



2023 Annual Report

March 1, 2024

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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, 2024

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 2023 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 blue ink, appearing to read "Terry Wilttrout". The signature is fluid and cursive, with a large loop at the end.

Terry Wilttrout
Chair, Pennsylvania Workforce Development Board
President, Washington Health System Greene; VP of Operations, Washington Health System

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 Jason Dawkins, Chair, House Labor & Industry Committee
The Honorable Representative Ryan Mackenzie, Minority 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.

The PA WDB coordinates workforce development initiatives and policies across Commonwealth agencies and programs, 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

The 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 additional partners, such as:

- Perkins Career and 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
Supplemental Nutrition Assistance Program (SNAP) Employment and Training

WIOA Combined State Plan

The Workforce Innovation and Opportunity Act (WIOA) requires each state to develop and submit a four-year plan to the U.S. Department of Labor that describes how the state will implement WIOA and align the goals and activities of the six Core Partners (Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser, and Vocational Rehabilitation) into a coordinated workforce development strategy. States have the option of including additional workforce development partners. Pennsylvania opted to include the Career and Technical Education, Temporary Assistance for Needy Families, Trade Adjustment Assistance, Jobs for Veterans State Grants, Senior Community Service Employment, Community Services Block Grant, and Reintegration of Ex-Offenders programs in its 2020-2024 Combined State Plan. The 2020-2024 plan established Pennsylvania's five broad WIOA goals and the strategies to achieve them. 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 submit 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.

During 2023, Pennsylvania was operating under the 2022 modification of the 2020-2024 WIOA Combined State Plan. On February 9, 2022, the PA WDB approved modifications to the WIOA Combined State Plan, covering the second half of the Plan's four-year timeframe from July 1, 2022 to June 30, 2024. The plan modification addressed changes to Pennsylvania's workforce strategy as it tackled the challenges associated with the economic recovery following the COVID-19 pandemic, as well as examined state priorities as they relate to diversity, equity, inclusion, and accessibility. The modification also added the Supplemental Nutrition Assistance Program (SNAP) as a partner program. The 2022 WIOA Modification maintained five broad goal categories, which the Commonwealth continued to address throughout 2023:

- Goal 1: Career Pathways and Apprenticeship
- Goal 2: Sector Strategies and Employer Engagement
- Goal 3: Youth
- Goal 4: Continuous Improvement of the Workforce Development System
- Goal 5: Strengthening the One-Stop Service Delivery System

In the spring of 2023, Pennsylvania began the process of developing and drafting the 2024-2028 WIOA Combined State Plan. Stakeholder engagement, interagency collaboration, and PA WDB member input all informed the drafting of a new plan, which the PA WDB approved to move to a public comment period at its quarterly meeting on November 15, 2023. The Pennsylvania Department of Labor & Industry published the 2024-2028 WIOA Combined State Plan Draft on its website and accepted comments via email or mail from December 16, 2023 through January 16, 2024. Proposed changes in the next four-year plan include adding Unemployment Insurance (UI) as a partner program and establishing new broad goals, such as

remediating barriers to employment and addressing workforce shortages in critical industries. The finalized plan must be submitted to the U.S. Department of Labor by March 4, 2024.

Program Year 2022 Performance

WIOA Core Program Performance Update

During the most recent Federal Program Year 2022 (July 1, 2022 to June 30, 2023), 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 Pennsylvania Workforce Development Board (PA WDB) and Pennsylvania 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 local workforce development board with the goal of meeting the state negotiated performance measures.

Table 1. Performance for Federal Program Year 2022 WIOA Title I Adult, Dislocated Worker, and Youth, and Title III Wagner-Peyser

WIOA Program	PY 2022 Negotiated Performance Level	PY 2022 Actual Performance Level
Title I Adult		
Employment Rate (2 nd Quarter)	73%	77.6%
Employment Rate (4 th Quarter)	71%	75.0%
Median Earnings (2 nd Quarter)	\$6,250	\$7,820
Credential Attainment Rate	67%	72.8%
Measurable Skill Gains	50%	71.0%
Title I Dislocated Worker		
Employment Rate (2 nd Quarter)	78%	81.5%
Employment Rate (4 th Quarter)	78%	81.0%
Median Earnings (2 nd Quarter)	\$8,000	\$10,022
Credential Attainment Rate	59%	78.3%
Measurable Skill Gains	33%	70.2%
Title I Youth		
Employment Rate (2 nd Quarter)	66%	72.5%
Employment Rate (4 th Quarter)	60%	72.4%
Median Earnings (2 nd Quarter)	\$2,750	\$4,130
Credential Attainment Rate	72%	64.9%
Measurable Skill Gains	57%	73.6%
Title III Wagner-Peyser		
Employment Rate (2 nd Quarter)	65%	69.4%
Employment Rate (4 th Quarter)	66%	68.9%
Median Earnings (2 nd Quarter)	\$5,500	\$7,535

Source: Center for Workforce Information & Analysis (CWIA)

For WIOA Title II Adult Basic Education, the PA Department of Education (PDE) Bureau of Postsecondary and Adult Education negotiates state performance targets with the U.S. Department of Education (USED), Office of Career, Technical, and Adult Education every two years for the next two program years. The negotiated performance measures are jointly established based on Pennsylvania’s adjusted levels of performance in the previous program year and USED goals for the next program year.

