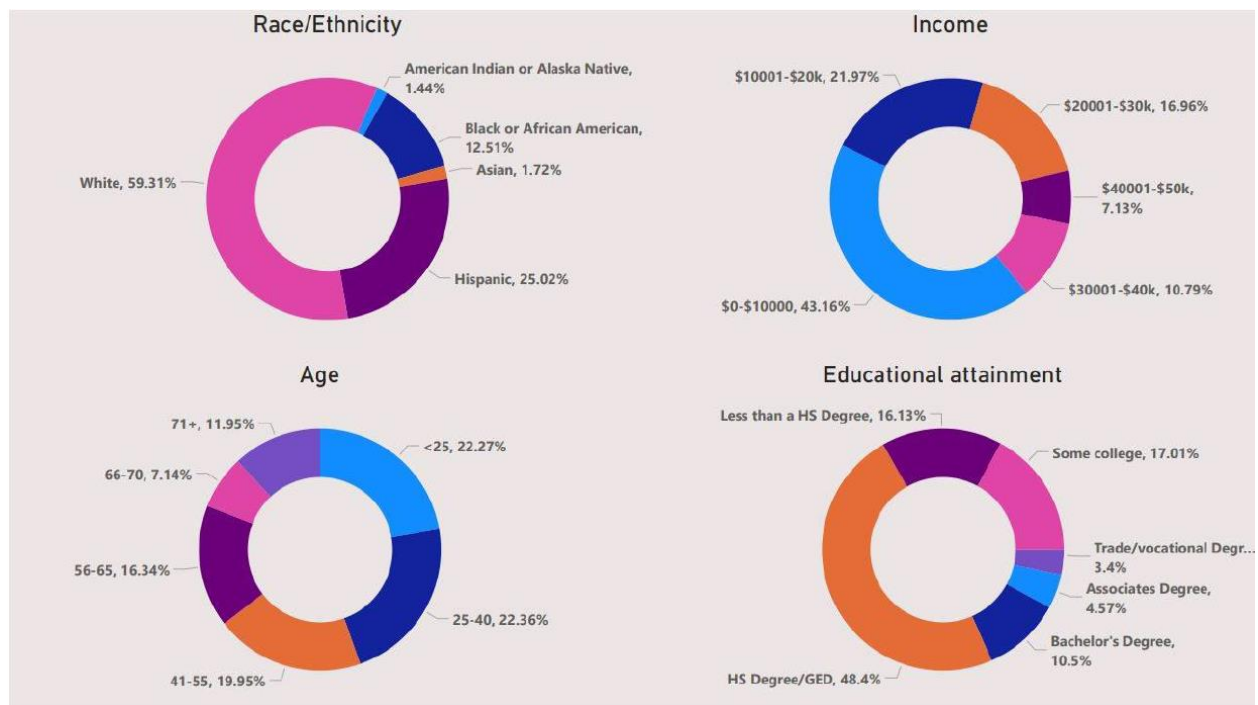
Customer Recruitment

The department has identified all individuals who received at least one UC benefit payment in 2020, 2021 or 2022 and determined whether or not they were working in Pennsylvania in the third quarter of 2022. There were over 380,000 UC claimants identified that did not show up on any of PA's employment records. The Department will strive to reach out to all of these individuals to make them aware of the job placement and training services available through our CareerLink system to help them find gainful employment.

Evaluation of Grant Activities

The PA Department of Labor and Industry (L&I) strives to develop evidence-based approaches for improving program effectiveness and service delivery. The establishment of clear and meaningful metrics to drive informed workforce investment decision-making remains a crucial objective. A constant cycle of feedback from ongoing grants, as well as grants that have closed, will create data algorithms, ideally resulting in more well-crafted opportunities and more impactful grant projects. To that end, Grant Services has engaged with vendors to conduct program evaluation for the Digital literacy Round 1 and 2 grants and the Business Education Partnership grants. While the evaluations continue, preliminary results from Digital Literacy Round 1 grant show:

- A total of **1,700** individual participants across the 31 Grantee sites have completed training through November 2022. A total of **2,394** trainings have been or still are being run across 31 Sites as of November 2022.
- Cumulative data for participants served under the Digital Literacy Round 1 grant through September of 2022 show the following distributions:



As the Workforce Deputate continuously seeks to provide more meaningful reporting, performance analysis, and program management capabilities for internal and external stakeholders, a more considered approach to real-time collection and analysis of performance data would benefit all stakeholders, including BWDA's grant managers and grantees, senior leadership in L&I, state legislators, and the Governor's Office.

Therefore, Workforce anticipates procuring a vendor with experience in quantitative research, reporting and data visualization, and evaluation methodologies to provide services equivalent to the work of two full-time (37.5 hours/week) staff who will:

- Analyze current and past grants to gain an understanding of variations in program design and the metrics previously used
- Collaborate with department staff in the development of new and revised grant programs' Notices of Grant Availability (NGAs)
- Propose, identify, and define grant project performance metrics
- Propose standardized performance elements to compare grant program investments
- Ensure that an awardee would be able to know when and what to track when recording performance outputs/outcomes
- Provide technical assistance and support to grant managers and grantees with grant program data management and collection
- Coordinate with Center for Workforce Information & Analysis (CWIA) and grant managers (in BWDA, ATO, and the PA Workforce Development Board) to understand data collection needs, existing performance metric capacity, and process for establishing data sharing agreements
- Create data collection tools using OIT-approved software to enable grantees to collect data

- Evaluate incoming grant performance data in collaboration with department staff and produce summary documents, reports, dashboards, and infographics for grant managers and grantees to monitor progress, evaluate performance, and share with stakeholders
- Communicate with department staff regarding grant- or grantee-specific questions
- Create interim and final reports that present findings and conclusions, methodologies, assumptions, included and excluded data, formulas; document evaluated practices; explain alternatives not implemented; and provide the benefits and drawbacks of recommended metrics
- Train and offer shadowing opportunities for department staff to understand and ultimately learn to implement data analysis processes
- Facilitate knowledge transfer for sustainability planning and growth of evaluation processes.

Launching Digital Intake

The CWDS Digital Intake form initiative will help to provide a consistent, targeted way to gather pertinent customer information for PA CareerLink® staff to utilize so the customer can have a practical, productive experience when they visit any PA CareerLink® office. The form design phase has concluded, and the change request has been approved.

Workgroups have been developed to support the workstream objectives and deliverables which include the following:

Pilot Implementation

A phased approach will pilot, implement, and launch the digital intake form. The five pilot offices have been visited and assessed for the internal and external partners' needs while comprehensively understanding the lobby management process. Follow-up meetings with each have taken place to go over the team's observations following on-site visits and to discuss their technological needs to support roll-out. Meetings to discuss the pilot implementation plan and technology considerations have also been carried out. All onboarding readiness activities have been completed.

Change Management

The team has been connecting with the Change Champion Network monthly through various channels to help facilitate project adoption, information sharing and continued engagement. A series of training modules or toolkits comprised of animated videos, infographics and other tools, have been released on a monthly basis from September to December. In addition to these resources, the team continues to offer meetings, office hours and other means of support.

Technology

Executive staff from each of Pennsylvania's 22 workforce development boards will be responsible for procuring the necessary devices for the PA CareerLink® centers under their purview (e.g., tablets, desktop computers, laptops, etc.), as well as the peripheral equipment to secure the devices (such as kiosks, stands, locks, etc.) L&I staff estimates the cost of technology by following an assessment of needs for the five pilot offices visited and a survey conducted of each center.

At the time of this writing, each pilot office has had the opportunity to meet with the project team and discuss the minimum technology specifications required, the process, and their needs. They also had the opportunity to pose questions. Once the pilot offices finalize their technology needs, planning activities will occur for the non-pilot offices.

Workforce and OVR Collaboration

Staff from the Office of Vocational Rehabilitation (OVR) and Bureau of Workforce Development Administration (BWDA) will continue to partner to review Americans with Disabilities Act (ADA) accessibility of PA CareerLink® brick-and-mortar centers. A review of all comprehensive centers across the commonwealth has now been completed and reviews are now being finalized for affiliate sites. Based on these reviews, BWDA has funded system-wide assistive technology software upgrades; and for the purchase of a Compliance Assessment Toolkit (ADA-CAT) which will allow the monitors for each local Workforce Development Board (LWDB) to continue these evaluations after OVR staff have completed their initial reviews. OVR staff will train the local monitors to use the toolkit as a next step of the project. BWDA has received copies of the reviews conducted so far and will work with LWDB staff to resolve identified issues.

Increase Trade Adjustment Assistance (TAA) Training Participation

Pennsylvania is looking to upskill and modernize the workforce of the state. The Trade Adjustment Assistance (TAA) program gives the opportunity for those who have lost their job due to foreign competition and opportunity to upgrade their workplace skills in order to find employment at a similar or higher range. The commonwealth has introduced a new unit to help the facilitation of TAA eligible workers with the PA CareerLink offices across the state. The “Trade Act Navigator Unit” will help facilitate the transition from worker to services available at the PA CareerLink offices.

Increase Participation in Rapid Response Events

When a commonwealth employer has announced a dislocation, either through a Worker Adjustment and Retraining Notice (WARN) or other means, Pennsylvania deploys a ‘Rapid Response’ team to work with the employer and affected employees to provide information to the employees on what to expect during this time of job loss and how to access services that they are eligible to receive, including healthcare insurance options, unemployment compensation, and other supportive services available through the community, as well as many other topics. The Rapid Response team will work with the employer to setup a schedule of events for their employees. Our goal is to increase the participation of these events to make sure that employees have the benefit information they need to help sustain their families.

During 2022 PA received:

- WARN notices: **44 companies covering 7,493 workers.**
- Other Public Notices (confirmed): **178 companies covering 4,860 workers.**

Appendices

Appendix A: Local Performance for Program Year 2021

Table 5. Local Performance for Program Year 2021 WIOA Title I Adult (4th Quarter PY Year-to-Date)

Adult Program Location Code/Name	Employment Rate (2nd Quarter)			Employment Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	70.6%	75.0%	94.1%	67.7%	71.0%	95.4%	\$7,182	\$5,800	123.8%	68.2%	58.0%	117.6%	60.7%	38.0%	159.7%
Central Region															
42175 Central	72.7%	78.0%	93.2%	73.0%	76.0%	96.1%	\$6,575	\$5,600	117.4%	61.5%	64.0%	96.1%	53.3%	64.0%	83.3%
42180 South Central	72.0%	80.0%	90.0%	73.1%	78.0%	93.7%	\$6,767	\$6,500	104.1%	68.1%	58.0%	117.4%	54.3%	52.0%	104.4%
Lehigh Valley Region															
42070 Lehigh Valley	72.6%	77.0%	94.3%	70.8%	74.0%	95.7%	\$8,532	\$7,000	121.9%	74.2%	75.0%	98.9%	76.1%	50.0%	152.2%
North Central Region															
42125 North Central	75.1%	76.0%	98.8%	74.3%	78.0%	95.3%	\$6,879	\$4,800	143.3%	77.5%	75.0%	103.3%	71.9%	42.0%	171.2%
Northeast Region															
42055 Lackawanna	73.7%	79.0%	93.3%	60.6%	80.0%	75.8%	\$7,114	\$5,700	124.8%	63.8%	66.0%	96.7%	92.9%	42.0%	221.2%
42075 Luzerne-Schuylkill	60.8%	75.0%	81.1%	60.5%	75.0%	80.7%	\$6,562	\$6,000	109.4%	81.1%	60.0%	135.2%	61.5%	38.0%	161.8%
42135 Pocono Counties	67.8%	75.0%	90.4%	69.3%	73.0%	94.9%	\$5,660	\$6,200	91.3%	67.9%	80.0%	84.9%	35.1%	40.0%	87.8%
Northern Tier Region															
42130 Northern Tier	86.3%	78.0%	110.6%	83.0%	84.0%	98.8%	\$8,032	\$5,900	136.1%	65.8%	81.0%	81.2%	49.0%	53.0%	92.5%
Northwest Region															
42170 Northwest	66.2%	79.0%	83.8%	67.9%	77.0%	88.2%	\$6,229	\$6,100	102.1%	75.6%	76.0%	99.5%	71.9%	71.0%	101.3%
42145 West Central	85.9%	80.0%	107.4%	77.6%	78.0%	99.5%	\$8,296	\$6,200	133.8%	82.5%	63.0%	131.0%	77.4%	50.0%	154.8%
South Central Region															
42060 Lancaster	79.7%	75.0%	106.3%	73.1%	73.0%	100.1%	\$8,101	\$5,800	139.7%	77.6%	65.0%	119.4%	82.1%	38.0%	216.1%
Southeast Region															
42015 Berks	62.5%	80.0%	78.1%	57.3%	75.0%	76.4%	\$7,771	\$6,500	119.6%	88.9%	74.0%	120.1%	91.8%	65.0%	141.2%
42020 Bucks	67.4%	75.0%	89.9%	70.0%	71.0%	98.6%	\$7,567	\$6,500	116.4%	88.9%	60.0%	148.2%	61.0%	38.0%	160.5%
42030 Chester	78.6%	75.0%	104.8%	66.7%	72.0%	92.6%	\$8,202	\$6,000	136.7%	82.4%	65.0%	126.8%	74.1%	38.0%	195.0%
42035 Delaware	66.2%	70.0%	94.6%	55.9%	70.0%	79.9%	\$5,445	\$4,300	126.6%	57.7%	77.0%	74.9%	35.6%	30.0%	118.7%
42080 Montgomery	62.1%	75.0%	82.8%	66.7%	72.0%	92.6%	\$9,720	\$6,100	159.3%	75.0%	82.0%	91.5%	54.8%	30.0%	182.7%
42090 Philadelphia	60.8%	70.0%	86.9%	60.5%	68.0%	89.0%	\$7,145	\$5,400	132.3%	41.6%	50.0%	83.2%	34.5%	35.0%	98.6%
Southern Alleghenies Region															
42100 Southern Alleghenies	63.5%	70.0%	90.7%	63.0%	69.0%	91.3%	\$5,787	\$4,800	120.6%	79.5%	56.0%	142.0%	64.8%	25.0%	259.2%
Southwest Region															
42165 Southwest Corner	80.6%	81.0%	99.5%	76.8%	75.0%	102.4%	\$9,227	\$7,000	131.8%	79.7%	70.0%	113.9%	77.4%	69.0%	112.2%
42212 Three Rivers Combined	75.4%	78.0%	96.7%	71.0%	72.0%	98.6%	\$7,456	\$5,700	130.8%	66.3%	60.0%	110.5%	57.8%	50.0%	115.6%
42005 Allegheny	75.4%	78.0%	96.7%	73.0%	72.0%	101.4%	\$7,574	\$5,700	132.9%	57.9%	60.0%	96.5%	59.3%	50.0%	118.6%
42095 City of Pittsburgh	75.6%	78.0%	96.9%	67.8%	72.0%	94.2%	\$7,178	\$5,700	125.9%	70.5%	60.0%	117.5%	53.4%	50.0%	106.8%
42110 Tri-County	75.9%	75.0%	101.2%	75.8%	72.0%	105.3%	\$6,832	\$6,100	112.0%	96.3%	76.0%	126.7%	84.6%	67.0%	126.3%
42045 Westmoreland-Fayette	74.0%	77.0%	96.1%	71.4%	78.0%	91.5%	\$7,185	\$6,700	107.2%	57.8%	70.0%	82.6%	33.9%	30.0%	113.0%

Table 6. Local Performance for Program Year 2021 WIOA Title I Dislocated Worker (4th Quarter PY Year-to-Date)

Dislocated Worker Program	Employment Rate (2nd Quarter)			Employment Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
Location Code/Name	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	77.5%	78.0%	99.4%	75.6%	78.0%	96.9%	\$9,545	\$8,000	119.3%	76.3%	59.0%	129.3%	68.5%	33.0%	207.6%
Central Region															
42175 Central	80.6%	87.0%	92.6%	80.5%	80.0%	100.6%	\$9,452	\$8,000	118.1%	63.9%	68.0%	94.0%	64.9%	61.0%	106.4%
42180 South Central	78.6%	88.0%	89.3%	81.6%	86.0%	94.9%	\$9,536	\$9,200	103.7%	70.8%	66.0%	107.3%	46.5%	42.0%	110.7%
Lehigh Valley Region															
42070 Lehigh Valley	73.2%	80.0%	91.5%	75.1%	80.0%	93.9%	\$11,659	\$8,500	137.2%	83.6%	75.0%	111.5%	92.5%	50.0%	185.0%
North Central Region															
42125 North Central	79.5%	84.0%	94.6%	77.7%	86.0%	90.3%	\$9,606	\$7,650	125.6%	74.7%	70.0%	106.7%	80.0%	31.0%	258.1%
Northeast Region															
42055 Lackawanna	82.7%	79.0%	104.7%	76.9%	79.0%	97.3%	\$9,420	\$8,000	117.8%	80.5%	65.0%	123.8%	90.2%	38.0%	237.4%
42075 Luzerne-Schuylkill	74.9%	77.0%	97.3%	74.4%	77.0%	96.6%	\$9,789	\$7,500	130.5%	83.7%	63.0%	132.9%	60.2%	30.0%	200.7%
42135 Pocono Counties	74.4%	79.0%	94.2%	72.9%	78.0%	93.5%	\$8,760	\$8,000	109.5%	73.0%	70.0%	104.3%	45.5%	40.0%	113.8%
Northern Tier Region															
42130 Northern Tier	75.6%	79.0%	95.7%	74.4%	78.0%	95.4%	\$8,497	\$7,850	108.2%	81.0%	77.0%	105.2%	50.0%	55.0%	90.9%
Northwest Region															
42170 Northwest	68.4%	88.0%	77.7%	70.3%	88.0%	79.9%	\$7,687	\$11,600	66.3%	75.0%	77.0%	97.4%	73.5%	72.0%	102.1%
42145 West Central	79.0%	81.0%	97.5%	75.9%	82.0%	92.6%	\$9,038	\$7,900	114.4%	89.2%	70.0%	127.4%	80.8%	50.0%	161.6%
South Central Region															
42060 Lancaster	79.2%	82.0%	96.6%	77.1%	80.0%	96.4%	\$9,479	\$8,000	118.5%	76.3%	60.0%	127.2%	92.3%	33.0%	279.7%
Southeast Region															
42015 Berks	76.0%	80.0%	95.0%	80.9%	78.0%	103.7%	\$10,759	\$8,100	132.8%	72.0%	83.0%	86.7%	94.1%	67.0%	140.4%
42020 Bucks	78.1%	78.0%	100.1%	72.6%	78.0%	93.1%	\$10,379	\$8,500	122.1%	92.0%	60.0%	153.3%	81.6%	33.0%	247.3%
42030 Chester	83.0%	82.0%	101.2%	75.0%	78.0%	96.2%	\$12,776	\$8,600	148.6%	89.5%	65.0%	137.7%	86.9%	33.0%	263.3%
42035 Delaware	77.0%	80.0%	96.3%	75.6%	78.0%	96.9%	\$9,534	\$8,500	112.2%	79.2%	80.0%	99.0%	44.6%	28.0%	159.3%
42080 Montgomery	80.5%	83.0%	97.0%	82.3%	81.0%	101.6%	\$10,619	\$9,675	109.8%	74.5%	83.0%	89.8%	66.9%	30.0%	223.0%
42090 Philadelphia	63.6%	75.0%	84.8%	63.7%	75.0%	84.9%	\$8,451	\$7,000	120.7%	36.7%	44.0%	83.4%	41.6%	29.0%	143.4%
Southern Alleghenies Region															
42100 Southern Alleghenies	81.5%	82.0%	99.4%	77.0%	81.0%	95.1%	\$8,417	\$6,650	126.6%	65.5%	55.0%	119.1%	72.0%	20.0%	360.0%
Southwest Region															
42165 Southwest Corner	86.6%	83.0%	104.3%	84.2%	84.0%	100.2%	\$12,040	\$9,000	133.8%	87.8%	75.0%	117.1%	84.4%	60.0%	140.7%
42212 Three Rivers Combined	81.9%	80.0%	102.4%	72.7%	81.0%	89.8%	\$8,873	\$8,000	110.9%	77.3%	65.0%	118.9%	64.4%	40.0%	161.0%
42005 Allegheny	85.8%	80.0%	107.3%	72.8%	81.0%	89.9%	\$9,160	\$8,000	114.5%	80.6%	65.0%	124.0%	64.1%	40.0%	160.3%
42095 City of Pittsburgh	73.1%	80.0%	91.4%	73.8%	81.0%	91.1%	\$8,393	\$8,000	104.9%	60.0%	65.0%	92.3%	68.0%	40.0%	170.0%
42110 Tri-County	83.1%	83.0%	100.1%	85.0%	83.0%	102.4%	\$10,434	\$9,000	115.9%	85.3%	79.0%	108.0%	89.7%	70.0%	128.1%
42045 Westmoreland-Fayette	88.3%	83.0%	106.4%	93.2%	84.0%	111.0%	\$9,886	\$9,000	109.8%	68.3%	75.0%	91.1%	51.0%	22.0%	231.8%

Table 7. Local Performance for Program Year 2021 WIOA Title I Youth (4th Quarter PY Year-to-Date)

Youth Program	Employment & Education Rate (2nd Quarter)			Employment & Education Rate (4th Quarter)			Median Earnings (2nd Quarter)			Credential Attainment Rate			Measurable Skill Gains		
	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved	Actual Perf.	Neg. Level	% of Goal Achieved
42000 Statewide	67.1%	66.0%	101.7%	62.9%	60.0%	104.8%	\$3,890	\$2,750	141.5%	57.5%	72.0%	79.9%	65.2%	57.0%	114.4%
Central Region															
42175 Central	66.0%	62.0%	106.5%	65.9%	64.0%	103.0%	\$3,648	\$3,300	110.6%	56.4%	65.0%	86.8%	64.5%	59.0%	109.3%
42180 South Central	67.4%	71.0%	94.9%	60.6%	72.0%	84.2%	\$3,759	\$3,400	110.6%	41.5%	70.0%	59.3%	38.0%	60.0%	63.3%
Lehigh Valley Region															
42070 Lehigh Valley	70.8%	69.0%	102.6%	66.9%	66.0%	101.4%	\$6,118	\$3,900	156.9%	70.7%	68.0%	104.0%	55.4%	65.0%	85.2%
North Central Region															
42125 North Central	68.1%	66.0%	103.2%	70.3%	66.0%	106.5%	\$4,530	\$2,800	161.8%	36.7%	66.0%	55.6%	54.3%	35.0%	155.1%
Northeast Region															
42055 Lackawanna	61.4%	71.0%	86.5%	52.8%	67.0%	78.8%	\$4,917	\$3,200	153.7%	31.8%	65.0%	48.9%	78.7%	47.0%	167.4%
42075 Luzerne-Schuylkill	56.3%	65.0%	86.6%	64.7%	60.0%	107.8%	\$5,166	\$2,750	187.9%	41.9%	69.0%	60.7%	77.4%	55.0%	140.7%
42135 Pocono Counties	57.6%	66.0%	87.3%	50.0%	63.0%	79.4%	\$4,145	\$3,250	127.5%	22.4%	67.0%	33.4%	38.9%	40.0%	97.3%
Northern Tier Region															
42130 Northern Tier	55.0%	66.0%	83.3%	64.3%	60.0%	107.2%	\$4,250	\$3,000	141.7%	50.0%	65.0%	76.9%	55.0%	55.0%	100.0%
Northwest Region															
42170 Northwest	67.2%	58.0%	115.9%	61.2%	68.0%	90.0%	\$4,494	\$2,750	163.4%	44.1%	30.0%	147.0%	46.3%	60.0%	77.2%
42145 West Central	69.6%	68.0%	102.4%	61.8%	60.0%	103.0%	\$6,450	\$3,500	184.3%	40.0%	65.0%	61.5%	60.9%	52.0%	117.1%
South Central Region															
42060 Lancaster	77.6%	75.0%	103.5%	67.8%	70.0%	96.9%	\$3,705	\$3,000	123.5%	82.0%	72.0%	113.9%	90.6%	70.0%	129.4%
Southeast Region															
42015 Berks	74.1%	73.0%	101.5%	69.0%	77.0%	89.6%	\$5,771	\$3,900	148.0%	66.7%	72.0%	92.6%	57.1%	40.0%	142.8%
42020 Bucks	66.7%	66.0%	101.1%	56.9%	65.0%	87.5%	\$3,083	\$2,750	112.1%	60.7%	64.0%	94.8%	72.7%	57.0%	127.5%
42030 Chester	50.0%	62.0%	80.6%	63.1%	60.0%	105.2%	\$3,688	\$2,750	134.1%	45.5%	72.0%	63.2%	18.8%	57.0%	33.0%
42035 Delaware	68.0%	77.0%	88.3%	73.3%	60.0%	122.2%	\$5,914	\$3,200	184.8%	60.0%	75.0%	80.0%	7.1%	30.0%	23.7%
42080 Montgomery	69.4%	72.0%	96.4%	60.0%	70.0%	85.7%	\$3,642	\$2,150	169.4%	70.0%	50.0%	140.0%	54.7%	66.0%	82.9%
42090 Philadelphia	55.0%	65.0%	84.6%	56.9%	65.0%	87.5%	\$2,809	\$2,800	100.3%	51.3%	73.0%	70.3%	49.7%	52.0%	95.6%
Southern Alleghenies Region															
42100 Southern Alleghenies	71.0%	69.0%	102.9%	69.4%	67.0%	103.6%	\$3,372	\$3,000	112.4%	37.8%	48.0%	78.8%	64.8%	28.0%	231.4%
Southwest Region															
42165 Southwest Corner	80.2%	72.0%	111.4%	80.2%	72.0%	111.4%	\$4,219	\$3,000	140.6%	82.4%	75.0%	109.9%	83.0%	65.0%	127.7%
42212 Three Rivers Combined	67.9%	65.0%	104.5%	52.0%	60.0%	86.7%	\$3,199	\$2,300	139.1%	78.0%	78.0%	100.0%	92.5%	70.0%	132.1%
42005 Allegheny	71.5%	65.0%	110.0%	51.9%	60.0%	86.5%	\$3,046	\$2,300	132.4%	79.4%	78.0%	101.8%	93.1%	70.0%	133.0%
42095 City of Pittsburgh	66.0%	65.0%	101.5%	54.2%	60.0%	90.3%	\$3,651	\$2,300	158.7%	77.8%	78.0%	99.7%	88.2%	70.0%	126.0%
42110 Tri-County	77.4%	66.0%	117.3%	75.7%	66.0%	114.7%	\$3,195	\$3,100	103.1%	65.8%	65.0%	101.2%	73.5%	50.0%	147.0%
42045 Westmoreland-Fayette	69.2%	68.0%	101.8%	68.4%	62.0%	110.3%	\$4,718	\$2,700	174.7%	68.2%	65.0%	104.9%	54.2%	25.0%	216.8%

Table 8. WIOA Title IV Vocational Rehabilitation Performance Highlights

PROGRAM YEAR 2021¹ VOCATIONAL REHABILITATION HIGHLIGHTS



53,721 individuals engaged with OVR²



13,762 new applicants



17,237 students received Pre-Employment Transition Services³



5,374 individuals placed into employment



\$15.34 average hourly wage of individuals employed



\$38.97 M estimated annual government savings⁴



\$9,116 average per-person cost of services for an employment placement



16.7 months projected time to recover investment

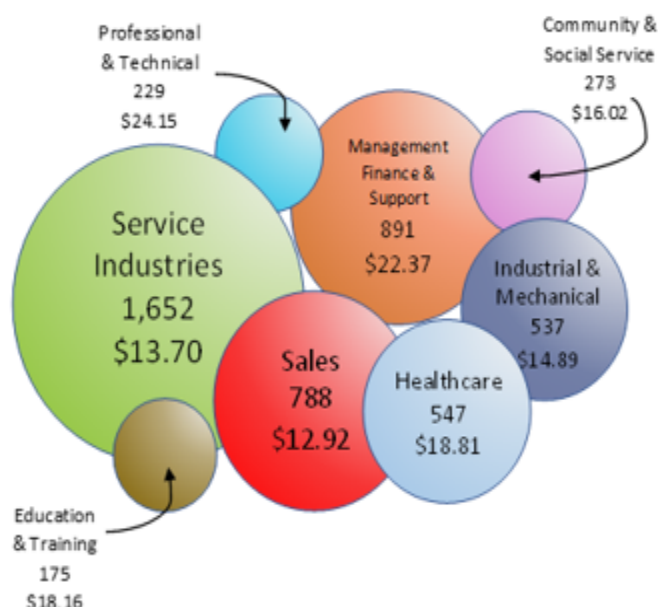


75% Hiram G. Andrews Center Employment Rate⁵



Which Occupations are OVR Customers Working In?

Placements and Average Hourly Wage per Sector



OVR Staff attended 3,141 Individualized Education Plan Meetings.

OVR Provided 1,868 Students \$18,363,237 in Financial Aid for Post-Secondary Training or Education

OVR Staff Conducted 4,494 Individual Section 511 Counseling Sessions

325 Youth had paid work experiences through "My Work" in the summer of 2022.

OVR used 70,789 staff hours providing and arranging Pre-employment Transition Services

¹ Program Year (PY) 2021 began 7/1/2021 and ended 6/30/2022.

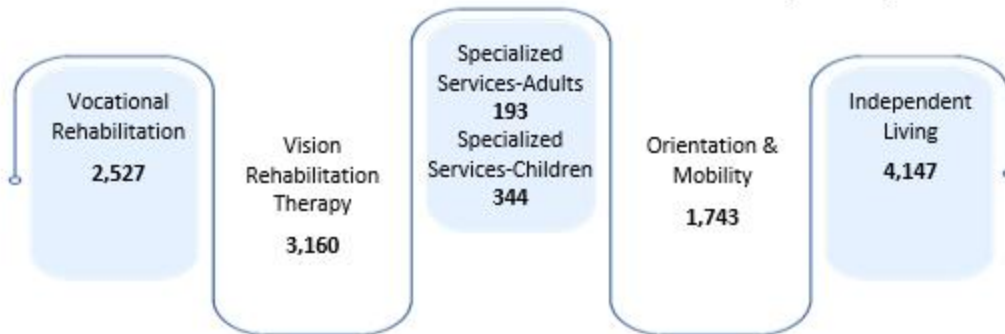
² Number of OVR customers who had an open VR case as of June 30, 2022, or had their case closed during the Program Year 2021.

³ Includes potentially eligible students and students with OVR cases, and both purchased and staff-provided services.

⁴ Based on estimated income taxes, total average annual SSA reimbursement, and SSA benefits that may decrease or end due to employed individuals achieving SGA levels established by the SSA.

⁵ Six-year running average of program graduate employment.

Bureau of Blindness and Visual Services (BBVS)

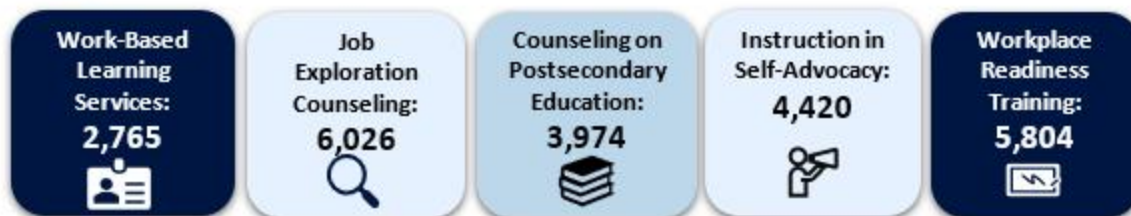


The Business Enterprise Program (BEP)

supported 19 blind vendors and monitored 315 vending and snack bar locations throughout the commonwealth at commercial, industrial, or government locations.

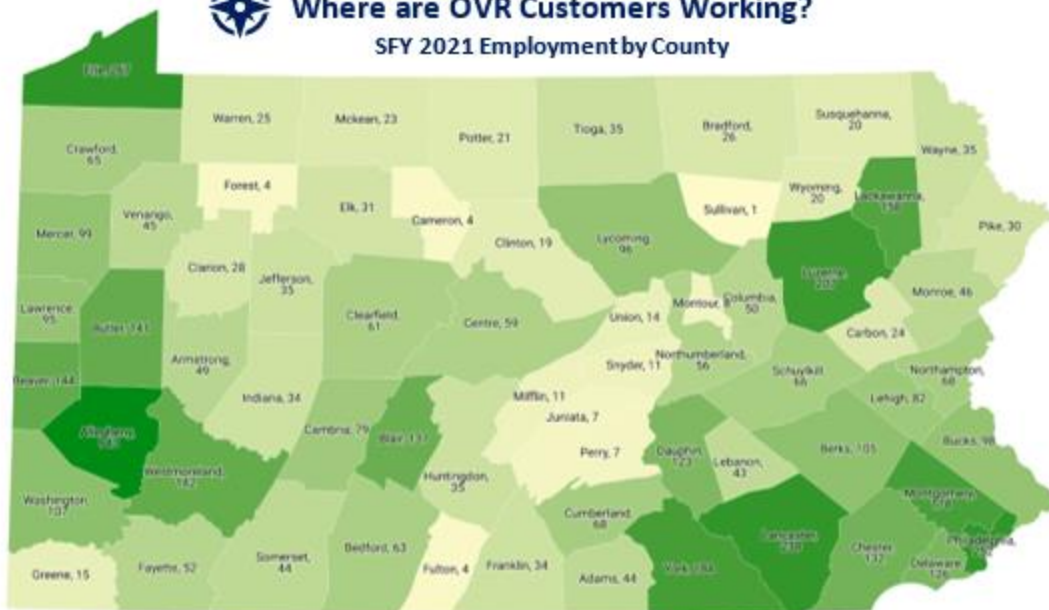


Students Who Received Pre-Employment Transition Services From OVR



Where are OVR Customers Working?

SFY 2021 Employment by County



The 36 CFR 361 regulations implementing the Workforce Innovation and Opportunity Act (WIOA) require that the employment outcomes satisfy the following criteria under the Vocational Rehabilitation program: (1) competitive earnings, (2) integrated location, and (3) opportunities for advancement.

Appendix B: PA WDB Membership and Contact Information as of 12/31/2022

Name	Title	Organization and Address	Email	Phone	Membership Category
Jeff Brown Chair	President and CEO	Brown's Super Stores 700 Delsea Drive Westville, NJ 08093	jeffrey.brown@wakefern.com	856-471-2032	Business
Tom Wolf	Governor	Commonwealth of Pennsylvania 225 Capitol Building Harrisburg, PA 17120		717-787-2500	Governor
Idayat Adewunmi	President	Timi Pharmaceuticals 6555 Green Street, Suite 3 Philadelphia, PA 19119	timipharma@gmail.com	347-574-4754	Business
Joseph J. Alex	President	Alex Color Company 17th and Market Streets Ashland, PA 17921	joealex@alexcolor.com	570-875-3300	Business
Will Allen	Partner	Magarac Venture Partners 5800 Aylesboro Avenue Pittsburgh, PA 15217	will@magarac.vc	937-594-8532	Business
Denise Andahazy	VP and Chief HR Officer	Design Group-Americas 2015 West Front Street Berwick, PA 18707	denise.andahazy@cssindustries.com	570-759-7272	Business
Robert Bair	President	Pennsylvania State Building and Construction Trades Council 904 North 2 nd Street Harrisburg, PA 17102	rbair@pabuildingtrades.org	717-608-4873	Labor/CBO/ Youth/Ed
Camera Bartolotta	Senator	Pennsylvania Senate 19 East Wing, Senate Box 203046 Harrisburg, PA 17120-3046	cbartolotta@pasen.gov	(717) 787-1463	General Assembly
Tim Bean	CFO	Control Chief Corporation 200 Williams Street Bradford, PA 16701	tbean@controlchief.com	814-362-6811 814-598-6777	Business
Jennifer Berrier	Secretary	PA Department of Labor and Industry			Lead State official
Richard Bloomingdale	Former President	Former Pennsylvania AFL-CIO	rckafl@mac.com		Labor/CBO/ Youth/ED
Brian Campbell	Owner	Brian Campbell Farms 18 Knob Mountain Road Berwick, PA 18603	brian@briancampbellfamrs.com		Business
Julene Champion	VP Recruitment, Organization Development & Learning	Geisinger 100 N. Academy Ave. Danville, PA 17822	jcampion@geisinger.edu	570-214-9725	Business
Morgan Cephas	Representative	Pennsylvania House of Representatives 103 East Wing, PO Box 202192 Harrisburg, PA 17120	mcephas@pahouse.net	717-783-2192	General Assembly

Name	Title	Organization and Address	Email	Phone	Membership Category
Amanda Cappelletti	Senator	PA Senate 183 Main Capitol Building Senate Box 203017 Harrisburg, PA 17120	Amanda.cappelletti@pasenate.com	717-787-5544	General Assembly
Wendie DiMatteo-Holsinger	CEO	ASK Foods Inc. 101 East Main Street, PO Box 388 Palmyra, PA 17078	wdimatteo@askfoods.com	717-838-3530 Ext. 111	Business
Jessica Eberley	CEO	HRT Solutions 606 Moreland Drive Pittsburgh, PA 15243	jeberley@hrt solutions.net	4126544087	Business
Patrick Eiding	President	AFL-CIO Philadelphia Council 22 South 22nd Street, Suite 2 Philadelphia, PA 19103	pat14@philafclcio.org		Labor/CBO/ Youth/Ed
Chekemma Fulmore-Townsend	President	Hamilton Family Charitable Trust 200 Eagle Road, Suite 308 Wayne, PA 19087	ctownsend@hfctrust.org	610-293-2225	Labor/CBO/ Youth/ED
Brian Funkhouser	President and CEO	Buchart Horn Inc./BASCO Associates The Russell E. Horn Building 445 West Philadelphia Street, PO Box 15040 York, PA 17405	bfunkhouser@BH-BA.com	717-852-1446	Business
Justin Genzlinger	CEO/Owner	Settlers Hospitality 8 Silk Mill Drive #203 Hawley, PA 18428	jfgenzlinger@settlershospitality.com	571-749-8118	Business
Nick Gilson	Founder and CEO	Gilson Snow, Inc. 6985 New Berlin Highway Winfield, PA 17889	nick@gilsonsnow.com	570-798-9102	Business
Eric Hagarty	Acting Secretary	PA Department of Education			Lead State Official
Bernie Hall	District 10 Director	United Steelworkers 1945 Lincoln Highway North Versailles, PA 15137	bhall@usw.org	412-824-8140	Labor/CBO/ Youth/Ed
James Harper, Jr.	Business Manager	Laborers Local 413 222 Penn Street Chester, PA 19013	jharperjr@laborers413.com	610-872-5328	Labor/CBO/ Youth/Ed
Robert J. Harvie, Jr.	Commissioner, Vice Chair	County of Bucks, Office of Commissioners 55 East Court Street Doylestown, PA 18901	CommHarvie@buckscounty.org	215-348-6424	Local Elected Official
Sarah Hollister	Deputy Director of Education Policy	City of Philadelphia, Mayor's Office of Education	Sarah.hollister@phila.gov	215-686-0333	Labor/CBO/ Youth/Ed
Ryan Hyde	Executive Director	Office of Vocational Rehabilitation 651 Boas Street, Room 700 Harrisburg, PA 17121	rhyde@pa.gov	717-783-5221	Lead State Official

Name	Title	Organization and Address	Email	Phone	Membership Category
Gerardo Interiano	Vice President of Government Relations and Public Affairs	Aurora 1336 Squirrel Hill Avenue Pittsburgh, PA 15217	ginteriano@aurora.tech		Business
Allison Jones	Secretary of Policy and Planning	Office of Governor Tom Wolf			State Agency Official
Timothy James	Tech Lead/Manager	Google 303 Kelton Place Cranberry Twp., PA 16066	trjames@google.com	412-897-4238	Business
Marguerite Kline	HR Director	Berks Heim Nursing and Rehabilitation PO Box 1495 Reading, PA 19603	mkline@countyofberks.com	610-376-4841	Business
Carrie Lenze	Global Continuous Improvement Director	Morgan Advanced Materials 441 Hall Avenue Saint Marys, PA 15857	carrie.lenze@gmail.com	814-335-4986	Business
George Little	Acting Secretary	PA Department of Corrections			State Agency Official
Andrea MacArthur	Vice President, Talent	ERIE Insurance 4419 W. 38 th Street Erie, PA 16506	Andrea.macarthur@erieinsurancce.com	814-602-3004	Business
Ryan Mackenzie	Representative	Pennsylvania House of Representatives 160A East Wing, PO Box 202134 Harrisburg, PA 17120	rmackenzie@pahousegop.com	717-787-1000	General Assembly
Henry Nicholas	President	AFSCME Hospital and Health Care Employees 1319 Locust Street Philadelphia, PA 19107	president1199C@aol.com henrynicholas@email.com	215-735-1300	Labor/CBO/ Youth/Ed
Michael Pipe	Commissioner	Centre County			Chief Local Elected
Tom Redden	Business Agent	Steamfitters Local Union 420 14420 Townsend Road Philadelphia, PA 19154	tredden@lu420.com	215-734-9513, cell	Labor/CBO/ Youth/Ed
Russell Redding	Secretary	PA Department of Agriculture 2301 North Cameron Street Harrisburg, PA 17110	rredding@pa.gov	717-772-2853	State Agency Official
Gregg Riefenstahl	Manger- Recruiting and Selection	Penske 2675 Morgantown Road Reading, PA 19607	gregg.riefenstahl@penske.com	610-796-4305	Business
Lisa Risboskin	Human Resources Manager	Ball Corporation 202R Bell Mountain Road Jermyn, PA 18433	Irisbosk@ball.com		Business
Melissa Shusterman	President and CEO	Fedora Media	mshusterman@pahouse.net		Business
Meg Snead	Acting Secretary	PA Department of Human Services			State Agency Official

Name	Title	Organization and Address	Email	Phone	Membership Category
John "Ski" Sygielski	President	Harrisburg Area Community College One HACC Drive Harrisburg, PA 17110	ski@hacc.edu	717-736-4100	Labor/CBO/ Youth/Ed
Robert Torres	Secretary	PA Department of Aging			State Agency Official
Jessica Trybus	Founder and Chief Games Officer	Simcoach Games 40 24th Street, 2nd Floor Pittsburgh, PA 15222	jtrybus@simcoachgames.com	412-901-6950, cell	Business
Laura Wand	Formerly VP and General Manager, Applied HVAC Equipment	Formerly Johnson Controls International, PLC	Laura.t.wand@gmail.com	717-779-8812	Business
Yvette Watts	CEO	Watts Facility Solutions The Enterprise Center 4548 Market Street, Suite LL09 Philadelphia, PA 19139	ybw@wattswindowcleaning.com	215-243-4106	Business
Neil Weaver	Acting Secretary	PA Department of Community and Economic Development			State Agency Official
Terry Wilttrout	President	Washington Health System Greene 400 Barnard Road Fredericktown, PA 15333	twilttrout@whs.org	724-579-5528	Business
Mike Wojewodka	Executive Vice President	MRA Group 3 Village Road, Suite 200 Horsham, PA 19044	mwoje@mrargroup.ent	215-449-2447	Business
Matt Yarnell	President	SEIU Healthcare PA 1500 North Second Street Harrisburg, PA 17102	matt.yarnell@seiuhcpa.org	714-238-3030	Labor/CBO/ Youth/Ed

Appendix C: Statewide Eligible Training Provider List

WIOA requires each Local Workforce Development Board (LWDB) to certify Eligible Training Providers, which are placed on a statewide Eligible Training Provider List (ETPL). The ETPL identifies qualified training providers eligible to serve WIOA customers and receive WIOA funding.

Provider Name	Provider Location Address	City	State
@Home Prep	900 E Hill Ave Ste 380	Knoxville	TN
Great Lakes Institute of Technology	5100 Peach ST	Erie	PA
Great Lakes Institute of Technology	5100 Peach Street	ERIE	PA
AAA School of Trucking	6003 JONESTOWN RD	HARRISBURG	PA
AAA School of Trucking, Inc.	442 E GIRARD AVE	PHILADELPHIA	PA
Academy PGH	1501 Preble Ave	Pittsburgh	PA
Academy PGH	744 E Warrington Ave	Pittsburgh	PA
Admiral Peary Area Vocational Technical School	948 BEN FRANKLIN HWY	EBENSBURG	PA
Advanced eClinical Training	12 Stoneholm St	Boston	MA
Advanced eClinical Training	12 STONEHOLM ST APT 610	BOSTON	MA
Advanced eClinical Training	133 Clarendon ST Unit 170360	Boston	MA
All-State Career Schools - Essington	50 W POWHATTAN AVE	ESSINGTON	PA
All-State Career School	50 W Powhattan Ave	Essington	PA
All-State Career School	501 SEMINOLE ST	ESSINGTON	PA
ALLEGANY COLLEGE OF MARYLAND	12401 WILLOWBROOK RD	CUMBERLAND	MD
Allegany College of Maryland - Bedford County Campus	18 N RIVER LN	EVERETT	PA
Ambulance and Chair EMS, Inc.	75 Braden St	Washington	PA
Fortis Institute Scranton	517 ASH ST	SCRANTON	PA
Fortis Institute	166 SLOCUM ST	FORTY FORT	PA
Beaver County Career & Technology Center	145 POPLAR AVE	MONACA	PA
Belle Institute Beauty School	6534 Castor Ave	Philadelphia	PA
Berks Career & Technology Center - Leesport	1057 COUNTY WELFARE RD	LEESPORT	PA
Berks Career & Technology Center - Leesport	1057 County Welfare Road	Leesport	PA
Berks Career & Technology Center - Oley	3307 Friedensburg RD	Oley	PA
Bethlehem Area Vocational Technical School	3300 CHESTER AVE	BETHLEHEM	PA
BBR CDL INSTITUTE	4224 Freedom Way	Weirton	WV
Bloomsburg Univ of Pennsylvania	400 E 2ND ST	BLOOMSBURG	PA
Orange-Ulster BOCES	4 Harriman Drive	GOSHEN	NY
Smith & Solomon	98 GROVE ST	DUPONT	PA
Smith & Solomon	98 GROVE ST	DUPONT	PA
Smith & Solomon Driver Training	4201 TACONY ST	PHILADELPHIA	PA
Smith & Solomon Driver Training	103 E MAIN ST	NORRISTOWN	PA

Breakthrough Performance Group, LLC	112 Cedar Lane	McMurray	PA
Breakthrough Performance Group, LLC	112 CEDAR LN	MCMURRAY	PA
Breakthrough Performance Group, LLC	155 Tri County Pkwy Ste 240	Cincinnati	OH
Breakthrough Performance Group, LLC	155 Tri-County Parkway	Cincinnati	OH
Bucks Co. Community College	310 George Patterson DR Ste 109	Bristol	PA
Bucks County Community College - Bristol	1200 VETERANS HWY	BRISTOL	PA
Bucks County Community College - Newtown	275 SWAMP RD	NEWTOWN	PA
Bucks County Community College - Perkasio	One Hillendale Rd	Perkasie	PA
Public Safety Training Center - Doylestown Campus	1760 S Easton RD	Doylestown	PA
Buffalo Tractor Trailer Institute, Inc.	4039 Route 219	Salamanca	NY
Builders Guild of Western Pennsylvania	1231 Banksville Road	Pittsburgh	PA
BC3 at VoTech	210 Campus Ln	Butler	PA
BC3 Non-Credit	107 College DR	Butler	PA
BUTLER COUNTY COMMUNITY COLLEGE	2849 W State ST	New Castle	PA
Butler County Community College - Butler	107 College Drive	Butler	PA
Butler County Community College - Butler	107 College Drive	Butler	PA
Butler County Community College - Lawrence	2849 W State ST	New Castle	PA
Butler County Community College at Brockway	1200 WOOD ST	BROCKWAY	PA
Butler County Community College At LindenPointe	3182 Innovation Way	Hermitage	PA
California University of Pennsylvania	250 UNIVERSITY AVE	CALIFORNIA	PA
Carbon Career & Technical Institute	150 W 13TH ST	JIM THORPE	PA
CareBridge Academy	448 N 10Th ST Ste 400	Philadelphia	PA
CDE Career Institute	2942 Route 611	Tannersville	PA
CDE Career Institute	2942 Route 611	Tannersville	PA
Career Technology Center of Lackawanna County	3201 ROCKWELL AVE	SCRANTON	PA
CA BOCES	1825 WINDFALL RD	OLEAN	NY
CCAC Washington County Center	1500 W CHESTNUT ST	WASHINGTON	PA
Cedar Crest College	100 College Dr	Allentown	PA
Celebrate Us Workforce Training	59 E Market ST	York	PA
Central Penn College	1905 Old Philadelphia Pike	Lancaster	PA
Central Penn College	600 Valley Rd.	Summerdale	PA
Central Pennsylvania College	600 Valley Road	SUMMERDALE	PA
Central Pennsylvania College	600 Valley Road	Summerdale	PA
Central PA Institute of Science & Technology Center	540 N HARRISON RD	PLEASANT GAP	PA
Central PA Institute of Science & Technology Center	540 N. Harrison Road	Pleasant Gap	PA
Central Susquehanna LPN Career Cntr	1339 Saint Mary ST Ste 2	Lewisburg	PA

Central Westmoreland Career & Technology Center	240 ARONA RD	NEW STANTON	PA
Chester County OIC	22 N 5Th Ave	Coatesville	PA
CLARION COUNTY CAREER CENTER	447 CAREER LN	SHIPPENVILLE	PA
CLARION COUNTY CAREER CENTER	490 CAREER LN	SHIPPENVILLE	PA
Clarion University of PA	840 WOOD ST	CLARION	PA
Clarion University of Pennsylvania - Venango	1801 W 1ST ST	OIL CITY	PA
Clarion University of Pennsylvania - Venango	1801 W 1St ST	Oil City	PA
Clarion University of Pennsylvania - Venango	840 Wood ST	Clarion	PA
Clearfield County Career & Technology Center	1620 River Rd	Clearfield	PA
Clearfield County Career & Technology Center	1620 River Road	CLEARFIELD	PA
Code Differently, LLC	524 Franklin Ave	Aliquippa	PA
Columbia Montour Area Voc Tech Sch	5050 SWEPPENHEISER DR	BLOOMSBURG	PA
CCAC [Community College Allegheny County] - Boyce	595 BEATTY RD	MONROEVILLE	PA
CCAC [Community College Allegheny County] - North	8701 PERRY HWY	PITTSBURGH	PA
CCAC [Community College Allegheny County] - South	1750 CLAIRTON RD	WEST MIFFLIN	PA
CCAC West Hills Center	1000 MCKEE RD	OAKDALE	PA
COMMUNITY COLLEGE ALLEGHENY COUNTY	800 ALLEGHENY AVE	PITTSBURGH	PA
Community College of Allegheny County	1000 MCKEE RD	OAKDALE	PA
Community College of Allegheny County	800 ALLEGHENY AVE	PITTSBURGH	PA
Community College of Allegheny County	8701 PERRY HWY	PITTSBURGH	PA
Community College of Allegheny County	701 N HOMEWOOD AVE	PITTSBURGH	PA
Community College of Beaver County - Monaca	1 CAMPUS DR	MONACA	PA
Community College of Philadelphia	1700 SPRING GARDEN ST	PHILADELPHIA	PA
CompTIA Tech Career Academy	3500 Lacey RD Ste 100	Downers Grove	IL
CompTIA Tech Career Academy	3500 Lacey Rd Suite 100	Downers Grove	IL
Congreso	2800 N AMERICAN ST	PHILADELPHIA	PA
CONTEMPORARY HEALTH CAREER INSTITUTE	101 John Robert Thomas DR	Exton	PA
Corning Community College	1 ACADEMIC DR	CORNING	NY
Corning Community College	318 Madison Ave	Elmira	NY
Crawford County Area Vocational Technical School	860 Thurston Rd	MEADVILLE	PA
DCI Career Institute	366 ROUTE 18	MONACA	PA
DCI Career Institute	366 Route 18 Beaver Valley Mall	Monaca	PA
Delaware County Community College - Media	1580 Charleston Road	Phoenixville	PA
Delaware County Community College - Media	3062 S 61ST ST	PHILADELPHIA	PA
Delaware County Community College - Media	901 MEDIA LINE RD	MEDIA	PA
DELAWARE VALLEY COLLEGE OF SCIENCE	700 E Butler Ave	Doylestown	PA
DESALES UNIVERSITY	2755 Station Ave	Center Valley	PA