Table 2. Performance for Federal Program Year 2022 WIOA Title II Adult Basic Education

WIOA Program	PY 2022 Negotiated Performance Level	PY 2022 Actual Performance Level
Title II Adult Basic Education		
Employment Rate (2 nd Quarter)	47%	47.22%
Employment Rate (4 th Quarter)	49%	49.97%
Median Earnings (2 nd Quarter)	\$5,450.00	\$6,906.82
Credential Attainment Rate	37%	24.95%
Measurable Skill Gains	35%	33.30%

Table 3. Performance for Federal Program Year 2022 WIOA Title IV Vocational Rehabilitation

WIOA Program	PY 2022 Performance Level
Title IV State Vocational Rehabilitation-Career Services	
Participants Served	23,126
Participants Exited	11,006
Funds Expended	\$15.8 Million
Cost Per Participant Served	\$683
Title IV State Vocational Rehabilitation-Training Services	
Participants Served	6,945
Participants Exited	1,075
Funds Expended	\$27.1 Million
Cost Per Participant Served	\$3,903
Other Summary Information	
Percent Co-enrolled in more than one WIOA Core Program	12.4%
Total Statewide	
Participants Served	38,670
Participants Exited	12,012
RSA Performance Indicator	
Measurable Skills Gains Goal established by RSA	39.0%
Measurable Skills Gain Performance by OVR	36.5%

Source: 2022 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 Workforce Innovation and Opportunity Act, 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 Workforce Development Board (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 WDB 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).

The U.S. Department of Labor Employment and Training Administration 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 2024.

Program Year 2022 Workforce Development Expenditures

Table 4. Expenditures for Program Year 2022 Workforce Development Programs

Line Item	Program	Expenditure
Federal		
WIOA Title I	Adult	\$30.1 Million
WIOA Title I	Youth	\$32.7 Million
WIOA Title I	Dislocated Worker	\$32.4 Million
WIOA Title I	Rapid Response	\$4.3 Million
WIOA Title II	Adult Basic Education	\$18.97 Million*
WIOA Title III	Wagner-Peyser	\$21.3 Million
WIOA Title IV	Vocational Rehabilitation	\$144.9 Million
WIOA Statewide Activities	Business Education Partnerships (BEPs)	\$3.2 Million
	Digital Literacy	\$0.7 Million
	Youth Reentry	\$4.5 Million
	Other	\$3.3 Million
WIOA Administration		\$5.9 Million
	Subtotal Federal	\$302.27 Million
State		
Adult and Family Literacy	Adult Basic Education	\$11.675 Million
New Choices/New Options	PA Women Work	\$1.0 Million
Re-Employment Fund	Center for Workforce Information & Analysis	\$0.302 Million
	Labor & Industry Administration	\$1.0 Million
	Commonwealth Workforce Development System	\$1.6 Million
	DCNR Conservation Corps (Outdoor Corps)	\$1.6 Million
	Industry Partnership	\$1.4 Million
	Schools-To-Work	\$2.1 Million
	Veterans	\$0.538 Million
	SkillUp™ PA	\$0.963 Million
	Grant Evaluation	\$2.1 Million
	Subtotal State	\$24.278 Million
	Total Federal and State	\$326.548 Million

**Note: Prior years' reports have included the sum of federal and state funding in this line. The 2023 Annual Report includes only federal WIOA Title II funds in this line. State funding for Adult and Family Literacy is now noted separately in the State section of this table.*

2023 Accomplishments

Progress on Implementing the WIOA Combined State Plan

Pennsylvania's four-year Workforce Innovation and Opportunity Act (WIOA) Combined State Plan for 2020-2024 was submitted to U.S. Department of Labor 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 2020-2024 state plan establishes 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. Key areas of progress in the past year 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 19,247 individuals in PY 2022.

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 PY 2021. Over 52,000 individuals have registered for SkillUp™ PA accounts. As of October 2023, 33,326 courses have been completed, and 21,000 training hours have been accomplished. All 22 local workforce development boards 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 2022, the PA Longitudinal Data System began work on two initial projects. The first is to examine workforce outcomes for individuals who participated in Title II programs and the second is to look at outcomes, including recidivism rates, of formerly incarcerated individuals who have access to public supports, including Temporary Assistance for Needy Families and the Supplemental Nutrition Assistance Program, compared to those who do not.
- L&I, with input from system partners, wrapped up the final piloting stage of the common digital intake form in 2023. Over 70 PA CareerLink® Offices and affiliates implemented the digital intake form in 2023 across a 5 Phase roll-out, including a pilot.

Goal 4.4: The Commonwealth will streamline the occupational licensing process by removing barriers preventing qualified individuals from receiving occupational licensure.

- Pennsylvania is finalizing regulations for the Occupational Licensing Reform Law (Act 53 of 2020) to ensure that there are more opportunities for individuals with unrelated criminal convictions to enter licensed professions.

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.

- Staff from the Title II-funded Workforce Liaison Project facilitated two sections of *Reentry Resources and Best Practice for Working with Offenders* that included participants from Title II, Title I, and other community partner staff. Participants will receive continued follow-up and support for their regional action plan.
- In PY 2022, the Title II-funded professional development system provided training on the correct use and administration of standardized basic skills assessment to 31 Title I staff.

Goal 5.5: Business Service Teams will focus on collaborative efforts across programs to increase engagement with employers in a more coordinated way, especially as it relates to barrier remediation and worker recruitment.

- Pennsylvania participated in the U.S. DOL and Jobs for the Future Job Quality Academy. As part of that work, we are working to develop a toolkit for businesses that provides them with the tools for increasing job quality, with a particular focus on improving worker recruitment and retention, as well as informing employers on how supporting individuals with barriers will help in both arenas.

WIOA Waivers

The U.S. Department of Labor (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.

Evaluation of Business Services Provided through the PA Workforce Development System

Beginning in April 2022, the Pennsylvania Departments of Labor & Industry (L&I) and Community & Economic Development (DCED) evaluated whether the workforce and economic development (WED) system is effectively serving businesses and if the system infrastructure is sufficient to support service delivery. The agencies 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.

The evaluation included a research review of best and promising practices, a qualitative study of business services in the Commonwealth, and a quantitative study of business services data that includes a five-year forecast of industry growth trends. It concluded on March 30, 2023.

The evaluation identified small and medium employers as the prime target for engagement. It outlined the need for consistent statewide communication and training for employers, and consistent engagement of all partners and community agents that interact with employers across the state. The Commonwealth is currently working on initiatives to move services to employers forward in all areas.

Although some initiatives are in progress, the deputate worked with Executive Directors across the state to create a Business Services Best Practice Guide for all local areas to use. The Guide stressed communication and collaboration between all partners serving employers. The Guide was released in December 2023 and is in the implementation phase across the state.

Updates to the Unemployment Compensation System

In 2023, at the direction of the L&I Secretary, the Unemployment Compensation (UC) program placed permanent staff within the PA CareerLink® sites across the state. This was based on the overwhelming positive response the department received from claimants, PA CareerLink® staff, and other key stakeholders from a grant-funded federal program. This successful partnership is rooted in the UC program's commitment to reach every claimant where they are and based on their individual needs. By offering in-person services, UC is not only helping more people but also connecting them directly to the PA CareerLink® system that can deliver job placement services. In 2023, UC served over 40,000 claimants in-person, bringing the total served within the PA CareerLink® system to 63,864.

Career Advisor Assessment

The Career Advisor Assessment was developed to facilitate the L&I Workforce Deputate's strategic plan to improve service delivery in the PA CareerLink®. L&I completed the assessment as a tool to provide better service to our customers by investing in the professional development of Career Advisors. The evaluation assessed the skills of the approximately 1,400 Career Advisors employed by the Commonwealth and partner staff by examining if they have the requisite skills to respond to both the present and emerging needs of Pennsylvania job seekers.

This evaluation has resulted in a variety of initiatives to upskill our Commonwealth and partner staff in better meeting the needs of our customers and recording the work that they do in the Commonwealth Workforce Development System.

In 2023, the deputate procured assistance in developing a Commonwealth Workforce Development System (CWDS) Training for all WIOA Title I and III staff. The training included 35 virtual instructor-led training sessions for 1054 learners. The project also created 14 Job Aids, 8 Web-Based Trainings and 8 Demonstrations. This training will be mandatory for new WIOA Title I and III staff as part of the onboarding process.

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 2023, 1,051 staff members from PA CareerLink® centers, adult education programs, local workforce development boards, and state agencies had enrolled in the course. Over 700 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 to support co-enrollment. This new course will be available in February 2024.

Digital Resilience in the American Workforce

Pennsylvania was one of three states chosen through a competitive process to participate in the pilot of the national leadership activity Digital Resilience in the American Workforce (DRAW) from March-May 2023. The team from Pennsylvania included the professional development coordinator from PDE Division of Adult Education, the project lead from the Digital Literacy and Distance Education Support project, supported by Title II state leadership funds, and two teachers each from two local Title II adult education programs. Through DRAW, the team explored flexible, evidence-based resources and strategies to integrate activities to build students' digital literacy and resilience into existing lessons and curricula. Since completing DRAW, the teachers have worked with other teachers at their own agencies to use the resources and strategies that they learned.

Digital Literacy Specialists

Beginning with PY 2022-23, PDE Division of Adult Education-funded adult education and family literacy programs have been required to have a digital literacy specialist. This role will ensure that students receive the technology instruction and support needed to participate successfully in distance learning and find or

maintain employment. Digital literacy specialists will ensure that program staff have the necessary technology skills to support distance learning, teach remotely as needed, and use technology to enhance instruction and promote digital literacy in students. The Digital Literacy and Distance Education Support project, supported by Title II state leadership funds, helped programs onboard the new digital literacy specialists. In addition, the project developed Adult Education Digital Literacy Competencies and identified resources related to them.