Diadem Nursing Institute and Allied Health LLC	301 South 22nd Street	Easton	PA
Blackstone Career Institute	1011 Brookside Rd Ste 300	Allentown	PA
Conemaugh Memorial Medical Center	1086 FRANKLIN ST	JOHNSTOWN	PA
DOTLEN ACADEMY OF SCIENCE	105 E MAIN ST	NORRISTOWN	PA
DOTLEN ACADEMY OF SCIENCE	105 E Main ST Ste 312	Norristown	PA
Douglas Education Center	130 7TH ST	MONESSEN	PA
Dream2Career	85 2nd Street	Larksville	PA
Eastern Center for Arts and Technology	3075 TERWOOD RD	WILLOW GROVE	PA
Edinboro Univ of Pennsylvania	210 GLASGOW ROAD	EDINBORO	PA
New Castle School of Trades	4117 PULASKI RD	NEW CASTLE	PA
New Castle School of Trades	129 E 5TH ST	EAST LIVERPOOL	OH
Elizabethtown College	1 ALPHA DR	ELIZABETHTOWN	PA
American Advanced Institute of Technology	106 E PENNSYLVANIA BLVD	FEASTERVILLE TREVOSE	PA
Energy Coordinating Agency	106 W CLEARFIELD ST	PHILADELPHIA	PA
Erie's Public Schools Adult Education	Erie's Public Schools Career & Tech	Erie	PA
Regional Career and Technical Center	8500 OLIVER RD	ERIE	PA
Erie Institute of Technology	940 MILLCREEK MALL	ERIE	PA
ETI Technical College	2076 YOUNGSTOWN WARREN RD	NILES	OH
European Medical School of Massage LLC	2921 WINDMILL RD STE 1	SINKING SPRING	PA
European Medical School of Massage LLC	2921 Windmill Road	Sinking Spring	PA
Falcon Institute of Health and Science	3045 Avenue B	Bethlehem	PA
Fayette County Career & Technical Institute	175 GEORGES FAIRCHANCE RD	UNIONTOWN	PA
Fayette County Career & Technical Institute	175 Georges Fairchance Road	Uniontown	PA
Fayette Institute of Commerce and Technology	45 W Kerr ST	Uniontown	PA
Forbes Road Career & Technology Center	607 BEATTY RD	MONROEVILLE	PA
Franklin Co Career & Tech Center Practical Nursing Program	2463 Loop RD	Chambersburg	PA
Franklin County Career and Technology Center	2463 LOOP RD	CHAMBERSBURG	PA
FULL CIRCLE COMPUTING INC	740 SPRINGDALE DR STE 125	EXTON	PA
FULL CIRCLE COMPUTING INC	1420 Pine ST	Philadelphia	PA
FULL CIRCLE COMPUTING INC	1420 Pine ST	Philadelphia	PA
FULL CIRCLE COMPUTING INC	1420 Pine Street	Philadelphia	PA
Full Circle Computing, Inc.	2100 N. 13th Street	Reading	PA
FULL CIRCLE COMPUTING, INC.	50 West Chestnut Street, Suite 1	Lancaster	PA
Full Circle Computing, Inc.	1000 Postal Road	Allentown	PA
Fulton County Area Vocational Technical School	145 E CHERRY ST	MC CONNELLSBURG	PA
NEW HORIZONS CLC OF PITTSBURGH	3 Parkway Ctr	Pittsburgh	PA

NEW HORIZONS CLC OF PITTSBURGH	5 PARKWAY CTR STE 200	PITTSBURGH	PA
Geneva College - Under Graduate & Graduate Studies	3200 COLLEGE AVE	BEAVER FALLS	PA
Global CDL Driver Training School LLC	9430 State RD	Philadelphia	PA
Global Power Line Academy	1424 OVERLAND PASS	CLAYSBURG	PA
Global Power Line Academy	1424 OVERLAND PASS	CLAYSBURG	PA
Greater Altoona Career & Technology Center	1500 4TH AVE	ALTOONA	PA
Greater Johnstown Career & Technology Center	445 SCHOOLHOUSE RD	JOHNSTOWN	PA
Greene County Career and Technology Center	60 ZIMMERMAN DR	WAYNESBURG	PA
HACC- HCR Manor Care	800 Court St	Sunbury	PA
Harcum College	750 MONTGOMERY AVE	BRYN MAWR	PA
HACC	102 CHESTER ST	LANCASTER	PA
HACC (Harrisburg Area Community College)	990 MEDICAL RD	MILLERSBURG	PA
HACC (Harrisburg Area Community College)	100 MOUNT ALLEN DR	MECHANICSBURG	PA
HACC [Harrisburg Area Community College]	1 HACC DR	Harrisburg	PA
HACC [Harrisburg Area Community College]	1 HACCDR	Harrisburg	PA
HACC [Harrisburg Area Community College]	One HACC Drive	Harrisburg	PA
HACC [Harrisburg Area Community College]	731 OLD HARRISBURG RD	GETTYSBURG	PA
HACC [Harrisburg Area Community College]	1641 OLD PHILADELPHIA PIKE	LANCASTER	PA
HACC [Harrisburg Area Community College]	735 CUMBERLAND ST	LEBANON	PA
HACC [Harrisburg Area Community College]	2010 PENNSYLVANIA AVE	YORK	PA
HACC [Harrisburg Area Community College] - Claremont	1000 CLAREMONT RD	CARLISLE	PA
HACC [Harrisburg Area Community College]- CCTA	1523 N 4TH ST	HARRISBURG	PA
HACC [Harrisburg Area Community College]- CCTA	1523 N 4th St Community Center	Harrisburg	PA
Harrisburg Area Community College	600 Schoolhouse RD	Danville	PA
Harrisburg Area Community College	101 LEADER DR	WILLIAMSPORT	PA
Harrisburg Area Community College	101 E OREGON RD	LITITZ	PA
Harrisburg Area Community College	604 OAK ST	AKRON	PA
Harrisburg Area Community College	2075 SCOTLAND AVE	CHAMBERSBURG	PA
Harrisburg Area Community College	58 NEITZ RD	NORTHUMBERLAND	PA
Harrisburg Area Community College	3201 River RD	Lewisburg	PA
Harrisburg Area Community College	4702 E MAIN ST	BELLEVILLE	PA
Harrisburg Area Community College (HACC)	445 N Reservoir ST	Lancaster	PA
Harrisburg University	326 Market ST	Harrisburg	PA
Hazleton Area Career Center Practical Nursing Program	1451 W 23Rd ST	Hazle Township	PA
HVA Senior Living Alliance	4631 W Lake RD	Erie	PA
HomeSpection Training Institute	4683 Whipple Ave Nw	Canton	OH
Huntingdon County Career & Technology Center	11893 Technology DR	Mill Creek	PA

Indiana County Technology Center	441 HAMILL RD	INDIANA	PA
Institute of Cleaning, Business and Technology, LLC	PO Box 61377	Harrisburg	PA
Institute of Medical and Business Careers	5739 W Ridge RD	Erie	PA
Institute of Medical and Business Careers	133 Jefferson RD	Pittsburgh	PA
UPMC Jameson School of Nursing	2414 Wilmington RD	New Castle	PA
Barber Trucking Inc. and Jeff Tech CDL Training Program	3661 Route 28 N	Brookville	PA
Jeff Tech	576 VO TECH RD	REYNOLDSVILLE	PA
Orleans Technical College	2770 RED LION RD	PHILADELPHIA	PA
Jobworks Inc	2424 E YORK ST STE 321	PHILADELPHIA	PA
Jobworks Inc	2424 E York St. Ste. 321	Philadelphia	PA
New Horizons Computer Learning Center - Allentown	3864 ADLER PL STE 600	BETHLEHEM	PA
New Horizons Computer Learning Center- Wilkes-Barre/Scranton	600 Baltimore DR	Wilkes Barre	PA
Pampered Pet School of Dog Grooming	109 Dewalt Ave Fl 1	Pittsburgh	PA
Just Believe Educational Center LLC	141 SALEM AVE	CARBONDALE	PA
Justified Coding & Billing	2914 Berkley ST	Camden	NJ
Kauffman Institute	614 Brisbain Ln	Enola	PA
Keystone College	1 College Green	La Plume	PA
Keystone College	1 COLLEGE GRN	LA PLUME	PA
Kutztown University of Pennsylvania	15200 KUTZTOWN RD	KUTZTOWN	PA
Kutztown University of Pennsylvania	15200 Kutztown Road	Kutztown	PA
Kutztown University of Pennsylvania	PO BOX 730	KUTZTOWN	PA
Lackawanna College	501 VINE ST	SCRANTON	PA
LACKAWANNA COLLEGE	1024 S Main ST	Towanda	PA
LACKAWANNA COLLEGE - Tunkhannock Campus	420 Tioga West Plz	Tunkhannock	PA
Lackawanna College Hazleton Center	2 E Broad ST	Hazleton	PA
Lackawanna College Hazleton Center	2 East Broad ST	Hazleton	PA
Lackawanna College Hazleton Center	2 East Broad Street	Hazleton	PA
Lackawanna College Lake Region Center	8 SILK MILL DR	HAWLEY	PA
Lackawanna College Sunbury Center	1145 N 4TH ST	SUNBURY	PA
Lancaster County Career & Technology Center - Brownstown	Snyder Metzler Rds.	Brownstown	PA
Lancaster County Career & Technology Center - Brownstown	Snyder & Metzler Rds	Brownstown	PA
Lancaster County Career & Technology Center - Willow Street	1730 HANS HERR DR	WILLOW STREET	PA
Lancaster County Career & Technology Center - Willow Street	422 BEAVER VALLEY PIKE	WILLOW STREET	PA
Lancaster County Career and Technology Center - Mount Joy	432 OLD MARKET ST	MOUNT JOY	PA

Lancaster Lebanon I U 13	1016 N Charlotte ST	Lancaster	PA
Laurel Business Institute	PO Box 877	Uniontown	PA
Laurel Business Institute	PO Box 877	Uniontown	PA
Laurel Technical Institute	2370 Broadway Ave	Hermitage	PA
Laurel Technical Institute	2370 BROADWAY RD	HERMITAGE	PA
Laurel Technical Institute, LLC	11618 Cotton RD	Meadville	PA
Lebanon County Career & Technology Center	833 METRO DR	LEBANON	PA
Lehigh Carbon Community College - Allentown-Portland Place	718 HAMILTON ST	ALLENTOWN	PA
Lehigh Carbon Community College - Schnecksville	4525 EDUCATION PARK DR	SCHNECKSVILLE	PA
Lehigh Carbon Community College - Tamaqua	4525 Education Park Drive	Schnecksville	PA
Lehigh Career & Technical Institute	4500 EDUCATION PARK DR	SCHNECKSVILLE	PA
Lenape Technical School - Nursing Program	104 ARMSTRONG ST	FORD CITY	PA
Lenape Technical School Practical Nursing Program at Lawrenc	750 Phelps way	New Castle	PA
Lenape Tech Adult and Continuing Education	2215 CHAPLIN AVE	FORD CITY	PA
Lincoln Technical Institute	5151 W TILGHMAN ST	ALLENTOWN	PA
Lock Haven University of Pennsylvania	401 N FAIRVIEW ST	LOCK HAVEN	PA
Luzerne County Community College	1333 S PROSPECT ST	NANTICOKE	PA
Luzerne County Community College	521 TRAILBLAZER DR	NANTICOKE	PA
Make It Happen Philly INC	8707 W Chester Pike	Upper Darby	PA
Mansfield University of Pennsylvania	31 S Academy ST	Mansfield	PA
Mansfield University of Pennsylvania	31 S ACADEMY ST STE 1	MANSFIELD	PA
MedCerts	13955 Farmington RD	Livonia	MI
MedCerts	14143 FARMINGTON RD	LIVONIA	MI
MedCerts	14143 Farmington Road	LIVONIA	MI
Medical Construction Industrial Training Center	207 bogden blvd	millville	NJ
Mercer County Career Center	776 GREENVILLE RD	MERCER	PA
Merit Training Institute, LLC	7000 ATRIUM WAY STE 4	MOUNT LAUREL	NJ
MIFFLIN COUNTY ACADEMY OF SCIENCE	700 PITT ST	LEWISTOWN	PA
Millersville University of Pennsylvania	PO Box 1002	Millersville	PA
Monroe Career & Technical Institute	194 LAUREL LAKE RD	BARTONSVILLE	PA
Montgomery County Community College - Central Campus	340 DEKALB PIKE	BLUE BELL	PA
Muhlenberg College	2400 CHEW ST	ALLENTOWN	PA
Muhlenberg College	2400 W CHEW ST	ALLENTOWN	PA
North Montco Technical Career Center	1265 SUMNEYTOWN PIKE	LANSDALE	PA
Lansdale School of Business	201 CHURCH RD	NORTH WALES	PA
Lansdale School of Business	290 WISSAHICKON AVE	NORTH WALES	PA
Northampton Community College - Tannersville	2411 Route 715	Tannersville	PA
Northampton Community College - Tannersville	2411 Rt 715	Tannersville	PA

Northampton Community College Fowler Family Center	511 E 3RD ST	BETHLEHEM	PA
Northampton Community College- Bethlehem (ETPP)	3835 GREEN POND RD	BETHLEHEM	PA
Northampton Community College- Bethlehem (ETPP)	511 E 3RD ST	BETHLEHEM	PA
NORTHERN TIER CAREER CENTER	120 CAREER CENTER LN	TOWANDA	PA
NSB Trainers	103 ROTARY DR	WEST HAZLETON	PA
NuPaths	455 Boot RD	Downingtown	PA
NuPaths	326 Market ST	Harrisburg	PA
NuPaths	1500 Spring Garden ST	Philadelphia	PA
Johnson College	3427 N MAIN AVE	SCRANTON	PA
PEIRCE COLLEGE	1420 PINE ST	PHILADELPHIA	PA
Penn Commercial, Inc.	242 OAK SPRING RD	WASHINGTON	PA
Penn State University - Beaver	100 University Dr	Monaca	PA
PENNCO TECH	3815 OTTER ST	BRISTOL	PA
Pennsylvania College of Technology	12880 ROUTE 6	WELLSBORO	PA
Pennsylvania College of Technology Williamsport	1 COLLEGE AVE	WILLIAMSPORT	PA
Pennsylvania Highlands Community College (Penn Highlands)	101 Community College Way	Johnstown	PA
Pennsylvania Highlands Community College - Johnstown	6311 MARGY DR	HUNTINGDON	PA
Pennsylvania Highlands Community College - Johnstown	881 HILLS PLZ STE 450	EBENSBURG	PA
Pennsylvania Highlands Community College - Johnstown	Logan Valley Mall	Altoona	PA
Penn State	44 UNIVERSITY DR	DALLAS	PA
Penn State - Abington Campus	1600 WOODLAND RD	ABINGTON	PA
Penn State University	3550 Seventh St Rd	New Kensington	PA
Penn State University - Fayette	2201 UNIVERSITY DR	LEMONT FURNACE	PA
Penn State University - Fayette	2201 University Drive	Lemont Furnace	PA
Performance Training Solutions, LLC	7791 Taylor RD SW	Reynoldsburg	OH
Performance Training Solutions, LLC	7791 TAYLOR RD SW STE A	REYNOLDSBURG	OH
District 1199C Training	100 S BROAD ST 10 th floor	PHILADELPHIA	PA
PITTSBURGH COMMUNITY SERVICES, INC.- WORK READY	249 N CRAIG ST	PITTSBURGH	PA
PITTSBURGH COMMUNITY SERVICES, INC.- WORK READY	Oakland on Center Ave and Southside	Pittsburgh	PA
Jump Start	5 ALLEGHENY COUNTY AIRPORT	WEST MIFFLIN	PA
Pittsburgh Institute of Aeronautics	14516 Pennsylvania Ave	Hagerstown	MD
Pittsburgh Institute of Aeronautics	1453 Youngstown Kingsville Rd NE	Vienna	OC

Pittsburgh Institute of Aeronautics	5 ALLEGHENY COUNTY AIRPORT	WEST MIFFLIN	PA
PITTSBURGH TECHNICAL COLLEGE	1111 MCKEE RD	OAKDALE	PA
Point Park University	201 Wood St	Pittsburgh	PA
PPATEC	911B S Eisenhower BLVD	Middletown	PA
Precision Manufacturing Institute	764 Bessemer St Ste 105	Meadville	PA
Reading Area Community College - Reading	PO BOX 1706 10 S 2ND ST	READING	PA
Reading Area Community College -Career Programs	10 S 2ND ST	READING	PA
Reading Area Community College -Career Programs	10 S 2ND ST	READING	PA
Reading Area Community College -Career Programs	PO BOX 1706 10 S 2ND ST	READING	PA
Reading Area Community College- Manufacturing/IT	10 S 2ND ST	READING	PA
Revolutionary Education Center	1259 S CEDAR CREST BLVD STE 255	ALLENTOWN	PA
Revolutionary Education Center	1619 MAIN ST	OLYPHANT	PA
Revolutionary Education Center	829 Scranton Carbondale Hwy	Eynon	PA
Roadmaster Drivers School of Pennsylvania, Inc.	4219 FRITCH DR	BETHLEHEM	PA
RCY CDL Training LLC.	4900 5Th Street Hwy	Temple	PA
160 Driving Academy	3835 GREEN POND RD OFC 106	BETHLEHEM	PA
160 Driving Academy	2231 Lebanon Valley Mall	Lebanon	PA
160 Driving Academy	2411 Route 715 Kapp100 L	Tannersville	PA
160 Driving Academy	605 William Marks DR	Homestead	PA
160 Driving Academy	1 College Hill RD	Newton	NJ
160 Driving Academy	448 Whitehead RD Ste 1	Trenton	NJ
Rosedale Technical College	215 BEECHAM DR	PITTSBURGH	PA
Northern Pennsylvania Regional College	11139 Cutter Rd.	Meadville	PA
Northern Pennsylvania Regional College	119 MARKET ST	WARREN	PA
Northern Pennsylvania Regional College	300 2ND AVE STE 5	WARREN	PA
Northern Pennsylvania Regional College	300 2Nd Ave Ste 500	Warren	PA
Northern Pennsylvania Regional College	300 Market ST Ste 5	Warren	PA
Schuylkill Technology Center - North Campus	101 TECHNOLOGY DR	FRACKVILLE	PA
Schuylkill Technology Center - North Campus	15 MAPLE AVE	MAR LIN	PA
Shelly Truck Driving School	400 Mulberry ST	York	PA
Shippensburg University	1871 Old Main DR	Shippensburg	PA
Professional Drivers Academy	2300 HOUSELS RUN RD # 475	MILTON	PA
Professional Drivers Academy	2300 Housels Run Road	Milton	PA
Somerset County Technology Center	281 TECHNOLOGY DR	SOMERSET	PA
Somerset County Technology Center	281 Technology Drive	Somerset	PA

South Hills School of Business & Technology - State College	480 WAUPELANI DR	STATE COLLEGE	PA
South Hills School of Business & Technology - State College	508 58th. Street	Altoona	PA
South Hills School of Business & Technology - Altoona	508 58TH ST	ALTOONA	PA
Springhouse Education & Consulting Services	600 Eagleview BLVD Ste 300	Exton	PA
Springhouse Education & Consulting Services	707 EAGLEVIEW BLVD STE 207	EXTON	PA
Sharon Regional Medical Center	740 E State ST	Sharon	PA
Berks Technical Institute	2205 RIDGEWOOD RD	READING	PA
McCann School of Business and Technology	2200 N IRVING ST	ALLENTOWN	PA
McCann School of Business and Technology	7495 WESTBRANCH HWY	LEWISBURG	PA
SUN Area Technical Institute	815 MARKET ST	NEW BERLIN	PA
SUN Area Technical Institute	PO BOX 527 815 MARKET ST	NEW BERLIN	PA
Susquehanna County Career and Technology Center	2380 Elk Lake School RD	Springville	PA
All State Career School	1200 LEBANON RD STE 101	WEST MIFFLIN	PA
Tech Elevator	30 S 17Th ST Ste 217	Philadelphia	PA
Tech Elevator	901 PENNSYLVANIA AVE STE 3A	PITTSBURGH	PA
TEMPLE UNIV HBG CENTER	234 Strawberry Sq	Harrisburg	PA
Temple University / Center for Community Partnerships	1301 Cecil B Moore Ave	Philadelphia	PA
Thaddeus Stevens College of Technology	750 E KING ST	LANCASTER	PA
The Education Institute for Early Intervention, Inc (EIEI)	1936 MacDade Blvd	Woodlyn	PA
The Rapha School, LLC	17 GRIFFITH DR	HOME	PA
Lebanon County Career School	755 E CUMBERLAND ST	LEBANON	PA
Lebanon County Career School	755 East Cumberland Street	LEBANON	PA
SAGE Technical Services	1701 North ST	Endicott	NY
SAGE Technical Services	1701 North ST	Endicott	NY
The Training Center	100 S Juniper ST	Philadelphia	PA
Trans American Technical Institute	109 TRANS AMER RD	JERMYN	PA
Keystone Diesel Institute	647 EVANS CITY RD	BUTLER	PA
Keystone Diesel Institute	647 EVANS CITY RD BLDG 101	BUTLER	PA
Trinity Academy of Professional Barbering & Beauty	3115 Route 611	Stroudsburg	PA
UNIQUE System Skills LLC.	505 W Hollis ST Ste 105	Nashua	NH
UNIQUE System Skills LLC.	505 W Hollis St Ste 105	Nashua	NH

United Career Institute, Inc	8957 State Route 30 Suite 101-A	Irwin	PA
Universal Technical Institute, Inc.	750 PENNSYLVANIA DR	EXTON	PA
University of Pittsburgh - Manufacturing Assistance Center	504 E Main ST	Titusville	PA
University of Pittsburgh at Bradford	300 CAMPUS DR	BRADFORD	PA
St. Margaret School of Nursing	221 7Th ST	Pittsburgh	PA
VENANGO TECHNOLOGY CTR	1 VO TECH DR	OIL CITY	PA
Venango Technology Center	1 VO TECH DR	OIL CITY	PA
Villanova University, The College of Professional Studies	800 E Lancaster Ave	Villanova	PA
Villanova University, The College of Professional Studies	800 Lancaster Ave	Villanova	PA
Warren County Community College	445 MARSHALL ST	PHILLIPSBURG	NJ
Warren County Technical School	1500 STATE ROUTE 57 W	WASHINGTON	NJ
Washington Health System School of Nursing	155 WILSON AVE	WASHINGTON	PA
Waynesburg University - Southpointe Center	6000 Town Center BLVD	Canonsburg	PA
We're So Vein Phlebotomy LLC	2 Bala Plaza	Bala Cynwyd	PA
Welder Training & Testing Institute	729 E HIGHLAND ST	ALLENTOWN	PA
I.T.T.I	2251 FRALEY ST	PHILADELPHIA	PA
West Chester University	1160 MCDERMOTT DR	WEST CHESTER	PA
UNITED CAREER INSTITUTE MOUNT BRADDOCK	1015 Industrial Park DR	Mount Braddock	PA
West Virginia University at Parkersburg	300 Campus DR	Parkersburg	WV
Western Area Career & Technology Center	688 WESTERN AVE	CANONSBURG	PA
Westmoreland County Community College - Youngwood	145 Pavilion Ln	Youngwood	PA
Wilkes Barre Area Career & Technical Center	350 Jumper Rd	Plains Twp	PA
Wilkes Barre Area Career & Technical Center	350 JUMPER RD	WILKES BARRE	PA
Wilkes Barre Area Career & Technical Center	350 JUMPER RD PO BOX 1699	WILKES BARRE	PA
York County School of Technology	2179 S QUEEN ST	YORK	PA
YTI Career Institute	3050 Hempland Rd	Lancaster	PA
YTI Career Institute	1405 WILLIAMS RD	YORK	PA

Appendix D: Local Workforce Development Board Annual Reports

Berks County Workforce Development Board 2022 Annual Report

This year's report highlights activities undertaken and lessons learned by the Berks County Workforce Development Board during and in response to a rapidly changing labor market environment as we began to emerge from the pandemic throughout calendar year 2022.

I. Top Three Accomplishments for 2022

A. Talent Development and Planning: Adult English Language (EL) Proficiency (PA WDB Goal #2)

Despite increasing wages and recruitment efforts throughout 2022, local employers once again ended the year with more open positions than qualified candidates for employment. In response, the Berks County Workforce Development Board (WDB) focused on confirming and documenting how significant gaps in adult English language (EL) proficiency remain a major barrier to realizing the full potential of an emerging population of workers in Berks County, many newly arrived. In addressing this common barrier, the WDB is actively encouraging local employers to link up with our Title II Adult Education partners and other community-based organizations on multiple pilot projects to bring English Language training into the workplace. Such initiatives are showing great promise in expanding career pathways for eager-to-work jobseekers and incumbent entry-level workers alike. While the pilot programs now underway are mostly confined to our largest employment sector of manufacturing, we fully expect similar private-public projects to be launched in the next two years with local employers in healthcare, construction, food production and other growing industry sectors.

To fully understand current basic skills challenges and opportunities with our local adult workforce, the WDB formed the *Ad Hoc Taskforce on Adult English Language Proficiency and Numeracy* under the auspices of the WDB's Planning Committee. The Taskforce launched a series of structured listening sessions from December 2021-April 2022 with employers, adult members of the community, and workforce training providers, to better understand this complex challenge. Feedback was systematically gathered from listening sessions linking virtually with employers by industry and via separate in-person sessions with community members. This feedback, as well as employment trend data, were then reviewed and analyzed by members of the Taskforce in developing actionable recommendations. The full WDB accepted the Taskforce's report in June 2022 and is actively using the report to guide WDB priorities and planning for the next two years. Highlights from the report include the following findings:

- A lack of English Language (EL) proficiency is holding back many willing workers from fully contributing to local employers in key industries right now. Many community members who are English Language learners are often employed, but not in the jobs they most desire nor in jobs that they feel will lead to career paths with sufficient advancement potential to truly thrive and support their families.
- From a public policy and priorities perspective – relatively low/flat state and federal funding for Adult Basic Education (ABE) English Language programs is insufficient to address our local need to upskill our emerging workforce to replace retiring workers and others who have departed the local labor force over the past three years.
- Fully addressing this situation will require sustained shifts in public policy priorities that result in more funding to address this growing challenge. In the meantime, new models must include private employers' making their own investments in English language training. In addition to such

investments, employers will need to review and adjust many of their existing human resources' recruitment and incumbent worker retention and development strategies.

The WDB understands that the need to dramatically improve adult English Language proficiency is now mission-critical for too many of our jobseekers and employers and we are actively promoting that message throughout the community. Meeting this challenge will require a sustained County-wide effort through a problem-solving dialogue with and among our local education partners, elected officials, community organizations, philanthropic funders, and employers going forward. The Berks County WDB looks forward to continuing our local leadership role in this important work.

B. Expansion of the PA Dream Team-Berks County (PA WDB Goal #4)

As detailed in the Berks County WDB's 4-Year WIOA Plan, our Berks singular "Priority A" Industry Sector is manufacturing. The WDB's ongoing industry sector analysis and engagement with local economic development partners leads us to conclude that building an ever-stronger manufacturing workforce in our region will foster an attractive manufacturing investment environment, resulting in expanding economic output and the retention of tens of thousands of good jobs and careers in the sector. Clearly, the decade ahead offers attractive career opportunities for manufacturing workers and employers who are prepared and positioned to compete and ever-growing risks for those who are not.

In 2022, the Berks County WDB continued its commitment to career readiness initiatives in support of our 70,000 K-12 students as they prepare for attractive career opportunities that await them here in the communities where they are growing up. For example, the Berks County WDB secured Business Education Partnership (BEP) IV Grant funds to support our sub-grantees the Manufacturers Resource Center (MRC) and the Berks County Intermediate Unit (BCIU) in launching and expanding the PA Dream Team-Berks County. This best practice program introduces 5th through 12th grade students to the value of technical training and Science, Technology, Engineering and Math (STEM) education leading to the many career opportunities available in modern manufacturing. Our local PA Dream Team is comprised of young adult professionals in STEM careers at area manufacturers who are trained to tell their personal career stories in the classroom and other venues throughout the school year, to educate and excite students about manufacturing careers, STEM curricula, and technical education opportunities available. The team makeup has grown from an initial cadre of ten members to the current cohort of fourteen diverse young professionals from nine participating Berks County manufacturers. As interest momentum grows, we are actively recruiting new Dream Team members from other Berks County manufacturing employers.

In-school presentation rollout commenced during the 2021-2022 school year and quickly generated great demand from educators in all 18 Berks County school districts. As a result, our PA Dream Team-Berks County members visited 80 classrooms during the initial 2021-22 school year and connected with over 2,100 Berks County students to promote careers in manufacturing. Our 2022-2023 school year activity began rapidly in Fall 2022 and is expected to surpass the previous school year's impressive results. Through the first half of the 2022-2023 school year, the PA Dream Team-Berks County has presented 37 times to 1,200 students. Ongoing requests encompass multiple classroom presentations, community appearances and Career Technology Education (CTE) provider open houses.

C. PA CareerLink® Berks County Active Return to In-Person Job Fairs (PA WDB Goal #4)

During the height of the pandemic, in-person Job Fairs were not a viable option so our PA CareerLink® Berks County Business Services Team switched to organizing virtual platform events and mini outdoor

events. These successful outdoor “tent events” creatively reserved available parking lot space in front of the PA CareerLink® Berks County as an alternative option to bring employers and jobseekers back together safely.

With more local job openings than candidates throughout 2022, Berks County employers increasingly requested and embraced traditional in person recruitment events. Not surprisingly, employer interest was off the charts when the PA CareerLink® Berks County returned to hosting large in-person Job Fairs in 2022. Our highly successful Spring 2022 Job Fair saw 90 employers connect with 552 jobseekers. During the Fall 2022 Job Fair, 98 employers met another 552 jobseekers in attendance. Overall, feedback from participating employers was quite positive for both events.

II. Success Stories

A. *Estefany*

In December 2021, Estefany attended the PA CareerLink® Berks County “Welcome Orientation” and expressed an interest in training for her Commercial Driver's License (CDL A). As a single mother who was permanently separated from her last employer due to the expiration of her family medical leave, Estefany applied for federal Supplemental Nutrition Assistance Program (SNAP) benefits and received Workforce Innovation and Opportunity Act (WIOA) Adult program eligibility.

After helping Estefany register for WIOA services, her PA CareerLink® Berks County case manager encouraged Estefany's enrollment in our “Success Starts Here” course. After securing childcare, Estefany completed a number of our employment workshops including “Success Starts Here.”

Next, Estefany was provided access to a Worldwide Interactive Network (WIN) Learning Career Readiness assessment with which she had some difficulty due to her English language comprehension challenges. As an alternative, Estefany's case manager arranged for her to take the Test of Adult Basic Education (TABE) assessment offered onsite at the PA CareerLink® Berks County by our Young Adult Program proctors. Estefany performed well enough on the assessment to initiate an application for CDL training funds through her desired Individual Training Account (ITA). Persevering despite an unfortunate personal loss which delayed her plans, Estefany returned to the program, completed her ITA application and was approved to start training on May 2, 2022 with eligible training provider RCY CDL Training. She successfully completed her CDL A training and passed the Commercial Driver's License road test on July 6, 2022.

Following successful attainment of her valuable Commercial Driver's License, Estefany remained in close touch with her PA CareerLink® Berks County WIOA Adult program employment specialist who provided encouragement as well as appropriate job leads for which Estefany could apply. As a result of her training and persistence, Estefany accepted a position with Dollar General in Bethel, PA as a Yard Jockey, beginning on August 31, 2022 at \$19.00/hour, 40 hours a week.

In October 2022, Estefany returned to the PA CareerLink® Berks County to inform staff that she had been called to interview for a job, applied for prior to her Dollar General employment, with the PA Department of Transportation (PennDOT). The interview being successful, Estefany completed PennDOT's pre-employment process, readily accepted an offer for a “Transportation Equipment Operator A” position with PennDOT's Berks County Maintenance Office, and is now working 40 hours a week with a starting wage of \$21.00/hour.

B. *Ania*

Ania joined the PA CareerLink® Berks County Young Adult Program through our re-entry partnership with Berks Connections Pretrial Services (BCPS) in April 2022. Being involved with the justice system, a single mother of two children and not having a high school equivalency diploma were all significant barriers preventing Ania from finding meaningful family-sustaining employment. Her goals upon entering the program were to obtain her diploma and participate in paid work experience.

Ania worked with our Young Adult program instructors to review materials and study for her exams. Having some time lapse from school, she had plenty of hard work ahead of her. However, through determination and excellent attendance she was able to earn her High School Equivalency diploma in June 2022. This was an outstanding accomplishment achieved within two months of enrolling in the program!

Having achieved her first goal of earning her High School Equivalency diploma, Ania continues to work with our Young Adult program, exploring different career pathways now open to her.

C. Luz

Luz entered the Employment, Advancement and Retention Network (EARN) Program during the summer of 2021, this being her fourth referral to the program. In previous enrollments, she readily found employment and quickly moved on. This time around started similarly, in wanting to get a job immediately to alleviate her financial stress. The EARN team took the opportunity to dig deeper and help her clarify her goals and potential barriers to long-term success including daily stress, and her current frame of mind.

Luz had her difficulties at the beginning of this latest EARN enrollment when it came to attendance, but little by little, she adapted to her schedule and became comfortable with our personalized services. After attending a workshop delivered by the EARN Instructor on the qualitative differences between just “getting a job” and pursuing a career, Luz began to feel differently about finding a position that might provide entry to a long-term career. She worked with our instructor to identify action steps she would need to take to begin pursuing such a career. Along the way, EARN program case managers assisted Luz with barrier remediation, and our EARN family advocate assisted her with stress management strategies.

In October of 2021, Luz was very excited to share that she would start employment with Supportive

Concepts as a Residential Specialist. This initial position was part-time making \$15.00 an hour. She was happy with this opportunity and eagerly began her employment on October 18th keeping in touch with the EARN team with updates every week. She liked her new work environment and felt welcomed by the team and supervisor, motivating her to explore additional opportunities with Supportive Concepts.

In May 2022, Luz was offered and accepted promotion to her new role as a full-time Supervisor making \$19.49/hour. As Luz began leading her team, the EARN Program continued to mentor her through a successful transition into her new position. Luz was thriving at work, but during the summer of 2022, she encountered a new challenge that would become a significant obstacle to her continued success. Luz shared with the EARN team that she was having transportation issues with her vehicle requiring repairs to be reliable and safely operational. Unfortunately, Luz simply did not have sufficient finances to cover the repairs. While she did not miss a day of work carpooling with a co-worker, Luz now faced the daily stress of hoping the co-worker would not call-off work. The EARN team prepared an allowance request, and between the Berks County Assistance Office (CAO) and the EARN program, Luz received the funding needed for the car repairs to retain her employment. Luz welcomed the financial assistance, thankful that her life became much more manageable once the car was drivable. Luz has since continued to excel at

her new position, increasing her earnings to \$23.00/hour full-time and enjoying her work and her place of employment.

Luz now feels ready to prepare academically for her next career step by going back to school for GED instruction in a classroom setting. Her long-term goal is to become a Licensed Practical Nurse and the EARN Program looks forward to continuing support for her along the way.

Luz is just one more example that while the clients' initial objectives may change along their journey, they can rely on continuing EARN program guidance to sustain their resilience, confidence, and to assist them in reaching their career goals.

III. Challenges

A. Employer Fatigue/Human Resources Turnover

Our unprecedented local labor market imbalance in favor of jobseekers over employers has continued to grow in severity over the past four years and the pandemic certainly exacerbated this trend. Simply put, we have many more job openings than we have jobseekers, let alone jobseekers with the skills needed by employers in our priority sectors of manufacturing, healthcare and construction. As a result of this imbalance, throughout 2022 we saw increasing signs of fatigue among local human resource (HR) professionals who have been frantically treading water to simply maintain staffing levels much less make measurable progress against the number of open positions with which they began the year. The coinciding "Great Resignation" of many experienced hiring managers, trainers and HR professionals over the past few years has further hindered employer progress in returning to desired staffing levels. At the same time, the WDB has confirmed that such disruptions have created abundant opportunities for talented HR professionals to change employers for better pay, benefits and career opportunities. With so many HR professionals on the move, it has been increasingly difficult for our PA CareerLink® Berks County Business Services Team (BST) as well as the WDB to keep up with the changes. Despite this challenge, we continue to successfully engage with our employers and to help them focus on retaining and developing their existing talent (see *Promising Practices* section below).

B. Post-pandemic Job Seeker Outreach

As we emerge from the depths of the pandemic into a new and different labor market, the Berks County WDB remains committed to jobseeker outreach in hopes for a sustained recovery in visitor traffic to the PA CareerLink® Berks County office. In developing our PY2022 contractor and WIOA negotiated performance goals, outreach was a top priority to ensure the measures would be met. We continue to work closely with all of our contractors, prioritizing staff and resources to complete outreach for their respective programs. This includes the WDB providing timely and effective technical assistance to the program contractors in support of reaching our program year enrollment goals.

IV. Promising Practices

A. Biannual Review and Amendment of Berks County WDB's Priority Industry Sectors Strategy

The Berks County WDB remains committed to local employer engagement through rigorous industry sector analysis. This allows the WDB to continuously update and deepen our understanding of the current and future skills needs of our employers and to develop responsive programming. As a result of our long-

standing commitment to this proven best practice, the Berks WDB is home to local labor market subject matter expertise in the knowledge, skills and requisite industry-recognized credentials needed to contribute to the growth of a qualified talent pool, employer recruitment and retention of qualified employees, and the upskilling of “home grown” talent. Proven benefits of our industry sector approach include:

- Greater focus by engaging employers with common workforce and skills development needs.
- The ability to prioritize and target the impact of limited workforce development funds to address these common critical skills needs.
- Improved alignment which breaks down “silos” among the WDB and our partners in economic development, education, community-based organizations, etc. as we collaborate to meet the common skills needs identified in conjunction with local employers.

In keeping with this employer engagement strategy and in preparation for the post-pandemic modification of our WIOA four-year local plan, the WDB updated its most recent bi-annual analysis of local industry sectors in September 2022. Using the latest economic data and labor market information, the WDB confirmed and approved six priority industry sectors to focus on through 2027:

1. Priority A Sector – Manufacturing
2. Priority B Sectors – Healthcare and Construction
3. Priority C Sectors – Agriculture, Transportation & Warehousing, and Educational Services

B. Promoting Employer Best Practice Employee Development and Retention Strategies.

Two years ago, the Berks County WDB published our *Employer Retention and Development Best Practices Study*. The study’s most important recommendation was that we integrate its findings and recommendations into our annual goals and future strategic plans. Subsequently, the Berks County WDB has been quite encouraged by the implementation of our increased focus on identifying and sharing employer best practices during the first two years of our WIOA 2021-2024 Local WDB multi-year Plan. For example, in response to a specific goal set for our Business Services Team (BST) in program year 2021, the BST identified the Distribution Center of Boscov’s Department Store, LLC as an exemplary “best practice” local employer in implementing numerous best practices strategies such as those recommended in the study. One such area of best practice at Boscov’s DC was the company’s translating of all signage and work-related documents into Spanish and hiring numerous bilingual supervisory staff and a bilingual Human Resources/Training Supervisor. These and a long list of other best practices were detailed in a formal resolution adopted by the full Berks County WDB on June 17, 2022 recognizing the company as a “Best Practice Local Employer.” We have tasked the BST with identifying additional best practice employers for recognition in the current program year.

C. Berks County Employer Outreach Team (EOT)

The Berks County labor market has continued to experience shortages of willing and available talent for new and replacement jobs that preceded and were only exacerbated by the pandemic. In order to avoid “employer fatigue” from multiple outreach activities, it is critical that employer outreach activities are coordinated and communicated among various PA CareerLink® Berks County program teams and one-stop partners. This is accomplished through a structured Employer Outreach Team (EOT). The EOT is

comprised of representatives from the Business Services Team, the Employment, Advancement and Retention Network (EARN) and Young Adult programs, the Office of Vocational Rehabilitation (OVR), Veteran's Services, Job Corps, Berks County Workforce Development Board, Berks Connections/Pretrial Services, and other community agencies who come together monthly to discuss and share business/employer intelligence. The goals of the team are to ensure employers receive a consistent message from the team members, that employer visits are coordinated to maximize outreach efforts and diminish employer program fatigue, and to maximize job seeker placements through the sharing of hiring information. Two of the most obvious benefits from this collaboration during 2022 was corroboration of critical in-demand hiring needs directly expressed by healthcare employers and sharing information of known second-chance employers for job-seeking individuals who have criminal history barriers to employment.

V. Request for Additional State Guidance

As a best practice for providing technical assistance, the PA Department of Labor & Industry has developed a financial management guide and implemented monthly fiscal trainings to review federal and state (L&I) compliance requirements with all local WDBs.

However, local WDBs have been unable to receive similar technical assistance from the PA Department of Human Services (DHS) on the passed through Employment, Advancement and Retention Network (EARN) funds. We would like to see DHS develop and implement a financial guide and similar training practice to eliminate the any improper use of EARN funds and to assist in meeting compliance requirements set by DHS.

Bucks County Workforce Development Board 2022 Annual Report

The Bucks County Workforce Development Board (BCWDB) is pleased to submit its local annual report for 2022 to the Commonwealth of Pennsylvania. Bucks County is a suburb of Philadelphia—population 646,098—with a median household income of \$93,200, which is \$28,200 above the national median household income (\$65,000). Residents who earned a bachelor's degree account for 25.7% of the population, 5.3% above the national average. Throughout the area, Health Care and Social Assistance, Retail Trade, and Manufacturing comprise the largest industries. Bucks County's top growth industries include Transportation and Warehousing, Health Care and Social Assistance, and Educational Services.

TOP THREE ACCOMPLISHMENTS

Outreach Expansion: The BCWDB was able to expand outreach efforts due to an award of requested WIOA Statewide Activities funds. These funds made it possible to launch a comprehensive outreach campaign with refreshed PA CareerLink® branded materials to raise awareness of one-stop services for job seekers and employers. This multimedia campaign comprises videos, toolkits, social media templates, and webpages at www.buckscounty.gov/PACareerLink.

During its second year, the WEDTalks webinar series hosted 12 online sessions led by renowned experts to engage employers and employment professionals in monthly masterclasses based on timely, purposeful, and expertly curated workforce topics. More than 400 professionals joined discussions between January and December to explore employee wellness and retention, apprenticeship programs, global supply chain disruptions, social media outreach strategies, and more. WED Talks will continue throughout 2023 to create more engagement opportunities, spark new ideas, and promote innovative strategies in the workplace.

In conjunction with outreach efforts, the Philadelphia Business Journal named Executive Director Billie Barnes as one of its 2022 Women of Distinction. A high-profile regional event, Women of Distinction recognizes women in the business community who are blazing a trail at their respective companies, are respected for accomplishments within their fields, give back to the community, and are sought out as respected advisors and mentors. Business Journal's editors selected the honorees from almost 300 nominations made by the public. The publication selected Barnes for its special edition cover, placing workforce matters at the forefront.

PACL Relocation: In August, PA CareerLink® Bucks County relocated its one-stop career center to an updated facility in Trevoze to better serve customers. The centrally located building has greatly improved customer experiences with access to SEPTA regional rail and buses, ample space for recruitment events and job fairs, access to dining services, and an onsite daycare facility. On September 28, PA CareerLink® Bucks County hosted a well-attended grand opening ceremony to celebrate its new location and the many services offered at no cost to our community. The one-stop career center is positioned as the leading source of employment connections, resources, and opportunities for local job seekers and employers.

Regional Approach to Projects: The BCWDB increased opportunities for greater collaboration for maximum impact across WIOA programs. In partnership with Philadelphia Works, Bucks County acquired a Dislocated Worker grant to serve more participants. While currently in a planning phase, collaboration with Philadelphia on the Good Jobs Challenge is designed to develop proactive and equitable talent solutions for the growing industries in the Greater Philadelphia region. Additionally, regional coordination of apprenticeship programs expanded services for employers and job seekers in Bucks and Montgomery

counties. Similarly, a regional approach to Equal Opportunity efforts provided a more strategic vision to PA CareerLink® centers with a renewed commitment to accessibility and compliance.

TOP THREE STORIES OF WORKFORCE DEVELOPMENT IMPACT

Byron's Story: When Levittown resident Byron came to PA CareerLink® Bucks County, he received county assistance benefits and worked with the EARN Program staff to develop a career pathway that would provide long-term sustainability. Byron was seeking assistance in identifying a training program that would result in a credential to enhance his marketability. Upon meeting with the intake coordinator, he was deemed eligible and enrolled in July 2022. He explored multiple industries and training options with his career counselor and the Business Services Team (BST) recruiter. Byron enrolled in a Commercial Driver's License (CDL) Program to obtain his CDL-A. After he reviewed area providers, he enrolled in Smith and Solomon Driving School in August 2022. He completed his CDL training in October 2022 and was recruited for employment through the placement office with Smith and Solomon. Byron, however, was aware of the On-the-Job Training (OJT) program through the PA CareerLink® Bucks County, and his counselor coordinated services with a BST representative to identify an OJT opportunity. After weighing his options, he began an OJT with Liberty Coca-Cola as a driver. Upon completing his OJT, Byron accepted a position with Liberty Coca-Cola as a driver/merchandiser, earning a 17% wage increase from his previous position.

Virginia's Story: In March of 2022, Virginia attended a CareerLink® Virtual General Orientation Workshop after her dislocation from Sweeping Corporation of America, where she was an administrative assistant. After the orientation, Virginia enrolled in the WIOA program, hoping to work with a career counselor and return to work. She enjoyed her previous employment, and her goal was to re-enter the workforce in the business detail industry. After a review of the services and resources by her career counselor, she decided that an On-the-Job Training (OJT) opportunity best addressed her short-term goals. An OJT position with Zober Industries, Inc. was presented through a Business Services Team representative working with the company to identify talent to address their vacancies. The BST worked with the career counselor to present Virginia as a viable candidate. Her counselor worked with her on interviewing preparation and weighing multiple employment offers. After her initial interviews, it was reported that Zober Industries Inc. was interested in hiring Virginia as an administrative assistant or within their accounts payable office. After further discussion, Virginia was hired as an Accounts Payable specialist through an OJT. This outcome provided a "win-win," where the company and Virginia benefitted through the training process associated with OJT objectives. The company reports that Virginia is a valued employee, and she notes her gratitude for the connection with a local company where she feels part of a team.

Worth & Company, Inc.'s Impact: Worth & Company, Inc.'s Impact is among the most respected full-service mechanical contractors in the Mid-Atlantic region. Established in 1976 from a garage in Doylestown, Bucks County, the company has grown to employ nearly 550 people. As one of our local manufacturers, Worth & Company, Inc. recognizes the value of partnering with the BCWDB and PA CareerLink® Bucks County to address their workforce development needs. During the 2021 calendar year, Worth & Company, Inc. hired 118 new employees and grew their average employee count by 10%. Their rapid growth, willingness to reinvest in their employees and commitment to educating today's youth have made a positive impact on our community. Worth & Company, Inc. is invested in the success of its employees. Through their partnership with the Associated Builders and Contractors (ABC) of Eastern Pennsylvania, they have built a strong foundation for employees to enhance their education and develop rewarding careers in the mechanical construction industry and a path to earning family-sustaining wages. The Apprenticeship Program at Worth & Company offers on-the-job training and a customized curriculum through ABC that utilizes in-house expertise and resources, such as tools, advanced technologies, and

seasoned industry experts who provide top-notch training and guidance to apprentice students. In 2021, Worth & Company sent over 50 young employees to advanced, state-approved Apprentice Training (in their chosen discipline - Plumbing, Pipe Fitting, or Sheet Metal) with ABC. Moreover, 20 of these Apprentices qualified as Incumbent Workers and received partial funding from PA CareerLink® Bucks County for their training. 2021 is the first year Worth & Company has provided plumber/sheet metal apprentice employees with this IWT opportunity. All 20 employees will receive one-time bonuses of \$50.00 upon completing their IWT with Associated Builders and Contractors in March 2022.

LOCAL WORKFORCE DEVELOPMENT CHALLENGES

Reaching all individuals who need services proved to be a challenge in 2022. In response, Bucks County engaged in ways to increase one-stop career center walk-ins and general foot traffic. With a reduced Labor Force Participation Rate (64.8%) in Bucks County, PA CareerLink® expanded outreach and targeted its efforts to all stakeholders, including addressing specific barriers to employment. Furthermore, a reduction in WIOA Formula Funds challenged Bucks County to do more with less fiscal support.

PROMISING PRACTICES

ARPA Funding: The BCWDB's role in managing ARPA funding for the local workforce development area made it possible to begin the Workforce on Wheels project in 2022. Workforce on Wheels, a mobile PA CareerLink®, will make it possible to travel and bring one-stop services directly to job seekers. Bucks County continues working with Farber Specialty Vehicles to bring this innovative project to fruition. Additionally, PA CareerLink® and local Chambers of Commerce surveyed members to gauge what training types would benefit employers and their employees. The BCWDB evaluated this information and created an ARPA-funded job seeker and employer training program opportunity that will be implemented as a series of workshops on requested topics designed to enhance skill sets beginning in 2023.

The Success of Incumbent Worker Training (IWT): Bucks County saw its PY22 IWT funding fully obligated in December 2022, aided by strong connections with employers and engaged referrals. Helping employers upskill and reskill their staff proved to be a promising practice.

On-Campus Workforce Counselors: The BCWDB received WIOA Statewide Activities funding to deploy on-campus workforce counselors based at Bucks County Community College to promote services specifically within the college and coordinate with the academic departments for developing career days and targeted employer events. Bringing PA CareerLink® workforce counselors to campus will help bridge the gap between students and employment. It will also increase accessibility to PA CareerLink® services for Bucks County residents.

Reentry Services: In 2022, the BCWDB and PA CareerLink® Bucks County hosted three Behind the Walls Reentry Job Fairs at the Bucks County Correctional Facility. More than 40 representatives from area employers met with 31 attendees who submitted job applications, jump-starting the process of rebuilding their lives upon release. PA CareerLink® Bucks County's partnership with the Department of Probation & Parole focused on expanding the local footprint of one-stop services by providing space for their staff to meet with their clients. After their meetings, PA CareerLink® follows up with supportive services. This partnership offers an additional avenue to work with inmates before they are released, which helps transition reentrants back into the community.

REQUEST FOR ADDITIONAL STATE GUIDANCE

Bucks County requests CWDS ad-hoc reporting training to mine data, focus on compliance areas, track and report negotiated measures, and improve conversations with service providers.

Central Workforce Development Board 2022 Annual Report

Top Three Accomplishments showing Commitment to the WIOA Combined State Plan

Third-Party Evaluative Study

Continuous Improvement of the Workforce Development System

In order to make the greatest positive impact to businesses, job seekers, youth, and the region at large, Advance Central PA sought to better understand the effectiveness of current workforce development system efforts and identify strategies for continuous improvement. In May 2022, Advance Central PA competitively procured Research Evaluation Consulting, LLC (REC) to conduct an evaluative study of programs in the Central WDA. Key goals were to: 1) Examine the effectiveness of programs overseen by Advance Central PA, the PA CareerLink® network in Central PA, and subcontractors, 2) Establish a baseline and identify areas of improvement, 3) Make recommendations for continuous improvement to ensure the PA CareerLink® network and services provided are relevant, efficient, and effective, and 4) Provide tools and resources to support future evaluation efforts.

Advance Central PA and the PA CareerLink® network have a solid foundation to help job seekers, and many strengths serving this mission. Enhancing these strengths, while reviewing and improving the areas that create difficulty for PA CareerLink® staff and partners would help the network excel.

-REC Report

The study began in May 2022 and utilized a mixed-methods approach to comprehensively understand and evaluate workforce development efforts. The evaluation kicked-off with REC review of Advance Central PA contracts with partner organizations, previous outcome reports, internal and external data files, and existing evaluation tools. REC then developed evaluation tools and recruitment messaging in order to conduct phone interviews, surveys, and a facilitated secret-shopper exercise as shown in Figure 1.



Figure 1: Components of the Evaluation

- 1. Phone Interviews with PA CareerLink® Partner Staff/Leadership**
quality of services for program participants and customers, outcomes, risks and/or gaps in services, and opportunities for improvement
- 2. Business Partner Survey**
services utilized, experiences hiring job seekers, and suggestions for strengthening partnership with Advance Central PA
- 3. Job Seeker Survey**
demographics, experiences with Advance Central PA and PA CareerLink®, and career outlook and outcomes
- 4. WIOA Leadership Survey**
satisfaction and experiences with Advance Central PA and PA CareerLink® and feedback about their partnerships
- 5. Secret Shopper Study**
customer service experience of job seekers at PA CareerLink®

The study commenced in December 2022 with a final report of results and recommended actions. Comprehensive findings are described throughout the 76-page report and show strengths as well as opportunities. Findings of interest include that while most Business Partners reported satisfaction partnering with both PA CareerLink® and Advance Central PA, there is room for improvement in the number of job seekers hired, as well as the job

readiness of those hired. In particular,

increasing intentional training in professional soft skills were noted as a need. Job Seekers viewed their experiences with the PA CareerLink® and Advance Central PA as mostly positive, especially regarding staff interaction and support. Job Seekers noted various barriers in their professional skills and education, as well as external challenges that made it difficult to obtain employment. WIOA Leadership suggested increased collaboration and communication are needed, but overall viewed the network partnerships favorably. Findings from the Secret Shopper Study provide initial information about the individual PA CareerLink® sites and customer experiences. Some sites were perceived more favorably, whereas others were rated less optimally. The impact of increased customers seeking to resolve unemployment issues may have had a direct impact on the customer service experience at some sites.

Opportunities for improvement that Advance Central PA will work diligently toward for the next two calendar years include building on existing collaboration, increasing training opportunities around soft skills, intentionally sharing successes, increasing communication, streamlining service delivery, refining data collection, and continuing evaluation efforts. Figure 2 shows the full list of recommendations.



Figure 2: Actionable Recommendations

1. Improve Collaboration between Staff, Partners, and Subcontractors
2. Share Successes and Lessons Learned Internally and Externally
3. Subcontractors Address Internal Workforce Development Issues
4. Create Staff-Friendly Tools to Streamline and Improve Services
5. Segment Job Seekers to Streamline Service Delivery
6. Review and Streamline Internal Processes and Procedures
7. Create a “Data Dictionary” for Job Seeker Data
8. Strategically Decide How Data Will be Used
9. Refine Data Processes to Focus on the Most Essential Data
10. Support PA CareerLink® Staff to Ensure Data Quality
11. Improve the Quality of Business and Job Seeker Contact Info
12. Continue to Make Evaluation a Priority
13. Expand Training Opportunities to Assist Job Seekers
14. Strengthen Partnerships with Organizations that Provide Wraparound Supports
15. Engage Job Seekers and Businesses with Communication/Marketing

PA CareerLink® Network Enhancements

Strengthening the One-Stop Delivery System

Multiple updates were made throughout the PA CareerLink® network to increase relevancy, implement efficiencies, and build on lessons learned regarding remote service delivery. Paradoxically, an effectively sized physical location of the PA CareerLink® is unquestionably necessary in our local communities, while at the same time, remote services offers accessible opportunities for those who otherwise would not be able to access the vast available resources, including staff expertise, career coaching, connections to referral partners, and overall case management.

With partner engagement in decision making, Advance Central PA successfully moved the PA CareerLink® Columbia/Montour Counties from a small space that limited onsite offerings to one with flexible space to host employers, job seekers, youth, and outside partners alike. Staff are now poised to offer more services, thereby increasing relevancy, while accommodating foot traffic more safely.

Safety is a continuous concern at all Central Region locations. With increased foot traffic from citizens experiencing hardship and in need of assistance with their Unemployment Compensation claims, as well as otherwise desperate individuals looking to the local staff for help, and a mental health crisis permeating all aspects of community, there has been cause for concern about staff and customer safety. With

Statewide funds awarded by the PA Dept. of Labor & Industry leveraged with funds from the organization procured to provide Out-of-School Youth services, Advance Central PA hired a third-party expert to perform a safety evaluation of Central Region PA CareerLink® sites. A full report with risks, dangers, and recommendations was provided for five of the six buildings in 2022 (the Columbia/Montour site evaluation will be completed in 2023 due to the move noted above.) Together with the Operator, Advance Central PA reviewed the reports and prioritized implementing recommendations key to safety and security both of which are critical in regard to morale and staff retention as well.

Some customers continue to thrive with ability to access services remotely. Advance Central PA's subcontractors have carefully looked at their processes to ensure job seeker participants are not being asked to come on-site for appointments when they can be accomplished remotely in the best interests of the participant. For example, a case management touch-point may be effectively made via Zoom. Foot traffic must increase, but this includes reaching new job seekers and youth while serving the people on the caseloads in a human-centric way, including via proven remote methods.

Early Childhood Education is a Workforce Issue

Career Pathways & Apprenticeship, Sector Strategies & Employer Engagement, Continuous Improvement

Stemming from meetings of the MADE in Central PA Manufacturing Partnership and a joint meeting of the Local Elected Officials Board and Central Workforce Development Board (WDB), Advance Central PA convened brainstorming sessions to address the critical need for high quality, affordable early childhood education in the region. The Central WDB and MADE in Central PA partnership identified the lack of childcare and the low wages paid to childcare workers as a workforce issue detrimental to increasing the current labor pool and ensuring we have a future workforce. To address this challenge, Advance Central PA held two brainstorming sessions attended by business leaders from manufacturing, healthcare, and public utilities, workforce board members, county commissioners, community partners representing economic development and education, childcare providers, and the PA Early Learning Investment Commission. These sessions were followed by a session with presentations from two successful programs that were able to increase wages and access to childcare to determine if they could be replicated in Central PA.

While no specific actions beyond the convening of relevant partners and sharing best practices have occurred, we identify these convenings with businesses, public officials, workforce, and economic development all at the table to address the childcare crisis an accomplishment. This is one area impacting every facet of the community. In 2023, this group will be joining with the Susquehanna Valley Early Learning Investment Committee to combine resources to increase access for early childhood education.

Top Three Stories Showing the Impact of Workforce Development Program and Services

Noah's Story

Highlighting the tenacity of opportunity youth and the necessity of dedicated funding

Noah was going through a rough patch, with little direction about what to do with his future when he learned about the PA CareerLink® Title I/TANF Out-of-School Youth program, YES to the Future (YES). Upon enrollment, YES sought to know more about him in order to provide relevant services to address needs and build goals. Noah's work history included a job at a bowling alley until he had fallen ill, diagnosed with a long-term medical condition.

His YES Career Counselor guided Noah to continuing the work of understanding his strengths and interests. After completing assessments, attending YES career ready workshops, and working one on one with his career counselor, Noah began to hone in on how he might turn his love of sports into a rewarding career. A spark was lit and Noah dove into learning more about fitness careers with his YES Career Counselor, who recommended a job shadow so Noah could learn first-hand information about opportunities.

YES connected Noah with Ron White, owner of Tried & True, a CrossFit gym in Lycoming County. Mr. White was impressed with Noah taking note of his passion for health and fitness during the job shadow. In follow-up conversation with YES, Mr. White showed interest in offering a paid internship.

Timid but excited, Noah agreed to interview. YES helped him obtain clothing and work clearances in preparation. Noah was offered the internship and started off in the Title I funded activity by receiving training and support to begin interacting with gym members. He then moved into assisting in the gym's CrossFit Kid's program. He excelled, and Mr. White approached Noah about the possibility of unsubsidized employment running the Kid's Program. The position that would require Noah to earn a CrossFit Kid's certification which proved to be a barrier because of the prohibitive cost. In collaboration to leverage funds, the YES program paid half the cost of the certification course with support services funds while Tried & True paid the rest so that Noah could take advantage of the opportunity.

"The Yes to the Future Program didn't just help me find a job, it helped me find a purpose, a reason to be excited when I wake up in the morning. Most importantly, it helped me rediscover my passion for fitness and helping others."

Noah was hired by Tried & True in July as a gym assistant where he also was mentored in understanding aspects of owning and running a fitness business. After earning his CrossFit Kid's certification in September 2022, Noah assumed full responsibility for the program. It wasn't long before the gym owner approached Noah about getting his L1 certification which would allow him to coach adults as well. Tried & True covered the full cost of the certification, a total of \$1,100.

In December, Noah traveled to Baltimore to complete the required course; the OSY program filled up his tank prior to leaving and again upon return to eliminate barriers to success. Noah passed his certification exam and became a CrossFit L1 Trainer. Holistically, the employment has been the perfect fit for Noah, capitalizing on his interests and skills while even helping him regain much of the strength he lost when he became ill. He still has the goal to play semi-professional soccer and because of all the training as a Tried & True employee and coaching through YES, he gained the confidence to try out!

Under Pressure Connections

A demonstration of the critical value of the one-stop PA CareerLink® network and WIOA funding in serving Pennsylvania businesses

Under Pressure Connections started as a hose fabrication plant in Williamsport, Pennsylvania, and now features a wider variety of precision services including hose fabrication, cylinder repair and fabrication, tanker truck services, brake fitting services, tube bending services, and general diagnostic services. The relationship between Under Pressure Connections and PA CareerLink® Lycoming County began in October of 2017, when owner Randy Pfirman, who had not previously accessed PA CareerLink® services, was having difficulty finding qualified, experienced skilled laborers and tradesmen. With consultative support from the Business Solutions Team (BST), the company began posting positions with PA CareerLink®, hosting Paid Work Experience for Out-of-School Youth and participating in On-the-Job Training.

Reflective of the high quality and responsive services available to businesses via the PA CareerLink®, the partnership has continued to evolve over the years as the company has expanded. From providing support

and referrals to programs such as Shared work and resources through SEDA-COG at the height of the pandemic, to helping the company make connections to PA CareerLink® Luzerne County, SBDC, and Hazleton Community & Economic Development as they worked toward an expansion in that area, the BST has been a trusted, reliable consultant for the business.

Most recently, the company expressed concern about the inability to compete with local manufacturers for talent. As they already utilize OJT, offer internships, and are a second chance employer, the Business Consultant recommended working with high school CTE to offer cooperative learning opportunities. In September the company started training two students through co-op; they will continue working through the school year and have the opportunity to move into full-time positions upon graduation. Still another example of recent services provided to the company can be found when Mr. Pfirman expressed a need to send staff to training on new fabrication methods, but the cost was prohibitive. The PA CareerLink® BST made a connection for WEDNET funding; the company qualified and sent four staff to the training.

Under Pressure Connections is a strong advocate for PA CareerLink® business solutions, and Mr. Pfirman shares his experience with other business owners, citing the BST as a critical partner and describing how PA CareerLink® services help businesses thrive.

STEM Aviation Camp

A reflection of what can happen as a result of LWDBs having collaborative partnerships and when discretionary funds are made available to support big ideas

In partnership with SUN Area Technical Institute (SUN ATI), a local CTE and Adult technical education provider, and Susquehanna STEM to the Skies, a non-profit located at Penn Valley Airport dedicated to promoting careers in aviation, Advance Central PA was awarded Statewide funds to support a STEM Aviation Camp.

Given the critical pilot shortage and the need for workers in aviation-related careers, the Camp was held in October and November 2022 to promote technical skills including welding and machining skills needed in the aviation industry. The Aviation Camp served 24 students from 7th through 9th grade who attended after-school welding and machining classes taught by SUN ATI instructors in exciting hands-on ways. Students also learned under aviation instructors who utilized training and flight simulators to show students a glimpse of a career path in aviation. The Camp included meals to help overcome barriers and a trip to Penn Valley Airport as well as a tour of Pennsylvania College of Technology.

"I just wanted to say thank you to you and all the staff who made this camp possible! Liam came out the first day with so much to talk about! I would have never guessed he would have enjoyed welding but he loved it! He asked me to change our vacation week in June so he can try out some other options at tech!"

Partnership on this project allowed Advance Central PA to respond to real-time labor market information and increase student and parent awareness of career opportunities in aviation while simultaneously showing them how CTE/adult technical education can be the first step in preparing for these highly skilled careers. Partners were thrilled with the engagement level of students and their parents and grateful for the support from Advance Central PA which helped bring the STEM Aviation Camp to fruition.

Challenges in 2022 and/or anticipated in 2023, and the plan to address them.

Based on the 2022 Q4 unemployment rate of 3.8%, Central PA is at full employment; however, there is still a significant number of open job postings. This is partially due to the demographic drought experienced throughout the nation, but particularly in the Central workforce area where eight of the nine

counties experienced a population decline based on the 2020 census. Advance Central PA and PA CareerLink® staff are using data and conversations with jobseekers to understand how to involve more individuals in the labor force, including discussions around childcare.

Another challenge is high turnover of PA CareerLink® staff who are leaving the public workforce system to work for private industry where they are able to earn higher wages or receive better benefits. Due to the unpredictability of WIOA funding, it's hard to increase wages and keep up with the market. While inflation and wages increased throughout the region during the past year, our WIOA allocations decreased \$350,398 from 2021 to 2022, while the cost of doing business increased. We consistently apply for other funding to supplement the local workforce system; however, this also takes staff time away from providing direct customer service and support. This turnover has resulted in increased stress levels and higher caseloads for the remaining staff.

Demonstrated Practices that Support Continuous Improvement of the Workforce System

Recognizing people want and sometimes need short commute times, the BST successfully piloted a new job fair methodology to supplement the traditional model. Job Crawls were coordinated across the region, bringing job fairs and job seekers on-site to the businesses. Focused in corridors dense with businesses, the events are targeted to people who live nearby. Job seekers easily travel between the different businesses and see the various workplaces first-hand on the same day. Partner staff, such as EARN provide transportation as needed to participants.

With increased intentional effort to promote and protect equal opportunity, Advance Central PA has implemented monthly 30-minute trainings for all workforce staff across the region. Participation is mandatory, so to increase accessibility, each training is presented live via webinar 30 minutes before the PA CareerLink® sites open to the public. Trainings are recorded and saved to a SharePoint drive for future reference or for anyone unable to attend live.

Apprenticeship is a proven workforce development strategy with broad benefits to both job seekers and businesses. Advance Central PA is a leader in convening key partners in support of the model. Strategically applying for relevant grants, such as PAsmart, PA. Dept. of Community & Economic Development Manufacturing to Careers, and most recently Apprenticeship Building America, Advance Central PA is building capacity toward an intentional, formalized plan to develop and grow Registered Apprenticeship in the region, with a focus on pre-apprentice to Registered Apprenticeship ecosystems.

Areas Where the LWDB Would Benefit from Additional State Guidance

Intentional, effective outreach to the public is needed so that everyone who might benefit from services are aware of the resources and staff expertise available at the PA CareerLink®.

Childcare centers in Central PA have waitlists that extend into the hundreds due to staff turnover. At the heart of the issue are the low wages paid to the staff; parents cannot afford to pay higher rates for early childhood education and employees can take their talents elsewhere in this labor market. The result is fewer people in the labor market and a low birth rate. As a workforce crisis, funding and support is needed at the state and federal governmental level.

Chester County Workforce Development Board 2022 Annual Report



Top Three Accomplishments for 2022

Innovative Programming with WIOA Statewide Activities Awards

The Chester County Workforce Development Board (CCWDB) is proud to partner with many local and regional organizations addressing the workforce development needs of our employers and our residents. Perhaps the best recent representation of the uniqueness of our area and the variety of programming that requires, was our use of WIOA Statewide Activities grant awards in 2022.

Together, with our education and economic development partners, we utilized funds to develop and implement innovative programming. We connect regularly and strategize to meet the needs of employers and identify education and training programs for job seekers and incumbent workers that respond to real-time labor market analysis. We remain grateful for the consideration and support of the Department of Labor and Industry; this type of funding serves as a great way to launch new initiatives. Some of our 2022 WIOA Statewide Activities funded programs include the following:

The creation of the Coatesville Manufacturing Training Center; a centralized training facility intended to serve career-ready youth, job seekers, and incumbent workers interested in learning and enhancing the skills necessary to obtain high paying industrial manufacturing and construction jobs in Chester County. Developed by the Chester County Economic Development Council and hosted by JGM Steel Fabrication and Construction Services in Coatesville, PA, this project engaged manufacturers through the Manufacturing Alliance of Chester and Delaware Counties Industry Partnership, Chester County high schools, Career and Technical Education schools, and the PA CareerLink® - Chester County, United Way Financial Stability Center.

Workforce Development in Coatesville: The Work Enclave/Workforce Reintegration Program; Chester County Opportunities Industrialization Center (CCOIC) designed this program to provide training and immediate employment and income “for participants willing to work, able to work, and ready to work.” At the core of this program was the organization’s concentrated interest to encourage and empower. Work Enclave participants were able to serve as paid ambassadors for their community. Each person received professional development and completed beautification in local parks, outdoor venues, and other locations as instructed by the City’s Parks and Recreation and Public Works department. Professional development included 5-weeks of work, access to industry recognized credential training, the learning and practice of character building and soft skills. This was also a great opportunity for collaboration across programs with each participant attending at least one PA CareerLink® workshop.

Technical Assistance for New Business Champions; a program designed and facilitated by the Chester County Economic Development Council to serve and support small businesses with priority for minority and women-owned small businesses. Assistance activities included business plan development, accounting and financial training, entrepreneurship training, marketing, customer development, HR training and optimization and other small business-essential skills for business owners. The initial funding established a pilot program and additional rounds of funding allowed for doubling the number, more than 50 small to medium-sized businesses have been served. Businesses were matched with Senior/Executive leadership from provider staff and partner organizations in a mentorship model that has resulted in business confidence, growth/expansion, recruitment, and retention of employees.

Expanded Community Outreach Including Youth Program Engagement

In 2022, we placed emphasis on the need to expand reach and access and enhance partnerships within the PA CareerLink® Chester County and throughout the community. The Title 1 Team responded by developing a new position: Community Outreach Coordinator. Independently, and when appropriate, in partnership with the One Stop Operator, this position focused on building relationships and re-engaging with partner organizations. The impact was significant from the onset, resulting in increased participation for PA CareerLink® and Chester County Workforce Development Board (CCWDB) sponsored events. The Community Outreach Coordinator maintained a social media presence and consistently sent out emails to community partners, sharing the workshop calendars, partner programs, and event flyers. They also sent out monthly information about the youth program to school districts and community-based programs. Partner referrals have increased tremendously because of this outreach.

Some additional examples of outreach from the PA CareerLink® Chester County include a renewed partnership with the Senior Community Service Employment Program (SCSEP) and participant support from The Justamere Foundation. For the first time in more than three years, we have new participants in the SCSEP program, offering support to job seekers in the Computer Resource Center. The Justamere Foundation, a local organization founded to impact generational poverty through grants for career education and program support, connected with program participants following a referral from our One Stop Operator (OSO). The OSO connected the EARN and Title 1 programs with The Justamere Foundation, and as a result, the Foundation has been able to help EARN and Title I participants with supportive services, like access to transportation allowances.

In an expanded partnership stemmed from the Chester County Youth Center requesting virtual services for the youth incarcerated within their center, Title I Youth staff developed virtual workshops on job search, interviewing, and resume skills. As a result of this expanded partnership, Chester County Youth Center staff now has an established role in the CCWDB Youth sub-committee, the Council for the Workforce for Tomorrow, and has continued to utilize the PA CareerLink® United Way Financial Stability Center for services.

Enhanced Partnerships with Community Partners for Recruitment Events

Over the last few years, we have highlighted the ongoing efforts of our Board and our partners responding effectively and efficiently to the need to adapt in response to COVID-19. 2022 required the same with an emphasis on collaborative impact. Our PA CareerLink® Chester County and United Way Financial Stability Center continues to operate in a hybrid manner, ensuring job seekers and employers have access to all levels of programming without interruption or delay. Partner staff remain actively involved in community through the establishment of new partnerships and the enhancement of existing committees and resources, including our Business Services Team.

Members of the Business Services Team (BST) strategized a return of recruitment events, including on and off-site offerings, and the addition of virtual recruitment events to meet job seeker and employer demand. In April 2022, the BST partnered with West Chester University to establish an annual County Job and Internship Fair. Current and former students and community residents were encouraged and welcomed to attend. Additional collaborative recruitment events include a Behavioral Health Fair at Chester County’s Government Services Center, and a Manufacturing Job Fair at Penn State Great Valley.

Top Three Stories of Workforce Development Impact

Employer Highlight: IrieVeda

Tashelle Darby-Wong and her company, IrieVeda applied for consideration and was selected as a New Business Champion for the WIOA Statewide Activities funded program referenced earlier in this report. Launched in Spring 2022, IrieVeda Spice Blends is a West Chester, PA, based company established to make the spice industry



more inclusive, especially for those with food allergies. As a participating business in the program, Tashelle completed a business-needs assessment and received Technical Assistance with qualified expert(s) on business supports identified as top priorities. From a VISTA Today article, we learn Tashelle coined the name IrieVeda from the Jamaican word “positive” (Irie) and the Indian word for “knowledge” (veda). It’s safe to say her company received positive knowledge from program participation and IrieVeda provides positive knowledge daily to their dedicated and growing customer following.

IrieVeda has been featured in VISTA Today and Philadelphia Business Journal publications. Website: irieveda.com

Dual-Enrollment Highlight: Karson C.

A participant initially engaged Title 1 staff with interest in becoming an electrician. After meeting with the Community Outreach Coordinator and a Career Advisor, the participant connected with a Youth Coordinator and ultimately enrolled in the Career Corps youth program for support and job search. During enrollment, the participant completed a Math and English assessment and engaged in conversations with staff. The participant revealed they had an IEP in school and an ADHD diagnosis, and ultimately expressed they felt better suited for a pathway in special education and childcare, feeling more passionate about the helping field and their potential positive impact on others. The participant expressed interest in attending a job fair and solicited help from staff with their resume and job search. A Career Advisor and the Youth Program Coordinator helped the participant build confidence in their pursuit of a career path, prepare for job fairs and interviews, and review and complete online applications for Teacher’s Assistant and Personal Care Aide positions. The participant attended a job fair and was invited to participate in a total of three interviews. Following the interview process, the participant received an employment offer making nearly double the amount (\$16.30) they were earning prior to entering the program. The Youth Program Coordinator was able to provide support to the participant in communicating with the employer, as well as receiving financial support with fees associated with securing a new position like background checks and additional personal needs like Behavioral Health counseling for temporary mental health services. The participant has maintained contact with staff and reports they have received a \$2.00 rate increase (\$18.30/hr) and are thriving in their role, with thanks and appreciation for the programming at PA CareerLink® Chester County.

Program Connections: EARN, PA CareerLink® - Chester County, United Way Financial Stability Center, County Assistance Office, The Justamere Foundation (community partner)

TR re-enrolled in EARN in December 2021 as a Maximum Participation Program (MPP), meaning they had multiple barriers to address and overcome to secure and maintain employment. The participant had previously struggled with permanent employment and had disengaged from the EARN program multiple times. The participant also had a few medical issues that needed to be handled before starting an IEP. Once the medical issues were squared away, TR established a goal of working at a doctor's office in Medical Billing and Coding. EARN enrolled her into MedCerts program and she obtained certification as a Medical Billing Specialist. TR received resume and interviewing skills support at the PA CareerLink® and obtained employment in October 2022. TR is now working for Penn Medicine in one of the satellite offices in the Radiology Departments. She is earning a wage of \$18.50 an hour and working 30 hours a week. As she was starting work, she let program staff know her car needed extensive repairs. Program staff helped her navigate the process of purchasing a car. With support from the County Assistance Office and connection to the Justamere Grant referred by the One Stop Operator, TR was able to purchase a car and maintain employment without issue!

Local Workforce Development Challenges

We continue to see more job openings than active job seekers. Engaging youth in career exploration, pipeline development, training in high priority occupations, and thorough analysis of Labor Market information will remain top priorities for addressing the skilled worker crisis and supporting employers.

Transportation continues to be a challenge in Chester County. Local public and private transportation agencies report staffing challenges have increased. As a result, bus routes have been eliminated or reduced, exacerbating an existing issue with few signs of improvement. Naturally, this reduces options and creates increased ride-time for individuals trying to reach their place of employment and support organizations like the PA CareerLink® - Chester County and United Way Financial Stability Center.

Our local area is seeing a reduced number of local training providers and programs. A longtime training provider withdrew all of 14 of their programs, citing reduced public sector enrollments and the overall need to re-assess their own business model. The Workforce Development Board will prioritize researching and identifying potential training providers in the year ahead. Staff will partner with the Title 1 Team to provide an overview of local workforce programming and the benefits of engaging with the PA CareerLink® as part of the Eligible Training Provider List.

Promising Practices

The Chester County Workforce Development Board (CCWDB) would like to acknowledge the Southeastern PA region comprised of Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia counties, for continued partnership and collaboration. This includes grant applications, programming, and combined efforts on activities like regional petitions for High Priority Occupations lists. Staff from each region worked closely to properly research and draft petitions on behalf of the region at large. We classify this as a promising practice and appreciate the continued partnership with our SEPA neighbors.

CCWDB in collaboration with the Chester County Department of Community Development, continues its efforts in addressing Social Equity, Diversity, and Inclusion. The departments share a committee, connecting regularly to enact fair and equitable provision, implementation, and impact of services, programs, and policies. Staff from the departments, funded providers, and members of the community

are encouraged to participate in regularly scheduled discussions and events, including Workforce Equity and Social Equity Housing Panels facilitated this year.

Our centralized, on-site partnership: PA CareerLink® Chester County and the United Way Financial Stability Center continues to be a promising practice we are proud to highlight in Chester County.

Request for Additional State Guidance

Increased communication and timely support for job seekers regarding their UC claims and issues would be helpful and reduce pressures on staff at the PA CareerLink® - Chester County. More than 390 claimants were assisted and supported by placing a UC rep on site two days a week, as part of the UC Equity Grant program. The Chester County Workforce Development Board would appreciate additional considerations for programming and time for UC staff to be present and accessible.

We welcome dialog around developing an alternative to providing full Social Security Numbers (SSN) and Date of Birth (DOB) requirements for Incumbent Worker Training, funded in part by our Industry Partnership grants. While we know data collection is imperative to show reach and impact, employers have provided feedback that collecting and sharing the full SSN and DOB has an adverse effect on employer/employee participation.

Continued guidance, the availability of technical assistance, and highlighting the exchange of best practices, encourages and promotes our success. The Monthly Workforce Partner Calls, Oversight and Monitoring and Fiscal Touchpoints, and BWPO interval trainings have been helpful!

Delaware County Workforce Development Board

2022 Annual Report

Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan;

The state's WIOA Combined State Plan's goals of increasing **Sector Strategies and Employer Engagement** were areas of great growth in Delaware County during 2022. Employer Engagement increased beginning in January 2022 when DCWDB started a Business Service Team tasked with proactively reaching out to local employers to connect them to the PA CareerLink® system. The three-person team also hosted two job fairs for youth and three job fairs for adults (including one for Veterans) which included 160 employers, many participating in multiple events. In response to employers' requests for ongoing hiring events, the Business Service team hosts weekly recruiting events at either the Chester City or Delaware County Community College PA CareerLink® sites. Between September and December 2022, 9 employers participated in 18 recruitment days. As a result of the Business Services outreach, 101 new employers utilized the PA CareerLink® system and 365 worked with the team to post job openings.

DCWDB has also increased the use of sector strategies to address shared challenges and opportunities for employers. An example of this sector-based approach includes a new Industry Partnership for the Emergency Medical Services sector. In early 2022 DCWDB was awarded a PA Smart Industry Partnership planning grant to work with a wide range of employers in the Emergency Medical Services sector serving Bucks, Chester, Delaware, and Montgomery Counties. Participating employers have ranged from large, multi-county hospital systems to small, private transport companies. Through facilitated conversation, this diverse group of employers has identified common challenges of an aging workforce that are not being replaced by young workers, a wage and benefits structure that is not competitive with similar sectors, and burnout due to the excessive demands created by the COVID-19 pandemic. DCWDB hopes to continue to work with this sector to offer tailored solutions to address their shared challenges.

A second sector that DCWDB focused on during 2022 was the Child Care sector. DCWDB recognized that the challenges faced by the Child Care sector were not exclusive to Delaware County and so a broader, regional and state-wide, approach was used. With support from a Statewide Activities grant from PA Labor and Industry, DCWDB collaborated with child care advocacy groups to conduct a statewide "Days of Hire" event March 29-31, 2022. Job seekers were directed to apply for child care positions both directly at child care centers and through the PA CareerLink® system. Child care employers were able to access funds to cover the cost of background checks to ease the application and onboarding process. Participation in Child Care Hiring Days for PA included 732 unduplicated employers who registered to participate. Of the participating employers, 296 completed the follow-up survey and reported 271 job seekers interacted with child care employers as a result of Hiring Days. Beyond the Days of Hire event, DCWDB collaborated with Southeastern PA Local Workforce Development Boards and Child Care employers to petition to have "Child Care Worker" added to the High Priority Occupations lists for Delaware, Bucks, Berks, Chester, Montgomery, and Philadelphia Counties. The petition was accepted by PA Labor and Industry clearing the way for DCWDB to support the occupational training of Child Care Workers before and during employment through Individual Training Accounts, On-the-Job Training, and Incumbent Worker Training.

In 2022 DCWDB supported the state's WIOA Combined State Plan goal of **Continuous Improvement of the Workforce Development System** by increasing County-wide coordination, both within partnerships among PA Labor and Industry actors and with other stakeholders. DCWDB continues to build a strong and

connected network of WIOA and TANF-funded programs. DCWDB's approach to offering services combines PA CareerLink®-based services and community-based services. This allows our system to both offer entry points in the various communities of Delaware County and to ensure all customers receive the same, high-quality service that is available at the PA CareerLink® sites. To achieve this "no-wrong-door" goal, DCWDB focuses on the integration of services and staff through continual professional development. A popular example of this high-quality professional development is the annual in-service training day for all DCWDB contracts as well as PA CareerLink® partners including the BWPO local staff, Office of Vocational Rehabilitation, Senior Services, and Adult Education. The full-day training focus on collaboratively meeting the needs of customers.

DCWDB also reaches out to key stakeholders who may not typically interact with the Workforce Development System to create connections to services. An example of this work is the coordination with the justice system and the reentry community. DCWDB has worked with both the Public Defender's Office and the District Attorney's Office to create connections for job seekers impacted by the justice system to navigate the Workforce Development System more easily. Awareness of the Workforce Development System's programs has given leaders in the justice system more tools to help justice-impacted individuals rehabilitate. To increase coordination and ease of access, DCWDB held a meeting of service providers offering workforce development to the reentry community under Department of Corrections contracts and US Department of Labor contracts to identify areas of overlap or possible co-enrollment. The resulting document outlining the key details of each program was presented at a recent Delaware County Re-entry Coalition meeting.

A final accomplishment for 2022 was in services for Youth. In mid-2021 DCWDB commissioned a study to assess the impact of COVID-19 on disconnected youth in Southeastern Pennsylvania. This collaborative effort included the Local Workforce Development Board from Berks, Bucks, Chester, Montgomery, and Philadelphia Counties. Thomas P Miller Associate researchers reached over 1000 youth through surveys. In-person focus groups and interviews were conducted with program providers and youth. These data were augmented with national research to develop findings and recommendations. The resulting report was publicized in February 2022 through virtual meetings for Local Workforce Development Board members and for the public.

In Delaware County, the findings of the report, highlighting the unmet needs of certain groups and the overwhelming need for behavioral health support, have been the foundation for new programs. In the fall of 2022, DCWDB partnered with MontcoWorks to pilot a program to assess services and unmet needs of the LGBTQI+ community. This project will assess the existing infrastructure in both Counties and identify gaps. Workshops will be developed to help employers understand their responsibilities to this community as well as how to create a welcoming environment. The project will offer a "Navigator" to provide individual guidance to job seekers, especially young job seekers, from this community to better understand their rights and how to advocate for themselves in the workplace.

In the spring of 2023, DCWDB plans to implement recommendations from the Youth Study to connect youth services to behavioral health supports.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants;

1. Nyima C. Courage, tenacity, and leadership are three words to describe Nyima C. After Nyima graduated from high school, she began to follow her passion for carpentry. Nyima observed her family's work in carpentry and was driven to pursue work in the industry. She was the first African American female enrolled in the OSY Pre-Apprenticeship program offered by DCWDB and EDSI in March 2022. On Nyima's first day, she was excited to be the only female in the class. Nyima entered the program with a lot of questions but had previous knowledge of how to use tools and cut wood. One day, when the class was being observed, Nyima was teaching her peers how to measure and cut a piece of wood to make a bench. Nyima told her Case Manager that the class was very challenging because she was unaware of how much math was required in carpentry. Garage 82, EDSI, and DWDB partnered to offer her math tutoring and resources. Nyima stayed after class to ensure that she completed her assignments. All her hard work helped Nyima improve her math well enough to achieve a "Measurable Skill Gain" and two certificates in her workshop. She was proud to be the first African American female graduate of the program. After the program ended, Nyima came in weekly to attend training, update her resume, fill out job applications, and interview for long-term employment. She was honored to be the only female graduate.
2. Below is an abridged letter from Stephen A. Van Son, President of Property Services Management, Inc. thanking a Delaware County WIOA Youth provider, Chester Education Foundation.

I am writing a few words to describe my experience with the youth workforce available with Chester Education Foundation (CEF)... I have owned and operated a small Property Management company in Delaware County for nearly 30 years... Although technically my clients are local, national, and international real estate investors and developers, the tenants at each of these locations are my true day-to-day customers. In addition to successfully completing projects and services, the customer rapport is what our company is successfully built on... Over the past few years, and again currently, we have had the need for assistance with our projects. I am happy to say that we have been fortunate enough to employ several young men from your organization [CEF] that fulfill these requirements. I understand your program is preparing them to enter the workforce with skills to serve the needs of a myriad of employers, but their personal skills, either inherent and/or enforced and encouraged by your team are what make CEF a good source for employers... Thank you for your assistance in fulfilling our employment needs.
3. Shawn W first spoke with DCWDB's On-the-Job Training Recruiter on February 18, 2022. Shawn joined the program and interviewed with OJT employer Atlantic Ice Distributors and quickly received a job offer. Shawn began his On-the-Job Training with Atlantic Ice Distributors on March 1, 2022. The employer feedback on Shawn's performance was very good, but Shawn was initially having difficulty getting to work. Shawn's Case Manager was able to help him use Supportive Services to access a gas card so he could consistently arrive at work and be productive while learning the job. At the end of April 2022, the manager at Atlantic Ice Distributors alerted Shawn's Case Manager that Shawn had to go on bereavement leave unexpectedly due to the sudden death of his mother. Shawn was still in his training period, but his manager empathized with his situation and granted him time off so that Shawn could arrange his mother's funeral. Shawn's loss affected him so his manager again reached out to the Case Manager to ask if there was any help that could

be provided to Shawn. Shawn was referred to EDSI's Behavioral Health Advocate Team, who immediately reached out. Shawn returned to work, finished his training in June, and was hired as a full-time, permanent employee with Atlantic Ice Distributors. In September, Shawn's Case Manager reached out for the 6-month check-in with Shawn and he said the job is good and his manager is supportive and understanding about everything he is going through after losing his mother.

Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges;

DCWDB received feedback from community members and legislative constituent services offices that many claimants and employers are still struggling with the Unemployment Compensation system. DCWDB was grateful to be part of UC's Equity Grant's pilot which placed two UC staff at the Chester City PA CareerLink® for two days a week for individual appointments. Our challenge was the huge number of claimants requesting services could not be accommodated. This resulted in understandably frustrated constituents expressing their anger at PA CareerLink® staff who have no ability to address their concerns. Despite DCWDB offering "Conflict De-escalation" training to PA CareerLink® staff, occasionally security was needed. These situations make job seekers and staff feel unsafe or uncomfortable.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system; and

In early 2021 the Delaware County Council allocated \$100,000 in American Rescue Plan funds for DCWDB to offer a "Summer Camp Solution" program that reimbursed up to \$1,000 of summer camp fees to allow unemployed caregivers to return to work. The caregivers could select from among 12-15 approved summer camps that served children 2-15 years old. Caregivers were screened for unemployment status and Delaware County residency, but otherwise, there were no eligibility requirements. The goal of the program was to give unemployed caregivers a safe place for their children during the summer so they could conduct a job search and return to work. All participating caregivers were given information about PA CareerLink® services. After two summers in operation, sixty-three (63) caregivers have participated in the program with one hundred five (105) children attending camp. Thirty-six (36) caregivers responded to a survey or interview after the program (57% response rate). Of the respondents, thirty-one (31) or 89% returned to full or part-time work. We believe some of the factors driving the success of the program include minimal barriers to participation, pre-sourced options for participating camps, and direct payment to the camps. The Delaware County Council has agreed to continue this program for Summer 2023.

Any areas where the LWDB would benefit from additional state guidance.

DCWDB has benefited from the variety of training and professional development offered by L&I including the Labor Market Data Institute and numerous Touchpoint workshops. The DCWDB staff and contractor staff have experienced very high rates of turnover and new hires. We would appreciate role-based training so that new hires would understand the full range of information and expectations to successfully execute their responsibilities. For example, a new PA CareerLink Administrator could benefit from training on a range of topics from understanding the Operating Budget to Building a customer-centered work environment.

Lackawanna County Workforce Development Board 2022 Annual Report



The Lackawanna County Workforce Development Board (WDB) is again pleased to submit its Local Area Annual Report to the Commonwealth of Pennsylvania. Located in the northeast sector of the Commonwealth, the Lackawanna County Workforce Development Area is designated as a single-County area; however, the Workforce Development Board cooperates as part of the Northeast Consortium of Workforce Boards, comprised of the Luzerne/Schuylkill, Pocono Counties, and Northern Tier boards (12 county area), thus, supporting regionalized conformity in the provision of employment and training services.

At the on-set of Calendar Year 2022, a change appeared to be forthcoming with the previous trickle of daily customers utilizing the PA CareerLink® slightly increasing as the days went by. People were slowly emerging from the confines of Covid-19; however, many were still reluctant to engage in in-person training and/or job search activities. Pa CareerLink® Lackawanna County employability workshops, scheduled on a weekly basis, continued via Zoom to accommodate lingering fears but to ensure continued comprehensive service provision. Center staff promoted face-to-face career sessions but continued to provide individualized counseling services electronically based on a customer's request.

As the summer months approached, the foot traffic continued to slowly increase. As has been customary for many years, the Lackawanna County WDB conducted a Summer work experience program for youth between the ages of 14 and 24. A total of 67 program participants were placed at 17 non-profit worksites across the County including beautification work crews along the Lackawanna Heritage Trail and at a large recreational area, McDade Park.



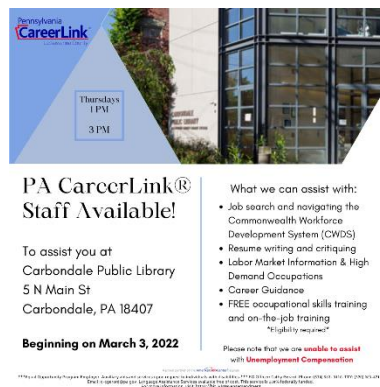
Additionally, during the summer of 2022, this project was expanded to include a segment of interns who were placed at worksites that were directly related to their college course of study. Thirteen (13) interns were placed at 8 worksites with 3 accepting offers of hire at the conclusion of the program.

A valued activity that continued to occur was the usage by local employers of the PA CareerLink® One-Stop physical site, located at 135 Franklin Avenue in downtown Scranton, as a venue for recruitment of potential employees. The Site's Business Center, as well as available conference rooms, were occupied almost on a daily basis for 6-months as employers scrambled to fulfill their workforce needs (a total of 50 companies/123 visits). Interviews and on-site hiring became a customary practice. Direct-contact outreach (38 site visits) to business and industry continued by the PA CareerLink® Lackawanna County Business Services Team (BST) to ensure that universal services available through the Center were being communicated across the community and the needs and requirements of specific businesses, companies,

warehouses, manufacturing centers, and the like were being captured to allow for referral of appropriate candidates for hire. Additionally, these sessions allowed for the staff to ascertain training needs, if applicable, and promote the usage of the Commonwealth of Pennsylvania's on-line operating system for job order placing, job matching, and applicant screening.

As the year came to a close, in taking a strategic look at the systemic operations that ensued, the following accomplishments are recognized:

- ❖ During early 2022, the WDB executive staff were approached by a sitting WDB member who had a direct linkage to the Carbondale Public Library, a division of the Lackawanna County Library system. Carbondale is a small City located approximately 16 miles northeast of downtown Scranton, the location of the PA CareerLink® Lackawanna County. Traditionally, over the years, it has been recognized that many Carbondale residents cannot and/or do not easily migrate to Scranton; therefore, it was suggested that the provision of One-Stop services directly within the Carbondale Library would be a significant asset to local residents. After approval from the Lackawanna County Library Board and much collaboration and coordination, PA CareerLink® Lackawanna County staff were stationed for two hours every Thursday to provide a comprehensive mix of career counseling, Commonwealth Workforce Development System (CWDS) enrollment, resume' preparation, job seeking skills, and the like. The Carbondale Library provided a private space, computer, and internet access to ensure a comfortable environment for staff and users. The availability of the service was communicated through Library outreach, the distribution of informative posters throughout the community, and a strategically-placed sandwich board at its entrance on the days of on-site services. Although usage was slow to mid-range, those taking advantage of the opportunity have expressed complete satisfaction and appreciation of the practice. The continued on-site provision of services will be dictated by the Carbondale Library's assessment of customer usage and may revert to twice monthly sessions.



As a footnote, due to this initiative, the Lackawanna County Library System has recognized the value of the provision of on-site career services and, during December of 2022, the Chief Executive Officer of the Scranton Public Library met with the Lackawanna County WDB Executive Director and PA CareerLink® Lackawanna County Site Administrator to discuss expansion of the project. The Lackawanna County Library System consists of 10 Member Libraries (potential service provision sites) and the Lackawanna County Bookmobile.

- ❖ Given the low customer foot traffic at the on-set of 2022, in an attempt to increase on-site visitation, members of the PA CareerLink® Lackawanna County Business Services Team (BST)

instituted a series of monthly events designed specifically to engage employers and encourage job seekers to reconnect with the workforce system. The following events occurred:

January 20, 2022

New Year New Career

8 employers/5 training providers on-site for intake and eligibility screenings



February 3, 2022

Proctor & Gamble Hiring Event
Company-specific Job Fair



March 22, 2022

March Into Manufacturing!

Addressing manufacturers needs in NE PA!



April 27, 2022

Second Chance Job Fair

An event to assist individuals with criminal records in job acquisition.
7 varied employers on site.



May`7, 2022

Health Care Sector Day

12 health care-related employers on-site recruiting for RNs, LPNs, CNAs, direct care workers, personal care attendants, residential directors/coordinators, dietary aides, food service workers, housekeepers, maintenance workers.



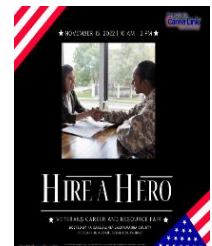
June 27, 2022

Entry-Level Employment Fair

12 varied employers on-site recruiting for production workers, food service workers/cooks, package handlers, customer service reps, job coaches, flaggers, warehouse/forklift, and slightly advanced carpenters, roofers, framers, & ceiling installers.



- July 26, 2022 *High Priority Occupation Event*
9 varied employers addressing needs as identified on the Lackawanna County High Priority Occupation List
- August, 2022 *Manufacturing Mondays*
Each Monday of the month saw a different manufacturing-sector employer on-site from 10:00 A. M. – 2:00 P.M.
Warehouse Wednesdays
Each Wednesday of the month saw a different Warehousing/big box company employer on-site from 10:00 A. M. – 2:00 P. M.
- September 26, 2022 *Bi-Lingual Job Fair* in recognition of *Hispanic Heritage Month*
A specialized event attended by 11 employers with job openings targeting Spanish-speaking job seekers.
- October 19, 2022 *Healthcare Day*
In partnership with the Luzerne/Schuylkill, Pocono Counties, and Northern Tier Workforce Development Boards, in association with a Northern Tier Industry Partnership (IP) Grant, a job fair, career awareness, and educational/training informational event.
- November 15, 2022 *Hire a Hero – Veterans Career and Resource Fair*
13 employers who prioritize hiring Veterans and 5 Veterans-related organizations on-site to salute our local Veterans and provide much-needed employment and social services.
- December 14, 2022 *Professional Career Expo*
7 employers on-site recruiting in the areas of executive assistant, claims representative, heavy equipment operator, LPN, RN, industrial technician, banking services



As can be seen, the common thread from January through December was the inordinate need of business and industry to boost their workforce. Through one-on-one consultations and the provision of career-related workshops, the PA CareerLink® Lackawanna County played an integral part in assisting companies in recruitment and identification of suitable candidates, providing referrals to appropriate training options, and coordinating events to bolster the local economy.

❖ Finally, the Lackawanna County WDB is proud of strides that have been met in regard to a Veterans Employment Grant that was received on April 1, 2022, and will continue through March 31, 2023. Noted by the Commonwealth in early 2022 as a Workforce Area with a high (12%) unemployment rate for Veterans, the local area proposed and was awarded a grant to provide a comprehensive mix of services (i.e., career planning; supportive services that include transportation assistance, job-ready clothing assistance, preliminary rental assistance, training and on-the-job training subsidies, and the like). Facing an uncertainty in the employment market, the subsequent hiring of two Veterans as Project Coordinators greatly supports what is to be a very successful initiative. As 2022 came to an end, the following outcomes can be reported:

- ✓ 38 enrollments (above 35 to 35+ planned)
- ✓ Of the 38 enrolled, 10 are matriculating in occupational skills training (8-10 planned)
- ✓ 4 participants have obtained unsubsidized employment; 2 of which are still completing training
- ✓ 1 participant has started his own small business in hearing aid sales (entrepreneurship)
- ✓ 2 participants have received certifications (welding; forklift)
- ✓ All 38 have received career counseling services such as resume prep and interviewing skills, as appropriate.

During 2022, the following three stories emerged that demonstrate perseverance and resolve in attaining both personal and professional goals:

- *Gabriel M* – Gabriel began his journey in June of 2021 when he came to the PA CareerLink® Lackawanna County for assistance with a career change. He was a member of the Army Reserves until 2020 and was then working at a local hospital as a Security Officer making \$15.35 per hour. Gabriel enrolled in the WIOA Title I Adult program, hoping to secure funding for a new career as he had just had his second child earlier in the year and wanted to provide for his family. During his first meeting with his Career Advisor, it was apparent that Gabriel put a lot of thought and research into his career choices. He was very interested in a career in healthcare after observing at his job the helpfulness of nurses and doctors. Though his main aspiration is to become a physician's assistant, Gabriel opted to begin as a Licensed Practical Nurse as his first step into the career field. After completing requirements for the WIOA program, he was accepted into the Career Technology Center of Lackawanna County's Practical Nursing Program. Gabriel started the program in August of 2021 and provided weekly updates to his Career Advisor while he was in training. He consistently expressed enthusiasm in the coursework and was grateful for the opportunity to learn and help others. Though some weeks were tougher than others, he continued to keep a positive attitude during this challenging course. In February 2022, Gabriel resigned from his position at the local hospital to be able to focus more on his school work. In November 2022, he completed his training and graduated in December as Valedictorian of his class. The same hospital that Gabriel was working at as a Security Guard when he entered the program offered him a job as a Licensed Practical Nurse. He started this position on December 13th, 2022, at \$29.00 per hour. He has already spoken with his Career Advisor about his plans to continue his education to become a Registered Nurse. With his enthusiasm and determination, Gabriel will succeed as he continues to move up the healthcare field ladder.
- *Robert M.* - After being laid off from his position as a Box Truck Driver at Goodwill Industries, Robert came into the PA CareerLink® Lackawanna County in October 2021. He had been with Goodwill Industries for six years and, during that time, had made \$11.00 per hour. He was enrolled into the WIOA program as a Dislocated Worker and wanted to find a position that paid

well and that he could enjoy. With his experience with driving, he was interested in CDL-A Driver positions. He did have some health issues that he was concerned about, but he researched the career and after completing requirements for WIOA funding, he was accepted into Smith & Solomon's CDL-A Driver program. He began his training in December, 2021. The Enrollment Coordinator at Smith & Solomon stated that Robert was a kind and considerate student but was experiencing some personal issues that were impacting his completion of the required number of training hours. Robert was struggling in classes and, for a time, had little communication with instructors or other students. There was a concern that Robert would be unable to complete the program. His Career Advisor and Instructor both reached out to Robert, providing encouragement and support to assist him in obtaining his career goals. He formed a great professional and trusting relationship with his Career Advisor that enabled discussion about his issues, and, with guidance, was able to overcome the barriers that were prohibiting him from putting his all into his training. After this, Robert excelled in the program and graduated from Smith & Solomon in March, 2022 with his CDL-A License. Robert worked closely with his Career Advisor during his job search and kept her updated on applications and interviews he had. In April, 2022, Robert was offered employment with Landair Tennessee as an over-the-road CDL-A Driver. He is making \$80,000 per year. He entered the career with excitement and will continue it with the willpower he displayed while in training.

- *Logan C* – Due to an outreach campaign targeting individuals that had applied for unemployment benefits, a PA CareerLink® Career Adviser initiated contact with this young man and his story emerged. Due to a major neurological health event, Logan was forced to leave school in 2014 during the 8th grade. Logan went through surgery and physical therapy sessions on his road to recovery. Logan exceeded expectations on the basic skills program entrance exam, where he scored above 12th grade. Logan was enrolled in the Youth Program on June 3rd, 2022. He was very eager to make progress towards his GED and took his first test remotely from the PACL office due to testing being unavailable at Lackawanna College for the summer break. Logan completed all GED tests in 3 short weeks and became a GED graduate by July 25th, 2022. He then expressed interest in CDL-A classes and was provided information for the schools available. Choosing Smith & Solomon Commercial Driver Training, Logan began CDL-A classes at on August 22nd, 2022. Due to unforeseen circumstances at the Trucking School, the start of classes was delayed for a few weeks; however, during that time, he completed his CDL-A permit application and was ready to go when classes resumed. He excelled in his training and, following receipt of his CDL-A license, immediately began to research job opportunities in the area. Logan has obtained work at NEPA Trucking LLC where he is making \$20.00 per hour.



As 2022 comes to a close and we march into 2023, the Lackawanna County Workforce Development Area will continue to promote a comprehensive mix of services to benefit job seekers and strive to engage and collaborate with our business community to foster economic growth in Northeastern Pennsylvania.

Finally, The Lackawanna County Workforce Development Area continues to welcome technical assistance as provided by the Commonwealth in the overall operation of local workforce initiatives. Continued open lines of communication serve to ensure not only adherence to required rules and regulations but to instill a partnership that fosters operational growth and success.

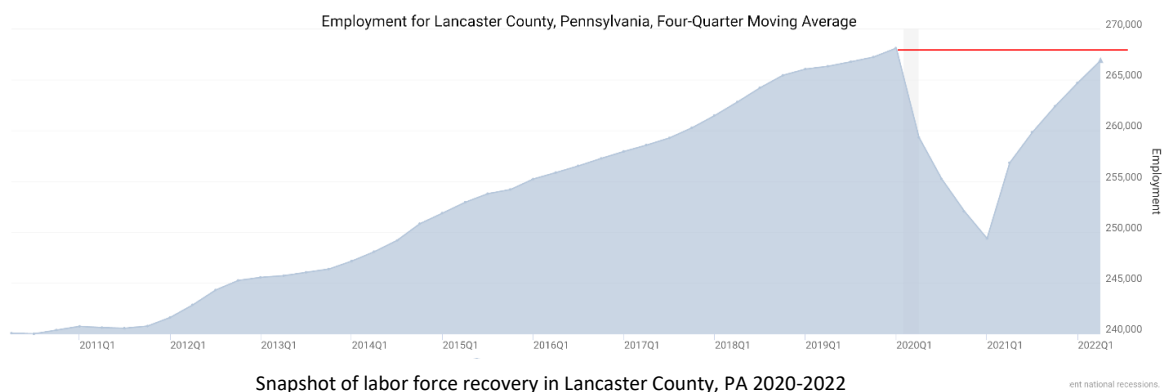
Lancaster County Workforce Development Board 2022 Annual Report



The Lancaster County Workforce Development Board (LCWDB) is pleased to provide our 2022 Annual Report. The Board of Directors and staff of the Board are dedicated to continued engagement in innovative and strategic initiatives that address our current and future workforce needs.

2022 was focused on continued employment recovery and reduction of the unemployment rate. Lancaster County Workforce Development Board was faced with a pandemic-induced loss of 5% (13,000 workers) of its total labor force in Q2 of 2020. Since then, our focus has been on increasing work-based learning strategies to help employers train and upskill their current workforce, create multiple pathways for jobseekers to move successfully within the workforce, and engage those who left the workforce to understand new and existing barriers that prevent them from returning to the workforce.

We are happy to report that as of 2022 Q2, the labor force in Lancaster County has recovered within 1,224 workers of its pre-pandemic level two years prior. In November 2022, the seasonally adjusted unemployment rate hit an historic low of 2.5%, one full percentage point lower than the state of Pennsylvania.