Launched the PA CareerLink® Digital Intake Form

Last year the Commonwealth prioritized using technology to streamline intake and service delivery to WIOA program participants. Since then, the Commonwealth workforce partners (Workforce, Office of Vocational Rehabilitation, and Department of Human Services), the Commonwealth's Office of Equal Opportunity, and local boards have worked diligently in the development and implementation of the PA CareerLink® Digital Intake Form.

In addition to streamlining processes, the PA CareerLink® Digital Intake Form aims to provide a consistent, targeted way to gather pertinent customer demographic and employment barrier information for PA CareerLink® staff to utilize so that customers across the Commonwealth can have a more practical, productive, and uniform high-quality experience. This initiative rolled out to pilot offices on June 12, 2023, with a phased rollout approach for subsequent offices that started on August 28 and concluded on December 22, 2023. The following are highlights from the implementation phase of the project:

Change Management

- Meetings Facilitated: 3 Organization Change Management meetings and 6 Post Implementation Sessions per Phase = 45 Total
- 26 Training Sessions
 - Pilot Phase: 4 virtual trainings, and 1 onsite training (few offices had 2 days).
 - Statewide rollout, per phase: 4 trainings and 6 Post-Implementation Sessions
 - Over 700 staff and providers attended training sessions on the digital intake form
- Communications
 - 60 total sent across the entire initiative (11 unique emails were replicated across each phase, plus a few one-offs for specific communications to all phases)
- Support Materials:
 - Training Materials: 17
 - Supplemental Materials: 6
 - Readiness Materials: 5
 - 10 total communication toolkits (2 per phase; Staff and Job Seeker) including email templates, posters, social media posts, brochures and infographics

Implementation Over 70 PA CareerLink® Offices and affiliates implemented the digital intake form in 2023 across a 5 Phase roll-out, including a pilot.

Digital Intake Forms Completed From the Pilot stage through completion of Phase 5 (Dec 31, 2023), over 23,000 digital intake forms have been completed and captured in to CWDS.

Job Seeker Satisfaction 71 percent of job seekers who completed the job seeker satisfaction survey selected a rating of "Easy" (4) or "Very Easy" (5).

The Commonwealth is committed to the continuous improvement of our systems and services and as such, we will continue to collect information on potential enhancements to the form functionalities and workflow to ensure customer satisfaction and high-value services.

WDQI Grant

Pennsylvania was awarded a Workforce Data Quality Initiative (WDQI) Grant in 2023 to assist in the development of the Pennsylvania Longitudinal Data System (PALDS). The PALDS system will enable Pennsylvania to track customers served across all workforce programs to better understand impact and efficacy of those programs.

The two preliminary projects are underway. Project 1 is focused on measuring labor market outcomes of adult education participants by matching education and workforce data across two Pennsylvania state agencies. The project's preliminary findings were presented to the PALDS Governance Board in November 2023. An additional set of findings, including a data dashboard to report project results, will be presented to the Governance Board at a meeting in February 2024. Project 2 is focused on studying the employment, social, and health outcomes of reentrants from Pennsylvania State Prisons. The project will bring together data from the state Departments of Corrections, Human Services, and Labor & Industry to produce findings that will help the agencies better serve the reentrant population through health care, social services, and workforce programs.

Youth Reentry Grant Program

On June 28, 2023, L&I announced the awarding of \$5.5 million in Youth Reentry Grant funding to 10 local workforce development boards. The goal of this initiative is to engage youth, ages 18-24, who were incarcerated or subject to the justice system, into a career pathway leading to postsecondary education, advanced training, and/or meaningful employment. The Youth Reentry grant program will be funded for two years through June 2025.

First Step Act Expansion

Pennsylvania was recently awarded \$1.5 million to invest in the incorporation of employment-focused peer mentoring within Pennsylvania's current First Step Act program. The additional funds will strengthen our program outcomes and provide the ultimate goal of sustained high-quality employment and reducing recidivism. L&I, in partnership with the PA Goodwill Reentry Collaborative, is proposing the addition of a structured peer mentoring program for its participants in Stage 2 of its reSTART program, funded through the First Step Act Initiative.

Refugee Resettlement Efforts

The Pennsylvania Department of Human Services (DHS) is federally required to operate a Refugee Resettlement Program (RRP) for federal Office of Refugee Resettlement (ORR) eligible populations. DHS contracts with refugee agencies to provide post-resettlement services that promote family self-sufficiency for refugees with legal status, as soon as possible post-arrival. DHS provides administrative oversight and federal funding passthrough to these refugee contractors. DHS does not have decision-making power over where ORR eligible populations are settled in the Commonwealth.

In the last three years, the Commonwealth has resettled over 7,000 refugees in both urban and rural communities across the state. The top five countries of origin are Syria, Congo, Afghanistan, Cuba, and Haiti. Furthermore, DHS is aware that 17,646 applications to sponsor Ukrainian humanitarian parolees were submitted from private Pennsylvanians to the federal government since 2022.