Key Accomplishments in 2022:

1. **Workforce Alliance** – Lancaster County Workforce Development Board was one of four key partners to engage the community and cross-sector stakeholders to develop a county-wide workforce development plan with shared metrics.
2. **Advancement of Apprenticeship** – Elevated to United States Department of Labor “Apprenticeship Ambassadors”, LCWDB made strategic investments in policy, funding, and outreach to local businesses and schools to increase awareness and development of Registered Apprenticeship as a workforce solution.



3. **Business-Education Partnership** – Through strategic planning, LCWDB has formalized its role as convenor and backbone support of the business-education partnership [Career Ready Lancaster!](#) This successful partnership continues to flourish and serves as a model and best practice throughout the state.

Specifically, the Lancaster County Workforce Development Board has contributed the following outcomes in alignment with the five broad goals of the Workforce Innovation and Opportunity Act (WIOA) Combined State Plan.

Goal #1: Career Pathways and Apprenticeship

“It takes a village” is a phrase you will hear quite often from members of Career Ready Lancaster! (CRL!). This mentality, in which all members of the community play an active role in career inspiration and development, has propelled the work of CRL! and strengthened its purpose and commitment of Lancaster businesses and education partners.

For purposes of sustainability and growth, the Lancaster County Workforce Development Board initiated a strategic planning process to formalize goals of the partnership, create a structure that allows and invites revolving inclusion, commit to financial and organizational sustainability of the partnership, and ensure that the work being done promotes diversity and inclusion, and creates equitable solutions to workforce challenges.

CRL! celebrated many achievements in 2022. During the month of April, Career Ready Lancaster! was featured during each of the Lancaster Chamber’s [Consortium](#) meetings held across the county. CRL! presented workshops at both the Pennsylvania Association of Career and Technical Administrators (PACTA) and Pennsylvania Workforce Development Association (PWDA) annual conferences where we highlighted our successes in fostering relationships and deciphering workforce language to create a common dialogue between business and education.

A top strategy that the LCWDB has led in the community is advancement of apprenticeship. Building on the investment of Apprenticeship Navigators, LCWDB continues to invest in training and education of workforce professionals to serve as Apprenticeship Navigators. These navigators play a critical role in working with employers to demystify apprenticeship standards, assist with identification and registration of apprentice-able occupations, and partner directly with the PA Apprenticeship and Training Office (ATO) to grow and expand Registered Apprenticeships (RA) in non-traditional industries such as Information Technology and Healthcare.

In July 2022, LCWDB was ecstatic to receive notice from the U.S. Department of Labor that it was one of 207 organizations across the country to be selected as an [Apprenticeship Ambassador](#). In this role we committed to promote RA's as a valuable workforce strategy in high-demand industries, and to develop and expand opportunities for people historically underserved. LCWDB celebrated National Apprenticeship Week by hand-delivering an Apprenticeship



Proclamation issued by the Governor of Pennsylvania to local sponsors. We also hosted an information session for the public in partnership with the ATO office about Apprenticeships in IT. Our work in apprenticeship expansion continues with the recent announcement of our American Builds Apprenticeship award for \$183,333 competitively secured through PA Department of Labor and Industry.



Apprentices at Astro Machine Works in Ephrata, PA joined by LCWDB and PA ATO staff during National Apprenticeship Week

Goal #2: Sector Strategies and Employer

Engagement

LCWDB leads and participates in multiple sector strategy initiatives including the Lancaster-Berks Construction Connection and the South Central Manufacturing Industry Partnership. In these partnerships we assist in developing goals and priorities, funding consortium training needs, and using data-driven information to devise recruitment and retention strategies.

Funding secured through an Industry Partnership grant has propelled a targeted recruitment campaign in the construction industry. The campaign, which is ongoing, uses engaging videos on multiple social platforms to reach parents, students, and adult jobseekers and share the lucrative, in-demand career pathways in construction.

A regional partnership between LCWDB, SCPA Works, and Junior Achievement of South Central PA engages over 30,000 youth and adults in an online job fair that spans multiple months. By providing regional access to over 80 employers and hundreds of job opportunities, these types of partnerships don't stop at county lines.

Over the past 4 years, LCWDB has steadily increased its investment into employer services such as Incumbent Worker Training, On-the-Job Training, Youth Internships, and most recently, Registered Apprenticeship.

A manufacturing industry consortia need was met by LCWDB as we partnered with 5 employers to upskill 9 workers in CNC Maintenance and Repair. Three of those employers were considered small employers (less than 50 employees) and received the maximum reimbursement of training costs. LCWDB also secured additional funds through WIOA Statewide Funds to develop and deliver no-cost mentor training to

Lancaster employers. The training titled “Mentoring for Front-Line Supervisors” served 52 supervisors from various companies including The Jay Group, Spring Glen, Lighthouse Vocational, System One, Hershey, Four Seasons Produce, Eden Resort, Commonwealth of PA, and more. Mentoring, a key component of Registered Apprenticeship, is a proven retention strategy and when incorporated into company culture, can improve a business’s competitiveness and outcomes.

“More than what I expected” and “I learned a lot about I can become more effective as a supervisor” were comments received by two attendees. Participants walked away with “practical information that can be used right away”. Due to the overwhelming success of the training and continued employer demand, LCWDB plans to offer the training again in 2023 and expand the training to assist employers create Career Pathway models for their business, a key strategy of [Career Ready Lancaster!](#)



Supervisors who attended one of the free Mentoring for Front-Line Supervisor trainings sponsored by LCWDB

Goal #3: Youth

The WIOA Combined State Plan goals regarding youth are about increasing work-based learning (WBL) opportunities such as summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills. During strategic planning for Career Ready Lancaster!, the top priority that emerged was increasing WBL and the partnership has taken great efforts to identify, connect, and create work-based learning opportunities where gaps exist.

Career Ready Lancaster! partners with Lancaster Chamber and Lancaster STEM Alliance to utilize [Inspire Lancaster](#), a work-based learning database that houses opportunities such as career days, internships, job shadows, etc. Inventorying and creating opportunities are the first step, connecting educators and students to these opportunities is the next step, and capturing the opportunities and incorporating them into the student’s career path plan to create a meaningful connection is the last step.

In 2022, LCWDB participated in a county-wide workforce summit called Workforce 2030. During this summit, nationally renowned speakers Dr. Kevin J. Fleming, Erika Moore, and Talithia D. Williams energized and inspired the crowd of 250 workforce stakeholders to aspire to a shared vision which is, “*Lancaster County will create a world-class workforce by 2030. A world-class workforce is made up of agile learners who maximize their human capital to benefit both themselves and their employer. Members of a world-class workforce are diverse, highly skilled individuals who bring talent, passion, agency, and resilience to their workplace.*” Summit participants were challenged to participate in an “Adopt a Middle School” challenge to create connections between business and education even sooner.

One of the most useful resources created through the Career Ready Lancaster! partnership is the work-based learning [resource page](#) located on the CRL! website. This page showcases tools and links to various WBL opportunities in Lancaster and continues to grow and evolve.

Lastly, CRL! is committed to growing and connecting youth to pre-apprenticeship opportunities. We are proud to currently have active pre-apprenticeships registered in Construction, IT, and Manufacturing. The recent apprenticeship grant award received by LCWDB will also work to register the county's first medical pre-apprenticeship in partnership with Lancaster County Career and Technology Center and Union Community Care.

Goal #4: Continuous Improvement of the Workforce Development System

LCWDB, under new leadership in July 2022, has evaluated our role in the community and has made systemic changes to our internal structure, our board membership, committee structures, and partnership role within the workforce ecosystem.

A key partnership that was developed in 2022 was the Workforce Alliance. Driven by the need to work more collaboratively with our workforce partners, LCWDB took a lead role, alongside Economic Development Company of Lancaster, Lancaster Chamber and Community Action Partnership to re-evaluate the challenges our community is facing regarding workforce, establish shared priorities, and develop metrics to transparently share the progress of work with stakeholders. A public meeting is scheduled in March of 2023 to unveil the work and future plans of this collaborative effort.

LCWDB has also invested in a cloud-based grant management system to allow for a more frequent, equitable approach to procurement, which will allow us to diversify and increase our relationships with sub-grantees. In 2022 we successfully procured for thirteen new workforce contracts and were able to partner with 6 new providers who we have not worked with in the past.

Goal #5: Strengthening the One-Stop Delivery System

2022 ushered in positive change within our One-Stop Delivery system. A new one-stop operator in a brand-new building allowed for renewed relationships amongst one-stop partners. We've seen an increase in one-stop partners utilizing the PA CareerLink® Lancaster County, as well as the CareerLink® becoming known as a community hub. The new layout allows for daily recruitment events in the Career Resource Center (CRC). The building continues to host events such as Six Sigma training for employees through Mantec, Manufacturing Pre-Apprenticeship training, and Lancaster SHRM board and committee meetings.

The one-stop partners held an MOU Kick-Off meeting in December 2022 to prepare for a newly executed Memorandum of Understanding. During this meeting, key partners identified their roles within the One-Stop and are working together to establish a new requirement under the MOU, Shared Collaborative Training. This section will ensure that the One-Stop in Lancaster is home to highly skilled workforce professionals and the organizations work collaboratively together towards common measures and outcomes for customers.

Customer Testimonials

A true measure of customer success is the outcomes of participants served within the one-stop system. Beyond common measures, employment, and retention are the customer's experiences. Below are samples of customer testimonials from 2022.

Jose's Success Story "Hi, my name is Jose and I would just like to share my success with the PA CareerLink® Lancaster County and the WIOA Program. I worked at a retail/home improvement national business as an Assistant Store Manager for seven years. The company was moving in a new direction, with new management, therefore I was laid off with a severance pay. Obviously there's a string of emotions that you go through like: shock, anger, self-pity, depression, and confusion, not knowing what way to go next. I was on unemployment for ten months, still feeling sorry for myself, but knowing I had to get a job before my unemployment ran out. After extensive job searching and remaining unemployed, I came across CareerLink®. I gave the office a call, spoke briefly with somebody about the benefits they had to offer, and made an appointment to go in. To my surprise, it was the best move I could have made. I was welcomed with open arms and tons of opportunities. CareerLink® opened doors for me to receive training for my CDL license. I got set up with Mrs. Gittens and she walked me through the steps I needed to take. Mrs. Gittens was extremely professional and helpful as everyone else there is. I got my CDL license training fully paid. After training, I got a job working for Waste Management, starting at \$27.50/hour, with a 50-hour minimum week. I am able to work an additional ten hours of overtime, if I like. My salary ranges anywhere from \$80,000 to over \$100,000 a year. If I could share with others, I would tell them that CareerLink® and the WIOA Program are tools that can help you succeed in anything you set your mind on. I would let people know that they will need to do their part, if they are looking to make things happen. CareerLink® and the WIOA Program staff are great, and they came through with everything they said they would do to assist me with securing self-sufficient employment."

JoAnna's Success Story: Prior to coming to CareerLink, JoAnna, a devoted single mother, worked full-time as a forklift operator in a warehouse. She was seeking help in determining a career trajectory in a trade with a path for growth. JoAnna's interest profiler results indicated Lineman as a top recommendation for a job match, and JoAnna was instantly inspired. JoAnna researched the field and identified Global PowerLine Academy as the training provider that could help her realize this dream. JoAnna worked with her Career Navigator to complete training eligibility steps, which were completed quickly, all while working full-time and while completing the Career Connections Program. JoAnna was approved by the training committee for WIOA funding and began the pre-Apprenticeship Lineman Bootcamp in September. Before her training was completed, JoAnna already had a job offer working as a Splicer for Henkels and McCoy. JoAnna accepted the training related position in non-traditional employment, starting November 21st, only a few days after the successful completion of her training on November 17th. With some experience in the field, JoAnna's career opportunities are expected to increase dramatically.

Metin's Success Story: Metin is an immigrant from Turkey with an educational background in Physics and former employment as a High School Principal in his home country. On arrival to the United States, he struggled to find comparable employment due to a language barrier and lack of certifications from the

U.S. Metin came to CareerLink® as a Dislocated Worker and identified a new career path in Commercial Industrial Electrical Maintenance. Metin worked with a Career Navigator to complete eligibility steps and was awarded WIOA training funding for the Commercial and Industrial Electrical Program at Thaddeus Stevens College. He completed training on October 1st 2021 and despite continued efforts in completing applications and interviews, he struggled to obtain employment due to the language barrier. Metin worked with the Job Developer and Career Navigator to complete mock interviews and network at Job Fairs. While at a job fair, Metin was introduced by a Business Services Representative to a TAIT Tower Manufacturing staff member. Metin promptly applied for the Control Fabricator position and was hired within the month! Metin states that he is very happy and sees himself with the company long term.

Challenges

LCWDB views the recent changes in leadership, board membership, and Chief Local Elected Official involvement as a positive way to address challenges. Under new leadership, and with a blend of experienced and fresh board member perspectives, the LCWDB is in the process of reviewing and updating all agreements, policies and procedures, bylaws and handbooks. The LCWDB is committed to operational and organizational integrity and has been actively addressing and resolving any challenges presented in 2022 and proactively seeking to identify and resolve challenges going forward. LCWDB has identified Diversity, Equity, and Inclusion as an area for improvement and is seeking support of community partners and the Commonwealth of PA to establish and identify ways to incorporate DEI initiatives into funding, programmatic, and board initiatives.

Promising Practices

LCWDB believes that apprenticeship can be a workforce solution for workforce development professionals as a way to “grow our own” in this specific industry. New apprenticeships are being developed and approved statewide and nationally and LCWDB seeks to incorporate apprenticeship as a pathway to fulfill our own needs in Lancaster. Specific occupations include Youth Development Practitioner, Business Services Representative, and Apprenticeship Navigator. As a result of our 2022 Apprenticeship Builds America grant, LCWDB will be developing an apprenticeship strategic plan that will be incorporated into our local and board operating plans. So far, we have supported 8 Registered Apprenticeship navigators and hope to incorporate apprenticeship into a training strategy for future sub-grantees as well as develop program goals that include apprenticeship as a viable pathway.

Additional State Guidance

LCWDB actively participates in all workforce partner meetings, touchpoints, and technical assistance. To enhance this sharing of information, we are seeking ways to continuously learn more from our peers and from workforce areas in other states. Whether a reoccurring meeting or depository of information, we suggest a forum for sharing best practices amongst workforce development areas to avoid reinventing the wheel.

2022 Annual Report

1. Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan.

A. **ACCOMPLISHMENT ONE: Integration of Data through Co-Hiring of Data Scientist/Economist between Workforce Board Lehigh Valley and Lehigh Valley Planning Commission**
Aligned to WIOA Combined State Plan Goal 4: Continuous Improvement of the Workforce Development System.

During 2022, the Workforce Board Lehigh Valley (WBLV) and the Lehigh Valley Planning Commission (LVPC) aligned labor market data, workforce intelligence and information from our workforce system and regional planning authority through the co-hiring of a Data Scientist/Economist who works concurrently with WBLV and LVPC. Our joint Data Scientist/Economist works with Lehigh Valley's employer base through roundtables, meetings and one-on-one discussions to identify employer data needs and, in turn, develops and enhances our **WBLV Interactive Workforce Data Dashboard** with graphs and trend analyses. The Data Dashboard is used by business and industry, job seekers, education and training providers, and the general public, and is being placed on the websites of one-stop workforce system partners, economic development, and others to ensure that community stakeholders use the same data message that is current, clear and consistent.

In partnership with and based on data from the PA Center for Workforce Information and Analysis, as well as information from the U.S. Census, U.S. Bureau of Labor Statistics, U.S. Bureau of Economic Analysis, and PA Department of Education, the WBLV Interactive Workforce Data Dashboard continues to be enriched with additional workforce data, economic indicators, education and graduation information, and user-friendly interactive graphing tools, all available on a web-based platform. The Dashboard is continuously under construction with new data and capabilities, driven by business feedback and needs.

Additionally, the Lehigh Valley Planning Commission's Equity Analysis has been integrated into the WBLV Local Plan and strategic discussions, providing 14+ data points on housing, education, transportation, employment and more through an interactive, online Geographic Information System (GIS) used to develop strategies to serve job seekers, employers and the community.

B. **ACCOMPLISHMENT TWO: Increased Employer Engagement through Engage! Roundtables**
Aligned to WIOA Combined State Plan Goal 2: Sector Strategies and Employer Engagement.

The Workforce Board Lehigh Valley (WBLV) engaged more than 250 Lehigh Valley employers from multiple industry sectors through the business engagement strategy led by Jennifer Lench from the PA Department of Community and Economic Development (DCED) called **Engage! Employer Roundtables**, supported by DCED resources, moderated by the Greater Lehigh Valley Chamber of Commerce, and administered by the Manufacturers Resource Center. In 2022, WBLV conducted seven Employer Roundtables convening Lehigh Valley business leaders in open discussions on topics including: Healthcare Industry Hiring Needs, Education and Employer Partnerships, Impact of COVID-19 Grant Resources, Construction Industry Update, Interactive Data Forum, Reimagining Business and Industry Post-pandemic, and Employers as the New Training Vendors of Record.

Lehigh Valley Engage! Employer Roundtables are highly interactive business-driven discussions facilitated by the Chamber's CEO and President, joined by public partners who actively listen from the PA CareerLink® Lehigh Valley Workforce System, education and training providers, economic development, small business development, and community based organizations. *Employer Roundtables have become a Standard Operating Procedure for the Workforce Board Lehigh Valley to ENGAGE business and industry continuing to infinity and beyond!*

- C. ACCOMPLISHMENT THREE: Expansion of Linking Employment Activities Pre-release Program**
Aligned to WIOA Combined State Plan Goal 4: Continuous Improvement of the Workforce Development System and Goal 5: Strengthening the One-Stop Delivery System. The Workforce Board Lehigh Valley (WBLV), in partnership with the PA CareerLink® Lehigh Valley workforce system, expanded the WBLV Linking Employment Activities Pre-release (LEAP) reentry program established in Northampton County Prison, which reduced recidivism to 5 percent, by implementing the LEAP model into the Lehigh County Jail, resulting in a regional strategy that breaks the cycle of recidivism by linking individuals to the workforce system while incarcerated.

The Lehigh County program expands LEAP programming by providing transitioning offenders with critical job readiness and employability skills in a comprehensive pre-release program, with a goal of enrolling a minimum 150 inmates over 36-months, providing transition from pre-release services to PA CareerLink® Lehigh Valley workforce system services upon the transitioning offenders' release from jail. By providing a continuum of care to participants, the transition from pre-release to post-release services is supported with program staff and participants, and early awareness and planning of case management, job development, and barrier mitigation services available post-release. Additional benefits include higher levels of engagement to capture follow-up services, confirm post-release support during 12 months of retention, and recidivism rates. Outcomes of this expanded regional approach are tracked and discussed with Lehigh and Northampton County Chief Elected Officials, along with WBLV Board and Committees.

2. Top three stories/testimonials of impact of workforce development programs and services on customers, including those served by state discretionary grants.

- A. STORY NUMBER ONE: Student Engagement through Career Kiosks in Lehigh Valley High Schools**
Every student coming out of high school is integral to Lehigh Valley's economy and business! Therefore, Workforce Board Lehigh Valley (WBLV) created an innovative and promising practice that directly engages youth with the PA CareerLink® Lehigh Valley workforce system through placement of digital, touchscreen Career Kiosks in 28 high schools in Lehigh and Northampton Counties.

Career Kiosks feature Lehigh Valley's education and training options, PA CareerLink® Lehigh Valley resources, over 300 Employer Career Pathways, workforce data, and jobs, jobs, jobs for students to access during the school day. Students explore college and training options, learn about targeted industries, become familiar with employers and in-demand jobs, view or apply to open positions, and connect with services at PA CareerLink® Lehigh Valley. The WBLV partnered with local colleges, career and technical centers, and employers to develop kiosk content via a secure microsite. WBLV staff conducts in-person demonstrations of kiosk at each high school for students, teachers, guidance counselors, librarians, and administrators, to help familiarize them with kiosk features. Kiosks are stationed in high foot traffic areas like cafeterias, guidance offices, libraries, and hallways.

Along with this innovative kiosk strategy, WBLV collaborated with Lehigh Valley's 17 school districts to develop a Student Representative campaign where one student was nominated from each high school to serve as a workforce liaison collecting input from fellow students, resulting in an immediate feedback mechanism for WBLV youth development initiatives. Data on kiosk usage is tracked daily and monitored. Next steps including placing kiosks throughout the community including public libraries and targeted public spaces.

B. STORY NUMBER TWO: Growing Lehigh Valley Apprenticeship Consortium/Industrial Technical Educational Consortium (iTEC)

The Workforce Board Lehigh Valley (WBLV) received grant support from the PA Department of Labor and Industry Apprenticeship Building America & PA Program to develop a multi-employer Registered Apprenticeship and Pre-apprenticeship model called the Lehigh Valley Apprenticeship Consortium/Industrial Training and Education Consortium (iTEC). This employer-driven consortium provides high-growth, structured career pathways for business and industry's incumbent workforce, job seekers and students while targeting underrepresented individuals. The iTEC Apprenticeship Consortium is a private-public partnership consisting of Manufacturing sector employers – initiated by B. Braun Medical Inc. – working in close alignment with Lehigh Valley's workforce system, training and education providers, economic development, and community organizations to increase the pipeline of registered apprentices and pre-apprentices in high-priority occupations, such as mechatronics and industrial manufacturing technicians with more registered apprenticeships/pre-apprenticeships in development.

The German American Chamber of Commerce, Inc. serves as sponsor and administrator of state-approved Registered Apprenticeships for our employer-led model, using a hybrid apprenticeship approach consisting of traditional classroom education and on-the-job training. Training needs are driven by employers and curriculum is aligned with strategic academic partners such as community colleges, career and technical schools, and high schools. To-date, iTEC employers include: B. Braun Medical, Inc., OraSure Technologies, Inc., Hospital Central Services Corp., Bosch-Rexroth Group, Bracalente Manufacturing Group, Lutron Electronics Co., Inc., Thread Bioscience, Inc., and Heidelberg Cement, with additional companies in progress.

This innovative, consortium-based initiative is building a current and future pipeline of technically trained and skilled workers to meet the growing workforce needs of Lehigh Valley's manufacturing-related employers, while enhancing regional economic competitiveness and profitability.

C. STORY NUMBER THREE: Growing Job Seeker Training and Employment Opportunities through the PA CareerLink® Lehigh Valley

Valentina visited PA CareerLink® Lehigh Valley after her nine-year banking career ended. At that time, she was a single parent receiving Supplemental Nutrition Assistance Program (SNAP) benefits and had completed a temporary customer service assignment. Although she had a Bachelor's Degree and financial services skills, she struggled to find a position with competitive wages.

After meeting with a PA CareerLink® Lehigh Valley career counselor, Valentina enrolled in our Workforce Innovation and Opportunity Act (WIOA) program, participated in "You're Hired" employability skills workshops and job search services, enhanced her occupational skills during Training Opportunities sessions and counseling appointments, and developed her resume. After completing assessments and training provider research, Valentina selected Business Technology for Professionals training and was awarded her credential in May 2022. With continued assistance from

PA CareerLink® Lehigh Valley, Valentina applied for jobs and, less than two weeks after completing her coursework, she landed a great job as an Account Manager for HD Supply, a whole-owned distribution subsidiary of The Home Depot, earning \$65,000/year, more than \$10 an hour than what she earned at her previous customer service job, an outcome resulting in family-sustaining wages.

Valentina, Account Manager at HD Supply, states: *“The world is changing and it is great to keep up on your skills. When I started working with PA CareerLink® Lehigh Valley, I was hesitant at first, but all of the workshops, counseling, and training offered by the program helped me. I’m really grateful, and it all worked out wonderfully. My advice: Take the help!”*

3. Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB’s plan to address identified challenges.

The WBLV 2021-2024 Workforce Innovation and Opportunity Act Local Plan and Local Plan Modification in progress outlines Challenges, posted at: <https://lvwib.org/public-plans/>.

Challenge 1: Reimagine Lehigh Valley’s Workforce System post-pandemic.

Challenge 2: Individualized Career Pathway for every Lehigh Valley employer outlining the Knowledge, Skills, and Abilities required for business and industry.

Challenge 3: Engage employers in aligning labor force skills, education and training.

Challenge 4: Capture real-time workforce intelligence to supplement PA Center for Workforce Information and Analysis data to analyze Lehigh Valley’s workforce assets and talent pipeline.

Challenge 5: Develop a WBLV Knowledge, Skills and Abilities Consortium with Lehigh Valley’s employers to determine current and future employment, training and education needs.

Challenge 6: Recall, Reboot, Reclaim students who dropped out or stopped out of high school.

Challenge 7: Address aging workforce through retooling and growing workers ages 55+.

Challenge 8: Increase Employability Skills of Lehigh Valley’s workforce pipeline.

Challenge 9: Ensure workforce staff and job seekers are digitally literate.

Challenge 10: Increase the number of high school graduates who enter higher education.

Challenge 11: Increase educational and skills of Lehigh Valley’s current/future workforce.

4. Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

A. Innovative Practice: Career Kiosks Placed in Lehigh Valley High Schools

Why are Kiosks placed throughout Lehigh Valley’s High Schools considered an innovative practice?

Let us count the ways!

1. Employers are asking us to post their summer jobs on the Kiosks.

2. Schools are asking us to put class assignments on Kiosks to meet the schools’ Chapter 339 career readiness requirements.

3. Videos are placed on Kiosks featuring job seeker success stories and employer Career Pathways.

4. A new platform is being developed for Kiosks that graphically showcases High Priority Occupations and Industry Sectors on a continuous basis.

5. And more to come in the next years. **Now THIS is innovation!**

B. Promising Practice: Lehigh Valley Workforce System and Chamber Partnering to Support Veterans

The Lehigh Valley workforce system represented by leadership and staff from Lehigh Valley’s employer base, Workforce Board Lehigh Valley, PA CareerLink® Lehigh Valley One-Stop Partners, and education and training providers partnered with the Greater Lehigh Valley Chamber of Commerce

Veterans and Military Council to support Lehigh Valley Veterans by participating in the 2022 Veterans Ruck & Walk. More than 300 walkers and runners participated to honor Veterans and military members, while ultimately benefiting a regional community-based organization. The event raised \$5,500 for Bethlehem's Victory House, a non-profit committed to addressing the challenges faced by Veterans transitioning from homelessness. Lehigh Valley's Workforce System walks the talk for Veterans!

5. Any areas where the LWDB would benefit from additional state guidance

State guidance is suggested to be provided to Workforce Boards on topics such as:

- National workforce development trends,
- Continuous workforce system improvement best practices across the U.S.,
- Enhancement of real-time data through the PA Center for Workforce Information and Analysis and other data sources,
- Youth and workforce pipeline data trends.

Luzerne/Schuylkill Workforce Development Board 2022 Annual Report



Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan

1. **On-the-Job Training:** The Luzerne/Schuylkill Workforce Development Board (LSWDB) is one of Pennsylvania's top five workforce areas for On-the-Job Training (OJT). The OJT program allows employers to hire and train workers for up to six months while receiving reimbursement for 50% of their wages up to \$10,000. This allows employers to invest in talent and enact a long-term growth strategy under the guidance of the workforce board. In 2022, for example, we worked with Hydro-Extrusions North America, an aluminum billet, extrusion, and precision tubing manufacturer, to employ 45 people through OJTs at their Cressona facility, saving the company \$267,103. Along with Hydro, we coordinated OJTs with nine other local employers, saving them \$418,279 throughout the year. Our success with OJTs underscores our commitment to helping employers upskill jobseekers to their needs.

2. **Business Education Partnership:** This grant promotes career pathways for high-school students. Partnering with the Wilkes-Barre Area Career and Technical Center and Geisinger Health Care System, we funded healthcare cooperative education experiences for two students. Upon completion of the co-op, the students could earn a CNA certification. In 2023, we look forward to expanding our partnership with Geisinger to serve more CTC students and include apprenticeships.

3. **Statewide Activities Grants:** These grants funded several projects in our workforce development area, including:

- **Setting the Table/How Can We Help:** LSWDB partnered with the woman-run, local nonprofit Fork Over Love to support independent restaurants and food-insecure families in Luzerne County. PA CareerLink® team members participated in Fork Over Love events in Hazleton, Duryea, Hanover, Plains, Kingston, and Pittston. These are higher-poverty areas where residents are likely to have barriers to employment and barriers to seeking employment (i.e., transportation, childcare, technology). Participating with Fork Over Love connected us with hundreds of individuals that may not have been able to visit our office during business hours. A short video of this positive community experience is available on our YouTube channel at <https://www.youtube.com/watch?v=OkSiPGr7Dlo>.

We created new brochures for the campaign in English and Spanish that promote services available at the PA CareerLink®. At each Fork Over Love event, we distributed information to each family receiving a meal bag. Information was customized with a QR code linked to a unique landing page on our website. We captured data about the individuals who visited this landing page and completed our jobseeker intake form. From there, our team was able to reach out to them regarding program services. These activities allowed us to reach 2,400 individuals who may not otherwise have visited the PA CareerLink® centers.

Additionally, our Business Services Team (BST) and Digital Outreach Team developed a Small Business Toolkit for participating restaurants describing our employer services, highlighting resources, and providing marketing tips to help restaurants attract employees and customers. We also included a handout with social media templates and offered newly printed “We’re Hiring!” signs for businesses that post openings with us. We also created a short marketing best practices video for busy restauranteurs who do not have the time to invest in more diligent marketing efforts. These outputs supported small employers in the area and demonstrated our value to them. In total, we introduced 12 local restaurants to the PA CareerLink® system.

- **Digital Outreach/Social Media Initiatives:** The Digital Outreach Team, comprised of a Communications Specialist, a Digital Media Producer, and a Special Projects Manager, promoted PA CareerLink® programs and services through digital, print, radio, billboard, and social media platforms. Each office in the workforce area—Hazleton, Pottsville, and Wilkes-Barre—had their own budget and initiatives tied to their programs and events. The team produced content for social media, texting services, indoor digital monitors, outdoor electronic signs, email newsletters, and SEO content for our local PA CareerLink® websites. They also collaborated with Coal Creative to produce professional videos shared on YouTube and at outreach events highlighting major initiatives, such as EARN success stories.

Having a team of professionals develop relationships with multiple media companies allowed us to be intentional about our media buys and understand the strengths of each format. For example, we worked with three outdoor/billboard advertisers, buying space on 22 billboards in the three areas, each directed toward either jobseekers or employers. Each billboard buy lasted about a month, with the campaign providing consistent coverage in all three locations from July through December 2022.

Our social media/Internet marketing initiative took place mainly through our collaboration with Times Shamrock in July, August, and September. Once again, we created different campaigns for jobseekers and employers, featuring different online strategies, including affinity marketing, site retargeting, mobile geofencing, and social media advertising. Each buy equaled 50,000 ads, for a total of 2.25M ad impressions. Beginning in July, radio advertising included over 1,000 spots across six stations in differing formats. Our print campaigns focused on the local papers in each market, the *Standard-Speaker*, the *Republican Herald*, the *Times Leader*, and the *Citizens’ Voice*. Some advertising was specific to the Fork Over Love events and included QR codes leading to a landing page with more information, outreach videos, and a jobseeker intake form. The landing page garnered 544 views, with 11 individuals completing the contact form.

All social media metrics trended upward within the first six months of 2022 for all platforms: LinkedIn, Instagram, YouTube, Twitter, Facebook, and texting services. For example, our Facebook followers increased from 7,315 to 7,642 in June. The Digital Outreach Team vastly improved the Constant Contact email newsletter open rates. The employer monthly newsletter open rate rose from 10.49% to 15.30%. The jobseeker newsletter open rate nearly tripled from 7.87% to 20.44%. Website views across the Hazleton, Pottsville and Wilkes-Barre websites rose from 3,180 in January to 4,500 in June. Each website is updated weekly with a list of current job openings. Our Instagram posts averaged 88 impressions, and our Facebook posts averaged 1,836 impressions.

Other activities included creating an eye-catching ITA catalog on high-priority occupations and local training programs and a Schuylkill youth-specific jobs texting campaign. All press releases,

hiring events, and other media materials created by the Digital Outreach Team promoted the PA CareerLink® brand. The Communications Specialist, initially a grant-funded position, became a direct hire due to the pilot project's success.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants:

1. **Hiring of Triage Staff by Title I Provider:** Our six triage staff members, funded through a Statewide Activities Grant, were dislocated workers whom we employed up to 30 hours per week to assist in the Computer Resource Center, provide excellent customer service to all clients, and even help with the Fork Over Love events. The addition of triage staff permitted our regular, full-time PA CareerLink® staff more time to conduct outreach in underserved communities. For example, having the triage staff in place enabled other staff to take on more projects, including partnering with Fork Over Love and presenting at local school districts, housing authorities, homeless shelters, Luzerne Drug & Alcohol, and foster care agencies. With the changing dynamics of workforce development, it is essential to reach people where they are in the community. Triage staff expanded our coverage and allowed us to enact innovations, such as participating in weekly farmers' markets. This raised awareness of our programs in a relaxed setting among many individuals unaware of our role in the community.
2. **Setting the Table/How Can We Help? Partnership:** From March through June 2022, PA CareerLink® staff conducted outreach at six Fork Over Love food distribution events that provided 2,400 restaurant meals to individuals and families in high-poverty areas. In addition to helping distribute meals, we promoted our services directly to community members in need by handing out fliers outlining our services. We also worked with the restaurants that provided meals for the events, helping them with their hiring and marketing needs. Through this partnership, the PA CareerLink® offered direct support to local, small businesses that had persevered and survived the pandemic. Our triage staff provided us the latitude to invest in our partnership with Fork Over Love while remaining fully staffed at the PA CareerLink® offices. This extended our outreach into the community while adhering to all program budgets.
3. **Hiring of Veteran Adult Work Experience participant by Commonwealth:** Our WIOA Title I provider identified funding to hire a Community Outreach Coordinator to liaison between the PA CareerLink®, LSWDB, and Fork Over Love. This individual was a disabled veteran who was employed following WIOA Title I Adult work experience funding; she managed volunteer coordination and community outreach at each event. This resulted in strong relationships with PA CareerLink® staff and made her a valuable asset for many other initiatives. She also planned a Fork Over Love Veterans Day dinner event and posted it to the organization's social media accounts. During her work experience, she learned of and interviewed for several employment opportunities for veterans with the Commonwealth of PA. She accepted a position as a Disabled Veterans Outreach Program Specialist in November 2022.

Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LSWDB's plan to address identified challenges

The most significant challenge facing the LSWDB is reengaging jobseekers. While employers have been eager to utilize our services, jobseekers are participating at a much slower rate. This challenge is

statewide. Our intensive digital media and outreach activities have increased our visibility throughout the local workforce development area. We believe this helped traffic to the PA CareerLink® services, both in-person and online, and will increase enrollment in our programs. Our efforts to achieve this have included the following:

- Purchasing and installing electronic signs outside each PA CareerLink® office in the Luzerne/Schuylkill Workforce Development Area, allowing us to promote services to passersby.
- Expanding our texting initiatives to include Hot Jobs, Hired, YAP, Trabajos Calientes, Contratado, Courses to Careers, REAL Reentry, Skook Jobs, Hire Me, and Jobs4Youth. All of these are separate distribution lists. We believe that the more customized our lists are, the more likely recipients will engage with the texts.
- Placing digital billboards in the Hazleton, Pottsville, and Wilkes-Barre markets.
- Placing advertisements in buses operated by the Hazleton Transit Authority, the Luzerne County Transportation Authority, and the Schuylkill Transportation System.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

The LSWDB has partnered with one of its providers, EDSI, to provide comprehensive, professional staff development on several important issues. Lending their corporate trainers, EDSI provided in-person and virtual training sessions to staff across all partners. These trainings were provided at no cost to partners. Examples of Diversity, Equity, and Inclusion (DEI) and Equal Opportunity Training topics included:

- Unjust Situations in the Workplace
- Perception and Privilege
- Micro-Inequities and Micro-Affirmations

Additionally, EDSI helped the LSWDB implement a Belonging Ambassador to promote DEI initiatives throughout the PA CareerLink® centers in the workforce area. This individual model's inclusive behavior, curiosity, compassion, and active listening. He also reviews local content to ensure it represents the population we serve and is sensitive and supportive, captures feedback, and demonstrates that DEI values are lived in the local offices. Belonging Ambassadors throughout all EDSI workforce areas participate in monthly think tank sessions to develop new activities, attend trainings, and promote a sense of belonging in the workplace.

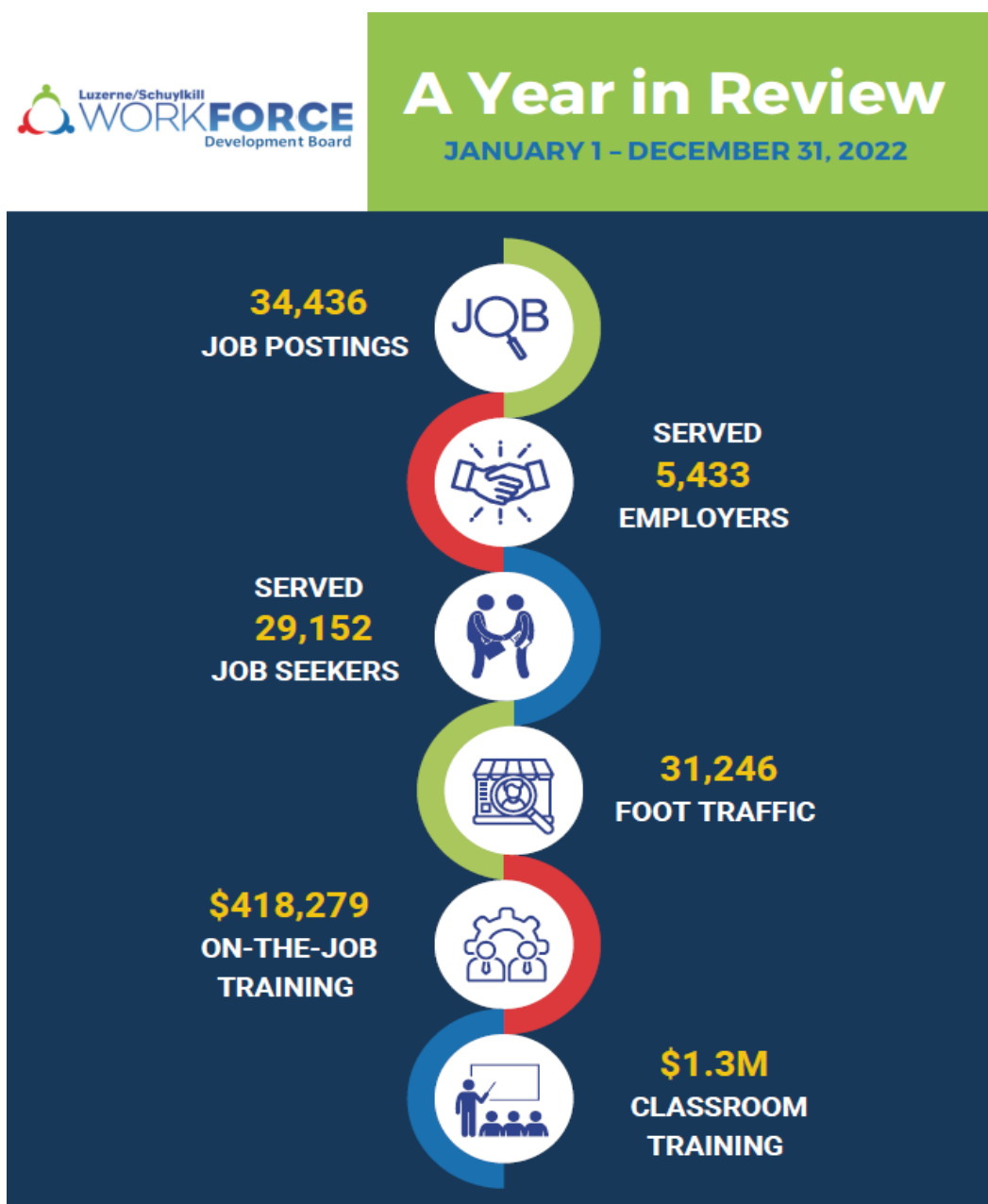
Any areas where the LWDB would benefit from additional state guidance.

The LSWDB would welcome a permanent presence of UC staff at the PA CareerLink®. As the current funding for the UC Equity program ends, individuals seeking in-person services will be negatively affected by the lack of that face-to-face assistance to which they have become accustomed. For the past six months, UC representatives have had a full schedule of appointments, many of which were made several weeks in advance. They assisted UC claimants by answering questions that PA CareerLink® staff cannot due to state and union regulations. UC claimants overwhelmingly have positive comments after their in-person appointments. The LSWDB encourages the PA Department of Labor & Industry to leverage available funds to maintain a UC representative onsite to assist customers.

The LSWDB encourages the Department to make on-site/in-person RESEA orientation a requirement, not an option. Virtual meetings have proven that some individuals learn better when they can give their undivided attention to an in-person presenter. The LSWDB believes that requiring UC claimants to come

into the PA CareerLink® office physically is more effective because the claimant meets the staff in person, learns more about all partner services from subject matter experts, and can immediately enroll in other workforce programs.

We are looking forward to the return of RESEA services to the PA CareerLink®. This will also increase foot traffic to the One-Stop Centers and may boost Title I enrollments. We believe that RESEA and UC services are aligned with our mission to ensure a demand-driven, world-class workforce system in Luzerne and Schuylkill counties. Adding both services to our three locations would genuinely provide the one-stop experience customers deserve.



Montgomery County Workforce Development Board 2022 Annual Report

MontcoWorks, part of the Montgomery County Commerce Department, serves as Montgomery County's local workforce development board. MontcoWorks administers workforce programming that meets the diverse needs of career seekers and employers throughout Montgomery County and the Southeast Pennsylvania region. In 2022, the board continued to focus efforts on supporting Montgomery County businesses with labor demand issues, addressing barriers to equitable and accessible career opportunities for all, and planning for a strong future workforce.

Accomplishments

In 2022, MontcoWorks launched the **Careers of Tomorrow** initiative to highlight career paths and occupations with current openings, projected growth, and a sustainable wage in Montgomery County. A publication providing an overview of 25 occupations meeting the Careers of Tomorrow criteria was distributed to schools and community based organizations that serve career seekers in Montgomery County. The guide is available [here](#).



On October 25, 2022, 937 students and 44 educators attended the Careers of Tomorrow Expo at the Greater Philadelphia Expo Center in Oaks, PA. Attendees interacted with 85 exhibitors from across multiple industries to learn firsthand about exciting and gainful career paths in Montgomery County.



Labor Market Study/Dislocated Worker Outreach

Montgomery County continued to support Dislocated Workers through the COVID-19 National Dislocated Worker grant that was distributed to local areas by Pennsylvania Labor and Industry through June 30, 2022. PA CareerLink® Montgomery County career services staff connected Dislocated Workers to multiple temporary employment opportunities, allowing those individuals to regain financial footing while also meeting the need for employers to fill open positions quickly.

While implementing this grant, MontcoWorks was also carefully watching changes in the local labor market. In January 2022, a reduction in the local labor force of approximately 20,000 individuals prompted staff to look at ways to dig deeper. Using COVID-19 NDWG funding, MontcoWorks hired four individuals as temporary Outreach and Support Coordinators to contact up to 55,000 individuals who had filed Unemployment Compensation claims since the beginning of the pandemic.

The Outreach and Support Coordinators conducted a survey, providing MontcoWorks with invaluable information related to who remained out of the labor force and why. They also provided an overview of services available through PA CareerLink® Montgomery County and made direct referrals to Career Services as needed.

Through this study, MontcoWorks was able to determine service delivery and skill-building needs to best support individuals seeking pathways back into the workforce.

American Rescue Plan Act Funding

Using Labor Market Intelligence, outcomes from the local Labor Force Participation Study as well as the results of a 2021-2022 Southeast Pennsylvania Opportunity Youth Study administered by the Delaware County Workforce Development Board, MontcoWorks was able to secure \$4.3 million in ARPA funding through Montgomery County's competitive distribution process. Funds will supplement existing workforce programming, supporting career pathway development, supportive services, youth outreach, and internships.

Promising/Innovative Practices ***Outreach Strategies***

MontcoWorks continues an ongoing outreach strategy implemented in 2021, using Constant Contact to promote the services of PA CareerLink® Montgomery County to career seekers that have submitted a claim for Unemployment



Compensation. The weekly *MontcoLinks* newsletter features employment opportunities, upcoming workshops, training information, a UC spotlight, and other valuable resources that can help Montgomery County residents meet their training and employment goals. A sample issue can be found [here](#).

Due to the success of this initiative, MontcoWorks and the Business Services Team at PA CareerLink® Montgomery County have begun development of an employer addition of the *MontcoLinks* newsletter. Employers will be invited to sign up for the monthly newsletter, which will launch in early 2023.

In 2022, PA CareerLink® Montgomery County expanded their PA CareerLink® On the Road model, bringing an overview of available services and career consultations to customers throughout Montgomery County who otherwise would not travel to the one-stop location in Norristown.

Customer Success Stories

Tatiana's Story

WIOA Title I Dislocated Worker

COVID-19 National Dislocated Worker Grant



Tatiana first came to PA CareerLink® Montgomery County in September 2021 with an interest in pursuing training as an IT Security Analyst. Tatiana had worked in IT for 11 years and felt this would help expose her to more advanced employment opportunities in the IT field. She started the IT Security Analyst program at NuPaths in October 2021. As she was progressing through training, however, Tatiana's unemployment compensation ended so she felt the pressure to find employment and struggled with whether she would be able to finish her training.

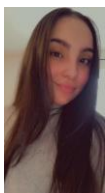
Fortunately, the Pennsylvania Department of Labor and Industry had received a COVID-19 National Dislocated Worker Grant that local areas were able to access to offer temporary employment for Dislocated Workers in transition. Tatiana interviewed for and was hired by MontcoWorks as a temporary Outreach and Support Coordinator through Ascend Staffing effective March 2, 2022. In this role, Tatiana conducted outreach to hundreds of Montgomery County residents to determine labor market participation and provide an overview of available services from the local one-stop, PA CareerLink® Montgomery County. She developed great relationships with the customers and wanted to continue with this type of work. While Tatiana was working her temporary job, she completed the IT Security Analyst training program on 5/14/2022.

Tatiana started her job search and secured employment as a Help Desk Advisor in September 2022. Tatiana was able to put her skills to use, but she was missing the type of customer service responsibilities she had while in her temporary role.

As a result of Tatiana's excellent customer service skills and work ethic, she was presented with an opportunity to help the Employment, Advancement, and Retention Network support Ukrainian refugees. Tatiana interviewed for and was offered the EARN Client Advocate (Bilingual) position with Educational Data Systems Incorporated (EDSI), effective 11/14/2022.

Amarilys' Story

Montgomery County Employment, Advancement and Retention Network (EARN)



Amarilys enrolled in the EARN Program in July 2022. Amarilys immediately connected with her Career Coach and was open to the resources offered and job opportunities provided by the EARN program and PA CareerLink® Montgomery County. Amarilys was committed to finding employment in the clerical field and demonstrated discipline and organization in her efforts.

Amarilys started working at Resources for Human Development (RHD), at the Adesha Village in Philadelphia, PA, as an Administrative Assistant full time with benefits, making \$17.50/hr. Amarilys is currently in the Retention Phase of the EARN program and is grateful for the program opportunities that were available to her.

Jewel's Story

WIOA Title I Youth

Jewel came to the MontcoWorks NOW (MWN) program in August of 2022 with many uncertainties about her future. Graduating high school during the COVID-19 lockdown in 2020, Jewel's career planning and personal well-being were adversely affected. After working with her MWN Career Advisor, Jewel enrolled in a Dental Assistant Certificate program.

While in the program, Jewell had perfect attendance and successfully completed the training and required internship. Upon program completion, she obtained permanent, full-time employment with Cavity Busters dental office in Philadelphia. Jewel now works full time in a field directly related to her training. She plans to further her education to become a Dental Hygienist.

Employer Testimonial

Building Strong Bridges

Edessa Snyder

HR Talent Acquisitions Specialist

UPS – West Chester and Willow Grove Hubs

"Since early summer, the UPS HR Team has been actively working to build relations with numerous community resources throughout the Philadelphia suburbs, and the SE Pennsylvania CareerLink offices have been an incredibly supportive in this effort. Montgomery, Chester and Bucks and Delaware County CareerLinks have built an amazing network of community resources by working together and supporting each other's events, and their tireless efforts and commitment of opening doors of opportunities for the community is truly inspirational.

It should be acknowledged that Montgomery County has had a history of leading by example due to the numerous human services programs that were specifically designed to meet the needs of its community. MontCo agencies are known to identify specific populations in need, implement effective programs and actively engage their community to achieve goals. The Case Workers at MontCo CareerLink understand the value of this practice and take these goals to the next level as they advocate for their clients, create affordable training opportunities that enable independence, and encourage professional opportunities by connecting jobseekers with employers.

Most of my regular communications have been with Caroline Remelius and Kelvin Onchitta, and while *all* of the staff has been helpful and welcoming, some observations I have encountered include:

- Always welcoming opportunities to connect employers with job seekers
- Offers realistic solutions, connections and supports when obstacles are relayed
- Invites employers onsite for individualized job fairs and eager to share resources to improve community
- Involved with clients and employers to communicate services available
- Offers affordable training programs and educational opportunities
- Immediate responses and proactive to assist employers when job postings change
- Identifies ideal candidates and communicates with employers by sending resumes
- Advocates for clients, follows up with employers to support their clients and confirm hiring details
- Makes an effort to ask what employer needs are and seeks solutions to assist and support companies

There are a few experiences that are worthy of describing since UPS has been working diligently to focus on the specific needs within our community, and CareerLink has been the key to making a positive impact. While many companies are facing staffing issues over the past year, UPS plays a unique role in the world since moving supply chain is the nature of our business. Because businesses depend on UPS to keep the economy moving, we are introducing the “**Think Outside the Box**” Initiative to motivate the young work force to get involved in supply chain solutions. CareerLink immediately stepped up, offered to support our efforts, and connected us to programs involved with 18–24-year-old jobseekers.

It was then suggested I participate in the **Careers for Tomorrow Expo**, and I was most appreciative to receive an invitation to this innovative event. The “interactive table activities” may have challenged me to *Think Outside the Box*, but it enabled me to connect with the audience and prepared me to deliver an engaging lesson to multiple age groups, which is **NOT** an easy task!

After all that CareerLink has already been doing to support our company’s hiring needs, my most recent experience with CareerLink demonstrates the valuable role CareerLink plays within our communities. My role as a HR Talent Acquisitions Specialist is new because our company is genuinely concerned about the direction our economy is moving. I have worked tirelessly to build up connections throughout our community over the past few months, attending one job fair after another and meeting other companies who are encountering the same staffing concerns. During a recent job fair, I took a quick walk around to connect with other vendors and found a familiar face sitting at the CareerLink table. Not only did Karen Smith-Burden remember me, but there on her table was a flyer that read, “UPS is hiring.”

This sight genuinely touched my heart, and as she was advocating and advertising for UPS, I hope she knows the burden she lifted off my shoulders when her humble actions and kindness reminded me that I was not alone in my efforts. Going beyond the call of measure does not begin to describe my experiences with the amazing employees at CareerLink because I have seen first-hand that their mission at heart is to build up the people in the communities!”

Local Workforce Challenges

MontcoWorks and the partners of PA CareerLink® Montgomery County have worked tirelessly to develop impactful services and strong outreach. When an individual enters PA CareerLink® Montgomery County out of desperation because there is an issue with their unemployment compensation claim and leaves without getting the assistance they expected, there is a negative association that impedes service delivery and affects staff morale. The recent presence of a representative in our center twice per week has been greatly appreciated. We hope to see that support expand in 2023.

Requests for Guidance and Support

The workforce system relies on the collaborative and cooperative work of stakeholders and providers. MontcoWorks uses state guidance to develop local policies, contracts and documentation requirements. Templates would ensure uniformity and create more seamless service delivery across LWDA lines.

We greatly appreciate ongoing communication with BWPO and BWPA, including touchpoints, increased training and the continuation of two monthly workforce calls.

North Central Workforce Development Board 2022 Annual Report



Workforce Solutions for North Central PA, serving as the North Central Workforce Development Board (NCWDB) is the premier facilitator of an innovative workforce development system in a six-county rural area of PA which includes the counties of Cameron, Clearfield, Elk, Jefferson, McKean, and Potter. Workforce Solutions strives to meet the human capital needs of area employers and provides resources for area job seekers in the North Central Workforce Development Area. The organization's dual focus on employers and job seekers helps create a workforce competitive in the global marketplace and promotes economic prosperity.