DHS' Office of Income Maintenance (OIM) program staff meets regularly with refugee contractors to ensure that ORR-eligible populations have access to employment and case management services onsite or virtually. In the last year, DHS' OIM has provided ORR-eligible population training on-demand and technical assistance for community partners, such as local workforce boards, One Stop affiliates, and L&I staff.

Prioritizing Accessibility of Services

Virtual learning is still a priority to ensure that all PA CareerLink® customers have access to and the 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 7,000 courses available on the site. SkillUp™ is being used across the state by jobseekers to meet the skills needed for advancement in their career or career changes. Schools are utilizing courses from SkillUp™ PA in their classrooms to add value to the current curriculum or as a part of Act 158 graduation requirements. PA CareerLink® teams across the state are engaging correctional facilities to offer this platform securely to individuals behind the walls. 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 to meet our customers where they are. Local offices are reaching out to organizations within their communities that serve our shared customers 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. In 2023, PA CareerLink® offices across the state united in having PA CareerLink® Awareness Days to highlight programs and services available to residents in their community.

Adult education and family literacy programs funded by PDE Division of Adult Education offer a range of distance education options to students. All grantees offer at least one class with the option to participate remotely. In addition, programs use computer-based instructional resources, which support both academic and digital literacy skills development, as well as paper-based options for individuals who have insufficient or no internet access. In PY 2022-23, 64 percent of students participated in some distance learning opportunities; just under half of those students completed all of the instruction remotely.

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 finding new 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, but the bureau has modified the program to a hybrid model. Additional enhancements have been made to the system to ensure that customers have their choice to engage with the program virtually or engage in

person. The system now has the capability to provide text reminders of upcoming events to further ensure that our customers stay on track with their mandatory engagement with the program.

The number of completed RESEAs more than doubled in 2023, but the numbers are still not back to pre-pandemic levels, with one reason being the low unemployment rates. The team continues to find better more efficient ways to engage UI claimants profiled for this mandatory outcome to assist the customer with successful reengagement with the workforce.

ADA Toolkit Training

A collaborative effort between the Pennsylvania Department of Labor & Industry's Workforce Deputate, Office of Vocational Rehabilitation (OVR), and the state's Office of Equal Opportunity (OEO) has been laser-focused on maintaining and increasing accessibility of the Commonwealth's PA CareerLink® facilities for its customers with a disability.

As part of this comprehensive effort, OVR staff recently completed Americans with Disabilities Act (ADA) accessibility reviews of all the state's 62 PA CareerLink® centers and affiliate sites. These evaluations determined if each site in Pennsylvania fully met all federal accessibility standards, while also creating a welcoming environment for customers with a disability. These reports were provided to both the administrative directors of each PA CareerLink®, as well as the executive leadership of the regional workforce development board overseeing the facility.

The reviews followed ADA accessibility guidelines and a comprehensive checklist addressing access to goods and services, including public areas such as the facility's main entrance, parking lots, meeting areas, walkways, signage, public restrooms, as well as its technology such as public telephones (including TTY) and public-facing computers.

When opportunities for improvement were identified, local workforce development board (LWDB) and state staff quickly responded to ensure any shortcomings were rectified. For example, where it was determined that technology equipment and systems were outdated or non-functional, L&I's Bureau of Workforce Development Administration (BWDA) worked with local areas to replace those devices. BWDA also worked with LWDBs and PA CareerLink® sites to update necessary software such as ZoomText and Jaws across the entire Commonwealth, as well as authorizing UbiDuo machines at each PA CareerLink® center. The results of this pilot effort were shared with the Pennsylvania Workforce Development Board (PA WDB) and the Office of Vocational Rehabilitation's board and has been presented to other organizations with an interest in supporting persons with a disability in the Commonwealth.

To sustain this work well into the future, L&I provided the financial resources so that each LWDB could purchase an ADA Compliance Assessment Toolkit (ADA-CAT; <https://aacinstitute.org/ada-cat/>). This toolkit assists LWDB monitors in assessing and maintaining ADA accessibility to meet future OEO compliance requirements and certify their region's PA CareerLink® facilities regularly. In November 2023, 38 WDB monitors and six OVR staff took part in two-day hands-on training sessions on the use of the ADA-CAT.

As a result of those training programs, BWDA is collaborating with OVR and OEO to develop a Quick Reference Guide (QRG) for WDB monitors that will summarize their ongoing ADA compliance reporting requirements, as well as how the ADA-CAT can help them complete those evaluations.

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 & Industry’s Employment First site](#).

Investments in Pennsylvania-Specific Initiatives

Governor Shapiro has identified workforce development as a top priority of his administration since taking office in January 2023, and with support from the General Assembly, several impactful initiatives were able to continue, and more were able to launch. These build on a framework of Workforce Development Board approved 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

The initiatives implemented in 2023 leverage cross-sector investment to meet the education and workforce development needs of students, workers, employers, and communities across Pennsylvania, including those disconnected from education and workforce opportunities.