Each of the following accomplishments, success stories and testimonials demonstrate progress toward reaching the five broad goals of the state's WIOA combined plan leading to the coordination across many systems and partners devoted to developing our local workforce and economy.

Top Three Accomplishments for 2022

1. Increasing Registered Apprenticeships and Pre-Apprenticeships in the North Central Region

Aligning with the WIOA State Combined Plan Goal #1 which identifies Career Pathways and Apprenticeship as crucial initiatives to serve individuals and employers, the North Central Workforce Development has committed staff to this initiative which has resulted in several new Registered Apprenticeship programs that are employer driven, one new Pre Apprenticeship at a local high school that is providing a much needed career pathway option for students interested in entering the workforce in the manufacturing industry following graduation as well as several new partnerships with organizations such as the German Chamber of Commerce, Keystone Development Partnership (KDP) and the Registered Apprenticeship Office. Participation in the Registered Apprenticeship Navigator Program will enable us to continue to grow these initiatives in the future. We are especially excited about the groundwork that has taken place this past year to increase Registered Apprenticeships in non-traditional industries such as healthcare and social assistance.

Career pathway options enable us to meet individuals where they are at, in order to help them develop the knowledge, skills and abilities to meet the needs of the changing economy and provide employers with assistance in meeting their recruitment and retention challenges.

2. Creating a holistic ecosystem to serve those with Substance Use Disorder (SUD) - PROSPER from Recovery to Career

Program Year 2022 was a milestone year for the implementation of our PROSPER from Recovery to Career project which has resulted in over 100 participant referrals to the program, increased collaboration among PA CareerLink partners and other community agencies and employer awareness for supporting employees in recovery.

Workforce Solutions for North Central PA submitted a proposal titled *PROSPER from Recovery to Career* in May 2021, and in November 2021 we were awarded \$500,000 to develop, facilitate and monitor a project that will extend a recovery ecosystem to include several key workforce specific components. . With match from various partners throughout the region the objectives of this \$1,000,000 have two main objectives:

- 1) To enhance employer knowledge and awareness of best practices for providing mutual aid and support for recovering employees.
- 2) Improve the success rates for long-term recovery for individuals who have completed treatment and are ready for employment through customized services, training, and job search planning.

The *PROSPER from Recovery to Career* project is a collaborative program that will provide job seekers who are in recovery from Substance or Other Drug Use Disorders a sustainable plan for job re-entry or job enhancement. Workforce Solutions (North Central Workforce Development Board) is partnering with existing comprehensive providers of alcohol and drug treatment programs to address the large-scale community and economic impact that is a direct result of the substance abuse crisis in rural north central PA. Our local workforce development area includes six counties, which contain several distressed areas in Appalachia. Disparities between national and Appalachia substance use statistics have prompted a need to extend the services and programs that are currently available to assist individuals in recovery to obtain meaningful employment. Barriers to employment are compounded by the daily goal to remain sober for this population of individuals. Our PA CareerLink® centers are a key partner in assisting this population in finding and sustaining employment.

The workforce needs surrounding individuals in recovery from substance abuse has been a priority for the Appalachian Regional Commission (ARC), and resulted with funding available through the INSPIRE initiative- Investments Supporting Partnerships In Recovery Ecosystems. \$14.9 Million was invested in 47 projects across the Appalachian region (\$5.5 Million was awarded in November 2021).

- Job seekers will have the opportunity for Certified Recovery Specialist training which will provide new skills for meaningful employment and enhanced support for recovery.
- It is anticipated that job seekers in recovery will have renewed interest to pursue jobs that are in critical shortage for all industries represented throughout the North Central PA workforce region.
- Ensuring that project outcomes are met, a Workforce Development Coordinator will facilitate and monitor the project.

3. Continuous Improvement of the Workforce Development System including Strengthening of the One Stop Delivery System

Through funding made available by the PA Department of Labor and Industry, Workforce Solutions completed several improvements to our One Stop Centers which has strengthened the delivery system in our region by making them more engaging to employers and participants. The first phase of this project included upgrades to our centers to enhance the appearance and ensure a welcoming environment. Furniture and technology upgrades were made to the career resources centers, computer labs, lobby areas and offices to enhance the appearance of the centers. The technology upgrades included laptop computers for use at off site locations where services are provided and SMART boards for use during in person workshops, training and meeting. Employers

Upgrades to the assistive technology available to persons with disabilities seeking services at our centers was also accomplished. This included new text and braille telephones, enhanced vision desktop video magnifiers for low vision customers and UbiDuo units to assist people who are deaf or hard of hearing enabling them to participate in fully engaged, face-to-face conversations.

Top Three Stories and Testimonials

1. Jacob

Jacob was referred to the PA CareerLink® by the Jefferson County – DuBois Area Career and Technical Center to learn inquire about Registered Apprenticeship opportunities in nursing. An employee of over 10 years at Christ the King Manor most recently as a Certified Nurse Aide (CNA), Jacob had expressed interest in upgrading his skills. Jacob was enrolled in the Workforce Innovation and Opportunity Act (WIOA) Title I program to discuss his career options. This resulted in enrollment in the Licensed Practical Nursing Registered Apprenticeship program that his employer sponsors as well an Individual Training Account to assist with the tuition for the training program and supportive services needed to assist in the completion of this program. Through the assistance and support of the PA CareerLink® staff and his employer, Jacob was able to complete the Registered Apprenticeship related technical instruction while continuing to work full time as a CNA. He attended class throughout the week at the Career and Technical Center while working one night a week and weekends at Christ the King Manor. This took organization and planning to succeed at training and maintain a full time work schedule. Jacob achieved high grades during the training and completed the RTI portion of the program in August of 2021. During this time, he was awarded the Spirit of Nursing and the Diane McLaughlin award for nursing at graduation. Jacob continued his employment but now as a practical nurse in the on the job training portion of the RA program. During his one year of follow up in 2022, Jacob had completed the LPN Registered Apprenticeship Program and continues to be employed at Christ the King. He looks forward to increasing his skills and earning potential with pay increases. Jacob was able to benefit from this innovative program to help him achieve the next step on his career ladder.

2. Justin

Justin has been working with PA CareerLink® WIOA Title 1 Program since July 2020. When Justin first came to the center he was looking for a career change. Justin was working in a warehouse for beer distributor. After talking with BWPO staff, Justin was referred to Title 1 wanting to know more about training programs available when he became interested in CDL training. Justin felt this would help him t advance in the company he was working for. After enrolling in the WIOA Title 1 Adult Program, Justin was soon attending the Buffalo Tractor Trailer Institute to obtain his CDL class A license. The process of enrollment with the school did not come without challenges beginning with the requirement to obtain a DOT physical and the business and school closures during the pandemic. Finally, in November of 2020 Justin was scheduled to go to Meadville for his road test. When he arrived for the on road test he was told that they could not test without a waiver from the state. Justin has a glass eye and Pennsylvania requires a waiver prior to testing. Justin then lost his job because he could not obtain his CDL and filled out several waivers so that he could take his road test and obtain his CDL license. PA CareerLink® staff assisted Justin in his search for employment and was able to find work as a mechanic

In January 2022 Justin received notice from the state of Pennsylvania with new rules and waivers for CDL requirements which would enable him to obtain his CDL. He immediately called the PA CareerLink® to inform them of these changes. With the assistance of staff and the WIOA Title I Adult and Dislocated Worker program Justin was able to complete the state waiver to obtain his CDL license, reconnect with the Buffalo Tractor Trailer Institute, brush up on his driving skills and was take his road test. He successful passed in December of 2022!

3. Abigal

Abigail Mooney was enrolled into the TANF Youth program in June 2022 at the PA CareerLink® Clearfield County at DuBois after previously going through the foster care and adoption process at a prior time in her life. We worked with a fellow agency to help set up the referral in March 2022 but had to reschedule. Staff worked with Abigail and her family to find a time where everyone was ready for the enrollment. Through multiple phone calls, Abigail and her family met with PA CareerLink and staff went over goals that she had and completed the TANF Youth enrollment in June 2022. Abigail had not worked before and was looking for a work experience to improve her personal and soft skills. Abigail had identified Goodwill as a place she would like to work and her family agreed that would be a good fit. Abigail interviewed for a possible Work Experience opportunity and the manager was pleased with how she did during her first job interview. She was hired for a Work Experience at the Reynoldsville Goodwill and started in July 2022. She worked for just over two months at Goodwill and quickly impressed management with her attendance and willingness to learn. Management was impressed with her attendance and punctuality. She received high marks on her final evaluation. Abigail's final evaluation said "Abigail has done well with us, we are sad to see her go." After she successfully completed her Work Experience, staff met with Abigail and she was able to tum that Work Experience into an opportunity at a local restaurant for additional employment. Abigail earned incentives from completing the Work Experience and enjoyed working and gaining experience, experience which helped her as she started the 2022-2023 school year.

Challenges - 2021

The greatest challenge by far in 2022 continues to be meeting the needs of our local employers. With a decreasing population that began prior to the pandemic, employers are struggling to find employees. Employers from all industries are willing and able to train employees but struggle to find committed employees who can pass a drug test, are willing to learn, can work independently as well as in a team setting and are accountable for the duties assigned to them. While we have witnessed an increased entry level wage in most industries, the problem still exists.

Equally important are the challenges faced by job seekers. We have learned that they desire more pay, flexible work hours as well as career pathways opportunities. We have also learned that the lack of affordable childcare as well as alternative options for childcare (nontraditional hours such as 2nd and 3rd shift) are challenges faced by job seekers.

Challenges have also presented themselves regarding our one stop delivery system. A decrease in job seekers customers taking advantage of the services available to them has been a challenge despite some increases in late 2022. Other challenges that have impacted the one stop delivery system have been concerns from employers, job seekers and staff regarding the Unemployment Compensation issues that were brought on by the pandemic.

All of the initiatives presented in this report strive to address these challenges. We are working to identify untapped labor pools to assist employers in filling open positions through the ARC INSPIRE Initiative, increasing work-based learning opportunities for all youth through WIOA and TANF Youth Development programs and our Business Education Partnership as well as but not limited to increasing sector strategies and employer engagement through Industry Partnerships. We have also participated in conversations with employers regarding migrant workers and sought additional information from the Refugee Unit of BEP in order to identify other untapped populations that employers could possibly attract. We also hope to further examine data that suggests retirees are returning to the workforce.

Facilitating discussions to develop strategies will continue with the implementation of pilot projects to work toward overcoming these challenges.

Innovative Promising Practices

1. EARN Program Cross Training

Workforce Solutions facilitated discussions between the new Executive Directors of local County Assistance Offices and the EARN provider. It was determined that staff on both sides would benefit greatly from a broader understanding of each of their roles in serving the EARN participant. With a goal of improving services to the customers by enhancing communication between the CAOs and EARN provider, a cross training event was scheduled.

On August 4, 2022 all CAO staff that make referrals to the EARN Program and their respective Executive Directors met with EARN provider staff from all of the PA CareerLink® centers. Workforce Solutions staff led the discussion and Tim Dugan, Human Services Analyst for the Bureau of Employment Programs, was also in attendance. The CAO presented their side of the EARN referral process, in turn, the provider staff presented the process that a customer experiences once a referral to EARN is made. The presentations were later shared between agencies for review and onboarding of new staff. The event not only strengthened the relationship between CAOs and the EARN Provider but improved communication between the two entities, resulting in increased awareness of customer circumstances and barriers. Staff at the CAOs were better equipped to explain to customers what they can expect from the EARN provider; and with that understanding, participants have more realistic expectations and are more inclined to communicate with the provider. Both the EARN Provider and the CAO staff felt the training was not only enlightening but helped them better understand the process and limitations of each.

2. Increasing Outreach to Utilize PA CareerLink® Services

PA CareerLink® centers through the leadership of their Site Administrators have increased outreach efforts to reach the hard to serve populations. Many of these efforts are focusing on partnerships with the criminal justice system and include: partnerships with county jails, probations offices and boot camp facilities. Below is a list of some of these initiatives:

- Provision of workshops
- Overview of available services including a WIOA Orientation Video as well as live presentations
- Participation on Re-Entry Committees as applicable
- Participation on Criminal Justice Advisory Boards present in each county
- Regional workshop held monthly titled “Navigate Reentry Workshop”
- Laptop loan to county jails to enable inmates to participate in PA CareerLink workshops

- Provision of high school equivalency preparation courses
- Summer work opportunities for juvenile probation youth
- Assist customer in writing “turn around” letter to present to local employers
- Mobile PA CareerLink® sites

Best Practice for replication throughout our region:

Representatives from the PA CareerLink® – Jefferson County and Clearfield County at DuBois are currently offering job ready workshops to inmates at the Jefferson County Jail every other Monday afternoon. The inmates in attendance are those scheduled to be released in the near future. On a 4-week rotation the following workshops are being offered to assist with job search upon release: Re-entry, Job Applications, Interviewing Skills, and Resume Writing. The staff have worked with approximately 20 inmates over the past 4 months.

Best Practice for Outreach - PA CareerLink® Mobile Sites

The McKean and Potter County PA CareerLink® centers are making staff from multiple partners available to spend one day per month at offsite locations in the more rural areas of these counties. They have partnered with borough buildings to provide these services on a limited basis. The program will be continued and evaluated to identify outcomes.

Promising Practice - Agency Website Revamped

Workforce Solutions completed a revamping of our entire website to include access to local labor market information that is updated monthly, up to date information on Registered Apprenticeships including videos and application processes for all of the Building Trades active in our region, a direct connection to our PA CareerLink® centers and much more. A local post-secondary training provider stated that having all of this information in one place “will save so much time, instead of using many other sites to gather information on our region.”

Requesting Additional State Guidance - Workforce Solutions for North Central PA staff are grateful for the technical assistance that has been provided to local areas throughout 2022. We welcome this assistance in the future as well. The areas that we feel are most important include: training for board staff on both program and fiscal policies including monitoring procedures and requirements, training for PA CareerLink® staff regarding leadership, staff retention, performance measures, CWDS and collaboration and accountability between all partners in WIOA.

Northern Tier Workforce Development Board 2022 Annual Report



The Northern Tier Regional Planning and Development Commission (NTRPDC) houses the community, economic and workforce development programs for the region. The Northern Tier region has a low population density with approximately 171,000 residents living in a 4,000-square-mile rural area. Small communities are spread over large tracts of agricultural land and forests. The rural nature of our region presents challenges and unique opportunities alike to the residents and businesses in the region. The Northern Tier region includes Bradford, Sullivan, Susquehanna, Tioga and Wyoming Counties. These counties constitute both the Workforce Delivery Area and the Local Development District.

Accomplishments

The Northern Tier Workforce Development Board's highlighted accomplishments for 2022 can be tied to all five of the goals identified in the WIOA Combined State plan. Digital literacy efforts contribute to the overall continuous improvement of workforce development and strengthen the one-stop delivery system. The Launch! Your Success program increases opportunities for youth to experience work-based learning and Industry Partnership efforts support sector strategy and career pathway development for the largest industry sector in the region, healthcare.

Digital Literacy Expansion Project

In 2022, the Northern Tier Workforce Development Board secured digital literacy grants through the PA Department of Labor and Industry to expand digital literacy services to underserved communities in the region. Top priorities established for the project included providing jobseekers the tools needed to navigate the digital world and to pilot a digital literacy program targeting both senior citizens and high school students that had proven successful in a neighboring area.

Through this initiative, curriculum was developed that includes computer basics, navigating the internet, understanding email, digital footprint, social media and google docs. For jobseekers, components of job search strategies were included. Upon completion of class, referrals to additional resources such as the SkillUp™ learning platform were made. Classes were offered at local libraries as a cohort training over a six-week period. Each module was also available as a stand-alone workshop offered by PA CareerLink® partner staff as a mobile service.

The rollout of the Seniors2Seniors program was done in collaboration with Tri-Co Connections and Area Agency on Aging. Both groups had worked previously with the Potter County Education Council to offer the program in a neighboring area and worked with the Northern Tier to pilot in Tioga County. The Seniors2Seniors program bridges the digital and generational divide by connecting senior citizens with high school students. The students provide support to the seniors during digital literacy classes. This model not only helps the senior citizens to gain computer skills, but also provides a great experience for our youth. During the grant period we were able to offer two of the Seniors2Seniors classes in collaboration with two different high schools. Due to the success of the program, future plans to introduce this program to the rest of the region exists.

To date, a total of 56 individuals completed basic computer skills cohort training. This digital literacy project helps jobseekers to be competitive in the workforce and also helps to prevent social isolation, improve healthcare through telehealth and connects individuals to online resources such as shopping for

home needs or prescriptions. This initiative provided not only the resources to develop curriculum but also the ability to purchase mobile computer labs which enables continued digital literacy services throughout our region.

Launch! Your Success Interns Lead Younger Workers

Launch! Your Success, the Northern Tier Workforce Development Board's young adult program, works to place young adults in work experiences throughout the year but a lot of these occur during the summer.



SWYEP participants at outreach event

The Launch! Summer Youth Work Experience Program (SYWEP) has evolved into a program that also employs interns, usually college students, to help career advisors plan, implement and oversee counties with larger numbers of participants in their summer programming. Summer learning for youth includes both work experiences and academic enrichment.

Interns are hired based on future goals and objectives, as well as on their skills and abilities. They are mentored by Launch!

career advisors and empowered to lead younger participants throughout their work experiences and academic enrichment portions of the program. Younger participants respond well to these relatable and friendly mentors.

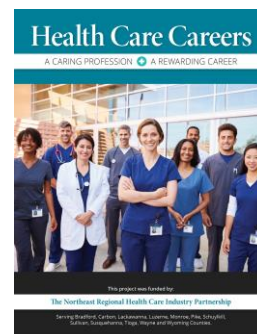
This past summer, career advisors and interns challenged SYWEP participants to plan community outreach events as part of their summer program experience. Participants embraced the challenge and held two unique events. They had a lot of fun during all phases of the project and learned a lot during the process. The events were also good for the community.

Northeast Healthcare Industry Partnership Relaunch

The Northeast Regional Healthcare Industry Partnership is committed to helping employers attract and retain a skilled workforce, provide training opportunities that increase employer competitiveness and give workers the skills they need to earn a family sustaining wage.

In September 2022, the partnership held a kick-off meeting with over 20 healthcare providers represented. The goal of the meeting was to reestablish connections with industry leaders and provide a forum to identify shared challenges. After the kick-off meeting, a series of roundtable discussions took place and a survey was administered to gain valuable insight from healthcare professionals. Upon prioritizing action items, committees made up of industry leaders, economic, workforce and education partners will work to implement innovative solutions to some of the challenges faced by the industry.

In order to increase career awareness, the partnership has created healthcare career guides that will promote career pathways and be used in classrooms and at career events. In addition to career awareness, the partnership works to streamline resources to provide work-based opportunities for the emerging workforce and training opportunities for current healthcare workers. The partnership has brought together leaders in the healthcare field representing hospitals, long-term care facilities, home health agencies and personal care facilities across twelve counties in the northeast. In addition to the Northern Tier the partnership includes the workforce development boards of Lackawanna, Luzerne/Schuylkill and the Poconos Region.



Impact of Workforce Development Programs/Success Stories

2022 Governor’s Achievement Individual Award– Adult Program

Cara was recognized at PWDA’s 38th Annual Conference for receiving the Governor’s achievement award. At 57, *Cara* thought she must be crazy for even thinking about going back to school, but she decided it was time to follow her dreams and pursue her LPN. *Cara* enrolled in the adult program and was in need of assistance with tuition. She had taken a reduction in hours at work in order to pursue her training, leaving little room in her budget for much else. Through the program *Cara* was able to receive support services which really helped her to continue with her training.

“During the time I spent with *Cara* I learned that she is a very compassionate individual and really has a desire to help others”, stated her Career Advisor, Chris Deakin. *Cara* had previously worked in the medical field most of her adult life including as a transcriptionist, medical office assistant and a CNA. The LPN program seemed a natural fit for her and something she had dreamed of.

In 2001, she lost her partner and best friend, her husband Jim. She was forced to raise four girls on her own after that. Things were hard for her during that time period and she worked numerous jobs to provide for her family.

In 2017, tragedy struck again when the house she raised her family in was destroyed by a fire. She was devastated and had to start all over again. *Cara* said, “With the help from my family and friends, I have always regrouped and moved forward, never giving up and always holding onto my dreams.”

After settling into a new home and picking up the pieces of what she had left, *Cara* decided to start a new journey. She enrolled in the LPN program at the Susquehanna Career and Technology Center. Upon graduation she found employment at the Binghamton General Hospital. *Cara* believes she has many people to thank for their support, but without her drive and resilience she would not be where she is today. *Cara* now works at Bridgewater Nursing Home in the Dementia Unit. She loves working with the older adult population and says having her LPN license has opened many doors for her and has changed her life. An interview with *Cara*’s Career Advisor submitted to PWDA for the award ceremony can be viewed [here](#).

WIOA Adult OJT

Serena enrolled in the Adult Program at the PA CareerLink® affiliate, Trehab, located in Sullivan County. She had hopes of finding a career that was financially sustainable, allowed for flexibility and was located near her home. Her career advisor connected Serena with an exciting on-the-job training opportunity at a new company setting roots in the area, UnityLab. UnityLab had recently purchased the Hoffman-New Yorker plant with plans to revitalize current operation of steam press manufacturing and bring the addition of Unity Laundry which supplies commercial washing machines to clients across the United States.

Serena needed to split her workday by taking a few hours around lunchtime to juggle her children between pre-school and daycare. Serena said, "the flexibility that Unity has offered in my position to balance being a mom and employee has been the key to my success." At the completion of her 12-week OJT she was quickly promoted.

Vice President of Operations, George, commented, "Serena came into UnityLab as a Logistics Coordinator but quickly grew into the role of Customer Care Coordinator. Her organizational skills, professionalism, and friendly personality make her a hit with our customers and colleagues. She is a vital member of our team!"

Most recently, Serena and a few colleagues traveled to Atlanta, GA, to attend the "Clean Show." Serena said, "At the show, I learned how big the laundry industry is and how prominent the Hoffman name is within that industry. It made me very proud to be a part of the Hoffman team".

Serena is excited to continue her career with UnityLab and develop her knowledge of the laundry industry.

‘LAUNCH!’ Client Heading to Wyoming for National Forest Internship - Youth

Launch! participant, Flinn, 19 participated in an 18-week internship in the Shoshone National Forest during the summer of 2022. Bordering Yellowstone National Park in Wyoming, Shoshone National Forest is America’s first national forest and is home to some of the greatest concentrations of grizzly bears in the lower 48 states. Flinn worked on the Developed Recreation crew through the Student Conservation Association (SCA). He cleaned fire rings, painted and repaired picnic tables, landscaped, cleaned restrooms, worked with campground hosts and interacted with the public about forest rules and regulations. During his free time, Flinn enjoyed the many recreation options available like hiking, fly fishing, rafting, kayaking and many others.

Shortly after starting his 11th grade year of school, Flinn dropped out. He first met with Launch! Career Advisor, Brittany and HiSet Instructor, Cindy in August 2021. Flinn enrolled in the Launch! Program on January 28, 2022 and attained his high school equivalency diploma before venturing to Wyoming. Flinn stated that, "The (Launch!) program is a powerful tool to move people forward; the staff pushes you to do the work but understands the importance of pacing and environment. I want to get involved in the conservation



Flinn with LAUNCH! Career Advisor Brittany Miller

of our lands because I have strong opinions on preservation and I believe it's very important that the right people are the ones working in the field."

Flinn met with his career advisor, Brittany recently and reflected on his trip. He felt he learned a lot and liked the experience. Flinn says one of the main take-aways from the experience is that people are just people and he should not feel intimidated by anyone because we are all a lot more alike than we think. Flinn is pursuing another work experience at this time and hopes to secure another internship this summer. He hopes that his future brings the ability to create a non-profit for competitive skateboarders to supplement their income while they are competing.

Challenges

With continued reductions in funding and limited staff capacity providing services in our rural, five-county region can be challenging. Transportation continues to be a barrier for many in our area making it difficult for individuals to travel to sites in order to obtain services. In an effort to meet people where they are, our PA CareerLink® partners continue to provide mobile service throughout our region in locations such as libraries and community centers. In addition to providing mobile service our providers have joined forces to implement a regional approach to offering workshops to both our jobseeker and employer customers. Instead of each office duplicating the same offerings, each area is assigned specific workshops they are responsible for. These workshops are instructor led and can be attended virtually from home or from another PA CareerLink® office. This method provides easier access for individuals to attend workshops and allows front-line staff to work more efficiently. A series of videos titled [employer FAQs](#) has also been developed for employers helping them to navigate the PA CareerLink® website and services.

Innovative/Promising Practices

NTRPDC Increases 'STEAM' Opportunities in the Northern Tier

The Northern Tier Regional Planning and Development Commission (NTRPDC) applied to the PA Department of Labor and Industry for funding to increase Science, Technology, Engineering, Arts, and Math (STEAM) opportunities for youth in the region. The aim was to provide new STEAM kits to all of the school districts in the five-county region, giving students increased and new opportunities.

With the grant award, NTRPDC provided 15 school districts and the two YMCAs within our region new STEAM activities to be used during the school year. Some of the kits can be reused from year to year. The participating schools and YMCAs will report on how many youth were impacted by the new STEAM kits. The school districts and YMCAs were thankful for the opportunity to get new equipment and activities for students. To date more than 200 kids in grades 4-8 were enriched by the materials.

Northern Tier Diversity, Equity, Inclusion & Accessibility (DEIA) Workgroup

The Northern Tier DEIA Workgroup formed in 2022 with participation from local PA CareerLink® partner and workforce development staff. The mission of the workgroup is to promote DEIA and ensure the general public and program participants feel welcome and included at each of our local offices. During meetings valuable resources or recent DEIA trainings are shared. These meetings provide a forum to discuss ways to promote DEIA and improve outreach to employers, protected groups and community organizations and address the needs of our region. A DEIA topic to increase awareness with local employers is included with each month's employer newsletter distributed across the Northern Tier. These topics are also shared on social media platforms. The group discusses equal opportunity and/or

accessibility needs or concerns they may be experiencing in their office. Meetings are held quarterly to determine additional needs for translation services, accessibility enhancements and staff training.

Areas of Guidance

The continued ability to apply for competitive funds to provide service to our customers through innovative practices that go above and beyond Title I funding is necessary. We are seeing an increased demand from local employers for internships, opportunities such as the SLIP program would be beneficial to both our emerging workforce and local businesses. A better way to generate comprehensive data from CWDS that can be used for local initiatives and reporting would be extremely beneficial.

Northwest Workforce Development Board 2022 Annual Report



Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan.

NWPA Job Connect serves Clarion, Crawford, Erie, Forest, Venango, and Warren counties. While serving these 6 counties over the last year, we made a lot of progress, but below are some of our greatest accomplishments.

1. Continuous Improvement of the Workforce Development System

Throughout FY- 2022 outreach and recruitment of potential Workforce Innovation and Opportunity Act (WIOA) Adults, Youth and Dislocated Workers was accomplished through established and maintained relationships with human and health service organizations, community and faith-based organizations, educational institutions, and local law enforcement agencies within the NW region.

Four Title 1 participants were dual enrolled with the Office of Vocational Rehabilitation (OVR) for tuition assistance to train at Uniquely Able Academy through Crawford County Technical Center. Uniquely Able Academy is the first-of-its-kind collaboration in the region between machine technology educators, specialists in education for those with autism, representatives from state and local social service and workforce agencies, and non-profit and for-profit organizations. This exceptional combination is dedicated to proper training, placement in the workforce, and provide on-going support for employers and qualified students seeking skill-specific well-paying jobs within the manufacturing industry. The three local participants will graduate with a CNC Machining Certificate. Through continuation of services such as Work Experience (WEX) and On-the-Job Training (OJT) opportunities these participants will become gainfully employed. Additional cohorts for this collaboration are being planned in Erie County this coming year.

Other partner collaborations were realized through the TANF Program. New community partnerships were established with area school districts such as Keystone, Union, Valley Grove, Oil City, North Clarion, McDowell and AC Valley. In addition to educational partnerships, new collaborations were formed with community agencies and organizations like IZZIT.org, Family Christian and Community Association, Crawford County Mental Health Program, Henry Farms, Girl Scout Troop 55, Clarion Center for the Arts, and Boys and Girls Club Along the Allegheny. These partnerships have not only been a benefit for the TANF Program but have increased awareness and services for other Title 1 Programs as well. During the past year, the TANF program also onboarded two new Subcontractor agencies, United Way of Venango County and Wolfe's Youth Employability Solutions, promoting additional opportunities for youth in Clarion and Venango counties.

2. Career Pathways and Apprenticeship

To assist young adults in their preparation for finding, getting, keeping, and advancing in a job, Title 1 offers career readiness workshops such as Design Your Future model which is a job readiness curriculum for youth participants. This service delivery model is designed to ensure that every young adult participant ends their five-day engagement with a clear career pathway plan that may include Direct Employment-Military, Direct Employment- Industry or Apprenticeship, GED High School Equivalency Pathway, Occupational Skills Training – Scholarship, Postsecondary Education- Scholarship, Work Experience or Paid Internship Opportunities, Job Corps Enrollment. All 14 elements are included in this program to include a

self-assessment, career research, reflection, and decision-making process to identify and then pursue a career pathway.

The TANF program received over \$100,000.00 for summer internships that provided a unique career exploration opportunity to youth ages 16-24. Summer youth employment programs instill the young adults of tomorrow with critical technical and soft skills that all employers need. Students gained skills in many industries including Hospitality, Real Estate, Financial planning, Maintenance, Engineering, Office Administration, and Manufacturing. Thirty (30) TANF enrolled youth participated in the program. Partner employers were Matrix Tool, Inc., Brink BP, Channellock, Forest and Warren Area School Districts, Howard Hanna Real Estate, Raymond James Financial Planning, Venango County Chamber of Commerce, Walker Filtration, Red letter Hospitality, Career and Dreams and Annova Innovations.

3. Strengthening the One-Stop Delivery System

Through statewide activity funds, PA CareerLink® Erie County and PA CareerLink® Oil Region were able to update computers and desks in the resource center available to the public. Updated computers allow for ease of access to services. The updated computers have built-in web cameras and microphones allowing customers to use for various reasons (interviews, unemployment compensation, etc.).

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants.

Impact Story 1: Dislocated Worker Customer Obtains Training Related Employment

The dislocated eligible individual contacted NW PA CareerLink® in December 2020. She was enrolled in Licensed Practical Nursing (LPN) classes at Venango Technology Center and requested assistance with funding. She was doing well in school but had a medical illness in 2021 that required her to put training on hold. She returned to school in January 2022 and maintained a B grade point average throughout the rest of her studies. The participant graduated on June 30, 2022, earning a Licensed Practical Nursing (LPN) Certificate. She studied for and passed the PA state required National Council Licensure Examination (NCLEX) exam on September 9, 2022. She received her LPN license on October 3, 2022. WIOA support service funds were also utilized to support the participant's travel to and from school.

She was hired by Bayada Home health Care as a High Acuity Nurse in September 2022 and has since completed onboarding training and IV Certification and is currently earning \$20.00/hour.

She is enrolled in Trach/Vent training and will receive a pay increase to \$22.00/hour upon successful completion. She is also participating in Bayada's residency program, which is a yearlong program where she will complete extra training and competencies in Bayada's SIM lab.

The participant expressed excitement about her new career and thankfulness for PA CareerLink® and the funding she received which allowed her to work in her chosen profession and that helps take care of her family. This participant was exited from the WIOA program to sustainable, training related employment in November 2022 and is receiving post-exit follow up services, as needed.

Impact Story 2: Incarcerated to Employed

Participant was self-referred and enrolled virtually into the WIOA Adult Program in December 2021. This participant was released from prison in November 2020 after being incarcerated for 13 years. Employment barriers were criminal history, previous drug addiction, and lack of skills. Participant successfully updated his resume with assistance from Title 1 staff in preparation for job search after attaining his CDL license. Supportive services funds were utilized to pay for his PA DOT physical, drug screen, CDL permit, CDL license, and mileage reimbursement for the travel he incurred while attending his training program. Participant graduated from PA Pride and obtained his CDL license on February 28, 2022 and immediately began to put in applications for jobs throughout his local areas. Participant was referred to Business Solutions Team for job placement assistance. Participant had multiple job offers and began employment with Sysco on March 30, 2022. He is earning \$26.65/hour and works 60 hours/week.

He has full medical benefits for his family. The participant was exited to training related employment. The participant sent this message: "Thank you so much you guys as a whole are truly amazing. Thank you for everything you do." " I'm mind blown how a guy who spent all that time in prison and in a year, land a job making 100 grand a year." I'm just grateful" "I thank you for everything"

Impact Story 3: Laid off to Employed

Participant was enrolled in the WIOA DW program after a layoff from Wabtec Corporation. She was earning \$32/hour at the time of his layoff. The participant was eligible to enroll in the Trade Program and filed an Unemployment Compensation (UC) claim. She began receiving UC benefits. After working for 14 years at Wabtec as a Production Technician the participant wanted to pursue other employment opportunities due to the company's consistent layoffs. The participant was referred to a Title 1 Business Solutions Consultant who found a Social Worker On the job training (OJT) opportunity at Erie Rise. Supportive Service funds were utilized to assist the participant with obtaining suitable work clothing for her new career. The participant recently successfully completed the OJT with Erie Rise, was retained, and is earning \$25.13/hour as a Social Worker. The participant stated she wishes she had done this sooner. With the collaboration of BWPO Trade staff and Title 1 staff the participant has exited the WIOA program to sustainable, training-related employment and was able to eliminate her constant worries of job security.

Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

Since COVID-19 there have been many challenges and hurdles that everyone in the workforce system has had to navigate through. One of those challenges that has persisted since the start is the continued labor shortages that employers are facing. The local workforce development area intends on digging deep in finding and addressing the labor shortages through continued collaboration with employers and groups, such as chambers, industry partnerships, industrial resource centers, HR groups and intermediate units, as well as utilizing the workforce needs assessment tool that has been developed. As well as utilizing mandated partner relationships better to find and connect job seekers with barriers to employment to services. We will also be working to increase local knowledge of apprenticeships and pre apprenticeships. The LWDA has also put ADA workstations across the region in conjunction with local partners so that those with barriers to employment can successfully access employment services and PA CareerLink® staff. Through these avenues it's the local areas intent to better serve the community.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

Expanding mobile service delivery. Public access locations were finalized in the three counties in the region that previously had a comprehensive center. Partner staff (BWPO and Title I) are collaborating to provide services at all public access locations. In addition, MOUs were put in place for mobile services (workshops, meetings with partner clients, etc.) in all six counties in the region. Through public access and mobile services, customers are able to receive services in their communities.

Improved collaboration between PA CareerLink® and community partners. Community partners have been receptive to presenting program information, including eligibility and referrals, to PA CareerLink® staff. This has allowed PA CareerLink® staff to increase their knowledge of community partners. By increasing knowledge, staff are able to present customers with several options for support and make immediate referrals.

Any areas where the LWDB would benefit from additional state guidance.

The NWPA Job Connect would like guidance in gaining knowledge to better serve our 6 counties with limited resources to better accomplish the following:

- Data sharing among partners with local workforce boards would better inform the workforce system and improve decision making.
- Sharing best practice research around customized job training and registered apprenticeships or pre-apprenticeship and other business-related programming.
- Types of reports that are available in CWDS and related data elements for creating ad hoc reports.

Philadelphia Workforce Development Board 2021 Annual Report



Building a Skilled and Thriving Workforce

Overview

The city of Philadelphia experienced the challenges of rising inflation while continuing COVID-19 industry recovery in 2022. Inflation peaked at 9.1% in June, greatly outpacing year-over-year wage growth. However, despite these concerns, the unemployment rate fell to a new post-COVID low of 4.7% in October as overall employment in the city reached 98% of February 2020 levels.

Philadelphia Works, Inc. is the local workforce development board for Philadelphia County. In calendar year 2022, we served more than 18,065 unique customers, a 4 percent decrease from the previous year, in the PA CareerLink® Philadelphia system including 3,053 WIOA Registered Customers (28% increase year-over-year) and 2,887 EARN and SNAP customers (25% increase year-over-year).

Furthermore, Philadelphia Works, Inc. funds, annually:

- Business development services for hundreds of employers in the Philadelphia area, such as on-the-job training, incumbent worker training, job development and recruitment
- Employment, education, and training services as well as job search support for tens of thousands of career-seekers
- \$20+ million in youth and young adult service investments
- Occupational skills training programs via WIOA and EARN of which 285 customers completed
- Virtual learning via the Skills Forward Pathway courses which totaled 643 participants across all courses that included Entrepreneurship, Health Tech Administration, and IT Customer Support.

Top three accomplishments from the 2022 calendar year and progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

1. Ukrainian Refugee Resettlement Project

In September 2022, the Pennsylvania Department of Human Services (DHS) Office of Refugee Resettlement (ORR) informed County Assistance Offices (CAOs) of a temporary process regarding Road to Economic Self-Sufficiency Through Employment and Training (RESET) referrals for refugee populations. Refugees relocated to Pennsylvania became eligible for receiving Cash Assistance and referrals were made to EARN service providers to connect them with case management, education, skills training, English language instruction, and employment preparation.

PA CareerLink® North Philadelphia (PACL North) was the first site to receive referrals due to its close proximity to Philadelphia's already established Ukrainian community. Often the first identifiable goal for

the refugees is to strengthen their understanding of the English language. To this end, PhilaWorks coordinated efforts with Title II adult literacy agencies to bring assessment, ESL instruction and additional case management support to PACL North.

The first assessment session for English as a Second Language class took place on December 2022 and ESL classes began January 2023 with 15 enrolled students. In 2022, Philadelphia EARN centers received 208 refugee resettlement referrals and 96 of the referrals have enrolled. PhilaWorks has also engaged with Nationalities Service Center making outreach calls and providing interpretation services during a recurring orientation session.

2. Comcast Pay-for-Success

Over the course of 2022, Philadelphia Works has continued to collaborate with Comcast on the Pay-for-Success model to train, hire and retain new employees. Using WIOA funding, the program enables Philadelphia residents to receive training for in-demand sales roles at Comcast that pay above the local median wage. The pilot's mission is to impact the community with robust employment opportunities and inspire other workforce areas, employers, and philanthropic stakeholders to see the value and return on investment in engaging in workforce development in innovative ways. Two performance metrics are included in the pilot: Hired at Comcast and Six Months Retention. If those metrics are achieved, Comcast will pay Philadelphia Works for successful outcomes.

Comcast has expanded employment opportunities to broaden the pool of potential candidates. Once hired, individuals will earn a family-sustaining hourly wage and have the potential to boost earnings and economic mobility through a commission-based salary structure. Between June and September 2022, success and performance outcomes are the following:

- 6 information sessions convened to promote the opportunity and engage communities
- 117 information session attendees
- 5 customer service training cohorts launched
- 18 candidates completed training
- 5 individuals hired by Comcast

As of December, Philadelphia Works and Comcast have connected to review processes, finalize invoicing, and re-examine the training curriculum. We reviewed the current contract and agreed to continue the partnership beyond the original contract end date of December 31, 2022. Our shared goal is to strengthen the partnership through customer feedback, program best practices, and other key learnings while leveraging existing resources to prepare candidates for success now and in the future. We are gearing up to launch new cohorts during the first quarter of 2023.

3. Philadelphia Nursing Home (PNH) Transition Center

Philadelphia Nursing Home (PNH), a long-term care facility located in North Philadelphia, announced its closure after providing over twenty years of comprehensive medical, nursing, and rehabilitative services in Philadelphia. Over 260 workers were affected; the majority consisting of Certified Nursing Assistants, Food Services Workers, Licensed Practical Nurses, Environmental Services Workers, and Registered Nurses, with layoffs beginning in August and continuing through October of 2022.

Upon identifying PNH's needs, Philadelphia Works immediately established a PA CareerLink® on-site transition center to bring workforce services and supports directly to employees.

Philadelphia Works IT mobilized quickly and fully equipped the transition center space with the required laptops and Wi-Fi enabled printers on August 3rd.

On August 4th, the State Rapid Response Coordinator facilitated information sessions for employees to review Unemployment Compensation, healthcare coverage, and other pertinent information, and PA CareerLink® Rapid Response Specialists and Facilitators began full-time on-site services the next day. Employees were added to the Philadelphia Works mailing list and our Hired! newsletter. PA CareerLink® also hosted a job fair with industry highlights on Healthcare, Hospitality, and Food Services, etc.

In the words of the PNH Human Resources Director, "The patience and guidance you [PA CareerLink®] provided to everyone was very much appreciated and helped each individual on their path to future employment. In addition, the job fair you coordinated was also helpful in their employment searches and took the burden off PNH from having to coordinate."

Top three stories/testimonials of the impact of workforce development programs and services on customers:

1. Cardone Relationship

Established in 1970, Cardone is a global automotive industry leader in aftermarket parts engineering and innovation. They are the largest manufacturing company in Philadelphia, with corporate headquarters and a manufacturing plant in lower northeast Philadelphia. Over 35 different languages are spoken by employees. Philadelphia Works previously supported Cardone during a major downsizing, providing workforce services through Rapid Response. PhilaWorks established an on-site transition center for displaced workers, contracted with select ESL providers to support English language learners on-site, and hosted additional ESL classes at PA CareerLink® North and PA CareerLink® Northwest.

In March of 2022, in response to the company's decision to move some manufacturing jobs from Mexico to Philadelphia, we reestablished the partnership with Cardone to assist them with fulfilling over 90 positions and our PA CareerLink® System-wide Services team led the fulfillment effort. At launch, we collaborated with Nationalities Services Center to present our opportunities to help support their immigrant population. Cardone created an exclusive online application link for PA CareerLink® customers, and we are ongoing participants in their weekly interviews.

Initially, recruitment support was expected through August 2022. Cardone's needs extended beyond the anticipated time, and we are now supporting them through March of 2023. Over 150 job offers have been made to candidates that engaged with Cardone through our ongoing partnership, and we now carry a significant portion of their recruitment and hiring efforts.

2. Shaynise's Story

Shaynise became familiar with the PA CareerLink® Philadelphia through a partnership with the Comcast Pay-for-Success Program. Shaynise was unemployed for six months at the time of her referral to this life changing program.

Shaynise was introduced to the project through a friend's referral to the PA CareerLink® Philadelphia services. Shaynise expressed that she was unemployed and struggled to provide for her and her son. Shaynise remained hopeful and shared that she came from a family with a background in sales and knew when she heard about the Comcast opportunity, it was the right career move for her. Through the program, she was able to learn new soft skills, how to create a tailored resume, and ultimately found new confidence in building a career.

Shaynise completed the training with Comcast in partnership with PA CareerLink® Philadelphia and accepted a full-time (with full benefits) position with the Comcast Corporation. Shaynise shares that this is life changing for her and her family. Shaynise remains excited about her earning potential with uncapped commissions in addition to a guaranteed hourly wage of \$14.

3. Willie's Story:

Willie came into Frankford Community Development Corporation (CDC) seeking a part-time position as a street sweeper and although the program was closed, Willie seemed very eager to work. That's when he was introduced to a PA CareerLink® Philadelphia Workforce Connector who works onsite at the CDC to assist job seekers with employment.

"I needed help with work and I couldn't see me doing it on my own, I knew I needed guidance." Willie is a justice impacted individual that faced an uphill climb finding employment. "I feel like Ms. Jenisha went above and beyond to help me out. She was more than a job counselor and when she gave me advice, she felt like a friend. When I was having down days, she gave me hope."

Willie was hired by Emancipet beginning in September 2022 as a Healthy Pet Services Technician. "I am working with animals now and that's better opportunity and better income. With the better income, I can invest in my overall goal of transportation." Willie is determined to turn his life around and is excited about his new career.

Local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year:

Unemployment compensation and the perception that PA CareerLink® is the unemployment office poses challenges and threatens the safety of staff. With the new ID.me process, customers continue to face barriers accessing the system without proper smart phones or digital literacy skills. PA CareerLink® staff became well versed in using the system to provide support, which benefitted the customer but also gave a false impression of their influence in the process. Customers continued to direct questions to the PA CareerLink® because UC staff was overwhelmed and was not available to provide timely assistance. Philadelphia Legal Assistance (PLA) worked with one of our Philadelphia's PA CareerLink® locations to provide legal, free advice or representation for specific circumstances. Despite the additional assistance, PLA was unable to address many of the concerns and issues consistently brought to the centers. Philadelphia Works reviews new UC guidance in hopes that results in reducing the burden on local PA CareerLink® staff but continues to believe this will be a challenge for the system and staff.

Based on our internal data, for calendar year 2022, around 15% of WIOA Title I participants self-reported the barrier of prior justice-involvement. 58% of cases involving customers with justice-involvement were closed with no outcome reported, the highest among all other barriers to employment.

To address unique employment challenges facing justice-impacted individuals, Philadelphia Works, Inc and the PA CareerLink® system has established a strategy plan with multiple elements that include:

1. Expansion of Re-entry connectors: As these correction pipelines become established and viable, more connectors may need to be hired and assigned to a specific PA CareerLink® center.

2. MOU partners: Stipulate MOU partners to include language describing how their service offerings can support and/or is accessible to justice-impacted customers.

3. Increased training and support for PA CareerLink® staff: PhilaWorks, partnering with reentry and correctional professionals, will provide training to increase the capacity and expertise of PA CareerLink® staff supporting customers with criminal justice involvement.

4. Workforce Supports: Engaging employer partners to provide a space to discuss best practices, address industry concerns, identify and contribute to available reentry focused toolkits with dedicated deliverables can build momentum for more employer investment in the space.

As a workforce board, Philadelphia Works, Inc. anticipates new collaborative opportunities will grow the need for robust services across the PA CareerLink® system and advocates for innovative use of funding, diverse grant sources and local/state agencies formal partnerships to address customer and employment needs.

Demonstrated innovative and promising practices for continuous improvement of the workforce development system:

1. Data Quality Dashboard

Philadelphia Works' Research and Data Department designed and implemented new Data Quality Dashboards for WIOA at all four integrated PA CareerLink® centers in the local area. These Dashboards focused on building better Data Quality controls in the Philadelphia area. Each PA CareerLink® center in Philadelphia is equipped with an individual dashboard that addresses areas of concern with data entry. These areas include but are not limited to Hard vs. Soft Exits, IEPs, MSGs, and Credentials. Philadelphia Works has found these tools to be helpful with keeping the PA CareerLink® accountable to key performance objectives. Additionally, Philadelphia Works will be unveiling individual EARN dashboards in January 2023 to address data quality.

2. Youth Intermediary Evaluation

In August 2022, Philadelphia Works selected a third-party consultant, J. Jackson Consulting, to evaluate its Youth Program Intermediary role. The consultant did a combination of interviews, focus groups, town halls, and surveys with Philadelphia Works, Philadelphia Youth Network, city stakeholders, and the youth provider network. More than 100 executives, management, and direct service staff were engaged in September and October 2022. Findings from the evaluation were compiled and shared in November 2022.

This evaluation led to four primary recommendations for our work:

- Youth Workforce System Engagement, Integration, & Alignment - Bring all contracting agencies to the table to discuss opportunities to align and integrate for the next procurement.
- Intermediary Contract Assessment - Engage in strategic dialogue about what program models will be best served by an intermediary.
- Program Model Evaluation - Identify key elements to program models & chances to be flexible. Consider logic models for each program area.
- Resource/Strategy for Employer Engagement - Assess current employer engagement work and resources and identify opportunities to strengthen the system.

Based on these findings, Philadelphia Works will identify the best way to utilize this data to inform a strategy for the Intermediary role. We are continuing engagement efforts across the network to inform a system that secures positive outcomes for youth and their families. We plan to establish a strategy and release an RFP in 2023.

3. Partner Resource Fair

The One-Stop Operator, in collaboration with Philadelphia Works and PA CareerLink® Philadelphia, hosted a Partner Resource Fair at PA CareerLink® Suburban Station on November 16, 2022. It was a successful event that connected approximately 50 customers with community partners, social service agencies, training providers, etc. Training providers such as NuPaths, District 1199c Training and Upgrading Fund, Orleans Technical College, and the Community College of Philadelphia attended the event. Partners providing key community resources, such as Beyond Literacy, Temple University, Clarifi, and UESF were in attendance. Specific programs and services within the PA CareerLink® PHL System, including Apprenticeship PHL, Philly WINs, and information on the CAREER Dislocated Worker Grant (CDWG), were also represented.

The Partner Resource Fair at Suburban Station operated as a pilot event. Before rolling out fairs across the entire system, we needed to evaluate the following:

- How many people will attend?
- Would partners show up and find value?
- What important lessons can be learned about how to host these types of events post-COVID?

These questions were answered through the pilot and will be used to inform decisions about how these types of events will continue to occur throughout the PA CareerLink® PHL System in the future. The One-Stop Operator and Philadelphia Works look forward to hosting more Partner Resource Fairs throughout 2023 and plan to rotate their location among the four PA CareerLink® PHL Centers.

Areas where Philadelphia Works, Inc. would benefit from additional State guidance:

- Continued support encouraging an increase of traffic in the PA CareerLink® centers.
- Model EARN training similar to the fiscal touchpoint training hosted by Labor & Industry.
- Providing clear CWDS data entry and validation guidance on the Refugee EARN Program.

- Streamlining the Eligible Training Provider List (ETPL) process to help attract diverse providers across the region in demand occupations.
- Expanded access and flexibility in the system of record, the Commonwealth Workforce Development System (CWDS) to include shared data, and access allowing specialization of data fields for local applications of workforce services.
- Advocate to the United States Department of Labor for additional flexibility for customer eligibility to allow for a streamlined approach to accessing services.
- Systematization of staff onboarding and training for core programming, as well as complete documentation of CWDS data entry instructions.
- Canned performance reporting in CWDS Ad Hoc for alignment on performance measurement and analysis across state and local teams, for both WIOA and EARN.

Pocono Counties Workforce Development Board 2022 Annual Report



Overview:

The Pocono Counties Workforce Development Area, comprising Carbon, Monroe, Pike, and Wayne Counties in Northeastern Pennsylvania, is a region with a diverse economic base and a strong commitment to workforce development. The area is home to a variety of industries, including manufacturing, healthcare, and tourism, and has a skilled and dedicated workforce. The 2022 Yearly report will highlight the region's successes in job creation and training, as well as ongoing efforts to support the local economy and workforce.

Overall, it is home to approximately 342,853 citizens. Like many rural Workforce Development Areas throughout Pennsylvania, the size of the area served by our Board, along with the diversity of the labor markets our residents utilize for employment needs presents unique challenges. Carbon, Monroe, Pike, and Wayne Counties cover about 2,400 sq. miles. Travel distances between the county seats of Carbon County in the south and Pike County in the Northeast are equivalent to the distance between Carbon County and Harrisburg. The transportation barriers that are experienced by our labor force participants are a key factor in our Board's efforts to ensure our service delivery structure is designed to ensure ease of access for all residents

With a 2022 labor force of 163,804, the largest Industry Clusters in the Workforce Development Area are Hospitality, Leisure, and Entertainment (19.6%), Health Care (13.6%), Education (14.7%), Education (10.43%), and Building Construction (6.8%), with the top occupations being Office and Administrative Support, Sales, Food Prep and Service, Transportation and Material Moving, and Educational Instruction.

Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan;

- 1) Assisting and supporting over 200 youth participants within the Pocono Counties region through various innovative youth programs.

In 2022, the Pocono Counties Workforce Development Area (PCWDA) achieved a significant accomplishment by assisting over 200 youth participants through WIOA and TANF (Temporary Assistance for Needy Families) Youth Development funding. The funding was used to provide various programs that aimed to help young people gain work experience and develop employability skills. These programs included Summer Youth Employment, where youth

participants were placed at various employers throughout the region, internship programs, job shadowing, GED (General Equivalency Diploma) programs, and workforce training programs. The PCWDA's efforts to provide these opportunities for young people in the region were successful in giving them the chance to gain valuable work experience and develop the skills needed to compete for jobs in today's economy. This accomplishment is a testament to the PCWDA's commitment to supporting the local workforce and economy by investing in the future workforce.

Youth employment, internships, job-shadowing, mentoring, and workforce training programs provide an increase in opportunities for all youth to experience work-based learning. These programs offer various experiences, including summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other workplace opportunities. These experiences provide youth with the chance to gain hands-on experience in their chosen field, learn about different career paths, and develop employability skills.