Pennsylvania Industry Partnerships

Across the Commonwealth, 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. L&I currently supports partnerships in these sectors: healthcare, information technology, manufacturing, building and construction, energy, hospitality, logistics, education, and agriculture. 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 Workforce Development Board (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. Also, the PA WDB Industry Partnership and Employer Engagement Committee sponsored a recommendation that was unanimously passed by the PA WDB around core goals for the IP program. The core goals revolve around eliminating silos, increasing learning and economic opportunities for PA residents, increasing connections between businesses, exploring and implementing new approaches, growing targeted industry sectors, acting upon solutions supported by data, creating a long-lasting system, and creating and implementing a strong evaluation plan.

Twenty six partnerships were funded from January 2022 through June 2023, and a further 25 partnerships are being funded from December 2022 through June 2024. In 2023, over 1,300 businesses 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, Inclusion, and Accessibility (DEIA)
- 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) Professional development; and (3) Regular 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.

Three rounds of Advancing Grants have been distributed. 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 developing 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.

Two rounds of Targeted Grants have been distributed. 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 the 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, completed in 2022, 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. Educators and administrators also reported feeling more prepared to promote awareness of CS workforce pathways as a result of the grant. 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.

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. 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. In response, the Pennsylvania Technical Training and Assistance Network (PaTTAN) established a virtual professional community of practice to support ongoing and asynchronous engagement for educators. Since launching in late 2022, the virtual community now has over 500 members.

In addition to allocating funding through the grant programs, 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 2023, 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 and received support from PDE to gain computer science certification through the recently established CS teacher certification pathway. PaTTAN's professional learning was also available to educators 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. Since 2019, PaTTAN has engaged thousands of educators in computer science education professional learning programs that are standards-aligned and designed to support all learners, with the principles of Understanding by Design (UbD) and Universal Design for Learning (UDL). More than 200 LEAs have created a strategic plan for CS education through facilitated workshops and coaching. Nearly 1,300 elementary educators participated in a year-long introductory CS professional learning pathway. Approximately 350 secondary teachers engaged in the 7-12 CS certification pathway, and 165 are now certified CS teachers. Over 130 educators from 46 LEAs participated in professional learning cohorts focused on engaging students in CS education using drones. As an extension of the drones project, PaTTAN is currently developing an accessible curriculum to support students preparing for the FAA remote pilot certification exam. Prioritizing accessibility for students who are neurodiverse, PaTTAN is partnering with a nonprofit organization to engage young adults who are neurodiverse in the development and refinement of the curriculum. With support of the Bureau of Special Education, PaTTAN also created the Training and Consultation to Implement Computer Science (TACTICS) team to engage regional special education consultants in PAsmart-funded CS education projects and grow their capacity as leaders in CS education. In 2023, TaC from 20 intermediate units participated in TACTICS, collaborating on projects such as developing CS units for special education classes, training teachers to

use accessible CS resources, implementing social-emotional learning activities with drones, and more. PaTTAN has presented about its computer science professional learning programs at multiple national events, including annual conferences hosted by the Computer Science Teachers Association (CSTA), the International Society for Technology in Education, and for the first time in 2024, South by Southwest (SXSW) EDU.

To further support the expansion of equitable CS education, PaTTAN created several digital collections of resources including a toolkit designed for educators, a toolkit for families, and a toolkit focused on artificial intelligence. As part of its development of the family toolkit, PaTTAN collaborated with Pennsylvania PBS to produce the Emmy-nominated one-hour television special, “Family Night: Coding,” which inspired the development of three other “Family Night” special broadcasts. As the lead organization for Pennsylvania in the Expanding Computing Education Pathways (ECEP) alliance, PaTTAN is working to build and sustain a K-12 CS education ecosystem that will systematically identify and address disparities in CS education in Pennsylvania. Since joining ECEP in 2023, PaTTAN has assembled a workgroup with representation from K-12, higher education, government agencies, community, and workforce organizations to collaborate on a CS education landscape report, anticipated for release in the summer of 2024. PaTTAN has engaged in other national CS education initiatives, including the Smithsonian Science Center’s Zero Barriers program, the Alliance for Identity Inclusive Computing Education summit, the CSTA CS Access workgroup focusing on accessibility in CS, and the CSTA Reimagining CS Pathways workgroup, making recommendations for revisions to the CSTA K-12 student standards and developing model pathways for K-12 CS education.

PAsmart: Growing Registered Apprenticeships and Pre-Apprenticeships

Apprenticeship and Training Office, Pennsylvania Department of Labor & Industry

Established in 2016, the Apprenticeship and Training Office (ATO) within the Pennsylvania 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 ***PAsmart: 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 Growing Registered Apprenticeships and Pre-Apprenticeships Initiatives

Since 2018, L&I has invested over \$28 million in PAsmart funding statewide to support 124 projects in the accommodation and food service, agriculture, forestry, fishing, and hunting, professional and business services, early childhood development, education, electric power generation, healthcare and social assistance, information technology, animal production, administrative and support services, transportation, building and construction, and manufacturing sectors. As a direct result of PAsmart funding, 85 new pre-apprenticeship and 102 new apprenticeship programs have been created, reaching a total of 2,116 apprentices and 2,110 pre-apprentices across the Commonwealth through grant-funded initiatives. Additionally, 3,926 employers and 1,565 training providers have been engaged through PAsmart.