Summer employment programs, for example, allow youth to gain work experience in various industries and sectors, providing them with an opportunity to explore different career paths and develop their skills. Internship programs provide youth with the opportunity to work alongside professionals in their chosen field, gain knowledge and skills, and make connections with potential employers. Job-shadowing programs give youth the chance to observe professionals in their field, learning about the day-to-day tasks and responsibilities, and gain insights into the industry.

Mentoring and workforce training programs also play a critical role in employability skills development. These programs provide youth with guidance, support, and coaching from experienced professionals. They also provide youth with the opportunity to learn about the industry, its expectations, and what is expected of them in the workforce. Through mentoring, youth can learn how to communicate effectively, work in a team, and develop problem-solving skills.

Overall, these programs provide an increase in opportunities for all youth to experience work-based learning, which helps to improve their employability skills and increase their chances of success in the workforce.

2) Establishment of CareerLinking Academy with St Lukes University Health Network to offer Innovative Youth Program in Healthcare.

One of the most notable achievements of 2022 for the Pocono Counties is the establishment of an Innovative Youth Program in Healthcare with St. Luke's University Health and Pocono Mountain West High School. The program combines observational learning experiences and professional development sessions and focuses on introducing participants to healthcare careers and job readiness skills. This program aims to provide students with an opportunity to explore healthcare careers and gain hands-on experience and help to fill the gap in skilled workforce in the healthcare industry. The program also increases opportunities for all youth to experience

work-based learning through summer employment, job shadowing, mentoring, and other experiences in the workplace. The Innovative Youth Program in Healthcare is an example of how the Pocono Counties Workforce Development Area is working to support the local economy and workforce and prepare career pathways for youth in the Healthcare Industry.

This program will provide important aspects in youth development, including mentoring, job shadowing, career pathways, and allow youth with the opportunity to learn about the industry, its expectations, and what is expected of employees on a day-to-day basis. It will also allow participants to observe professionals in the healthcare field, and gain insights into the industry.

3) Creation of Board Management Tools and Board Portal to better serve the Pocono Counties Workforce Development Board.

Another accomplishment for Pocono Counties in 2022: working with Community by Diligent to establish Board Management Software to assist the Workforce Development Board Administrative Office and provide a public Board Portal. This accomplishment will help identify and enact system changes and improvements that enhance collaboration and partnership between agencies and partners in the workforce development system.

The Board Management Software is designed to streamline the management and administration of the Workforce Development Board, by providing an easy-to-use platform for the scheduling, document management, and communication of board meetings and activities. Additionally, the public Board Portal will provide access to meeting information, documents, and updates for all stakeholders, including partners and the public. This will increase transparency and accessibility of the Workforce Development Board and foster better collaboration and communication among partners. The Board Management Software and portal will help Pocono Counties Workforce Development Area to improve their efficiencies and effectiveness in delivering workforce development services to the community.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants;

Participant 1:

Participant #1 is a 35-year-old female convicted felon with minimal work history. Participant was in program 7/2020 with no housing or transportation. She obtained emergency housing through Pike Human Services, obtained a vehicle through the EARN (Employment Advancement and Retention Network) program on 9/20. She was pregnant and gave birth to a baby boy on 11/2020. She was looking into training, employment, and daycare, but moved out of the area in March 2021 with one of her girlfriends. Participant moved back to Pocono Counties area and entered the EARN program 2/2022. She was staying with a family member, lost her vehicle that she purchased previously through the EARN program due to an accident. She was referred to Pike/Wayne housing for emergency housing, obtained employment as a Carpenter's Helper with a local roofing company and has her son in daycare. She worked, purchased another vehicle, secured housing and has been in Unsubsidized Employment Retention for 9 months now. She

was referred to the WIOA Title I Career Counselor and is currently researching schools to enter a welding program and further her skills and earning potential.

Participant 2:

Participant #2 was a Kovatch Mobile Equipment worker who was going to lose his job due to the plant closing in Nesquehoning, PA on 4-1-22. He called the PA CareerLink® Carbon County months prior to his layoff after finding out his plant was closing and asked about WIOA services and training. Through CareerLink® referrals, he pursued and received his GED (General Equivalency Diploma) on 11/18/21. He then used WIOA Dislocated Worker funds to attend Lehigh Carbon Community College for Industrial Electricity, which is scheduled to be completed in January 2023. This is possible because it is mostly online which will allow him to work full-time. On 12/9/21, PA CareerLink® Carbon County organized a Job Fair at the KME facility with 20 employers in which the participant attended. He met an employer, Maurer & Scott, and gave them his resume. He was called for an interview in late December and was hired as a Driver/Laborer with a start date of 4/2/22 when his plant closes. He will be paid a remarkably similar wage to what he was receiving at his position with KME (\$22.50 an hour) and is extremely happy with all the Rapid Response and PA CareerLink® services he received.

Participant 3:

Participant #3 is 36-year-old female with 2 children. Participant worked in the Hospitality/Restaurant business since she was a teenager. Newly separated from her husband due to his substance abuse, she wanted to obtain secure employment with medical coverage providing her with a more secure future. She met with a WIOA Title I Career Counselor and discussed training and employment options. She lacked her High School Diploma and formal training. We did a Reverse Referral to the EARN (Employment Advancement and Retention Network) program as she was receiving SNAP (Supplemental Nutrition Assistance Program) so she could get help with daycare for her young child, obtained a laptop through SNAP/EARN program and is currently enrolled in a WIOA Title I funded training program at Lackawanna College Lake Region Center obtaining her GED and will transfer into an Administrative Bookkeeping Certificate program. With the help from both the EARN and Title I Career Counselors, she has also obtained employment with the county earning over \$20 per hour plus medical benefits and continues to do well with her studies.

Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges;

There are several Workforce Development Challenges facing the Pocono Counties Workforce Area in the 2022 calendar year and will continue to challenge the region through 2023. The first major challenge is continuous from previous years; continuing to support the Hospitality, Leisure, and Entertainment Industry throughout the region with Workforce training opportunities, funding, and collaboration.

Establishing an industry partnership and adding occupations to the High Priority Occupation list can be challenging for the Pocono Counties Workforce Development Area (PCWDA) when it comes to the hospitality industry. This industry is the lifeblood of the Pocono area, but many of the occupations within it have lower wages and the career pathways are often vague and unclear.

One of the main challenges for PCWDA in this industry is that most occupations in the hospitality industry have lower wages. This can make it difficult to attract and retain workers in these occupations, which can negatively impact the industry's ability to meet the needs of the local economy. Additionally, many of the career pathways in the hospitality industry are not well-defined, making it difficult for workers to understand how to advance in their careers and for PCWDA to develop training programs that align with the industry's needs.

Despite these challenges, it is important for the PCWDA to establish industry partnerships, develop career pathways, and continue to support the hospitality industry. By working closely with industry leaders and stakeholders, PCWDA can better understand the specific needs of the industry and develop programs and services that align with those needs. Additionally, by working to establish clear career pathways and providing training and support for workers, PCWDA can help to attract and retain workers in the hospitality industry, which is crucial to the success of the local economy.

One of the major challenges faced by the Pocono Counties Workforce Development Area (PCWDA) is staff turnover at the PA CareerLink® offices and affiliate sites. This is a common challenge across all industries and the CareerLink® operators are not immune to it. The high turnover rate can make it difficult to provide continuous services to customers and train and develop new staff members.

One of the difficulties with staff development, training, and providing continuous services to our full capacity at the CareerLink® offices and affiliate sites is that staff members need to be trained on a variety of programs and systems. These include CareerLink®, WIOA, Case Management, and Customer Service. The workforce system is large and can be complicated, so it is a lengthy process to properly train staff members. It can be difficult to provide training while also actively providing services to customers at each office.

The staff turnover rate also impacts the continuity of services provided to customers. Inexperienced staff members need to be trained, which can result in a delay in the services provided to customers. Moreover, it is difficult to maintain the level of expertise and experience that a staff member who has been working for a long time at the office, that allows them to provide better services to the customers.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system;

The Pocono Counties Workforce Development Area (PCWDA) has implemented innovative practices to enhance its service delivery by utilizing various sources of data and information.

These include utilizing labor market information and data, Google and website analytics, PA CareerLink® system data, and analyzing trends and reports. By analyzing and utilizing this data, PCWDA provides more robust services to customers, employers, board members, and elected officials.

One of the ways PCWDA has used labor market information is by monitoring the industries and occupations with the highest demand in the region, and using this information to develop programs and services that align with the needs of the local labor market. This allows the PCWDA to better match job seekers with available jobs and help employers to find the right employees.

PCWDA also employs website analytics, Google analytics, and PA CareerLink® system data to better understand customer behavior and preferences, and to improve the user experience on the website and in the office. This allows the PCWDA to identify areas of improvement and tailor services to meet customer needs. Also, PCWDA uses data analysis to track and report program outcomes and identify workforce development system trends. This helps PCWDA to evaluate the effectiveness of its programs, and to make data-driven decisions about how to improve services for customers.

Overall, by using innovative practices, such as applying labor market information and data, Google and website analytics, PA CareerLink® system data, and analyzing trends and reports, the PCWDA can provide more robust services to customers, employers, board members, and elected officials, and to better align its services with the needs of the local labor market. PCWDA also plans to adopt these practices and apply them to future programs such as Industry Partnerships, Career Pathways, and Business Services.

Any areas where the LWDB would benefit from additional state guidance.

The Pocono Counties Workforce Development Area recognizes the importance of utilizing state guidance on training and staff development for inexperienced staff members, to ensure that they are fully equipped to provide the highest level of service to customers, employers, board members, and elected officials. This includes staying informed of changes in the system and utilizing the latest data and analytics to provide more robust services. Also, the workforce area is seeking ways to obtain and utilize data earlier to stay ahead of the ever-changing economic climate. Furthermore, the Pocono Counties Workforce Development Area is also looking for clear, straightforward guidance or rules on CareerLink® logo usage for marketing and business services, which will provide consistency and credibility to the services provided.

South Central Workforce Development Board 2022 Annual Report



Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

Streamlined Business Services and Employer Engagement

Advancing State WIOA Goal: Sector Strategies and Employer Engagement

One of the critical elements of PA CareerLink® Business Services is employer outreach and engagement. In prior years, each grant-based funding stream (such as WIOA Title I Adult/Dislocated Worker, Youth, TANF, EARN) had individualized business services delivered by various vendors. Each vendor had their own variation of staff who performed employer outreach and engagement, providing employers with a host of PA CareerLink® contacts. This method of outreach became a challenge for employers to navigate how best to reach the correct point of contact for their needs, resulting in employer fatigue and confusion. It was determined by the South Central PA Workforce Development Board (SCPa Works) that a change in Business Services outreach was necessary to properly engage with employers and reduce the amount of fatigue they experience.

In the spring of 2022, SCPa Works released a request for proposals specific to Business Services. The new model of Business Services created a team of Representatives (BSRs) tasked with performing employer outreach on behalf of each grant-based funding stream while representing the PA CareerLink® as a whole. Previously, different vendors each worked with different funding streams and employed BSRs by funding stream. The new model combines all funding streams into one contract allowing for a more streamlined approach. This new method of employer outreach is designed to mainstream how PA CareerLink® services are presented while providing a standard PA CareerLink® point of contact. The new Business Services contract became effective on July 1, 2022.

The PA CareerLink® Business Services Representatives continue to promote vendor and partner collaboration to ensure employers have access to a full menu of PA CareerLink® Services. Under this new model, the Business Service team members continue to work closely with Wagner Peyser, Rapid Response, Title II, OVR, and all other PA CareerLink® Business Service Team members. Additionally, the Business Service Team has increased collaboration with South Central Industry Partnership members and DCED Engage! partners. The new Business Services model has resulted in a more efficient means of employer outreach and has been well received throughout our South Central Region.

Virtual Reality as an Equity Strategy

Advancing State WIOA Goals: Youth and Strengthening the One-Stop Delivery System

SCPa Works has purchased 30 Oculus headsets with Transfvr Career Exploration and Virtual Training Facility. Twenty-three occupations are available for exploration and 'hands-on' training, including construction safety, blueprint reading, carpentry, electrical fundamentals, mechatronics, and more. These headsets are used with school districts and youth participants to expose and engage them in various career opportunities. We believe this is the way of the future for training and workforce exposure and

have seen increased engagement from our participants using this technology. SCPa Works is currently working with school districts to utilize the virtual training facilities for student credit recovery and other graduation requirements.

Through the engagement of Industry Partnerships, virtual reality can be leveraged to expose more individuals to career opportunities and as a tool for increasing equitable access to career exposure and training. Many individuals without access to advanced technology or education have limited exposure to possible career pathways. Virtual reality removes the obstacle of transportation, access to educational institutions, and other barriers and brings the training to the individual wherever they are. By utilizing this forward-thinking technology, job seekers and businesses see the one-stop system advancing with technology, therefore strengthening the overall system and appealing to more individuals.

Community Access Point Launch (CAP)

Advancing State WIOA Goal: Continuous Improvement of the Workforce Development System

Strengthening future efforts to deliver service to potential customers where they are, the Community Access Point (CAP) project is a strategic effort to improve access to all job seekers by developing a network of locations with simple yet powerful technology tools to connect them to the PA CareerLink® system. The site location methodology is that no job seeker will need to drive more than 15 minutes to access PA CareerLink® services. While this goal is ambitious, SCPa Works intends to provide access to as many locations as possible. CAP locations can be placed in area libraries, colleges/universities, high school career centers, county assistance offices, and community organizations. Each host organization receives training for all volunteers and staff on WIOA 101 and PA CareerLink® service to ensure they can discuss the opportunities' merits and troubleshoot any technical issues that might arise.

PA CareerLink® Outreach team members staff some CAP locations on rotating schedules based upon location needs. Staff meet with individuals one-on-one, provide PA CareerLink® orientations to groups, and more. Examples of active CAP locations are:

- Adams County Human Services Center
- New Hope Ministries
- York County Domestic Relations

To date, over 500 individuals have been served through CAP locations.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants;

Nasei's Story

Nasei was enrolled in our program in September of 2022 and determined to be successful. He was a motivated individual who worked hard to support his mother and siblings and wanted to live a better life. His mother had just had a baby, and Nasei took the responsibility of watching his siblings at night so that his mother could go to her job. At one point, Nasei's utilities were shut off, and Nasei needed some support. He didn't let this deter him from his goals, still following through with every deadline assigned to him. He accepted resources, got his utilities turned back on the same day, and took information about other programs to share with his mother.

Nasei came into our program knowing he wanted to take CDL classes and obtain his license. He completed all of our program requirements, such as CareerScope, the WIN assessment, and his ITA packet. Nasei chose to go to Shelly Trucking as it was less than 10 minutes from his house. Once everything was approved and he had a start date, he was overly excited and a little nervous to start. Nasei went above and beyond and started researching and studying the CDL program before he even started. He successfully went through the CDL program, sharing every progress report as he got them, each showing more and more improvements. Nasei successfully obtained his CDL permit within the first week of training.

Nasei then reached the point where he was ready to take his test. Nasei could pass all written and test material he was given in December 2022, but he was so nervous that he did not pass his actual road test; he stalled the truck from being so nervous. Nasei didn't let this get him down, instead taking extra time to study and practice, which paid off the following Wednesday when he passed with flying colors. He officially obtained his certificate of completion on December 28, 2022.

Nasei was extremely thankful for everything that the program supported him with. However, it was Nasei who showed tremendous work ethic and motivation. He had an interview on January 11 for a CDL truck driving position and got the job. Nasei will be working for Nussbaum. He is excited about his future and plans to start saving to buy a home of his own and help support his mom and siblings when they may need it. Nasei is a great young adult; we cannot be prouder of everything he has achieved and done in the Youth Program!



Folake's Story

Folake was enrolled in WIOA and interested in pursuing LPN training. She was most recently employed as a packer in the warehousing industry. She has a Master's degree from Nigeria and was in the process of attending ESL and GED classes with Tri-County OIC to improve her math and reading skills so she could be accepted into an LPN training program. While conducting career exploration and school visits, Folake

discovered that she would need to attend remedial coursework to prepare to enroll in the LPN program at HACC and was awaiting financial aid determination from the school. She recently lost her part-time employment and determined that employment was now her priority. She obtained full-time employment with Bethany Village, earning \$18/hour with a \$5,000 sign-on bonus, and is eligible to receive employer assistance to secure her Practical Nursing License.

Alex's Story

Alex Sanchez became a TANF participant in September of 2022. He was referred to the program when visiting the Lebanon County CareerLink®. He was new to the area after moving in with his grandmother from out of state and exploring military options that were not panning out. He says that he felt directionless until that day he walked into the CareerLink® and led to our program. After completing his career scope and exploration work with his job trainer, Alex decided to pursue the medical field and was looking to change from working a “job” to finding his path forward. Alex’s job trainer was able to make a job shadow connection at First Aid & Safety Patrol, where Alex could ride along on ambulance rides and learn about first responding. In his time at First Aid & Safety, Alex found more than a passion; he found a community and, as he describes, a purpose. With the renewed confidence and experience he received, he found employment with First Aid & Safety and found his way to tie his on-the-job experience with the military, enlisting in the Navy reserve with an intent to further his medical education. Once Alex completes his basic training, he will be back in the area with First Aid & Safety, serving in his military and medical roles. While Alex has exited our program with his employment, we saw him off before his basic training and will remain in contact to receive updates on all that is to come for this young man!



Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB’s plan to address identified challenges

Reaching those who need our services the most continues to be a challenge and priority for our area. While PA CareerLink® foot traffic has continued to move upward since the onset of COVID-19, it is still not at pre-pandemic levels. We recognize the way we deliver services will likely never be the same as pre-pandemic offerings; therefore, we have instituted various strategies with our PA CareerLink® partners and One Stop Operator to focus on place-based workforce development outreach, such as:

- Community Access Point (CAP) Initiative
- Increasing social media visibility and engagement
- Utilizing the LinkedIn Recruiter platform for business and job seeker engagement
- Creation of PA CareerLink® Outreach team members who are mobile across counties
- Enhanced utilization of technology to reach customers (zoom, virtual reality, virtual training, orientations, etc.)

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

Our Community Access Point program has led to the successful engagement of individuals and communities across South Central. By employing a place-based approach to workforce services, we can

meet individuals where they are. This approach reduces common barriers such as transportation and access to technology. Specifically, SCPa Works has seen great results in engaging our criminal justice system partners with our CAP locations. We have reached many individuals who may not have otherwise visited a PA CareerLink® location and provided them with hope and resources in a time of need.

Additionally, SCPa Works sees the integration of Virtual Reality technology into our programs and services as an innovation in service delivery and design. This technology appeals to all age groups, excites individuals about learning, and opens up possibilities in careers many still need to explore. Over the next year, we envision this technology expanding into our employer offerings for training and career exposure.

Any areas where the LWDB would benefit from additional state guidance.

- State best practices and training for front-line and workforce board staff
- Specific training from the state on what an acceptable credential looks like in CWDS that meets the measurable skill gain and credential requirement for data validation/ state approval purposes.
- CWDS Ad-hoc report training
- Out-of-School Youth Outreach Best Practices

Southern Alleghenies Workforce Development Board

2022 Annual Report

Top Accomplishments

➤ Expanded Outreach

Connecting our One-Stops with Employers, Jobseekers and the Communities We Serve

Employers turned to the Southern Alleghenies PA CareerLink® sites in numbers, looking for assistance in helping them to address their staffing crisis. The one-stop staff responded in many ways, most notably with the career fairs they organized. Staff provided the venues and vehicles to connect employers with job openings with individuals looking to reenter the workforce or change careers. In total, 212 events were held! These fairs included 750 employers and drew nearly 4,300 jobseekers, including youth who hoped to stay and build their future in the region.



and increase event promotion.

Organizing and hosting a job fair takes considerable time, energy and resources. PA CareerLink® partner staff worked together to make the events so very successful. The Southern Alleghenies Workforce Development Board (SAWDB), community partners and stakeholders, including local chambers of commerce, economic development agencies, educational institutions, community action agencies, and the Southern Alleghenies PREP (Partnerships for Regional Economic Performance) Consortia provided the resources needed to help to secure larger venues



plans are underway to expand the event and include other locations in the region.

The PA CareerLink® Cambria County organized a unique event designed to bring community resources to Johnstown Housing Authority residents in a safe and comfortable environment. The first Oakhurst Housing Unit Community Resource Fair was held and brought 15 support providers that included the PA CareerLink®, training providers, day care facilities, Job Corps and attracted 120 residents. This venue gave the PA CareerLink® staff the opportunity to share information on the variety of resources available through the one-stop. The event was so successful,

Mining for PA CareerLink® Customers

In early 2022, the one-stop operator (OSO), along with key stakeholders including the WIOA Title I providers, recognized the post-COVID world asymmetrically with certain trends accelerating and others waning. Specifically, we saw that PA CareerLink® job search traffic had dropped considerably from pre-pandemic levels and with it, low program registrations. With support from the board staff, the OSO convened a workgroup to develop a new strategy and tactics as the old “build it and they will come” approach was not working. A strategy statement was adopted: Across the Southern Alleghenies region, we seek to create awareness from those who don’t know us and to increase engagement from those who

don't want us, in order to amplify the relevance of the one-stop system. **Tactical Focus Areas** were identified:

1. Focused Lead Development

Utilizing weekly reports available from the PA CareerLink® operating system (CWDS), each county will conduct a focused outreach campaign to individually contact all legitimate customer prospects.

2. Market Penetration Study

Building on the work of a 2018 study that gauged public awareness of the PA CareerLink®, a random sample of potential customers will provide feedback on their awareness of the one-stop system and provide data on alternatives.

3. Virtual Services Capacity Building

For customers who are unable or unwilling to access a one-stop center, all on-site programs will develop an all-virtual option to maximize customer engagement and satisfaction.

Mining the CWDS system for possible leads was central to our targeted outreach program. With assistance from state workforce staff, CWDS reports of individuals who were interacting with the online system, but not center staff were developed. The lists were provided to our region's PA CareerLink® staff to make outreach calls. Early results have been promising and helped establish staff buy-in.

2022 Statistics (from March to December)

Outreached To: 5,015 individuals

Successfully Contacted: 1,539 (31%)

Referred to Additional Services: 195 (13%)

Registrations in WIOA Title I Services: 43 (3%)

While it took a little while to get staff confident with the direct outreach approach, it has now become central to how we engage customers in our region. This process has been shared with and adopted by multiple other workforce development areas in Pennsylvania.

Using Social Media to Reach Potential Customers

In the fall on 2020, the SAWDB, One-Stop Operator consortia and PA CareerLink® site administrators agreed that a greater coordinated approach was needed to engage participants and employers. Each of the region's five PA CareerLink® offices was conducting some form of outreach, but not consistently and with staff turnover, it was becoming more challenging to keep the outreach initiatives meaningful. It was also determined the staff time involved in assisting with outreach was impacting their time in providing services to our job seekers and employers. The first initiative focused on monthly newsletters with some social media publishing. In 2022, an outreach initiative was developed to focus on social media posts specifically Facebook, Instagram, and LinkedIn, followed with a quarterly newsletter. The quarterly strategy focuses on three specific PA CareerLink® services, resume writing, interviewing skills, and job postings on the PA CareerLink® website. Each month a boosted Facebook post is created by each office that goes across the entire region for the month. All social media posts have mechanisms in place to assist with tracking individuals calling or coming into the PA CareerLink® centers. In addition, the boosted posts have an embedded link to direct the participants to a demographic form which is shared with each PA CareerLink® office for additional outreach.

Initial outcomes include:

Overall Facebook Performance

- ✓ Reached 67,798 Engaged 2015 (3%)
- ✓ The posts about Hot Jobs/Who's Hiring in your area had a 25% engagement rate

How Did You Hear About Us Tracking:

- ✓ June: created baseline data collection: 16% Facebook, 2% LinkedIn, 59% Online
- ✓ Year to Date (607 respondents): 21% Facebook, 2% LinkedIn, 56% Online

PA CareerLink® staff will continue to utilize this outreach strategy in 2023 and anticipate its return on investment will continue to increase.

➤ Professional Development

Employer Visit Training – Personal and to the Point

As part of the Business Services Strategy Team's (BSST) efforts to identify continuous improvements that would better service the employers in our workforce area, Business Services Team members from the six county PA CareerLink® offices were surveyed to identify training needs and challenges as they interact with area businesses. The top staff request was for basic training on how to successfully cold call and engage with employers. To add to that, feedback from some employers indicated that they were presented with "too many options" – the list of services that PA CareerLink® offers was too long and therefore confusing. Strategy team members agreed that "consultative approach" training for staff members would increase staff skills in preparing for conversations, equip them with cold call skills, and teach them deliberate listen/question techniques.

PA CareerLink® staff members and partners with sales backgrounds were called on to develop training, using many professional resources. In July, a train-the-trainer session was held for site administrators, Business Services Coordinators and WIOA Title I supervisors. In September, trainers delivered the highly interactive training to 51 region PACL staff members and 7 partner staff members from OVR and Community Action.

Trainees were surveyed to determine whether there was a perceived material gain in their capabilities and confidence – and whether they had the tools to complete "consultative approach" outreach efforts. Response to the training was overwhelmingly positive. Of the 58 people completing surveys, 98% said they were now able to write an elevator speech, 100% felt equipped to make a cold call, 98% said they understood the process and had the tools to prepare for and hold a customized visit with an employer, and 98% said that the training should be a part of new hire training. The training has had a "carry over" effect in other staff interactions as well. Several cited the ability to leverage the training in our "cold call" outreach pilot to self-service job seekers, in youth team employer meetings, in meetings with partner agencies, and even at home. The end result is what was hoped for: increased staff confidence and a new path to deeper employer relationships that lead to more program engagements. Employer Visit Training – Personal and to the Point will be offered twice a year, region-wide for new staff and all who may want a refresher.

Regional PA CareerLink® Training Initiative

The One Stop Operator (OSO) of the Southern Alleghenies Workforce Development Area developed an initiative to enhance the professional development for those who staff the region's comprehensive PA CareerLink® and affiliate sites. The OSO is committed to modernizing services and facilities to attract and effectively serve diverse customers and ensuring that the one-stop staff are well-trained. This includes

keeping them abreast of new technologies, inspiring innovative partnerships, and helping to support their overall wellness, professional development, and growth.

The regional training initiative improves our agility and adaptability to a rapidly changing workforce environment. These trainings feature guest trainers and topic areas are strategically tied to the OSO's established training competencies to include: Diversity, Equity and Inclusion, EEO Equal Employment Opportunity, Health & Safety, Wellness, Digital Skills and Technologies, and Team Development.

A lead representative on the OSO is the team member tasked with designing regional training coordination of upcoming sessions for the program year. Diverse feedback is provided from the SAWDB staff, OSO membership and PA CareerLink® site administrators. Trainings are held quarterly and are conducted over the Zoom platform, so all team members are trained in real time across the region. Opportunity for question-and-answer segments follow each speaker. The regional PA CareerLink® site administrators and their local EEO Liaisons coordinate a hands-on portion that follows the conclusion of the virtual training session. These hands-on portions are uniquely designed to engage the team in deeper discussions and team building and allows time to train teams on local policies and protocols. Follow-up surveys are distributed to training participants to solicit feedback on trainers and topic areas, evaluate knowledge gained from the training and assist the OSO with relevant content for upcoming regional trainings.

A regional training calendar was designed and integrated into our region's PA CareerLink® website that announces all upcoming training events, accepts team member registrations to participate, and tracks enrollees who complete. All regional trainings are recorded, and the OSO has developed a video library that houses these trainings according to the competency area it achieves. Site administrators can easily access this library and often utilize these training video collections for newly hired staff members who may have missed the initial trainings during the program year.

Topic areas completed to date include:

Compassion Fatigue

EEO Liaison Team Building Training

Diversity, Equity and Inclusion: (DEI Introduction, Unconscious Bias, Intersectionality, Courageous Conversations)

Substance Abuse Interventions and Service Delivery

Narcan Safety and Response Training

Working with Criminal Backgrounds and the Road to Record Clearing

QPR (Question, Persuade, Refer) Suicide Prevention Certification Training

Disabilities Sensitivity Training –Bureau of Blind and Visual

Office of Vocational Rehab Services and Disabilities Sensitivity Training

English as a Second Language – Limited English Proficiency Sensitivity Training

Recovery to Work Training

First Aid, CPR and AED Training

Crisis De-escalation and Combatting Burn Out Training

WOTC Training

Child Care Barriers and Employment

Topics planned for 2023:

Service Dog Training and Disabilities Sensitivity Training

English as a Second Language – LEP Service Delivery Sensitivity and Service Delivery Practical Training

Trauma Informed Case Management

Expungement, Record Clearing, Pardons, and the Road to Record Clearing AI in the Workplace

We believe this professional development initiative empowers and engages our PA CareerLink® teams. The training not only provides staff with the knowledge to better serve our one-stop customers, it also gives them the tools to help address the stressors that are inherent in serving those with significant barriers.

Success Stories



Ms. Tabitha Foster has been the Administrative Assistant for the PA CareerLink® Huntingdon County since April 2022. Prior to joining the PA CareerLink® team, she was a dislocated worker, recipient of unemployment compensation, and without a career plan. She connected with the PA CareerLink® in 2021 and began staff-assisted career exploration with an interest in office work. She participated in the WIOA Title I Transitional Work Experience Program to develop her skill set and gain valuable work experience; she was placed at the PA CareerLink® Huntingdon County location as an office assistant. She was given tasks throughout her training program such as organizing, filing, preparing workforce packets, creating forms, answering phones, greeting customers and data entry and took advantage of the new Skill Up Metrix Modules on the PA CareerLink® website. She completed training modules in customer service, interpersonal communication, team building, HIPAA, grammar, working with difficult people, and conflict resolution. All these training modules helped her to prepare for the next step in her career path. In April of 2022, an opening became available at the PA CareerLink® Huntingdon County for an administrative assistant/front desk staff person. The team of PA CareerLink® Huntingdon County were excited when Tabitha applied for the position and successfully completed the interview process. We are proud to share that Tabitha joined the team as a full-time staff member in April 2022! She continues to develop her skills and has proven to be a valuable member of the PA CareerLink® team!



Marshall Wyland graduated high school at the age of 17 while simultaneously earning a Certificate in Structural Steel Welding from Admiral Peary Area Vocational Technical School, along with his NOCTI certification. Marshall came to the PA CareerLink® after graduation to gain hands-on experience in his chosen career path of welding. Marshall was placed into a 12-week Paid Work Experience with ProFab Solutions LLC where he worked as a general laborer. ProFab Solutions saw so much potential in Marshall that they continued their partnership with PA CareerLink® and promoted Marshall while enrolling him into an On-the-Job Training Program. Marshall, an individual with a documented disability, was able to utilize his technical school training, motivation, and PA CareerLink staff and employer partner supports to become a Welder, Powder Coater, and Tread-Ware Manufacturer at Pro Fab LLC. When asked what he has gained from his experience with PA CareerLink® Cambria County, Marshall stated that, “The program taught me a lot more than I expected, for sure. From On-the-Job Training to the OSHA paperwork about safety. I enjoy working and it has definitely made me like working a lot more than before.”

Stacey Burket graduated high school in 1993 and started right into the world of employment at North American Communications. Through hard work and dedication, she worked her way up to the Vice

President of Compliance and Operational Risk. In May 2019, North American Communications closed. Stacey was dual enrolled in WIOA Dislocated Worker and Trade Act programs. Her passion has always been to provide the processes and problem-solving solutions on a large project scale to businesses that are or may be heading towards being at risk. Based on this passion, she received occupational skills training under the Trade Act and earned her Associates Degree in Business Administration. Upon graduation, Stacey worked with her Trade Career Advisor and WIOA Career Planner to search for work. Through the advice and guidance of staff she was able to secure employment. Stacey is now the Contract Administrative Advisor of an \$900 million+ IT contract for GDIT. GDIT is supporting Stacey to take classes through an integrated undergraduate/graduate program. She will concurrently graduate with a Bachelors and Masters in Professional Studies in Labor and Employment Relations. Stacey is slated to receive a promotion to Senior Contract Administrative Advisor in a little over a year of employment with GDTI.

According to Stacy, “I can’t say enough about how appreciative I am for this program and the support I received throughout my experience. Not only has the program helped me gain the education to supplement my work experience, it helped me find a meaningful career. Like many displaced workers, I had spent years working hard to gain the experience that builds skills and expertise that are valuable in the workplace only to find that once my company closed, I couldn’t find opportunities that matched my experience. From helping me find the right educational fit all the way through finding the opportunities that were the right match for my professional and personal needs, PA CareerLink® staff provided me the type of guidance and support that really makes a difference. They were as invested in my success as I was and it truly helped me find not only a job, but a new career path. I am so grateful to PA CareerLink® and the WIOA and TAA programs.”

Workforce Development Challenges and Promising Practices

While the Southern Alleghenies region’s PA CareerLink® sites were among the first to reopen for in-person services, our one-stops have not witnessed a return to the foot traffic levels that were seen prior to the pandemic. This is not unique to the region, or even to Pennsylvania or the rest of the United States. Staff in the one-stops have put in place several outreach initiatives that are starting to show real, positive results. **(See Mining for PA CareerLink® Customers, on page 1 of this report)**. We believe we will continue to see increased service engagement and look forward to learning about additional promising practices that are utilized in other workforce development areas.

Southwest Corner Workforce Development Board 2022 Annual Report

All SCWDB activities support the five broad goals of the Pennsylvania's WIOA Combined State Plan. These goals include career pathways and apprenticeships; sector strategies and employer engagement; youth services, continuous improvement of the workforce system; and strengthening the one-stop system. From making services across the four SCWDB PACL centers universal, to data collection, to youth and employer outreach, SCWDB activities strive to forward the mission of the Pennsylvania plan. The following highlights are just a snapshot of the work done in 2022. SCWDB looks to build upon these successes, continue regional partnerships, and expand community outreach and connection to apprenticeship opportunities in 2023.

- **Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan**

Strengthening Local and Regional Healthcare Systems Through Partnership Efforts

For some time, SCWDB has wanted to convene an industry partnership to address the needs of employers in the healthcare industry, needs which were exacerbated by the COVID-19 pandemic. After being awarded a PA Industry Partnership grant for that purpose at the end of 2021, SCWDB was set up to achieve this goal in 2022. SCWDB's Healthcare Industry Partnership has provided new avenues for both employer engagement and collaboration within the workforce development system.

In early 2022, SCWDB collaborated with the Westmoreland-Fayette Workforce Investment Board (WFWIB) to form the Healthcare Employment Ecosystem (HEE) using Statewide Activities funds from PY21. The HEE served as a way to engage and bring together regional healthcare organizations, with the goal of energizing them to participate in the two workforce boards' respective Healthcare Industry Partnerships, which would launch later in the year. The cornerstone of the HEE project was a well-attended event in June, where the boards brought in several subject matter experts to discuss the state of the healthcare workforce, and best practices for improving it, with representatives from healthcare organizations around the region.

SCWDB's Healthcare Industry Partnership began its first planning meetings with SCWDB staff and partnership co-chairs in July. The partnership's co-chairs represent all three of the major hospital systems in the workforce area, and also serve on the workforce board, providing a more direct tie between the board and the partnership. The partnership's official launch meeting in November was attended by representatives from 13 healthcare organizations that included hospitals, long-term care services, Federally Qualified Community Health Centers, and Ambulance services. The main issues the partnership is currently focused on addressing are recruitment and retention. Several of the member organizations have had their training programs added to the ETPL list as a result of these early partnership meetings. As a new avenue for recruitment, SCWDB is working on connecting individuals for whom English is a second language to career opportunities in the healthcare industry. This population has not traditionally been a focus of recruitment efforts in the Southwest Corner. Through conversations with our healthcare partners, Title II service providers, and other community partners, SCWDB discovered that while the Title II providers and community partners work with large numbers of adults who speak limited or no English, the

healthcare organizations have not seen any of those individuals applying for job opportunities. Bringing these two groups together at partnership meetings has opened a new labor pool for the healthcare organizations and expanded employment possibilities for the area's immigrant populations.

After the success of the HEE in the beginning of 2022, SCWDB again partnered with WFWIB, who served as the lead applicant for a Workforce Opportunity for Rural Communities (WORC) grant focusing on the healthcare industry in the Westmoreland-Fayette, Tri-County, and Southwest Corner Workforce Development Areas. Heading into 2023, SCWDB will use this funding along with PA Industry Partnership funding to support partnership activities and training opportunities for workers already in or entering the healthcare field.

Expanding Impact of COVID National Dislocated Worker Grant

Beginning in 2020, SCWDB was awarded funds as part of a National Dislocated Worker Grant addressing the COVID-19 pandemic that ran through June 30, 2022. Funds were originally used to provide workers to assist at vaccine clinics and create temporary positions at PA CareerLink® offices. Through the last few months of the program in 2022, service providers were able to expand the program to include long term unemployed individuals and to assist businesses with staffing needs that had arisen as a result of the pandemic. This broadening of the program was a great benefit for the area, and more than half of the total 36 individuals who entered employment as a part of the program did so in 2022, taking on jobs as maintenance workers, waitresses, cooks, cleaners, and safety officers. The program proved extremely successful for the Southwest Corner and was able to help both individuals and employers get things back on track in the wake of the disruption caused by the COVID-19 pandemic.

Regional Collaboration for Build Back Better

Since the end of 2021, SCWDB has been collaborating with a large regional coalition, consisting of a wide variety of partners from around the 10-county Pittsburgh region and led by the Allegheny Conference and Southwestern Pennsylvania Commission, to develop a project for the EDA's Build Back Better grant program. In September 2022, the group, known as the SWPA New Economy Collaborative, was awarded \$62.7 million for a set of projects to build out and strengthen the region's Robotics and Autonomy cluster. The grant's five projects will focus on robotics adoption, upskilling infrastructure, and commercialization. As part of the collaborative's third project, Expanded Pathways to New Economy Careers, SCWDB will receive \$1,250,000 over a five-year period to work with businesses, education partners, and training providers to support training in robotics/AI to meet the changing needs of regional employers. Through all five projects, SCWDB will be able to help local employers, either directly or through referrals, adopt and/or advance robotics and AI technology as part of their daily operations.

- **Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants**

WIOA Adult: D.P., a long-term unemployed husband and father of three, arrived at PA CareerLink Beaver County on a bus just a few days before Christmas of 2021 with just fifty cents left in his pocket. Never having the opportunity to further his education beyond a GED, D.P. had never been able to secure family-sustaining employment. While at the CareerLink, he saw numerous job

postings for commercial truck driver and inquired about help enrolling in a CDL training program. D.P. was referred to Job Training for Beaver County, Inc. (JTBC), the Title I service provider in Beaver County, to complete a WIOA eligibility application and assessment. D.P. had previously worked as a delivery driver earning \$10/hr. A CDL license would enable him to begin a career as a commercial truck driver. With the help of WIOA Adult funds, D.P. enrolled in Keystone Diesel Institute's CDL program on Valentine's Day of 2022. He successfully completed the program and earned his CDL A license on March 25th and accepted a full-time CDL driving position with Lindy Paving April 11th earning \$24.75/hr. According to D.P. "The opportunity to enroll in CDL training was a life changing experience for me. My first paycheck was the largest I had ever earned. I can see a light at the end of the tunnel for me and my children and it is bright!" D.P.'s son now aspires to be a truck driver like his dad and the two dream of one day starting a family trucking business.

WIOA-Adult: S.M., a single mom to a five-year-old son, walked into the PA CareerLink® Greene County looking for help and direction. She was overwhelmed, needed to find a family sustaining job and was behind on her car payments, sleeping in her car while fearing it would be repossessed. She was just not able to make ends meet and was literally in tears as she said she did not know where to turn. S.M. met with a case manager from Southwest Training Services, Inc. (SWTS), the Title I service provider for Greene and Washington counties, and discussed the services and programs available. Following intake and assessment she began exploring various programs, careers, and schools. S.M. ultimately decided to pursue a career in Phlebotomy. Local training provider, Penn Commercial, had a class for Phlebotomy Technician starting soon and she passed the school's entrance requirements. S.M. did great in school, and she graduated from the program on June 24, 2022. She was immediately offered a position at West Virginia University's Uniontown Hospital. She started her new job on July 11, 2022, working fulltime at 40 hrs. per week with benefits. Before starting, she came back into the PA CareerLink® office and gave her case manager a big hug with tears in her eyes. She said "I thought I would never amount to anything, and I started to get very depressed and run down. Just knowing I had the help from Southwest Training, as well as my very own case manager to see me through, helped to make my dream come true." S.M. is finally seeing a positive future ahead for her and her son and her family is extremely proud!

WIOA-Dislocated Worker: D.D. from Brownsville PA, is a dislocated worker from CONSOL Enlow Fork Mine. He met with an SWTS case manager at the PA CareerLink® Mon Valley, telling her he was tired of the uncertainty of the coal mine and wanted to make a career change. D.D. decided on a completely different career – one in the medical field. He had always aspired to work in the medical field but ended up in the coal mines. D.D. chose Licensed Practical Nursing, knowing that there are always jobs available, and was accepted into Penn Commercial's LPN program back in 2018. He began training, all the while being a caretaker for his grandmother and raising two children with his working wife. During his training, D.D. was in a terrible automobile accident and had to take time off to recover. While recovering, D.D. never lost touch with his case manager. Throughout all of the ups and downs he was experiencing; he never gave up on his goal. He was determined to make 2022 a success, not just for himself, but for his family. Finally, on February 2, 2022, he received his PA State Licensed Practical Nurse license. He took his job search very seriously, knowing he wanted to stay close to home and finally be happy in a career he always envisioned for himself. On May 23, 2022, he accepted a position at Penn Highlands @ Monongahela Valley Hospital, as a full-time LPN, with starting wage of \$22.50/hr. His fulltime

assignment is on the Rehab and Med. Surgical Unit. It took him some time and a few setbacks, but this was truly a success for not only D.D., but also his case manager.

- **Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges**

Similar to the 2021 calendar year, one of the biggest challenges in the Southwest Corner in 2022 remained recovering foot traffic numbers in the PA CareerLink® sites. While the numbers have certainly improved, they still haven't quite reached pre-pandemic levels, and the sites continue to see a drastically lower rate of participation in the workshops they offer. For a large part of 2022, the majority of foot traffic the sites did see was driven by customers seeking help with Unemployment Compensation (UC), which presented its own set of issues. PA CareerLink® staff cannot assist with most UC issues, unless customers needed help verifying their identity, leading to significant frustration for many customers who felt they could not get through to UC representatives over the phone. Some of this pressure was alleviated when UC began to send representatives to each PA CareerLink® site two days a week for scheduled appointments with customers who required assistance. Both customers and PA CareerLink® staff had positive feedback about this initiative, but with the program that funded the UC Rep visits is set to expire at the end of March 2023, local staff will have to prepare for a potential increase in customers with UC issues that they cannot solve. To help prepare for potential conflict, staff from all four PA CareerLink® sites will be participating in a de-escalation workshop to provide them with the tools to better handle customers who are frustrated that the staff cannot assist them with UC issues.

- **Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system**

New Partnership to Serve Re-entry Clients

Beginning in 2022, SCWDB leveraged grant funding from several sources to provide pre-apprenticeship and transitional job opportunities to individuals in recovery. This service delivery plan was piloted with three Beaver County individuals in recovery who were long-term unemployed and had criminal records, one of whom was also a veteran. These first participants were enrolled in a six-week transitional job opportunity with the Reclaim Project funded through the SCWDB ARC Inspire grant.

The Reclaim Project is operated by TRAILS Ministries, a local faith-based organization working to help ex-offenders become self-sufficient. Under the project, a total of 36 homes from three disadvantaged Beaver County communities will be "reclaimed". That means the workers will go in and salvage any useable materials from dilapidated properties, such as wood, before they are torn down. From there, workers will help build three new houses in each of the three communities. Transitional jobs provide individuals with work experience and an opportunity to develop important workplace skills within the context of an employee-employer relationship. These transitional job opportunities occurred between 3/28/22 and 5/7/22 and provided participants with hands-on construction skills training while working 30 hours/week for six weeks earning \$10.35/hr.

These individuals were concurrently enrolled in a 130-hour Apprenticeship Readiness Program (ARP), a pre-apprenticeship program developed by the North America Building Trades Unions

(NABTU) National Apprenticeship and Training Committee and recognized by the US Dept. of Labor. This training was funded through the SCWDB's Beaver County Non-Traditional Pre-Apprenticeship Ecosystem Project focused on building diversity within the building and construction trades. These individuals successfully completed the ARP program 5/27/22

Upon completion of the six-week transitional job opportunity and 130-hour pre-apprenticeship program, they continued to work for TRAILS Ministries as Reclaim Project building deconstruction workers. Additional Beaver County individuals with barriers to employment are currently in the enrollment pipeline. SCWDB funding may also be used to provide on-the-job training (OJT) opportunities for participants who successfully complete a six-week transitional job and are offered an OJT opportunity with other local employers in the construction trades.

Enhanced Focus on Incumbent Worker Training

As the unemployment rate drops but companies still find themselves struggling to satisfy their employment needs, SCWDB has seen promise in putting an increasing focus on meeting employer needs in the region. Staffing shortfalls in key industries such as health care, transportation, manufacturing, etc., have put unprecedented pressure on not only employers but their workforce as well. All industries are struggling with recruitment and experiencing a lack of potential new hires to fill critical positions. In recognizing this, the Southwest Corner Workforce Development Area has increased our efforts in conducting outreach to our local employer community by promoting Incumbent Worker training (IWT) as a way to upskill their current workforce and offset the investment for the training while filling those critical positions within their companies. By doing so, this provides for promotion from within, enhances overall employee performance, and many times, opens their entry-level positions which seem slightly easier to fill. Employers have been very receptive in providing an additional investment of training and mentorship and have welcomed our local workforce support. In 2022, the Southwest Corner Workforce Development Area's Title I Providers have contracted with 21 local employers, for 42 separate Incumbent Worker Trainings, while training 176 incumbent workers in a variety of industries including building and construction, manufacturing, transportation, health care, education, finance, and energy.

Other Promising Practices

In 2022, SCWDB began work on several promising new initiatives in the area. As part of our Beaver County Non-Traditional Pre-Apprenticeship Ecosystem PAsmart grant program, the NABTU, Beaver County Building Trades Union, and the Beaver County Career and Technology Education Center (BCCTC) have collaborated to determine what course content at the BCCTC aligns with the NABTU curriculum and create the opportunity to award Apprenticeship Readiness Program hours to high school seniors and encourage these seniors to complete the NABTU program. A crosswalk between BCCTC programs and NABTU curriculum was completed in spring 2022. In the future, the long-term goal will be to embed the missing NABTU content in the BCCTC construction programs and eventually award NABTU certification to graduating seniors from construction-related programs. A pilot program of BCCTC graduating seniors completed the NABTU program content and graduated from the ARP/MC3 program in June 2022. The next cohort of high school seniors is currently being recruited at BCCTC, will begin training in spring 2023, and will graduate from the ARP/MC3 program in June 2023. Moving forward, SCWDB looks to help with the goal of embedding the missing NABTU content to allow for certification of graduating seniors and provide

an option for students who do not attend the CTC to complete the curriculum as well. These expanded efforts would support an alternate pathway to graduation, as defined in PA's Act 158, for students unable to pass the Keystone Exams.

SCWDB and its service providers have also recently begun a partnership locally with CNX's Mentorship Academy. As part of the Academy, high school students from economically disadvantaged regional Appalachian communities are introduced to the various career options available to them and learn a variety of skills to prepare them to enter the workforce. SCWDB and its service providers can provide wraparound services and job placement opportunities to participants, as not all of them can be hired by CNX. Between our resources and those of the Mentorship Academy, there should be no related need the students in the program have that one party, or both together, cannot help meet.

- **Any areas where the LWDB would benefit from additional state guidance**

SCWDB is satisfied with access and communication with Commonwealth leadership and oversight teams. SCWDB has appreciated the fiscal and oversight & policy touchpoints conducted by the state. The presentations have been very helpful in providing clarity on, and strengthening knowledge of, various topics relevant to the workforce system. We encourage the continuation of the program.

Three Rivers Workforce Development Board 2022 Annual Report



1. Top three accomplishments from the past calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan

- a. Strengthening and Expanding PA CareerLink® Services (aligns with the Governor's Goals #4: Continuous Improvement of the System and #5: Strengthening the One-Stop Delivery System):

PA CareerLink® sites in Allegheny County/Pittsburgh have continually developed a robust menu of services and tools for clients, including multiple online learning management system tools for short term upskilling (including SkillUp™ PA); virtual and socially distanced in-person services with career counselors and business services representatives; and remote and in-person workshops.

Career services are embedded into upskilling opportunities, whether provided in-person or remotely. Through the pandemic, our programs have built the capacity to operate almost completely remotely if needed. It is a capacity Partner4Work is keen to expand to reach people and places we could not easily before.

The PA CareerLink® Operator has helped to spearhead and coordinate these efforts with the PA CareerLink® partners. Together with the Operator, Partner4Work is building a more equitable and partner inclusive PA CareerLink® system. This has included increased business services collaboration; services to youth in the PA CareerLink® sites; and cross-partner working groups to address equitable workforce development practices, coordinated communications, space planning, and partner needs.

Working closely with our partners at the Allegheny County Department of Human Services (ACDHS), we are creating a strong network of community-based partnerships to serve people where they are. Through the Career Services Expansion Project, PA CareerLink® has established partnerships with more than 50 local organizations to bring employment services into communities across Allegheny County. PA CareerLink® staff are offering career services at partner locations, serving job seekers within their own neighborhoods. So far more than 180 individuals have been served through this initiative, enabling PA CareerLink® to expand their reach in more than 40 local communities.

Beginning in 2020, Partner4Work began a process of space evaluation and planning for the PA CareerLink® center in Downtown Pittsburgh, in close partnership with local and state PA CareerLink® representatives. The process led to a relocation strategy driven by the goals of identifying a quality, professional space to better support PA CareerLink® staff, attract more job seekers and employers, and generally enhance the activities of the PA CareerLink® center. In October 2022, PA CareerLink® in Downtown Pittsburgh opened its new center location at 914 Penn Ave, consisting of 15,000 square feet and including new furniture, IT infrastructure, and plenty of spaces to conduct a variety of workforce activities. The relocation project serves as an example of successful collaboration across the local and state workforce system, driven by the

desire to create more opportunities for customers and improve the quality of experiences with the local one-stop system.

- b. Industry Partnerships and Industry Recognized Training Pipeline (IRTP) (aligns with the Governor's Goals #1: Career Pathways and Apprenticeships and #2: Sector Strategies and Employer Engagement):

Partner4Work competitively procured cohort-based training providers with demonstrated employer commitment to hire or to give preferential interviews to graduates in 2021 and 2022. Through these procurements, Partner4Work has invested nearly \$800K in funding, including WIOA Adult and Dislocated Worker funding, into 10 local training providers. Together, these programs are known as the Industry Recognized Training Pipeline and have trained more than 160 job seekers in in-demand skills. Most trainees (88%) have earned industry recognized credentials to further their careers in Finance, Sales, Information Technology, Transportation, Emergency Medicine, or Construction. Local employers have shown commitment to hiring graduates of the programs, placing 83% of graduates in high priority occupations that pay or lead to family sustaining wages.

- c. Youth Pipeline Development (Aligns with the Governor's Goal #3: Youth):

Learn & Earn 2022

Learn & Earn has taken the best of the innovations of past years and provided unique and diverse work experiences for young people in the region. Through the continued leadership of Allegheny County, the City of Pittsburgh, Partner4Work and the efforts of 10 application support centers, 21 providers and over 200 worksites, the Learn & Earn Summer Youth Employment Program employed 1,306 young people in a combination of in-person and virtual work. Learn & Earn is more than just a job: it offers youth the opportunity to learn workplace skills in a safe and caring environment with providers who are committed to meeting their needs and advancing their development. It also provides an opportunity for employers to benefit from the additional capacity provided by youth and contribute to the professional development of young jobseekers, especially during this time of navigating through the coronavirus pandemic and the challenges it has caused in the workforce in the Pittsburgh region.

Given the hourly wage increase to \$9 per hour, Learn & Earn contributed to youth income and savings. During the 2022 Learn & Earn program year, participants earned a total of \$1,631,206 (\$1,249 average) in wages and worked 178,873 hours (137 average). This total includes both work readiness/career exploration and work experience hours.

In the year-end *Youth Feedback Survey*, participants were asked what they did with their summer earnings. Out of the respondents, 76% said that they saved their weekly pay in some capacity and 21% specifically reported that their paychecks were being used to save for higher and continued education costs. Additionally, 49% of youth had access to direct deposit during the 2022 program year.