PAsmart Broadband Initiative Announced

The PAsmart Supporting Broadband Infrastructure through Registered Apprenticeships and Pre-Apprenticeships initiative was released in April 2023, with approximately \$800,000 in funding awarded to four organizations to expand and support existing Registered Apprenticeship and/or Pre-Apprenticeship Programs in broadband-related occupations with a specific focus on developing diverse talent pipelines and serving underrepresented populations. Projects under this initiative were recently launched.

Apprenticeship Building America (ABA) Grant Progresses

The Apprenticeship & Training Office (ATO) and L&I was one of 30 initial recipients nationwide who was awarded grant funding through the U.S. Department of Labor's 2022 ABA initiative. The \$3.9 million grant will support at least 400 apprentices and 400 pre-apprentices in PA over four years. In 2023, the ATO partnered with 10 local workforce development boards (LWDBs) in their efforts to use these funds to expand apprenticeship and pre-apprenticeship opportunities among underrepresented populations in their respective regions. As part of this work, the ATO has helped each LWDB develop or enhance an actionable Apprenticeship Strategic Plan for their workforce development board area that also informs their WIOA Local and Regional Plans. In addition, the ATO helped LWDBs engage Career and Technical Centers (CTCs) within their areas to develop plans for Pre-RA to RA pipelines, and has supported LWDBs as they provide technical assistance around the development of new RA and Pre-RA programs.

State Apprenticeship Expansion Formula (SAEF) Grant Received

In July, the Apprenticeship & Training Office received \$1.2 million in SAEF funding from the U.S. Department of Labor. With this funding, the ATO has worked to accelerate efforts to support the growing apprenticeship ecosystem in PA by building stronger partnerships with the State and local workforce and education system, improving data collection, establishing or expanding the role of the business service

representative or apprenticeship navigators, building statewide capacity by hiring additional staff, improving employer engagement, and improving/developing marketing and advertising materials for apprenticeship. The SAEF grant program will also make formula funding available over the next four years with an additional opportunity to apply for competitive funding.

Nursing Pathway Funding Initiatives Released and Awarded

In February 2023, the Apprenticeship & Training Office (ATO) awarded funding to three local workforce development boards (LWDBs) to support the convening of Nursing Pathway Apprenticeship Industry Partnerships in low or moderate income communities and 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 partner and form an industry partnership to build one overarching apprenticeship program serving multiple employers. This funding initiative 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. The awarded LWDBs launched their initiatives locally in April and have primarily focused on the development, enhancement and convening of industry partnerships during the initial phase of their projects.

In April, the ATO released an additional round of NWI funding via its Creating Nursing Pathways in Pennsylvania through Apprenticeships initiative, awarding over \$503,000 in funding to support the development of new or expanded apprenticeship programs with emphasis on nursing occupations. While the first round of funding focused on supporting local workforce development boards, this opportunity expanded eligibility to include any interested and eligible organizations. Two organizations were awarded in December and grantees are currently in the process of launching their projects.

Teacher Apprenticeship Initiative Announced

In September, L&I issued a Notice of Grant Availability (NGA) seeking proposals that will develop a registered apprenticeship (RA) framework, create a pathway for paraprofessionals to become certified educators, create a sustainable funding plan to support long-term programming, assist in conducting outreach, and create a package for school districts to adopt and utilize. The NGA was developed in partnership with the Apprenticeship & Training Office and the Bureau of Workforce Development. L&I also engaged the Pennsylvania Department of Education to obtain feedback on the final NGA draft. The selected applicant was awarded recently and is expected to launch their project early in 2024. Upon the completion of the RA framework, a second NGA will be made available with the opportunity for school districts to apply and develop their local apprenticeship program and will include additional resources from a technical entity who will work hand-in-hand with the awardees. The technical advisor will support the awarded entities with the local RA program development and in the implementation of their local RA programming.

Commonwealth Data System of Record Pre-Apprenticeship Pathway Buildout Began

Following last year's successful integration of apprenticeship functionality into the Commonwealth Data System of Record (CWDS), the ATO has now begun building out the Commonwealth's workforce system of record to support Pre-Apprenticeship. Once complete in early 2025, the system will be a full Pre-

Apprenticeship participant case management system that will allow sponsors to actively monitor and update their participant information. The system will also allow for reporting of information on pre-apprenticeships and pre-apprentices being supported by alternate discretionary grants and state funding, including PAsmart, enabling the ATO to provide integral information related to outcomes of these initiatives.

Pennsylvania-Specific Knowledge Products Creation Progressed

The Apprenticeship & Training Office continues to make 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. Over the past year, the ATO created and/or further refined various apprenticeship/pre-apprenticeship related material for sponsors and partners, including registration guides, one-pagers, flow charts, veteran targeted material, and program templates. It also developed an Employer Needs Assessment to be used to assess an employer’s workforce needs, including determining if apprenticeship is a good fit.