To meet the needs of young adults in our region and ensure that our employer partners have a strong pipeline of skilled workers, we have deepened a model of partnership between the workforce and human services system in partnership with ACDHS. Together, we have built and implemented a model for the provision of youth workforce development services, which will be

available through the one-stop in 2023, that incorporates co-case management between staff delivering mental health services and workforce development professionals. Auberle, an out-of-school youth (OSY) funded provider, has been able to blend funding and create a comprehensive program model that offers wrap-around mental health and human services to young job seekers. When young adults have been stabilized through the human services model, Auberle helps connect them with paid work experience with local hospital systems and other employers. Youth placed in local healthcare providers will have work experience in patient facing roles, customer service, and other opportunities and build to a permanent, full-time position. In 2021, 322 WIOA OSY earned a high school diploma or GED through one of Partner4Work's funded providers. The clear focus on foundational skills, credentialing, paid work experience, and holistic services set youth up for success after programming.

2. Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants:

a. Pathway Home

In July 2022 an individual enrolled in our Pathway Home reentry employment program prior to release from Allegheny County Jail. This program is funded by a DOL Reentry Employment Opportunities grant. Upon release, the individual enrolled in and completed a UPMC ophthalmic technician training program and was hired full-time at \$19.16/hour thanks to previous experience in the field. Through the Pathway Home program the individual regained self-confidence and learned how to highlight their rehabilitation and employability despite their criminal record. Partner4Work's close working relationship with UPMC helped to advocate for the individual in securing this position. Today, the individual has reunited with their family and recently was able to purchase a home.

b. STRIVE Program

Partner4Work is proud of the successes of the STRIVE program for justice-involved young adults. From 2018 to 2022, Partner4Work partnered with the Auberle Employment Institute to implement the STRIVE program, providing career services to nearly 200 young adults who had been impacted by justice system involvement. 60% of the job seekers enrolled in STRIVE also participated in paid occupational training and 73% of those job seekers earned employer-recognized credentials. Overall, Auberle helped 85% of the job seekers enrolled in the STRIVE program find employment.

Marquis, technician for MPW, is a job seeker who sought employment services at the Auberle Employment Institute through the Career Pipeline Program for Justice-Involved Young Adults and, along with his brother Marcus, has had great success in occupational training and workforce development programming. With a goal of working as a safety manager, Marquis earned his certificate for customer service, then went on to earn Hazwoper certification. Marcus earned Hazwoper certification and employment with TMS International as a metals cutter and concrete cleaner.

c. EDSI Goodwill EARN

The EARN program unites the services of local Workforce Development Area (WDA) staff, Bureau of Employment Programs (BEP) representatives, educational institutions, and County Assistance

Office (CAO) staff. The Department of Human Services provides funding to the Department of Labor and Industry through a Memorandum of Understanding. The Department of Labor and Industry contracts with the WDA fiscal agents who arrange for services in accordance with program rules. A Local Management Committee (LMC) jointly manages EARN at the local level.

Denishola, a father and ex-Marine, went to Goodwill EARN in search of an opportunity to get back into the workforce after a three-year absence. Goodwill's Retail Operations Manager and employment staff came up with a plan that Austin could train to become a forklift operator during a six-week Paid Work Experience. Austin excelled as he completed the training and was officially hired as a Utility II Forklift Operator for Goodwill on June 13, 2022.

3. Any local workforce development challenges in the past calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

Allegheny County's unemployment rate was 3.3% in November 2022, which is below the pre-pandemic unemployment rate of 3.9% in November 2019. While employer demand for workers has reached pre-pandemic levels, the supply of workers who are either employed or are looking for a job has not rebounded as quickly; there were about 27,000 fewer individuals in Allegheny County's labor force in November 2022 compared to November 2019. A driving factor has been an acceleration in the number of workers who have retired since the start of the pandemic compounded with an already aging workforce in Allegheny County.

Close alignment between workforce development program investments and employer hiring demand is needed to ensure those currently looking for work are able to obtain the skills and credentials needed for in-demand occupations. Partner4Work will continue to leverage our industry partnerships and sector strategies to maintain alignment between funded training programs and employer/industry demand. Partner4Work will also work with our program partners to conduct outreach to residents, including youth and young adults, on the training and career opportunities available. Expanding work-based learning (on-the-job training, registered apprenticeships, etc.) that provides skills training and credential opportunities to individuals while they earn a wage is also a key priority.

In addition, uneven job quality within the labor market has been in part driving workers to change jobs at higher levels. Certain sectors, such as hospitality, have experienced greater turnover and gaps in the supply and demand for workers than other sectors. Employees in these sectors have had the leverage to demand higher paying employment and other job quality factors, including consistent scheduling, employee resource groups, and improved benefits. Partner4Work continues to work with PA CareerLink® Business Services Teams to promote employment policies and practices that directly improve job quality for low-income workers and improve retention.

As an additional challenge, individuals seeking to file an unemployment compensation (UC) claim in Pennsylvania have experienced numerous difficulties with the claims system and lengthy wait times to receive assistance from UC support staff. As a result, a large number of individuals have contacted or visited PA CareerLink® offices for UC-related services and support. This has led to frustrated customers. It has also created significant challenges for PA CareerLink® staff, who are heavily restricted in their ability to provide UC-related support, and has stretched their capacity to deliver their program's workforce development services. Additional state-level investment is needed to ensure individuals are able to receive timely assistance with their UC claims. Improved communication strategies are also needed so individuals know where to reach out for UC-related support.

4. Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system

a. Career Services Expansion Project

Through the Career Services Expansion (CSE) Project, Partner4Work is collaborating with ACDHS, PA CareerLink®, and neighborhood-based organizations to expand access to PA CareerLink® services in Allegheny County. Partner4Work has engaged partner neighborhood-based organizations in areas of high poverty and unemployment to host PA CareerLink® staff to provide career services outside of comprehensive PA CareerLink® centers. This project has enabled additional job seekers to access training funding and support services near where they live. In addition, the CSE Project has made PA CareerLink® computer stations available at neighborhood-based host sites to expand access to technology for employment services activities. As the labor market shifts, providing workforce development services virtually and in community is a key strategy to ensure job seekers find benefit in the public workforce system.

b. Industry-Recognized Training Pipeline

Through Industry-Recognized Training Pipeline (IRTP), Partner4Work invests public and private funding to deliver employer-driven training across several high-demand industries in the Pittsburgh region, including Advanced Manufacturing, Construction, Financial Services, Healthcare, Information Technology, and Transportation & Logistics. This blended-funding strategy has enabled Partner4Work to support local employer-driven training programs and several nationally acclaimed training models, including BankWork\$ and Tech Elevator.

c. Diversity, Equity, and Inclusion (DEI) work through Industry Partnerships

Partner4Work's Industry Partnerships have promoted and driven programming that intentionally prioritizes and supports diversity, equity, and inclusion. Through the Technology Industry Partnership (TIP) a new tech training provider, Per Scholas, came to market. They are nationally recognized for providing equitable access to education through free-of-cost tech bootcamps for learners, focusing on individuals often excluded from tech careers, particularly women and people of color. The Technology IP also partnered with the Pittsburgh Technology Council to launch Apprenti Pittsburgh in the summer of 2021. Focusing on women and people of color, this is the first registered apprenticeship for tech careers in the Pittsburgh region. In partnership with InnovatePGH, the Technology IP spearheaded the effort to form the Tech Workforce Action Group for the Pittsburgh region. Additional core members include the Allegheny Conference for Community Development (economic development partner), the Pittsburgh Technology Council (industry association), and Vibrant Pittsburgh (regional DEI leader). The key goal of this working group is to engage a coalition of employers to champion DEI efforts with a focus on developing, attracting, and retaining diverse talent in the region.

Through the Retail and Hospitality IP and the Financial Services IP, a direct effort has been launched to educate, support, and implement job quality improvement interventions leading to more equitable outcomes for workers and employers. This initiative is building off the work of the Aspen Family Prosperity Project and is directly supported by the National Fund for Workforce Solutions. Two key examples of this work are creation of Employee Resource Groups (ERGs) to inform and influence recruitment, hiring, and retention strategies; and collection of worker voice through surveys and focus groups to help employers better understand the benefits and job

quality changes that can have the greatest impact on their workers, such as flexible scheduling and childcare.

5. Any areas where the LWDB would benefit from additional state guidance

Partner4Work appreciates L&I for its continued collaboration with local boards during the development of state policy and guidance. We welcome opportunities for continued dialogue and coordination between local boards and the Commonwealth on the creation and updating of workforce policy. Where possible, Partner4Work encourages the Commonwealth to maintain local flexibility permitted and envisioned under WIOA during the development of state policy. Such flexibility is important to addressing unique needs of job seekers and employers in local areas and enabling local boards to innovate/pilot new programs and models. The following are areas where local areas would benefit from additional technical assistance and guidance:

- The Commonwealth Workforce Development System (CWDS) is the system of record for all WIOA Adult, Dislocated Worker, and Youth program data, including participant demographics, barriers to employment, program services, program outcomes, and other relevant information. Local workforce development areas (WDAs) would benefit from additional guidance on how the robust data within CWDS can be used to inform program research and evaluation for both internal and external audiences, while also ensuring the protection and security of personally identifiable information (PII). Such use of this data is crucial to ensure program decisions, investments, and continuous improvement efforts are evidence-based and to also demonstrate the overall impact of WIOA programming to policymakers, funders, and other stakeholders.
- Local WDAs would further be supported from updated guidance and tools to remove unnecessary barriers to WIOA enrollment. This includes maximizing the flexibility permitted under federal policy for the use of self-attestation to verify WIOA eligibility criteria. US Department of Labor guidance states, “While other documentation sources are preferred when practical, self-attestation is an important option for populations with barriers to obtaining eligibility and reporting documents...and help ensure such populations are able to equitably access services” (TEGL 23-19, Change 1). With the exception of WIOA out-of-school youth, current PA Department of Labor & Industry policy requires that self-attestation be limited and only used as a last resort “after all other sources of eligibility verification have been exhausted”.

In addition, local WDAs would greatly benefit from being able to utilize participant information that already exists in state-level data systems to further streamline the eligibility determination process for customers. For example, WIOA staff should be able to verify a customer’s unemployment status through data in Pennsylvania’s unemployment compensation system without requiring the customer to provide this information a second time to staff of another PA Department of Labor & Industry program. Further, the ability to verify public assistance recipients through Pennsylvania’s COMPASS system would ease the burden on participants to verify their income eligibility for WIOA services.

Tri-County Workforce Development Board 2022 Annual Report

Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan

The Tri-County Workforce Development Board (TCWDB) serves Butler, Armstrong, and Indiana Counties in Pennsylvania and is part of the Southwest Pennsylvania Planning Region. In the past year, the Tri-County Workforce Development Board has worked hard to address workforce needs that will help the workforce as well as the local employers.

The first accomplishment is the development of an Agriculture Industry Partnership. Agriculture employers and leaders in our region expressed a need for a partnership to focus on the needs of the industry as well as the lack of workers. So far there have been plans made for career awareness for students to learn more about careers in agriculture by holding a summer camp next year. Funding was obtained to implement the partnership. A needs assessment will be completed during the year.

The second accomplishment stakeholder engagement. The Executive Director has been working hard to engage board members, business leaders, and workforce system stakeholders to be actively involved in committees and the workforce system as well as in opportunities such as the industry partnerships. This will lead to a workforce system that is built with input about local needs and not just the minimum that the law allows. Already we have more participation in activities and committees. In addition, these discussions have led to the Board forming a Quality Assurance Committee to review the performance of all workforce functions in order to improve services or to change strategy. The work of this committee will begin in 2023.

The third accomplishment involves having three in-person career and job fair events held in the Tri-County region in 2022. These events involved 140 employers, 951 students, and many job seekers from the community. The local area has really worked to provide opportunities for students to speak with businesses directly through its Business-Education Partnership and the PA CareerLink®. In addition, the employers have wanted to do outreach to more students each year and, of course, need employees now and in the future. This was especially important this year since the pandemic had stopped so many other events the previous year.

TCWDB's strategies align with the governor's priorities in the Commonwealth of Pennsylvania's Combined Workforce Development Strategic Plan (State Plan). Pennsylvania is looking beyond WIOA to set broad goals for a comprehensive workforce development system. Pennsylvania will do this by providing the highest quality of service to jobseekers and employers through well-coordinated approaches at the state and local levels.

The five goals for the commonwealth's workforce development system along with TCWIB progress towards these goals include the following.

Career Pathways and Apprenticeship: Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.

TCWDB is working on enhancing career pathways with employers, educators, and economic development. Work has been done on the manufacturing and health care career pathways with the employers. Work is beginning in the agriculture and IT industries. The local area also works with employers to begin apprenticeships and has received funding to work with the Steamfitters Local Union 449 for training apprentices. In addition, the local area is targeting programs and services to citizens with barriers to employment. Examples of populations where outreach has occurred in the past year include, but is not limited to the following: low-income, low-skill, veterans, those with disabilities, and those with a criminal record.

Sector Strategies and Employer Engagement: Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.

TCWDB is engaging employers directly by targeting industry clusters to fund skill gaps and then design skills training around those business needs. The manufacturing and health care industries as well as all industries currently need workers. In partnership with local employers and educational partners the local area has designed a manufacturing pre-apprenticeship program. It is hoped that this will address some of the current and future workforce needs. TCWDB also works with regional and local industry partnerships to expand pipeline development by coordinating partnership activities such as assessing employment and pipeline development needs and implementing effective outcome driven strategies for entry and middle level skills. Training needs surveys were completed and shared with workforce partners. Training is procured for various steps of the career ladder. In addition, TCWDB offers scholarships and tuition awards in collaboration with the industry partnerships.

Youth: Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.

The local area is working to increase opportunities for youth by creating a clearinghouse for career pathways, internships, job shadowing, mentoring, and apprenticeships opportunities. Through the Tri-County Business-Education Partnership, the TANF Youth Program, and the WIOA Title I Youth Program, youth have more access to work-based learning through internships, work experiences, and job shadowing. Youth are exposed to opportunities in pre-apprenticeships and apprenticeships as well as mentoring. A video collection of local companies in various industries was started last year with more videos to be made in the future.

Continuous Improvement of the Workforce Development System: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.

TCWDB works to share data between local workforce development partners in order to understand education and employment outcomes. The local board will continue to evaluate local efforts and will participate in all state efforts to share data. TCWDB enters data into CWDS as required. In addition, TCWDB has partnerships with local partners including economic development, educational entities, community based organizations, and others within the region.

Strengthening the One-Stop Delivery System: Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.

TCWDB works with its partners in the one-stop system to improve service delivery. The Operator schedules regular meetings to coordinate activities, to plan new projects, and to provide joint training opportunities in the Tri-County region. Training has included meeting new businesses, equal opportunity issues, ADA compliance, scam prevention, and customer service. This coordination has made the partners feel part of the one-stop team.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants

The following are the success stories for the Tri-County Workforce Development Board.

Kayla Erdner and Lee Smith were recognized at the March 18, 2022 Board meeting for their successful participation in Armstrong County Dislocated Worker program. Kayla Erdner gained new skills and a career through an On-the-Job Training (OJT) following a dislocation in 2021. Her manufacturing sector employer, where she worked for almost 13 years, closed permanently due to a lack of business brought on by the COVID pandemic. She very much enjoyed working for this employer, as it was a great environment and they were all like a family. She hoped to find a similar workplace again. Kayla wasted no time searching for reemployment; applying for over three dozen positions in the administrative field. After interviewing Kayla, the Vice President of Projectile Tube, Evan Lyle, contacted Career TRACK to pursue conducting an OJT with her. Evan felt she had the potential to fit in well with his company, and to fill the hiring need that they had for an administrative assistant. Projectile Tube has a close working relationship with our workforce development programs in Armstrong County, and a history of collaborating with us to fill their workforce needs. Kayla successfully completed her OJT with Projectile Tube in November of 2021. She gained valuable new work skills in payroll, international shipping, invoicing and expense reporting. The employer described Kayla as a “very quick learner who displayed attention to detail and strong organizational skills”. She continues her employment with Projectile Tube, and is very happy and excited to stay on permanently with them. Her new position is “exactly what she was looking for in a new career”.

One of Kayla's key trainers in her OJT with Projectile Tube was Lee Smith. Lee's experience is another example of a successful outcome from the OJT program. In the fall of 2019, Lee progressed through his training program at Projectile Tube as an Operations Manager with superior marks. His previous employer, Spark Technologies, closed their doors permanently earlier that year, and Lee was seeking to build upon his experience in the manufacturing sector. Lee excelled in acquiring his new skills, and was excited to be working for Projectile Tube. Over two years later he is still enjoying his career there, and has received wage increases. Lee has progressed full circle from starting as a trainee in his OJT program with Projectile Tube, to now serving as a key trainer for the new hires of this program.

Career T.R.A.C.K., the service provider for WIOA Title I Adult, Dislocated Worker, and Youth services of the Tri-County Workforce Development Board for the Butler, Armstrong, and Indiana Counties, offers assessment, career planning, training, resume, and job search assistance. Job Club assists the unemployed with gaining the skills and knowledge you need to manage this job search process while providing them with networking opportunities and support from other job seekers.

Miller Fabrication Solutions is a fully integrated, strategic partner with its customers and has approximately 400 employees across three plant locations that total 500,000 square feet in floor space with around 80 employees at the Homer City facility. Named one of the top metal fabricators in the United States, the company provides metal manufacturing and value-added solutions for innovative OEMs with worldwide operations. One of Indiana County's most successful metal fabricators, Miller Fabrication Solutions employs ten times as many employees in 2022 than it did 15 years ago when it first began operating the Homer City plant in 2007. The mission of Miller Fabrication Solutions is to produce high-quality parts and assemblies by continually improving internal processes. The company aims to be timely and efficient in order to exceed the expectations of customers. At the same time, Miller Fabrication Solutions seeks to invest in new technology, provide employees with a safe work environment, and build long-term relationships with customers, vendors, employees, and the community through professional and ethical conduct. Miller Fabrication Solutions serves a variety of OEM industries, including: Construction Equipment, Mining and Oil & Gas Equipment, Agricultural Equipment, Material Handling and Conveying Equipment, Engine and Turbine, Industrial Machinery, Transportation Equipment, and Valve and Hose.

Miller Fabrication Solutions has been engaged in many levels of workforce investment in Indiana County. Miller Fabrication is a vital part of the Indiana County Manufacturing Consortium and has been a leader in discussions about how the industry can be sustainable, future-proof, and nimble in addressing supply chain and demand challenges that the industry faces, often in strong economic times, as well as downturns. In addition, Miller Fabrication values their employees and takes steps to make sure individuals employed at MILLER know how they contribute to the company to encourage employee retention. Miller Fabrication provides support and development opportunities to its employees and values diversity. In December 2021 Nicole Domres, Planner at Miller Fabrication Solutions, was chosen as the 2021 Woman of Excellence in Metal Forming & Fabricating by MetalForming magazine recognizing Nicole's excellence in the metal forming industry. In just eight years at Miller, Domres has been promoted four times, evidence of her ability to excel quickly. Starting as a janitor in the maintenance department,

she was moved up to receiving clerk, and then to two crew leader positions with increasing oversight and line management responsibilities. Along the way, she learned to grind and run a forklift, handle distribution, monitor inventory and cover for her foremen and fellow crew in multiple departments. As a planner, she now schedules production for four global OEM customers.

Miller Fabrication also works with youth pipeline development. Miller Fabrication is currently working with the Indiana Area School District and Catalyst Connection on a project called “What’s so Cool about Manufacturing.” Miller Fabrication also awards scholarships to local students planning to work in or advocate for the manufacturing industry after they graduate from college. Established to support Miller employees’ children, the David R. Miller and Sara G. Miller Scholarship Fund is designed to encourage careers in manufacturing. Miller has awarded more than \$32,000 in student scholarships since the Fund’s inception. The company has also participated in several National Manufacturing Day tours and video productions.

Miller Fabrication works with the PA CareerLink® for job postings and participates in job fairs. Miller Fabrication has a certified and state-approved apprenticeships, enabling the manufacturer to provide occupational training opportunities that include paid work and tailored instruction in the welding and machining trades. This demonstrates Miller’s efforts to educate the public about the benefits of manufacturing as a key contributor to rural and small-town local economies and America’s economic health.

Butler Health System (BHS) consists of two hospitals, Butler Memorial Hospital (Butler, PA) and Clarion Hospital (Clarion, PA). BHS employs 3,000 people and over 270 providers, making it the largest employer in Butler County and the largest healthcare employer in Clarion County. BHS offers patient access to nationally recognized quality care in cardiology, palliative care, and maternity as well a broad range of surgical, medical, emergency, and psychiatric services. No other employer in Butler County dealt with the ravages of COVID more intensely than BHS. These were desperate times and employees were carrying heavy burdens. BHS focused on employee support and retention. Motivation was difficult in such a desperate situation, but they stepped up to the plate. They created programs, such as the "Embrace a Department" campaign, and scheduled food deliveries, clergy visits and encouraged the community to rally in specific ways with their own food gifts, notes and general community support back to BHS employees to complete the circle. The health system also assumed a leadership role in maintaining an open dialog with the County Commissioners, municipalities, school districts, emergency services, and other community stakeholders with weekly calls giving important updates on conditions within the health system and ways they were keeping their own employees safe, which provided guidance to other employers.

BHS utilizes many workforce development programs to help achieve company goals. They have a history of promoting within and providing career development opportunities to current staff. The hospital has a wide range of training available to its staff. BHS works with youth development as well as school partnerships. BHS hosts internships for students from local colleges and universities. BHS provides the Butler County AVTS an opportunity for Health Assistant Students to have hands-on clinical experience

with Nursing Assistants on Medical units, as well as shadowing experiences in various departments. In addition, BHS has a partnership with Slippery Rock University to allow PA-C students finishing their Physician Assistant studies to have clinical rotations at BHS in a wide variety of inpatient and outpatient settings. BHS has signed Affiliation Agreements with various medical schools. The Butler Health System is also actively involved with the Butler County Youth Leadership Program.

BHS is committed to providing employees with information, programs and the means of achieving a healthier lifestyle that will result in improved quality of life. Their culture of wellness is supported by healthy food options in the cafeteria where a majority of food is prepared with fresh, locally sourced ingredients. Additionally, BHS offers employees a variety of fitness and other wellness services as well as access to the BHS Fitness & Wellness Center. An Employee Assistance program offers ongoing counseling services, music therapy, interfaith prayer and support, lifestyle coaching, etc. There is also a Caring for the Caregiver- RN Support Program which is an opportunity for new registered nurses to meet and offer support to each other. BHS has an organization-wide nomination and recognition program. To help recognize BHS team members for their positive work, BHS has placed posters containing QR codes throughout their various locations in both the hospital and outpatient facilities. The code is available to anyone wishing to nominate a BHS individual for recognition. Nominees are then recognized/highlighted on our intranet portal.

The Butler Health System has several partnerships throughout Western Pennsylvania that include range from full medical services, economic development, civic and social engagement, food insecurity, shared services, educational support, transportation, advocacy, workforce development, agriculture advancement, sustainability, technological advancement and much more. The Butler Health System participates in the Butler County Health Care Consortium and is registered on the PA CareerLink®. BHS also chairs the Tri-County Workforce Investment Board. The Butler Health System's dedication to workforce development, industry partnerships, and training shows a commitment to its employees and to Butler County.

Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

The largest workforce challenge from the past year was the lack of employees for businesses. This challenge has only grown with a great need for workers by every industry. This topic is discussed at all local meetings where workforce development and workforce needs. The Board is looking at various pathways in order to assist businesses with gaining employees. Some of the targeted strategies include the following: PA CareerLink® outreach to the community, investigation and development of programs for people with barriers, more outreach to K-12 students about career pathways, hiring a workforce development coordinator to work with employers, and research into workforce issues that affect employers such as past legal issues and background checks.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system

One of the most successful best practices in the Tri-County area is Health Care Worker Recognition events held in Butler, Armstrong, and Indiana Counties. Approximately, 25 health care workers are honored in each county each year through the health care industry partnership. This event recognizes the employee's accomplishments, provides public acknowledgement of those accomplishments, and leads to employee retention by the employer. These events are organized by the employers and the workforce board each year.

Another best practice involves collaboration with the regional workforce boards in southwest PA to bring new opportunities to the region. These opportunities include regional funds for a health care training, training to assist manufacturers in AI and robotics, and training opportunities for the Steamfitters Local Union 449. In addition, Tri-County is in the process of finishing a regional ARC Inspire project where 31 people were trained as Certified Recovery Specialists and 22 people in recovering received Personal Empowerment training administered through Butler County Community College from Butler, Armstrong, and Indiana Counties. In addition, Tri-County held two trainings through Q&A Training and Consulting, Inc. called Recovery, Resiliency, and Person First Language for First Responders. This training is for first responders when treating those in recovery.

Any areas where the LWDB would benefit from additional state guidance

The Tri-County Workforce Development Board always appreciates any training that the state can offer on fiscal rules and procedures as well as performance calculations. In addition, training for working with businesses as well as working with special populations such as those in recovery, the reentry population, and others would be welcome. This is helpful to any new staff members as well as a refresher for longer term staff members.

West Central Workforce Development Board 2021 Annual Report



Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

Accomplishment #1: Strengthening the One-Stop Delivery System

Continually improving the service delivery strategies used to serve all PA CareerLink® customers is a pivotal focus of the West Central WDB. The wide-ranging demand for employees in 2022 provided the opportunity for the PA CareerLink® centers to outreach to employers and promote workforce development programs to businesses who had not engaged with the system before or for some time. Dedicated Job Developers were utilized to build upon existing relationships and develop new contacts promoting the PA CareerLink® programs as key members of the Business Service Teams.

In order to further increase its added value to employer customers, the PA CareerLink® centers host Employer Advisory Council meetings and arrange for professional speakers to for topics including: Economic Development Updates, Health Insurance Updates, PA CareerLink® Services 101, Social Media in the Workplace, PA New Hire Reporting Program, Fair Labor Standards Act, Separation and Termination, Avoiding Discrimination/Sexual Harassment, Wage and Hour Issues Under Federal and State Law, Time Savers at Work, Civility in the Workplace, Discipline & Discharge, Meet Your Business Service Team, Assessments/Candidate and Employee Testing, and Workers' Compensation.

Participating in pilot efforts to improve operations such as the Digital Intake initiative and the Apprenticeship Ambassador, the PA CareerLink® centers in Lawrence and Mercer Counties hope to implement new and improved ways of reaching individual and business customers. The PA CareerLink® centers also began offering Digital Literacy classes paired with the opportunity to earn credentials including digital badges to help improve individuals' abilities to search for, obtain, and thrive in the post-pandemic job market.

Accomplishment #2: Connecting Youth to Careers

The Business Education Partnership (BEP) funding, the West Central WDA supports programs for youth in middle and high school. Year-round activities are done in partnership with the Lawrence County School-to-Work and the United Way of Mercer County for students. Activities include: Career Exploration & Career Readiness Workshops, Engineering Day, Teens2Work Job Shadowing Day, Girls Engaging Mentors events, and large scale Healthcare Career Fairs, Business & Industry Career Fairs. During 2022, a total of 6,054 students participated in these events.

Additionally, young adults ages 16-24 have been connected with Paid Work Experiences and Internship placements. Employers and designated mentors are matched with individuals entering the workforce in that field to provide hands-on experience that often results in continued employment or offers of employment when the individual finishes their education. In 2022, these programs served 133 individuals in Paid Work Experience and 51 Interns in Lawrence and Mercer Counties.

Through additional Statewide Activity funding, and in collaboration with local young professionals' initiatives to retain homegrown talent, the WCJP was successful in its application at the end of 2022 for funding to support Internship experiences for 50 18 - 34-year-olds. This pilot hopes to address a gap found to connect 25+ year-olds, including those leaving the military and those who are underemployed, with careers in their fields of interest.

Connecting with individuals as they're beginning their professional life is an excellent approach to showcase the value of the PA CareerLink® as it has been found that the positively impacted individuals and businesses share their stories throughout the community and well into the future.

Accomplishment #3: Sector Strategies and Employer Engagement

Employer Engagement through collaboration with community partners has leveraged additional resources and connections beyond that of the PA CareerLink® centers alone. Through calendar year 2022, Employers have continued to express the difficulty they are having in filling open positions and the need for workforce development services. New Job Postings continued to increase over the prior year, with 18,520 total being posted in the two counties during 2022.

Through its existing relationships and increased collaboration, awareness of the PA CareerLink® programs and services has increased. Notably, demand for On-the-Job Trainings grew sharply and the WDB responded to the employers' needs by seeking and successfully obtaining additional funding through the Statewide Activities Grant. The majority of the OJTs are in the area's top employment industries of Healthcare and Manufacturing. The PA CareerLink® Business Service Teams (BST) and report back to partners regularly on business contacts and status of referrals received.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants

Story #1: Connecting Jobseekers to Career Pathways through On-the-Job Training

Coming out of the pandemic the West Central Workforce Development Area heard and saw the need for workers in our local communities. The need spanned many industries and businesses. Although there seemed to be a large amount of people effected by job loss and collecting unemployment compensation, there were still those needing to get back to work or change occupations in order to become employed. Supplying employers with workers and showing job seekers that there were jobs out there that are self-sustaining became the focus of our Title I Program Division.

Job Developers were hired to exclusively work with the WIOA On the Job Training (OJT) program in each of our two counties. Employers were willing to hire job seekers who may not have had all the skills they needed for their positions but were willing to train on the job and job seekers were willing to take positions. The year 2022 had tripled the amount of OJT enrollments compared to the last calendar year and program year. The jobs openings were positions such as: HVAC Installers, Plumbing, Accounts Payable, Code Enforcement, Police Officers, General Managers, many Manufacturing positions, Child Care, Pre-School Teachers, Purchasing, Packers, Cookie Plant Operators, Sales Agents, and Pharmacy Technicians.

The breakdown by number and the individual WIOA Programs is shown in the table below:

WCWDA OJT Numbers January 1 - December 31, 2022			
	Lawrence	Mercer	Total
Number of Employers	12	38	50
Adult	11	33	44
DW	2	12	14
OOSY	5	15	20
TAA	0	2	2
Rapid Response	1	3	4
Number of Participants	75	291	366
Adult	58	227	285
DW	4	17	21
OOSY	12	40	52
TAA	0	2	2
Rapid Response	1	5	6

Story #2: Using Technology to Expand Opportunities

West Central Job Partnership works continuously with its partners and community organizations in order to identify and respond to real-time workforce needs. One commonly identified area for improvement is Digital Literacy and Technology Skills. To further support the level of Digital Literacy the workforce needs to succeed in an increasingly technologically centered society, the WCWDA worked with its Adult Literacy providers to put together a Digital Literacy course integrated with the recognized Northstar Digital Literacy software. Successful completers can earn digital badges that can be added to their resumes. The Youth Career Coordinator will be serving on a statewide panel to discuss lessons learned, which will also be drawn upon to further expand this program.

In addition to providing education around new technology, the PA CareerLink® centers in both Lawrence and Mercer County are working to obtain additional audio/visual equipment to enhance the sites' ability to host workshops, meetings, and trainings that can be offered virtually or as an in-person hybrid. With the rural nature of the WDA, this can help extend services to populations who have transportation or childcare issues. The PA CareerLink® Lawrence County also was selected as a Phase 1 Pilot site for the CWDS Digital Intake initiative.

Story #3: Connecting Young Adults to Career Pathways

As part of strategies in support of connecting youth to careers, the WCWDA is also invested in supporting those youth as they become young adults entering the workforce. From partnering with local and regional employers to educate youth early on about current and projected workforce needs, providing information about the education and training needed to obtain in-demand careers, encouraging pre-Apprenticeship and Registered Apprenticeship programming, to connecting them with initial employment, there are

many opportunities to help link individuals with employment in the community and retain a skilled workforce.

Internship opportunities have been among the most well-received workforce programs in the workforce development retinue. Working with Economic Development, Chambers of Commerce, the Business Service Teams, and a number of community organizations, the past several years has seen an increase in concerted effort toward retaining and attracting 18–34 year-old young adults. In addition in helping to develop a talent pool of intern candidates, the WCWDB is also working with the counties' young professional groups to coordinate professional development opportunities for this audience and connect them with mentorship and networking resources.

Any local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges

The increasing demand for remote work does not align well with the opportunities available within the Area. Local employers are increasingly competing a more global market for talent and are at a disadvantage being in a low cost of living (LCOL) region if local workers can find remote work with employers from high cost of living areas. This presents an opportunity to work with employers to develop their own talent through onboarding with Internship, On-the-Job Training and Apprenticeship strategies. Employers may also need to consider ways in which they can offer more-flexibility to their workforce to address issues of unmet childcare and transportation.

The WCWDB offers Employer Advisory Council meetings which include professional speakers on strategies which employers may identify and address their employees' needs. Additionally, through the Business Service Teams, companies are connected to additional professional development, succession planning, and resources through other partners like Northwest Pennsylvania Partnerships for Regional Economic Performance, the local Small Business Development Centers to help identify and address issues they are currently facing and anticipate in the future.

Any demonstrated innovative and promising practices that support the continuous improvement of the workforce development system

The West Central WDA has sought to engage with community partners and organizations on numerous initiatives to support workforce and economic development locally and regionally. Participation of staff and partners in a variety of community-focused initiatives has led to greater connections and conversations on synergies. Willingness of the organizations and individuals to volunteer time and talent toward and engage with each other's causes has fostered new opportunities to connect in a post-pandemic climate where much turnover and remote work has taken place.

Any areas where the LWDB would benefit from additional state guidance.

None identified at this time.

Westmoreland-Fayette Workforce Development Board 2021 Annual Report



Top three accomplishments from the 2022 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

Developing and Sustaining a Successful Re-Entry Initiative

Several years ago, the Westmoreland-Fayette Workforce Development Board (WFWDB) received funding to coordinate a Youth Re-Entry Program in partnership with Southwest Corner Workforce Development Board. Developed to enhance re-entry strategies for young adults ages 18-24 previously involved in the juvenile justice system, the program provided comprehensive case management and supportive services to connect participants to unsubsidized, career-track employment that afforded self-sustaining income. As a result of its success and impact, the WFWDB sought and received funding through various sources to sustain efforts throughout 2021 and 2022.

In 2022, the Westmoreland-Fayette Youth Re-entry Program evolved, based on feedback from program providers and participants, to include individuals ages 16 to 25 recently incarcerated or involved in the juvenile justice system. Its unique program model provided participants with specialized mentoring, case management, career readiness, and supportive services to support them in their re-entry process. Supportive services lessened barriers related to testing and application fees, driver's education, transportation costs, and more. Participants were further supported through the program's referral process to community partners and resources based on the participants' needs. For instance, several participants in 2022 were referred to community partners that could assist them with housing needs, mental health services, and SNAP Benefits.

Beyond mentorship and case management, the Westmoreland-Fayette Youth Re-entry Program assisted participants in identifying and developing career pathways that led to high-quality employment opportunities. For participants interested in furthering their education before entering the workforce, the program directed participants to relevant education/training programs aligned with their career interests. As a part of this journey, participants are connected to their local PA CareerLink® center to learn about the job seeker, training, and education services available to them. Regardless of their career interests, participants were supported in their pursuit of employment or degree/credential attainment and in addressing their barriers.

Following a participant's completion of the program, follow-ups were performed for several months to ensure they were staying on track to meet their long-term goals and to maintain a sense of support as they navigated re-entry. Throughout the program, 13 participants were enrolled and supported in meeting their goals, with five obtaining self-sustaining employment. With an overall positive response from participants and successes in the local area, the Westmoreland-Fayette Youth Re-Entry Program was a major accomplishment for the WFWDB in 2022. The program will be sustained throughout 2023 to maintain the delivery of comprehensive career pathways in the Westmoreland-Fayette area for individuals re-entering society.

Engaging the Public through Business Education Partnership Efforts

Local youth and employers are two major audiences that the Westmoreland-Fayette Workforce Development Board (WFWDB) focuses on when developing programs and coordinating workforce services. To link these groups, the WFWDB's 2022 business education partnerships efforts worked to connect them to increase their participation in career experiences and develop youths' employability skills.

In terms of career experiences, the WFWDB's Experience Works! program is one of its most far-reaching and successful programs offered to WIOA and TANF youth under the business education partnership umbrella. The program provided in-school and out-of-school youth valuable paid work experiences. Beyond the wages and relevant career skills that youth gained through their participation, they additionally developed their understanding of the numerous industries and occupations available in the Westmoreland-Fayette area. Furthermore, youth identified their employment goals and interests, thus developing a career stream for them to follow after they graduated high school or completed their participation in the program. Ultimately, these efforts sought to keep youth in the area fulfilling stable, in-demand career opportunities. In 2022 alone, the WFWDB's Experience Works! program supported over 160 youth and 50 businesses across the Westmoreland-Fayette Workforce Development Area.

As for youths' employability skills, the WFWDB provided funding for and supported dozens of programs related to essential skill development, financial literacy, career exploration, entrepreneurship, and leadership. Specifically, the WFWDB worked closely with its Westmoreland County Chamber of Commerce and Fayette County Chamber of Commerce to support youth leadership programs for each area. These programs supported the development of the participants' leadership skills through public speaking events, presentation opportunities, networking sessions, activity leading, and more.

Through these programs, the WFWDB is prioritizing opportunities for youth to experience work-based learning that assists them in developing valuable skills desired by local employers. Yet, local youth are not the only ones that benefited from the WFWDB's business education partnership activities.

Local businesses, ranging from small, medium, and large-sized organizations, were assisted through the additional support of an Experience Works! participant at their facility or working closely with a WFWDB youth program. Employers, additionally, developed their methods of networking, outreaching, training, and recruiting youth and young adults in the area. From their involvement, the WFWDB and program providers were able to identify areas of improvement for future workforce programs and the potential need for new services. Yet, the WFWDB's business education partnership activities continue to engage employers from local industries to support youth and the workforce development system.

On-the-Job Training Impacts and Successes

Across the state and nation, unemployment rates in 2022 decreased as individuals returned to work and employers sought to increase their workforce. To ensure individuals possessed the skills needed to meet employer demands and employers had the resources to train individuals, the Westmoreland-Fayette Workforce Development Board (WFWDB) and its PA CareerLink® centers strengthened the awareness of and its process for On-the-Job Training, or OJT. These efforts resulted in major accomplishments related to employment opportunities provided, skills gained, and wages earned.

OJT is a service to assist employers in training workers in specific skills they need for performance on the job. Offering reimbursements for a portion of OJT participants' wages, both parties benefit as employers gain skilled employees and individuals gain long-term career opportunities. Understanding the growing need for OJT services, the WFWDB collaborated with its three PA CareerLink® centers to set individual OJT goals for each service area.

To support centers in reaching their goals, the WFWDB and its Title I Provider developed a strategic outreach plan specialized for each community. Social media posts, job fairs, Facebook Live Sessions, and more were all utilized to spread the word regarding OJT opportunities and funding. As OJT

information was being distributed, the WFWDB and its Title I Provider wanted to ensure ease of access to the opportunities. Thus, the process for employers to apply and implement OJT at their worksites was simplified, an effort that continued from previous years.

With these efforts combined, the WFWDB saw drastic increases in OJT applications in 2022. By June 2022, the WFWDB had recorded 151 OJT participants earning an average of \$17.00/hour with 56 employers throughout the Westmoreland-Fayette area. These numbers display a clear improvement to the one-stop delivery system made by the WFWDB and its PA CareerLink® partners and Title I Provider.

In October 2022, the WFWDB, its Title I Provider, and PA CareerLink® centers were able to share this success with PA State Representatives from the Labor & Industry Committee and Subcommittee on Employment and Unemployment. Representatives joined the WFWDB and its partners at PA CareerLink® Westmoreland County at Youngwood to discuss the workforce development system and converse with OJT employers and individuals on the difference PA CareerLink® services make on the community.

The OJT accomplishments earned by the WFWDB and its partners identified OJT best practices that it intends to maintain throughout 2023 and forward.



Representatives from the Labor & Industry Committee and Subcommittee on Employment and Unemployment stand with local employers and individuals who have participated in PA CareerLink® services and members from the workforce delivery system.

Top three stories/testimonials of the impact of workforce development programs and services on customers, including those served by state discretionary grants:

WFWDB's EARN Program Makes Impact

Many EARN participants face continuous barriers and personal challenges that impact their ability to complete the program regardless of their desire to work towards a better life. Shawnee M. fell into this category several times before experiencing a shift in her involvement in August 2022.

Having moved to Pennsylvania from New York with no local family, Shawnee was a single mother of three with transportation barriers. She understood that she needed to remain engaged with the program and staff during this enrollment to guarantee success for her and her family. Shawnee began by joining regular EARN sessions and maintaining contact with her Career Navigator. Shawnee and her Career Navigator quickly determined that she would need to earn her driver's license to begin making progress on her employment goals. EARN staff supported her in transferring her New York driver's permit to Pennsylvania and connected her to a driver's education program.

While making progress in her driving lessons, Shawnee began applying for jobs. Her excitement was uncontainable when she obtained her driver's license in October 2022, sharing that she felt she was finally moving in the right direction. Despite achieving this goal, Shawnee knew many more milestones ahead of her. She continued her participation in EARN sessions and inquired about job listings. Shawnee

kept EARN staff and her Career Navigator updated on the positions she applied for and maintained a positive attitude. She was confident that the right job would come along.

Finally, in November 2022, Shawnee secured a full-time position with Enterprise Rent-A-Car as a car detailer. With a valid driver's license and full-time opportunity in hand, the last remaining barrier Shawnee faced was attaining a reliable vehicle. EARN staff assisted her in gathering the necessary information needed to purchase a vehicle through the County Assistance Office. As a result, she was swiftly approved and had a car to help her get to work.

In follow-up communications, Shawnee shares how much she enjoys her job. She accredits the EARN program for helping her get everything in place. "I knew once I got my license, everything else was going to fall into place," shared Shawnee.

Today, Shawnee continues communicating with her Career Negotiator and regularly shares positive updates. She was one of 68 Westmoreland-Fayette EARN participants that were placed with a job in 2022. In addition to those 68 participants, 12 participants were enrolled in school, 16 met their six-month retention, and four met their 12-month retention contributing to a very successful EARN program in 2022.

Local Apprenticeship & Pre-Apprenticeship Program Helps Youth Remain in Local Area

Developing, expanding, and enhancing apprenticeship and pre-apprenticeship programs across the state has been a major priority for all local workforce development boards, including the Westmoreland-Fayette Workforce Development Board (WFWDB). As a result, the WFWDB worked in 2022 to support existing apprenticeship and pre-apprenticeship programs in expanding and enhancing service to youth and young adults. One program in particular, however, stood out from the rest.

Originally a WFWDB Business Education Partnership funded recipient, the German American Chamber of Commerce (GACC) Pittsburgh Chapter collaborated with the WFWDB to sustain program activities in the Westmoreland-Fayette area utilizing TANF funding. The program supported high school seniors in completing skill classes, earning Manufacturing Technician certifications, and fulfilling paid internship opportunities at their sponsor company. Pre-apprentices earned an additional six college credits through program courses, and apprentices moved forward to begin their full-time apprentice experiences in Mechatronics, Polymer Technician, Sales Engineering, or CAD/CAM Technical Designer.

Not only did the GACC's pursuit of WFWDB TANF funding allow the organization to maintain the great work they were doing with high school students, but it prioritized opportunities for those that were TANF-eligible and faced additional barriers. Equipped with valuable career experiences and pathways, participating youth gained insight into the opportunities available in the area, increasing their likelihood of staying within Westmoreland County or Fayette County.

From this program, two GACC participants were connected with WFWDB On-the-Job Training, or OJT, to further develop skills that align with their long-term career interests. Caden C. and Ethan H. completed their apprenticeships with local organization KASTO, Inc., a metal machinery supplier based in Westmoreland County, PA. They are now working within the full-time Mechatronics Program to pursue careers as Field Technicians. While they complete their career experience, Caden and Ethan are additionally enrolled in the Westmoreland County Community College's Robotics Technician Program to earn certifications that will further their careers and professional development.

As the WFWDB anticipates pre-apprenticeship and apprenticeship opportunities to stay in demand for both employers and job seekers, it seeks to continue developing and enhancing local programs that encourage individuals to thrive in the local area, benefiting the community as a whole.

PA CareerLink® Services Support Local Employer

PA CareerLink® Account Representatives are responsible for working directly with local employers to support them in meeting workforce needs. Part of that responsibility involves informing employers of the

many PA CareerLink® services available to them, such as funding for training, free job postings, customized recruitments, and more.

In 2022, PA CareerLink® Westmoreland County at Youngwood Account Representatives visited LP Aero Plastics, a plastic fabrication company supplying aircraft windshields and windows for the aviation market. During their visit, account representatives met with Company President James Frey to learn more about his organization and partake in a tour of the facility.

James walked the account representatives through each station and the duties of each employee. He further explained that while his team is highly experienced, he was interested in working with the PA CareerLink® to begin training the next generation of team members. The account representatives quickly determined that On-the-Job Training (OJT) and Incumbent Worker Training (IWT) would be the right fit for LP Aero Plastics. With OJT, James would have the funding to hire qualified candidates that his team could train for specific positions. Additionally, James could utilize IWT to upskill a current employee and develop highly trained individuals to support new hires.

Following the visit, account representatives worked swiftly to identify two OJT candidates, and James and his team recruited two more individuals interested in being involved in the program. LP Aero Plastics furthered its involvement with the PA CareerLink® system by taking advantage of the PA CareerLink® website and connecting with potential employees. Through these opportunities, LP Aero Plastics was able to permanently hire one new employee and develop a stream of potential new hires.

Moving forward, LP Aero Plastics is eager to continue working closely with the PA CareerLink® and growing its workforce.

Local workforce development challenges in the 2022 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges:

2022 presented the Westmoreland-Fayette Workforce Development Board (WFWDB) with several new and unique challenges.

One of the largest challenges faced by the WFWDB pertained specifically to Westmoreland County. The past several years of economic, workforce, and demographic data reports that Westmoreland County is experiencing continued population decline and aging and increased labor needs. In 2022, these changes in the county were more evident than ever. With feedback from its employer partners, the WFWDB knew that local businesses struggled to overcome these challenges, especially those related to recruitment and skill needs. As a result, the WFWDB identified that this challenge would require the organization to increase the engagement of residents, ranging from elementary school to adults, in workforce development programs that encouraged them to stay in the area and connect to career opportunities. The WFWDB, additionally, identified that it would need to further engage less participating populations, such as those re-entering society after incarceration, those with substance use disorder, those with disabilities, and others in need of workforce development opportunities but face barriers when attempting to take advantage of them. As the WFWDB looks to the 2023 calendar year, it will seek to continue these engagement efforts and support Westmoreland County through these critical changes.

The WFWDB also faced challenges related to its dislocated worker funds. For instance, much of the population in the local area has returned to work resulting in lowered unemployment and fewer dislocated workers. The WFWDB, and its PA CareerLink centers, have been challenged with developing creative ways to connect dislocated workers with services to utilize funding and support those still dislocated in the area.

Finally, the WFWDB has recognized a challenge relating specifically to the competitiveness of its work experience programs. With many factors changing the local and national economy, many organizations and businesses in the local area have increased their wages for both entry-level and skilled employment opportunities. Consequently, the WFWDB's work experience programs cannot compete with local wages. Moving forward in 2023, the WFWDB will seek additional funding to support valuable

business-education partnership efforts that connect young people to work experiences and will work with its community, education, economic, and fellow LWDB partners to develop creative solutions.

Demonstrated innovative and promising practices that support the continuous improvement of the workforce development system.

The Westmoreland-Fayette Workforce Development Board's (WFWDB) innovative and promising practices for 2022 are primarily related to its on-the-job training process, LWDB partnerships, and two industry partnerships.

Working with its PA CareerLink® centers and Title I Provider throughout the 2022 calendar year, the WFWDB identified promising practices related to its On-the-Job Training (OJT) services. Consistent outreach efforts, employer one-on-ones, and improving ease of access to the program resulted in increased OJT numbers for each PA CareerLink® across the Westmoreland-Fayette area. A total of 151 OJTs with 56 different employers displayed the impact the new OJT practices made on connecting individuals in the community to services. As the WFWDB anticipates continued OJT needs, it plans to continue and increase collaboration with its PA CareerLink® centers and Title I Provider to connect the public to valuable services.

Local Workforce Development Board, or LWDB, partnerships also proved to be a promising practice in 2022. While consistent LWDB partnership is a practice utilized by all Pennsylvania LWDBs, the WFWDB consistently kept this in mind when developing programs and pursuing funding. For instance, the WFWDB secured WIOA Statewide Activities Funding in partnership with Southwest Corner Workforce Development Board to provide convening sessions for local healthcare providers. From these sessions, employers quickly determined the need for continued conversations, workshops, and more to support the healthcare industry in meeting its needs resulting in each area developing their own Healthcare Industry Partnership. Over six months, the program culminated in an in-person event entitled "Responding to the Healthcare Industry's Vanishing Ecosystem". This event welcomed data analysts, program providers from the Philadelphia area, healthcare providers from five different counties, and community partners interested in sharing and learning about recruitment and retention. Being a successful event, the WFWDB recognizes that it and other regional initiatives would not be possible without LWDB partnership. As 2023 continues, the WFWDB will look for additional ways to partner with fellow Southwest Region and Pennsylvania LWDBs.

Finally, the WFWDB has identified several promising practices from its two, new Industry Partnerships focused on Manufacturing and Healthcare. As previously mentioned, partnership with fellow LWDBs to learn about their methods and how each Industry Partnership can support one another proved to be extremely helpful in increasing engagement and interest from employer partners. The WFWDB has additionally recognized that community partners from education, economic development, and more can help connect partnership employers to resources. However, the WFWDB has ensured that conversations are employer-driven and dedicated to employer needs. Lastly, the WFWDB has worked closely with its employer partners to identify and implement workshops, guest speakers, seminars, etc. aligned with their needs and interests.

Areas where the LWDB would benefit from additional state guidance.

The Westmoreland-Fayette Workforce Development Board (WFWDB) would benefit from continued apprenticeship and pre-apprenticeship guidance and information. Specifically, guidance on how healthcare providers can navigate state regulations surrounding registered nurses and other occupations would be extremely helpful in developing registered programs in healthcare. The WFWDB would additionally like to see follow-ups on results and statistics at the state level regarding funded programs (industry partnerships, schools-to-work programs grant, PA nursing pathway apprenticeship industry

partnership, etc.). Updates on program performance related to all state programs would assist the WFWDB in identifying state needs and areas for improvement.

Appendix E: Local Workforce Development Board Membership and Contact Information

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Susan	Richeson	District Administrator	Office of Vocational	717-771-4407	sricheson@pa.gov	Title I of the Rehabilitation Act
Thomas	Neely	CEO/Chair	Thomas E. Strauss	717-687-8853	tneely@tesincpa.com	Small Business
Raymond	Tshudy	Union President	Burnham Commerci	717-615-8945	RFTJR72857@aol.com	Labor organization...
Jill	Welch	Partner	Barley Snyder LLC	717-399-1521	jwelch@barley.com	Small Business
Kurt	Stillwagon	Sr. Dir. Talent Acquisition	WellSpan	717-851-6377	kstillwagon2@wellspan.org	Business

Lancaster						
Jodi	Pace	HR Manager	Advanced Food Pro	717-355-8807	jodi.pace@afollic.com	Business
Angela	Sanders	Principal at Firm	Post & Schell, PC	717-649-1057	amh1226@gmail.com	Business
John	Biemiller	EVP/COO	Economic Developm	717-397-4046	Biemiller@edclancaster.com	Economic and Community Development
Keith	Baker	Asst. Regional Director	PA Dept. of Labor an	814-641-6408 x127	kebaker@pa.gov	State employment service under Wagner-Peyser
Marilyn	Barbosa	Program Director	Tec Centro	717-397-6267	mbarbosa@sacapa.org	Community-based organization
Timothy	Shenk	Program Director of	Lancaster-Lebanon I	717-905729	Tim_Shenk@iu13.org	Adult education and literacy
Rhonda	Kurtz	Human Resources Mgr	CNHi	717-355-1023	rhonda.kurtz@cnhind.com	Business
Kyonna	Bowman	Executive Director	The Mix at Arbor Place	717-327-3871	kbowman@arborplace.org	Community-based organization
Brad	Shulenberg	VP Construction	Warfel Construction		bshulenberg@warfelcc.com	Business
Heather	Valudes	President and CEO	Lancaster Chamber	717-397-3531	hvaludes@lancasterchamber.com	Business
Stuart	Savin	CEO	LCCTC	717-4647050	ssavin@Lancasterctc.edu	Institution of Higher Education ...
Michael	Ford	Labor Union Business Rep	Sheet Metal Worker	267-357-1954	mford@lu19.com	Joint labor-management apprenticeship program
Jean	Martin	President	Lancaster United La	717-392-2518	lancccl@verizon.net	Labor organization...
Michael	Berk	Exec. VP/CEO	Lancaster County Association of Realtors	717-569-4625	mike@lcaronline.com	Small Business
Francis	Milliano	District Office Director	PA House of Represe	717-295-3157	fmiliano@pahouse.net	Optional Member
James	Morgan	Continuous Improvement Manager	Tyson Foods Inc.	717-355-5409	James.Morgan2@tyson.com	Business
Erin	Treese	Regional VP	Members 1st Credit	717-329-0440	TreeseE@members1st.org	Business
Dan	Pick	Executive Director	Lancaster County Assistance Office	717 826 2162	dpick@pa.gov	Transportation, housing and public assistance
Susan	Richeson	District Administrator	Office of Vocational	717-771-4407	sricheson@pa.gov	Title I of the Rehabilitation Act
Thomas	Neely	CEO/Chair	Thomas E. Strauss	717-687-8853	tneely@tesincpa.com	Small Business
Raymond	Tshudy	Union President	Burnham Commerci	717-615-8945	RFTJR72857@aol.com	Labor organization...
Jill	Welch	Partner	Barley Snyder LLC	717-399-1521	jwelch@barley.com	Small Business
Kurt	Stillwagon	Sr. Dir. Talent Acquisition	WellSpan	717-851-6377	kstillwagon2@wellspan.org	Business

Lehigh Valley						
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Jane	Brooks	Senior Community Affairs Analyst	Highmark Blue Shield	610-573-5407	jane.brooks@highmark.com	Business
Paul	Anthony	Business Manager/Financial Secretary	IBEW Local 375	610-432-9762	panthony@ibew375.org	Labor organization...
Heather	Cardona	Supervisor, Colleague Relations & Analytics	Lehigh Valley Health Network	610-402-8000	heather.cardona@lvhn.org	Business
Ann	Bieber	President	Lehigh Carbon Community College	610-799-1581	abieber@lccc.edu	Adult education and literacy provider
Cecilia	Jackson	CEO/Founder	Cece J's Snacks	610-717-3953	c.jackson@ceceinsnacks.com	Small Business
Gregg	Marzano	Advisor - Hotels	SVN Imperial Realty	484-245-1018	greggmarzano@svn.com	Business
Don	Cunningham, Jr.	President and CEO	Lehigh Valley Economic Development Corporation	610-266-7565	dcunningham@lehighvalley.org	Economic and Community Development
Laurie	Hackett	Director, Community Relations and Philanthropy	Air Products	610-481-6118	gostelj@airproducts.com	Business
Lorraine	Faccenda	Plant Manager	LafargeHolcim (US) Inc.	610-261-3453	lorraine.faccenda@lafargeholcim.com	Business
James	Irwin	Staff Representative	AFSCME	610-462-8789	j.irwin@afscme13.org	Labor organization...
Janice	Komisor	CEO	ProJeCT of Easton	610-258-4361	jkomisor@projecteaston.org	Community-based organization
Joseph	Kovalchik	Superintendent	Northampton Area School District	610-262-7811 ext. 2020	kovalchi@nasdschools.org	School District
Kurt	Landes	President and General Manager	Lehigh Valley Iron Pigs	610-841-1210	klandes@ironpigsbaseball.com	Business
John	MacDonald	President	Allied Personnel Services	610-821-0220	john@alliedps.com	Small Business
Denise	Maiatico	Vice President	Meyer Jabara Hotels of the Lehigh Valley	610-730-4002	dmaiatico@mihotels.com	Business
Timothy	Mulligan	President/CEO	Communities in Schools of Eastern PA, Inc.	484-834-8830	mulligan@ciseasternpa.org	Organizations with experience and expertise working with youth
Lisa	Nesbitt	Executive Director	Northampton County Department of Human Services	610-250-1801	lnesbitt@state.pa.us	Organizations with experience and expertise working with youth
Stephen	Patterson	Vice President, Chief Lending Officer	Fleetwood Bank	610-743-8054	spatterson@fleetwoodbank.com	Business
Gregg	Potter	Senior Labor Relations Consultant	Capital Blue/UOE Local 542	610-820-2769	gregg.potter@capbluecross.com	Labor organizations
Morten	Rasmussen	VP Operations, Human Resources Compensation	B. Braun Medical Inc.	610-997-4627	morten.rasmussen@bbraunusa.com	Business
McGee	William	Business Manager/Financial Secretary	International Association of Heat and Frost Insulators and Allied Workers, Local 23	717-930-0922	bmcgee@insulatorslocal23.com	Joint labor-management apprenticeship program
Sharon	Scheirer	College Relations/Onboarding/Employee Career Development	St. Luke's University Health Network	610-954-3825	sharon.scheirer@sluhn.org	Business
Susan	Storm	District Administrator	Office of Vocational Rehabilitation	610-821-6441	sustorm@pa.gov	Title I of the Rehabilitation Act
David	Wolff	Vice President	Kressler, Wolff & Miller	610-258-9181 ext. 114	dwolff@kwmmail.com	Small Business
Michael	Woodland	Co-Owner	Dan's Camera City	610-434-2313 ext. 341	mwoodland@danscamera.com	Business
Carol	Young	Vice President, Personnel	Lutron Electronics Co., Inc.	610-282-6202	cyoung@lutron.com	Business
Marybeth	Ferguson	Assistant Regional Director	Bureau of Workforce Partnership and Operations	484-401-2881	maryfergus@pa.gov	State employment service under Wagner-Peyser
Jane	George	Regional Affairs Director	PPL Electric	610-774-5249	jgeorge2@pplweb.com	Business
Portia	Watkins	Office Manager	Gemini/KB Systems, Inc.	610-588-7788 ext. 7549	pwatkins@kbsystemsinc.com	Small Business
Debi	Rice	President	Fun-Nominal Events	484-239-4925	Debi@fun-nominalevents.com	Optional Member
Owen	O'Neil	Executive Director	LANTA	610-435-4052	oonil@lantabus.com	Transportation, housing and public assistance
Glose	Karen	Director, Center for Career Development & Alumni Engagement	Northampton Community College	610-442-5984	kglose@northampton.edu	Institution of Higher Education ...

Luzerne-Schuylkill						
Karen	Kenderdine	Senior Vice President/Manager of Relationship Services	Miners Bank, A Division of Mid Penn Ban,	570-544-4788	karen.kenderdine@midpennbank.com	Business
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Jane	Ashton	Director of Continuing Education	Penn State University - Wilkes-Barre Campus	570-675-2171	jua12@psu.edu	Institution of Higher Education ...
Keith	Baker	Assistant Regional Director-South Central Region	PA Department of Labor & Industry	570-622-1942	kebaker@pa.gov	State employment service under Wagner-Peyser
Robert	Carl	Executive Director	Schuylkill Chamber of Commerce	570-622-1942	rcarl@schuylkillchamber.com	Small Business
Chris	Dende	Vice President, Human Resources	Mrs. T's Pierogies/Ateeco, Inc.	570-462-2745	cdende@PIEROGIES.COM	Business
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Frank	Koller	HR Manager	Extrusion North America	570-385-8558	Frank.Koller@hydro.com	Business
Gregory	Koons	Executive Director	Schuylkill Intermediate Unit 29	570-544-9131	gkoons@liu29.org	Adult education and literacy provider
Heather	Nelson	District Administrator	Office of Vocational Rehabilitation	570-826-2011	hnelson@pa.gov	Title I of the Rehabilitation Act
John	Powers, Jr.	Chief Executive Officer	Ash/Tec Inc.	570-682-0933	jpowers@ash-tec.com	Business
Darlene	Robbins	President	NEPA Manufacturers & Employers Council & Association	570-622-0992	drobbins@nepamaea.com	Economic and Community Development
Michael	Saporito	Vice President	USW Local 15253	570-829-6924	isaporito@aol.com	Labor organizations and joint labor-management apprenticeship program...
David	Schultz	HR Manager	Little Leaf Farms	570-203-1075	david.schultz@littleleafarms.com	Optional Member
Christoper	Snyder	Representative	United Food & Commercial Workers Local 1776	800-635-6994	csnyder@UFCW1776.org	Joint labor-management apprenticeship program
Paul	Straka	Regional Director of Fiscal Services	Service Access & managemetn, Inc.	570-516-5941	pstraka@sam-inc.org	Business
Frank	Zukas	President	Schuylkill Economic Development Corporation	570-622-1943	fzukas@sed-co.com	Economic and Community Development

Montgomery						
Suzanne	Ryan	External Affairs Manager	PECO Energy	610-941-1504	suzanne.ryan@peco-energy.com	Business
Peggy	Lee-Clark	Executive Director	Pottstown Area Economic Development, Inc. (PAED)	610-326-2900 x 223	pleeclark@paedinc.org	Economic and Community Development
Jason	Acree	President & Assistant Manager	LU126, IBEW	610-489-1185	jacree@ibewlu126.com ; jacree27@hotmail.com	Labor organizations and joint labor-management apprenticeship program...
Victoria	Bastecki-Perez	President	Montgomery County Community College	215-641-6482	vbasteck@mc3.edu	Institution of Higher Education ...
Kevin	Boyle	Financial Secretary-Treasurer / Business Manager	Ironworkers' Local Union No. 401	215-676-3000	kboyle@local401.com	Labor organizations
Kelly	Canally-Brown	Director of Programs and Services	Family Services	610-630-2111, ext 232	kbrown@fsmontco.org	Community-based organization
Jimmy	Chong	Owner/Attorney	The Chong Law Firm	215-909-5204	chong@chonglawfirm.com	Small Business
Susan	Clauser	Director of Adult Education	Keystone Opportunities Center	215-723-5430 x 115	Sclauser@keystoneopp.org	Adult education and literacy provider
Rochelle	Culbreath	Public and Government Affairs Liaison	SEPTA	215-580-3490	rculbreath@septa.org	Business
Marybeth	Ferguson (Williams)	Assistant Regional Director	Southeast Bureau of Workforce Partnership and Operations (BWPO) Pennsylvania Department of Labor & Industry	610-280-1010	maryfergus@pa.gov ; marybwilli@pa.gov	State employment service under Wagner-Peyser
Syed	Islam	Chief Executive Officer	Daffodil Home Care	267-423-2308	syed.islam404@gmail.com	Business
Catherine	Judge Cardillo	Director, Pennsylvania Advocacy	Trinity Health	610-567-5319	ccardillo@trinity-health.org	Business
Pamela	Kelly	President/CEO	Pennsuburban Chamber of Greater Montgomery County	215-362-9200	pam@chambergmc.org	Business
Solomon	Kim	Vice President of Financial Planning	Morgan Stanely Wealth Management	484-686-4068	solkim@gmail.com	Business
France	Krazalkovich	Vice President of Operations	KPInterface, Inc.	610-745-1782	france@krazalkovich.com	Small Business
Kyle	Longacre	Dean of Workforce and Economic Development	Montgomery County Community College	215-859-7819	klongacre@mc3.edu	Institution of Higher Education ...
Barbara	O'Malley	Deputy Chief Operating Officer	Montgomery County Commissioners Office	610-278-3182	bomalley@montcopa.org	Economic and Community Development
Paul	Pappasergi	Director of Contracts Management	Eckerd Connects	215-527-1508	PPappasergi@eckerd.org	Community-based organization
Shanae	Stallworth	Acting District Administrator	PA Office of Vocational Rehabilitation	(484) 250-4340	ssallwort@pa.gov	Title I of the Rehabilitation Act
Keith	Taylor	President	Zachary's BBQ and Soul		chefkeithtaylor@gmail.com	Business
Megan	Tomlinson	Director of Events, Membership and Services	Valley Forge Tourism and Convention Board	610-834-1550	tomlinson@valleyforge.org	Business
Kelly	Weiss	Co-Owner	Perkiomen Valley Brewery	215-872-6424	kelly@perkiomenvalleybrewery.com	Business

North Central						
Corine	Christoff	VP, Human Resources	Alpha Precision Group	814-781-1301	CChristoff@alphaprecisionpm.com	Business
Kimberlea	Whiting	Mortgage Loan Originator II	Citizens and Northern Bank	814-486-1113	KimberleaW@cnbankpa.com	Small Business
Catherine	Bartruff	Chief Financial Officer	Allegheny Contracting LLC	814-772-2524	officemgr@allcon.us	Business
John	Sutika	President/CEO	Penn Highlands DuBois	(814)375-3385	jssutika@phhealthcare.org	Business
Chris	Adamson	Founder and Principal Consultant	The Adamson Group	(724)422-7737	cadamson@theadamsongrp.com	Small Business
Alla Marie Bunny	Comilla	Senior Director of Human Resources	Zippo Manufacturing Company	(814)368-2983	bcomilla@zippo.com	Business
George	Salter	Plant Manager	Keystone Automatic Technologies, Inc.	(814)486-0513 ext. 121	george@keyautotech.com	Business
Elizabeth	Kweder	Market Development Manager	Coca Cola Refreshments	(814)603-1482	ekweder@abartacocacola.com	Business
David	Miller	President	Miller Welding & Machine Co.	(814)220-1001	dmiller@millerwelding.com	Business
Michael	Hoskavich	Training Director/Marketing Dept.	ICC Ammo	(814)938-6820	mikeh@iccammo.com	Business
Kelly	Davis	Coordinator of Special Programs	Seneca Highlands IU-9	(814)887-5512	kdavis@iu9.org	Adult education and literacy provider
Buddy	Franklin	Assistant Business Manager	International Brotherhood of Electrical Workers Local Union #5	412-432-1400	bfranklin@ibew5.org	Labor organizations
Jim	Chorney	Executive Director	North Central PA Regional Planning and Development Commission	814-773--3162	jchorney@ncentral.com	Economic and Community Development
Leslie	Neal	Elk County Director of Veterans Affairs	County of Elk	814-776-5370	lneal@countyofelkpa.com	Community-based organization
Jeffrey	Miller	Assistant Business Manager	Clearfield, Elk, Cameron & Jefferson Central Labor Council I.B.E.W., Local No. 5	(814)762-8126	jeff@ibew5.org	Labor organizations and joint labor-management apprenticeship program...
Ryoo	Jungwoo	Chancellor	Penn State DuBois	(814)375-4705	jrx65@psu.edu	Institution of Higher Education ...
Christina	Palmer	District Administrator	Office of Vocational Rehabilitation (OVR)	(814)371-7340	chpalmer@pa.gov	Title I of the Rehabilitation Act
Bruce	Jones	Assistant Regional Director/Central Region	Bureau of Workforce Partnership and Operations Central Region	(570)327-3501	bruiones@pa.gov	State employment service under Wagner-Peyser
Karen	Costello-Pecht	HR Coordinator	Control Chief	(814) 362-6811	kcostello-pecht@controlchief.com	Business
Kate	Brock	Executive Director	Community Education Center of Elk & Cameron Counties	(814)781-3437	kate@communityedcenter.com	Community-based organization
Ashley	Gerg	HR Site Partner	Collins Hardwood Kane	(814)837-6941	agerg@collinsco.com	Business

Northern Tier						
Krystle	Bristol	President	Solid Ground Services, Inc.	(570-529-0878	krystle@solidgroundcorp.com	Small Business
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Brad	Georgetti	Human Resources Manager	Deer Park Lumber	570-836-1133	brad@deerparklumberinc.com	Business
Rachel	Hauser	Director of Regulatory Affairs & Econ. Development	Tri-County Rural Electric Cooperative, Inc.	(570-662-8020	rachelh@ctenterprises.org	Small Business
Jonah	Howe	Public Relations Manager	Chief Oil & Gas LLC	(570-651-9825	jhowe@chiefog.com	Business
Brad	Hummel	Training Director	IBEW Local #81/Scranton Electricians JATC	(570-391-1721	bdhummel@sejatc81.com	Joint labor-management apprenticeship program
Bruce	Jones	Assistant Regional Director	Department of Labor & Industry / BWPO	570-327-3501	bruiones@pa.gov	State employment service under Wagner-Peyser
Jason	Krise	Regional External Affairs Consultant	First Energy	(570-265-1222	jkrise@firstenergycorp.com	Business
Mike	Narcavage	Senior Government and Community Affairs Manager	Southwestern Energy	(570-996-4329	mike_narcavage@swn.com	Business
Heather	Nelson	Assistant District Administrator	Department of Labor & Industry OVR	(570-704-7820	hnelson@pa.gov	Title I of the Rehabilitation Act
James	Nobles	President & CEO	North Penn Comprehensive Health Services	(570-662-1948	noblesj@laurelhc.org	Small Business
Diana	Petlock	Director of Human Services	B&K Equipment and Crane Service, LLC	(570-746-6262	dpetlock@bkequipment.com	Business
Jill	Payne	WIOA Manager	Adams & Associates	(484-239-9156	reynard.jill@jobcorps.org	Organizations with experience and expertise with youth
Christopher	Roening	Planning Director	Sullivan County Planning Office	(570-946-5207	croening@sullivancounty-pa.us	Economic and Community Development
Ronald	Vogel, Jr.	SEIU/PSSU Local 668 Member	Department of Labor & Industry Workforce Partnership & Operations Rapid Response Coordination Services	(570-614-5994	ronvogel@pa.gov	Labor organizations
Linda	Walsh	Board Member	Bradford County Action, Inc.	(570-265-4434	jbw50@epix.net	Community-based organizations
Michael	Wilson	President	AFSCME Local 2363	(570-337-7505	mwilson@mansfield.edu	Labor organizations

Northwest						
Bobbie	Jones	Human Resources Manager	Webco Industries	814-676-1331	bhones@webcoindustries.com	Business
Bradley	Tisdale	Training Director	Steamfitters Local Union #449	724-683-2100	bct@ua449.com	Joint labor-management apprenticeship program
Randy	Callen	Chief Operating Officer	Structural Modulars, Inc.	814-764-5555	rcallen@smihomes.com	Small Business
Kirk	Shimshock	Director of Federal & State Programs	Northwest Tri-County Intermediate Unit	814-734-8420	Kirk_Shimshock@iu5.org	Adult education and literacy provider
Jim	Decker	President/CEO	Warren County Chamber of Business & Industry	814-723-3050	jdecker@wccbi.org	Business
Larry	Fannie	BWPO Assistant Regional Director	Bureau of Workforce Partnerships & Operations	724-471-7235	lfannie@pa.gov	State employment service under Wagner-Peyser
Jill	Foys	Executive Director	Northwest Commission	814-677-4800 x116	jillf@northwestpa.org	Economic and Community Development
Archie	Graham	Business Agent, District 6	IUOE Local 66	814-676-6506	district6@iuoe66.org	Labor organizations
Jack	Hewitt	District Administrator	Office of Vocational Rehabilitation	814-871-4551	jhewitt@pa.gov	Title I of the Rehabilitation Act
Kathryn	Schaaf	Workforce Development Manager	Industrial Sales & Manufacturing, Inc	814-833-9876	kschaaf@ismerie.com	Small Business
Karen	Thomas	Vice President, Human Resources	Pennsylvania General Energy Company, LLC	814-723-3230	karenthomas@penngeneralenergy.com	Business
Andrea	MacArthur	Vice President, Talent	Erie Insurance Group	814-572-1004	andrea.macarthur@erieinsurance.com	Business
Heather	Moles	Human Resources Manager	Meadville Medical Center	814-333-5466	hmoles@mmchs.org	Business
Lynn	Rupp	Vice President of Operations	UPMC Hamot	814-877-2630	rupplm@upmc.edu	Business
TJ	Sandell	Business Representative	Pittsburgh Plumbers Local Union #27	814-455-1731	tj@ua27.org	Labor organizations
Juanice	Vega	Assistant Dean, College of Bus, Comm & Info Sciences	Pennsylvania Western University	814-393-1892	jvega@pennwest.edu	Institution of Higher Education ...
Travis	Crytzer	Business Owner	Loeffler's Flowers & Plants	202-251-4553	Travis.crytzer@gmail.com	Small Business
Gráinne	Blanchette	Global HR, Legal & Compliance Executive	Eriez	814-835-6252	gblanchette@eriez.com	Business

Philadelphia						
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Michelle	Armstrong	Executive Director	School District of Philadelphia	(215) 400-5917	mharmstrong@philasd.org	School District
Emily	Bittenbender	Managing Partner	Bittenbender Construction LP	215-925-8900	emily@bittenbenderconstruction.com	Business
Shari	Brightful	District Administrator	Office of Vocational Rehabilitation, Department of Labor & Industry	(215) 560-1972	sbrightful@pa.gov	Title I of the Rehabilitation Act
Brigitte	Daniel	Ex. Vice Pres.	Wilco Electronic Systems, Inc.	(215) 540-3930	bdaniel@wolcoinc.com	Business
Manny	Citron	Chief of Staff	Mayor's Office for Labor, City of Philadelphia	(215-686-2150	Manny.Citron@Phila.gov	Optional Member
David	Crossed	Managing Partner	Navigate Corporation	(484) 383-0606	dcrossed@navigatecorp.com	Business
Patrick	Eiding	President	Philadelphia Council AFL-CIO	(215) 665-9800	peiding@philaafcio.org	Labor organizations
Beatriz	Garces	Owner	Garces Dental Group	(215) 923-1233	beatriz@garcesdentalgroup.com	Small Business
Donald	Generals	President	Community College of Philadelphia	(215) 751-8028	ggenerals@ccp.edu	Institution of Higher Education ...
Peter	Gonzales	President & CEO	The Welcoming Center for New Pennsylvanians	(215) 557-2843	peter@welcomingcenter.org	Community-based organizations
John	Lasky	Chief Human Resources Officer	Temple University Health System	(215) 707-6844	john.lasky@tuhs.temple.edu	Business
Richard	Lazer	Deputy Mayor, City of Philadelphia	Office of Mayor James F. Kenney, City of Philadelphia	(215) 686-2163	rich.lazer@phila.gov	Optional Member
James	Nichols	Regional Director, Bureau of Workforce Partnership & Operations	PA Department of Labor & Industry	(610) 988-1378	jnichols@state.pa.us	State employment service under Wagner-Peyser
Douglas	Oliver	Vice President of Communications	PECO-Exelon Company	(215-841-5223	Douglas.Oliver@exeloncorp.com	Business
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April	Walker	Director	Microsoft Technology Center	610-240-7000		Business
Christina	Wong	Director/Producer	Comcast Technology Center	215-286-1507	Christina_Wong@comcast.com	Business
Ed	Krawczyk	Administrator, JAC	International Association of Heat and Frost Insulators and Allied Workers IAHFIW JAC (LU14) Training Center	267-388-7485	ekrawczyk@insulators14jac.com	Labor organizations
Kimmel	Procter	Executive Director	Beyond Literacy	215-474-1235	kprocter@beyondliteracy.org	Adult education and literacy provider
Susan	Schonfeld	Executive Director	Community Integrated Services	215-238-7411	susan.schonfeld@cisworks.org	Community-based organizations
Jasmine	Sessoms	Senior Vice President of Corporate Affairs	Hilco Redevelopment Partners	610-228-2118	jsessoms@hilcoglobal.com	Business
Ed	Grose	President	Alta Management Services, Inc.	215-567-0777	egrose@altamsi.com	Small Business
Stephanie	Kosta	Vice President of Government and Regulatory Affairs	Comcast Corporation	215-496-1810	stephanie_kosta@comcast.com	Business

Poconos						
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Kim	Miller	Executive Director	Carbon County Action Committee for Human Services	(610) 377-6400	ccach@verizon.net	Community-based organizations
Terrence	Purcell	Vice President, Market Development	Lehigh Valley Health Network	(570) 640-0883	Terrence.purcell@lvhn.org	Business
Barbara	Green	President	Blue Mountain Ski Area/Tuthill Inc.	(610) 826-7700 ext. 1215	bgreen@skiblue.com	Business
Vicki	Herman	Human Resources Director	United Envelope	(570) 895-2123	vicki.herman@unitedenvelope.com	Business
Joseph	Ruvane	Owner	Barley Creek Brewing Co.	(570) 629-9399	trip@barleycreek.com	Small Business
Charles	Leonard	Executive Director	Pocono Mountains Economic Development Corporation	(570) 839-1992	cleonard@pmedc.com	Economic and Community Development
Karen	Casciano	Director HR	St. Luke's University Network	(272) 212-0302	Karen.Casciano@sluhn.org	Business
Debra	Raneri	Associate Director	Northampton Community College	(570) 972-6200	draneri@northampton.edu	Institution of Higher Education ...
Bill	Colavito	General Manager	Great Wolf Lodge	(570) 688-9899	bcolavito@greatwolf.com	Business
Brad	Hummel	Training Director	Scranton Electricians JATC	(570) 391-1721	BDHummel@sejtc81.com	Joint labor-management apprenticeship program
Fred	Mutzek	President	Spiral Tool Corporation	(570) 409-1331	sales@stcind.com	Small Business
Deborah	Fischer	President	Pike County Licensing	(570) 296-8574	debpaulfischer@verizon.net	Small Business
Derek	Bellinger	Assistant Vice President	Wayne Bank	(570) 616-7703	Derek.Bellinger@waynebank.com	Small Business
Ladora "Lori"	Phillips	Assistant GM	Recreation Management Corp..	(570) 226-8585 ext.1000	lori@ski-bigbear.com	Business
Ronald	Vogel	Rapid Response Services	L & I Workforce Partnership & Operations	(570) 614-5994	ronvogel@pa.gov	Labor organizations
Anthony	Herzog	President	Herzog-McNaulty LLC	(570) 253-5294	aherzog@ptd.net	Small Business
Mary Beth	Wood	Executive Director	Wayne Economic Development Corporation	(570) 253-2537	mbw@wedcorp.com	Economic and Community Development
Cynthia	Matthews	Developmental Program Director	Wayne County Office of Behavioral & Developmental Programs	(570) 253-9200	cmatthews@waynecountypa.gov	Community-based organizations
William	Cockerill	Treasurer	Scranton Central Labor Union	(570) 343-1267 ext. 231	bcockerill@uwlc.net	Labor organizations
Anthony	Manzione	Owner	Manzi Consulting	(570) 390-9235	manzi1consulting@gmail.com	Small Business

South Central						
Jeffrey	Boswell	Managing Partner	Boswell, Tinter & Piccola	(717) 236-9377	jboswell@btpalaw.com	Small Business
Michael	Ross	President	Franklin County Area Development Corporation	(717) 263-8282	mike@fcadc.com	Economic and Community Development
Andrew	Williford	VP HR Operations Americas	Volvo Construction Equipment	(717) 532-9181 ext. 550	andy.williford@volvo.com	Business
Lorelee	Isbell	Executive Director	Career, Mentoring & Prof Dev Center, Shippensburg University	717-477-1348 x3275	Lisbell@ship.edu	Institution of Higher Education ...
Keith	Baker	Assistant Regional Director	BWPO	(814)641-6408 ext. 127	kebaker@pa.gov	State employment service under Wagner-Peyser
Robert	Batory	Senior Vice President/Chief Human Resources Officer	WellSpan Health	(717) 851-2062	rbatory@wellspring.org	Business
Carl	Freeman	Vice President	Ahold Delhaize USA	214-289-2547	carlafreeman@aol.com	Business
Matthew	Campbell	Investigator	Primacy Risk Services	877-328-9178	mhcamel@gmail.com	Small Business
Jorge	Flores De Valgaz	Chief Financial Officer	Sanitation Solutions Plus, LLC	(877) 248-6099	jflores@sanitationsolutionsplus.com	Business
Carl	Phinney	Principal/Owner	Opportunity Construction, LLC	(717) 461-0780	principal@opportunityconstructionllc.com	Small Business
Sharon	Hagenberger	Supervisor of Adult Education & ELECT	Lincoln Intermediate Unit #12	(717) 353-5581	sahagenberger@iu12.org	Adult education and literacy provider
Tom	Henchey	Business Manager / Financial Secretary	IBEW Local 229	(717) 843-8368	thenchey@ibew229.org	Labor organizations
Amy	Moore	District Administrator	Office of Vocational Rehabilitation	717-346-2755	amlmoor@pa.gov	Title I of the Rehabilitation Act
Michael	Strausbaugh	Union 7343 President	United Steelworkers	(717) 479-1717	mikestrausbaugh7343@gmail.com	Labor organizations
Kenneth	Tuckey	President	Tuckey Companies	(717) 249-3733	ktuckey@tuckey.com	Business
Jamien	Harvey	Executive Director	Camp Curtain YMCA	(717) 238-9622	j.harvey@ymcaharrisburg.org	Community-based organizations
Melissa	Ural	VP Human Resources	HB Global, LLC	(717) 232-4328	mural@hbmclure.com	Business
Robin	Russell	Market Manager	Manpower	(717) 258-1945	robin.russell@manpower.com	Business
Tara	Toms	Apprenticeship Manager	Keystone Development Partnership	(717) 576-0417	ttoms@kdpworks.org	Joint labor-management apprenticeship program
Clifton	Van Scyoc	Vice President of Technology	PSECU	(800) 237-7328	cvanscyoc@psecu.com	Business
Michele	Baker Thomas	Business Manager	York Precision Machining & Hydraulics, LLC	(717) 764-8855	mbaker@yorkpmh.com	Business
Jon	O'Brien	Executive Director	Keystone Contractors Association	717-884-2801	jon@keystonecontractors.com	Labor organizations

Southern Alleghenies						
Jesper	Nielsen	CEO	Croyle-Nielsen Therapeutic Associates	(814) 266-3196	jesper@c-nta.com	Small Business
Sharon	Clapper	Owner	Clapper Industries, Inc	(814) 634-9183	sclapper@clappertables.com	Small Business
Robert	Parsons	President	B & B Designed Systems	(814) 259-3991	parsonsb@bbsystemsinc.com	Small Business
Sherri	Steward	HR Manager	NPC	(814) 239-8787	sherri.steward@npcweb.com	Business
Debra	Flori	Director of HR	Conemaugh Health Systems	(814) 534-3995	dflori@conemaugh.org	Business
Ron	Aldom	Director	Somerset County Chamber of Commerce	(814) 445-6431	raldom@somersetcountychamber.com	Small Business
Julia	Brulia	HR Manager	Gateway Travel Plaza	(814) 735-7223	brulia.julia@gatewaytravelplaza.com	Business
Brock	Kull	VP/Managing Director	Manpower Inc. of Altoona	(814) 944-8976	brock.kull@manpower.com	Business
Rosalie	Danchanko	Executive Director	Highlands Health Clinic	(814) 534-6242	rdanchan@conemaugh.org	Business
Cory	Sisto	COO	IFC Services	(814) 542-9282	csisto@ifcservices.com	Business
Johannah	Miller	HR Manager	REI	814-624-4421	johopki@rei.com	Business
Joshua	Miller	Asst VP	Somerset Trust Company	814-443-9399	iwmiller@somersettrust.com	Business
Renata	Fenderson	HR Manager	ACPI Corp	(814) 514-4599	rfenderson@acpicorp.com	Business
Robert	Kutz	President	AFL-CIO Community Services Blair Community Service Agency	(814) 944-4081	bobkloco5@aol.com	Labor organization...
Dave	Cary	Executive Director	Central PA Area Labor Fed & AFSCME Council 83	(814) 696-0255	d.cary@afscme13.org	Labor organization...
Wade	Baumgartner	Council Representative	Regional Council of Carpenters	(814) 280-5434	wbaumgartner@eascarpenters.org	Joint labor-management apprenticeship program
Wendy	Melius	Executive Director	Center for Community Action	(814) 623-9129	wmelius@centerforcommunityaction.org	Community-based organization
Keith	Baker	Assistant Regional Director	Bureau of Workforce Partnership and Operations	(814) 641-6408	kebaker@pa.gov	State employment service under Wagner-Peyser
David	Mrozowski	Executive Director	Community Action Partnership for Somerset County	(814) 445-9628	dmrozowski@capfsc.org	Community-based organization
Craig	Schild	Acting District Administrator	Office of Vocational Rehabilitation	(814) 946-7240	cschild@pa.gov	Title I of the Rehabilitation Act
Tina	Swineford	Special Projects Coordinator	Altoona Area School District	(814) 946-8753	tswineford@altoonasd.com	Adult education and literacy provider
Dr. Steven	Nunez	President	Pennsylvania Highlands Community College	(814) 262-3820	snunez@pennhighlands.edu	Institution of Higher Education ...
Linda	Thomson	President	Johnstown Area Regional Industries	(814) 535-8675	lthomson@iari.com	Economic and Community Development

Southwest Corner						
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John	Goberish	Dean of Workforce Development	Community College of Beaver County	(724) 480-3450	john.gobersih@ccbc.edu	Institution of Higher Education ...
Linda	Andrews	Treasurer CLC	Washington Greene Central Labor Council	(724) 228-7246	lindandrews@comcast.net	Labor organization...
Hilary	Baker	HR & Administration Manager	Almatis, Inc	(412) 297-2717	hilary.baker@almatis.com	Business
Robert	Bazant	President	Penn Commercial Business/Technical School	(724) 222-5330	rbazant@penncommercial.edu	Organizations with experience and expertise with youth
Mark	Beichner	Chief Operation Officer	AccuTrex Products, Inc.	(724) 746-4300	markbeichner@accutrex.com	Business
Darlene	Bigler	Executive Director	Blueprints	(724) 225-9550	dbigler@myblueprints.org	Community-based organization
Timothy	Chesleigh	Council Representative	Eastern Atlantic States Regional Council of Carpenters	(412) 922-6200	tchesleigh@EASCarpenters.org	Labor organizations
Laurie	Clemens	Vice President and Chief Human Resource Officer	Heritage Valley Health Systems	(412) 749-7795	lclemens@hvhs.org	Business
Lori	Como	Chief Program Officer	Literacy Pittsburgh	(412) 916-0212	lcomo@literacypittsburgh.org	Adult education and literacy provider
James	Fitzgerald	Manager, Major Projects	First Energy Corporation	(330) 807-1036	jfitzgerald@firstenergycorp.com	Business
Katie	Hager	Workforce Development Manager	DMI Companies	(724) 310-1244	khager@dmicompanies.com	Small Business
Linda	Hall	Administrator	Beaver County Office on Aging	(724) 601-6014	lhall@bcoa.us	Community-based organization
Ben	Hays	Contract Manager	Greenbriar Treatment Center	(724) 255-9700	bhays@greenbriar.net	Business
Gregory	Hojdila	Training Director	IBEW 712	(724) 775-6920	jatc@wcpaejatc.org	Labor organizations and joint labor-management apprenticeship program...
Mark	Krupa	Administrative Director	Greene County CTC	724-627-3106 Ext 202	krupam@greenectc.org	Organizations with experience and expertise with youth
John	Lackovic	Plant Director	Corelle Brands, LLC	(724) 489-2292	lackovicjl@worldkitchen.com	Business
Jeff	Marshall	Chief Clerk	Greene County Chief Clerk	(724) 852-5210	jmarshall@co.greene.pa.us	Economic and Community Development
Darla	Openbrier	District Administrator	Bureau of Vocational Rehabilitation	(724) 223-4430	dopenbrier@pa.gov	Title I of the Rehabilitation Act
Andrew	Orr	Vice President	Penna Flame Industries	(724) 452-8750	andrewo@pennaflame.com	Small Business
Sam	Osten	President	Impact Guard, LLC	(724) 318-8800	sosten@impact-guard.com	Business
Stephanie	Paluda	Community Relations Manager	Southwestern Energy	(304) 406-4817	stephanie_paluda@swn.com	Business
Paul	Rockage	President Industrial Services	McCarls LLC	(412) 671-0215	prockage@mccarl.com	Business
Tricia	Rutherford	Director of Human Resources	Penn Highlands Mon Valley	(724) 258-1000	trutherford@monvalleyhospital.com	Business
Brandon	Schaffer	Training Manager	Washington Penn Plastics	(724) 206-4423	schaffer@washpenn.com	Business
Frank	Staszko	Asst. Regional Director PA Dept of Labor	PA Department of L&I	(724) 434-5627 ext. 3106	fstaszko@pa.gov	State employment service under Wagner-Peyser
Lew	Villotti	President	Beaver County Corporation for Economic Development	(724) 728-8610	lvillotti@beavercountycyced.org	Economic and Community Development
James	Watt	USW Staff Representative	United Steel Workers District 10	(412) 824-8140	jwatt@usw.org	Labor organizations
Laural	Ziemba	Director, Public Affairs	Range Resources	(724) 743-6786	lziemba@rangeresources.com	Business

Three Rivers						
David	Malone	President and CEO	Gateway Financial	412-497-1750	dmalone@gatewayfinancial.biz	Business
Laura	Ellsworth	Partner-in-Charge of Global Service Initiatives	Jones Day	412-391-3939	lellsworth@jonesday.com	Business
Kevin	Acklin	Senior Vice President and COO	Pittsburgh Penguins	412-642-7367	kacklin@pittsburghpenguins.com	Business
Will	Allen	Managing Partner	Nascent Group Holdings	937-594-8532	will@nascentgroupholdings.com	Small Business
Rich	Barcaskey	Executive Director	Constructors Association of Western PA	412-343-8000	richb@cawp.org	Business
Dr. Quintin	Bullock	President	Community College of Allegheny County	412-237-4413	gbullock@ccc.edu	Institution of Higher Education ...
Debra	Caplan	Executive in Residence	The Forbes Funds	412-805-0255	debral.caplan@gmail.com	D5. Philanthropic organizations
Rich	Casoli	President	Beemac Logistics	724-266-8781	rcasoli@beemac.com	Business
David	Coplan	Executive Director	Human Services Center Corp	412-829-7112	dcoplan@hsc-mvpc.org	Organizations with experience and expertise with youth
Erin	Dalton	Director	Allegheny County Department of Human Services	412-350-5705	erin.dalton@alleghenycounty.us	Community-based organizations
Clarence	Dozier	Managing Director, Litigation	FedEx		clarence.dozier@fedex.com	Business
Ike	Gittlen	Representative	US Steel	412-562-5005	igittlen@usw.org	Labor organizations
Gabriella	Gonzalez	Program Officer	Richard King Mellon Foundation	412-392-2800	ggonzalez@rkmf.org	Philanthropic organizations
Carey	Harris	CEO	Literacy Pittsburgh	412-393-7600	charris@literacypittsburgh.org	Adult education and literacy provider
Tim	Holt	Senior Director of Human Resources	UPMC Insurance	412-454-0890	holtt@upmc.edu	Business
Terry	Huey	Acting District Administrator	OVR	(412) 392-4950	thuey@pa.gov	Title I of the Rehabilitation Act
Darrin	Kelly	President	Allegheny Fayette Central Labor Council, AFL-CIO	412-281-7450	aclcpgh@aol.com	Labor organizations
Steve	Massaro	President	Massaro Corporation	412-963-2800	smassaro@massarocms.com	Business
Katherine	McEvilly	US Head of Human Resources	Covestro	412-413-2000	katherine.mcevilly@covestro.com	Business
Caitlin	McLaughlin	Chief People Officer - Greater Pittsburgh Region	LaFayette Square	917.885.9297	Mclaughlin@lafayettesquare.com	Optional Member
Tom	Melcher	Business Manager	Pittsburgh Building Trades Council	412-344-4775	tmelcher@pghbuildingtrades.org	Joint labor-management apprenticeship program
Brandon	Mendoza	Executive Director	NAIOP Pittsburgh	412-928-8303	bmendoza@naioppittsburgh.com	Business
Jeff	Nobers	Executive Director	Builders Guild of Western PA	412-921-9000	jnobers@buildersguild.org	Joint labor-management apprenticeship program
Scott	Pipitone	President	Pipitone Group	412-321-0879	spipitone@pipitongroup.com	Small Business
Joshua	Pollard	President	Omicelo	917-617-8081	joshua.pollard@omicelo.com	Business
Mark	Rendulic	Market President	Citizens Bank	724-787-5259	mark.rendulic@citizensbank.com	Business
Duke	Rupert	Chief Operating Officer	Allegheny Health Network	412-359-3131	duke.rupert@ahn.org	Business
Frank	Staszko	Assistant Regional Director	PA Labor & Industry, BWPO	724-263-8784	fstaszko@pa.gov	State employment service under Wagner-Peyser
Joshua	Stewart	Senior Vice President, Head of Talent Acquisition and Outreach	PNC	412.768.5394	joshua.stewart@pnc.com	Business
John	Thomas	Chief Financial Officer	ECHO Realty	412-968-1660	jthomas@echorealty.com	Business
Linda	Topoleski	Vice President, Workforce Development and Operations	Allegheny Conference on Community Development	412-281-1890	ltopoleski@alleghenyconference.org	Economic and Community Development
Nancy	Washington	Director	Allegheny Housing Rehabilitation Corporation	412-687-4200	ndw3@pitt.edu	Business
Jake	Wheatley	Chief of Staff	Office of Mayor Ed Gainey	412-255-2626	jake.wheatley@pittsburghpa.gov	Transportation, housing and public assistance
Sam	Williamson	Western PA District Leader	SEIU 32BJ	412-471-0690	swilliamson@seiu32bj.org	Labor organizations

Tri-County						
Anna	Hogg	Director of Ed & Clinical Advancement	Butler Health System	(724) 284-5617	anna.hogg@butlerhealthsystem.org	Business
Philip	Tack	Chairman of the Board	Quality Life Services	(724) 445-3440	philetac@aol.com	Business
Gretchen	Clark	HR Manager	Deep Well Services	(724) 473-0687	gclark@deepwellservices.com	Business
Peter	Kyne III	Owner	Eisler Landscaping	(724) 777-0662	Pkyn3@EislerLandscapes.com	Business
Jesse	Stoltz	Owner	Keystone Diesel, LLC	(724) 612-1214	jesse@keystonediesel.com	Business
Jack	Nelson	Owner	Nelson & Associates Insurance	(724) 254-9276	jackn@nelsoninsurance.net	Business
Scott	Docherty	President	CID Associates, Inc.	(724) 353-0300	scott@cidbuildings.com	Small Business
Chuck	Wetmore	CEO/Owner	Kensington HPP, Inc.	(724) 845-5411	cwetmore@kensingtonhpp.com	Small Business
Cliff	Reese	Administrator	Kittanning Care Center	(724) 545-2273	creese@mykittanningcarecenter.com	Business
Denise	McQuown-Hatter	President/CEO	Affinity Health Services, Inc.	(724) 463-1010	dmh@affinityhealthservices.net	Business
Walter	Schroth	Owner	Schroth Industries, Inc.	(724) 465-5701	L5driver@verizon.net	Business
Laurie	Kuzneski	Partner/Director of Devel, Oper, Mktg	Kuzneski Insurance Group	(724) 388-2558	laurie@kuzneski.com	Business
Gladys	Knox	Co-Owner/ President	Wright-Knox Motor Lines	(814) 446-5611	gladys@wrightknox.com	Business
Mark	Hilliard	President	Indiana County Chamber of Commerce	(724) 465-2511	mhilliard@indianacountychamber.com	Business
Paul	Reinert Sr.	Apprenticeship Training Dir.	Joint Apprenticeship Training IBEW Local 5	(412) 432-1145	reinertpaul@hotmail.com	Joint labor-management apprenticeship program
Steven	Atwood	President	Iron Workers Local union #3	(412) 227-6767	satwood@iwlocal3.com	Labor organization...
Mark	Toy	President	Laborers Local Union #952	(724) 548-1524	localunion952@yahoo.com	Labor organization...
Ronald	Bowersox	President	UMWA, District 2, Local 1412	(724) 479-8692	umwarbowersox@yahoo.com	Labor organization...
Marlene	Petro	Executive Director	Armstrong County Community Action Agency	(724)-545-3635	marlenep@armstrongcap.com	Community-based organizations
Warren	Dixon	Regional Sales Manager	Out of Sight Shredding	(724)794-5511	wdixon@destroy4good.com	Community-based organization
C. Scott	Campbell	Coordinator of Assessment & Grant Initiatives	Butler County Community College	(724) 282-8711	scott.campbell@bc3.edu	Institution of Higher Education ...
Jennifer	Eckels	WCCC Director - Indiana	Westmoreland County Community College	(724) 925-5939	eckelsj@westmoreland.edu	Institution of Higher Education ...
Mark	Gordon	Butler Co. Chief of Econ. Dev. And Planning	Butler County Department of Economic Development and Planning	(724) 284-5300	Mgordon@co.butler.pa.us	Economic and Community Development
Darin	Alviano	Executive Director	Armstrong County Industrial Development Council	(724) 548-3223	ddalviano@co.armstrong.pa.us	Economic and Community Development
Gail	Steck	District Administrator	OVR	(724) 656-3070	gsteck@pa.gov	Title I of the Rehabilitation Act
Larry	Fannie	Assistant Regional Director-Western Region	BWPO	(724) 471-7235	lfannie@pa.gov	State employment service under Wagner-Peyser
Wesley	Kuchta	Director	Lenape Technical School	(724) 763-7116	kuchwes@mylenape.net	Optional Member
Evan	Lyle	Vice-President	Projectile Tube Cleaning, Inc.	(724) 763-7633	evan@projectiletube.com	Business
Brigitte	Matson	Executive Director	ARIN-IU	(814) 648-0761	brmatson@iu28.org	Adult education and literacy provider

West Central						
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Tammy	Barbati	Program Division Chief	West Central Job Partnership	(724) 656-3165	tbarbati@wcjp.org	Community-based organization
Anna	Barensfeld	Vice President of Stratgic Iniatives	ELLWOOD	724-355-0779	Abarensfeld@elwd.com	Small Business
Lynne	Blume	VP of Operations	Heartfelt Distribution	(330) 918-2200	lblume@heartfeltdistribution	Small Business
Angela	Bolois	Human Resources Manager	Northeast Industrial Manufacturing	(724) 588-7711	angela.bolois@northeastind.com	Small Business
Lisa	Campbell	Interim Director of Workforce Development	Butler County Community College	(724) 287-8711 Ext. 8290	lisa.campbell@bc3.edu	Institution of Higher Education ...
Larry	Fannie	Asst. Regional Director - Northwest Region	PA Dept. of Labor & Industry - BWPO	(724) 471-7235	lfannie@pa.gov	State employment service under Wagner-Peyser
Andrew	Ginnis	Director of Safety & Human Resources	G.W. Becker, Inc.	(724) 983-1000 Ext. 436	APGinnis@gwbcrcane.com	Small Business
Gary	Grant	Owner	PABCOR	(724) 652-1930	gary_grant@yahoo.com	Small Business
James	Hill	Vice President	The Hill Railroad Car Company	(724) 652-0822	jhill@hillrailcar.com	Small Business
Erin	Houston	Executive Director	Shenango Valley Urban League	(724) 981-5310	ehouston@svurbanleague.org	Joint labor-management apprenticeship program
Tim	Jablon	President	Wheatland Steel Processing	(724) 981-4242	timj@wheatlandsteel.com	Small Business
Helmut	Kraus	Senior Partner	Flowline Division - Ezefflow USA, Inc.	(724) 658-3711 Ext. 1022	helmutk@flowlinefittings.com	Small Business
Susan	Lautenbacher	Chief Executive Officer	LARK Enterprises	(724) 657-2001 Ext. 111	slautenbacher@larkent.org	Community-based organization
Sandra	Marwick	Director	Grove City Education Center for Adults	(724) 458-7270	gcedcenter@gmail.com	Adult education and literacy provider
Joe	Miller	Plant Manager	Berner International Corp.	(724) 658-3551	jmiller@berner.com	Small Business
Tony	Miller	Director	Mercer County Career Center	(724) 662-3000	tmiller@mercercoc.org	Organizations with experience and expertise in addressing employment
Adam	Neff	Owner	Blackhawk Neff, Inc.	(724) 658-8186	anef@blackhawkneff.com	Small Business
Linda	Nitch	Director of Economic Business Development	Lawrence County Economic Development Corp.	(724) 658-1488	nitch@lawrencecounty.com	Economic and Community Development
Holly	Nogay	Executive Director	Mercer County Housing Authority	(724) 342-4005	h.campbell@mchousing.net	Transportation, housing and public assistance
Erin	Orrico	Director of Administration	DALRT, Inc.	(724) 202-6936	eorrico@dalrtinc.com	Small Business
Gail	Steck	District Administrator	Office of Vocational Rehab	(724) 656-3070	gstec@pa.gov	Title I of the Rehabilitation Act
Frank	Telesz Jr.	Business Manager	International Brotherhood of Electrical Workers Local Union 712	(724) 775-0969	ftelesz@ibew712.org	Joint labor-management apprenticeship program
John	Thigpen	General Manager	Ilsco Extrusions	(724) 589-5888	john.thigpen@ecmindustries.com	Small Business
Howard	Thompson	Member, Beaver-Lawrence Central Labor Council	Beaver-Lawrence Central Labor Council c/o Howard Thompson	(724) 944-5165	inh31@comcast.net	Labor organization...
Dominic	Vadala	Trustee	Mercer County Central Labor Council	(724) 962-0333	dominicvadala@yahoo.com	Labor organization...
Debby	Van Kirk	Chief Finanical Officer	Bruce & Merrilees, Inc.	(724) 652-5566	dvankirk@bruceandmerrilees.com	Small Business
Rod	Wilt	President/CEO	Penn-Northwest Development Corp.	(724) 662-3705	rwilt@penn-northwest.com	Economic and Community Development

Westmoreland-Fayette						
Doug	Decker	Chairperson	Laurel Staffing	(724) 562-1034	ddecker@laurel.edu	Business
Rugh	Jim	Vice Chairperson	Composidie	(724) 727-3466	lrugh@Composidie.com	Business
Lori	Albright	Member	Stellar Precision	(724) 523-5559	labright@stellarprecision.com	Small Business
John	Dalrymple	Member	Hamill Manufacturing	724-744-2131 Ext. 2540	john.dalrymple@hamillmfg.com	Business
Charles	Datz	Member	PositReal Consultants	(724) 838-7129	chardatz@aol.com	Optional Member
Rennie	Detore	Member	First Energy	724-244-3677		Business
Daniel	Dunmeyer	Member	Omnova Solutions	(724) 523-7429	Dan.dunmeyer@omnova.com	Business
Marge	Duranko	Member	PA Ofc. Of Vocational Rehab.	(814) 255-6771	Maduranko@pa.gov	Title I of the Rehabilitation Act
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Laurie	English	Member	Excela Health	(724) 689-1947	lenglish@excelahealth.org	Business
Julian	Imbrescia	Member	Douglas Education Center	(724) 853-2213	Julian@dec.edu	Optional Member
Robert	Kahl	Member	International Union of Operating Engineers	(724) 388-3968	Rkahl@iuoe66.org	Joint labor-management apprenticeship program
John	Kline	Member	Mid Penn Bank	(724) 887-8330	john.kline@midpennbank.com	Business
Josh	Kryszak	Member	Uniontown Hospital	(724) 420-8634	Joshua.kryszak@wvumedicine.org	Small Business
Brian	Lawrence	Member	Westmoreland County Redevelopment Authority	(724) 830-3050	blawrenc@co.westmoreland.pa.us	Economic and Community Development
Don	Martin	Member	Intermediate Unit 1	(724) 812-1511	donwmartin@comcast.net	Adult education and literacy provider
Shujuane	Martin	Member	Private Industry Council	(724) 836-2600	smartin@privateindustrycouncil.com	Community-based organizations
Muriel	Nuttall	Member	Fayette County Chamber of Commerce	(724)437-4571	mnuttall@fayettechamber.com	Business
George	Rattay	Member	Allegheny County Labor Council AFL-CIO	(412) 554-1917		Labor organizations
Randy	Roadman	Member	General Carbide	(724)830-3061	rmroadman609@gmail.com	Business
William	Shaffer	Member	Shaffer's Fabricating Inc.	(724) 564-0154	billjr@shaffersinc.com	Business
Tuesday	Stanley	Member	Westmoreland County Community College	(724) 925-4001	stanleyt@westmoreland.edu	Institution of Higher Education ...
Jim	Stark	Member	Fayette County Community Action	(724) 430-3011	jstark@fccaa.org	Community-based organizations
Frank	Stazsko	Member	PA Department of Labor and Industry	(724) 434-5627	fstaszko@pa.gov	State employment service under Wagner-Peyser
Ed	Yankovich	Member	United Mine Workers of America	(724) 550-4400	eyankovich@umwa.org	Labor organizations
Mandy	Zalich	Member	Westmoreland County Community Action	(724) 834-1260 ext. 1105	mzalich@westmorelandca.org	Community-based organizations