Continued Concentration on Apprenticeship Integration into the Workforce System

The Apprenticeship & Training Office supported efforts to further integrate Registered Apprenticeship and Pre-Apprenticeship into the Workforce System by launching a “Registered Apprenticeship Desk Guide for Workforce Professionals” and rolling out a comprehensive training on Registered Apprenticeship and Pre-apprenticeship to PA CareerLink® Staff, offered through a full one-day, onsite, Professional Development Day (PDD) resulting in reaching some 30 PA CareerLink® Offices to date. This PDD is geared to provide information to workforce staff including Workforce Development Boards, CareerLink® leadership and frontline staff on the ways to best interact and engage with job seekers, employers and the ATO. The ATO provides guidance and resources to introducing Apprenticeship and Pre-Apprenticeship to engage employers and jobs seekers as well as the benefits and information on how apprenticeship is one of the most effective strategies for engaging employers and increasing performance outcomes for the public workforce system. Apprenticeship programs can help states and local areas meet their targets on the WIOA primary indicators.

The chart below outlines the number of counties and staff who have attended the PDD training to date, followed by the number of events scheduled in January 2024 which will wrap up the first phase of this initiative.

Northern Region		Southeast Region		Central Region		Western Region	
County #	Attendee #	County #	Attendee #	County #	Attendee #	County #	Attendee #
33	274	1	21	1	45	17	219

Scheduled for January 2024			
0	4	11	0

Pre-Apprenticeship Growth

The ATO's Pre-Apprenticeship Division expanded its work in 2023, and will expand its staff in early 2024. Pre-apprenticeship program priorities were refocused during the year due to the implementation of Act 158, raising heightened consideration for existing and new programs specifically targeting youth. *Act 158: Pathways to Graduation* allows for successful completion of a pre-apprenticeship program as a potential alternative assessment pathway to the Keystone Exams. The ATO further strengthened the relationship between the Department of Labor & Industry (L&I) and the Pennsylvania Department of Education (PDE) with cross-agency collaborative presentations between the Pre-Apprenticeship Division at the Integrated Learning Conference, Apprenticeship Expo, and SAS Institute. Beginning the 2024 school year, the Pre-Apprenticeship Division was included in the Career Ready PA REBoot Camp – a statewide series of trainings designed by the Career Ready PA Coalition for educators across the Commonwealth to learn about career readiness for their students while gaining Act 48 credits. The ATO's increased partnerships with Career and Technology Centers (CTCs) statewide resulted in a total registration of 45 Pre-Apprenticeship Programs either sponsored by or affiliated with CTCs.

Increased Focus on Equity

The Apprenticeship & Training Office continues to focus on creating more inclusive and equitable opportunities to serve individuals from populations traditionally underserved in apprenticeship. In addition to new collaborations with the PA Office of Vocational Rehabilitation (see next section, "Cross-Agency Collaboration for Apprenticeship Expansion"), requirements around assisting underserved populations are now built into every grant opportunity offered. In June, the ATO also awarded approximately \$400,000 under its *Increasing Diversity, Equity and Inclusion in the Building and Construction Trades through Apprenticeships and Pre-Apprenticeships* initiative, which supports alignment, expansion and diversification of the apprenticeship model within the building and construction trades to reach underrepresented populations, including women, people of color, individuals with disabilities, veterans, socio-economic disadvantaged individuals, individuals who speak English as a second language, individuals who were previously incarcerated, or individuals experiencing multiple barriers to employment. The awarded grantees are in the early stages of project implementation, but the ATO expects to see significant project impacts during the 2024 calendar year.

Cross-Agency Collaboration for Apprenticeship Expansion

Collaborating across agencies helps the Apprenticeship & Training Office expand its reach and more effectively support the expansion of apprenticeship. For example, the ATO is working with the Pennsylvania Department of Education (PDE) to identify vocational programs within the Career and Technical Center (CTC) system that can and should be worked into pre-apprenticeship programs and create standardized templates to expedite growth across PA. As previously highlighted, the ATO's collaboration with PDE resulted in pre-apprenticeship trainings provided to 235 individuals from 130 school districts across Pennsylvania. The ATO is also working with the PA Office of Vocational Rehabilitation (OVR) to offer the Disability Inclusion for Apprenticeships & Pre-Apprenticeships workshop through its Apprenticeship Building America (ABA) grant. Additionally, the ATO's Pre-Apprenticeship Division has been working closely with the Pennsylvania Department of Corrections (DOC) for close to a year to create pre-apprenticeship programs when able to within the state's correction institutions. Part of these efforts has been collaborating with the DOC to incorporate Multi-Craft Core Curriculum (MC3) and trade futures into the programming, and the DOC has secured grant funding for this initial work. With

support from L&I leadership, PA Apprenticeship & Training Council member Robert Bair, and the PA Building Trades, these efforts are beginning to come to fruition.

Expansion of Registered Apprenticeship into New Sectors

The majority of new programs the Apprenticeship & Training Office helped register over the past year were in new sectors, further expanding the apprenticeship model beyond the building trades. Some new sector apprenticeships registered in 2023 include: Cosmetologist, Application Developer, Arborist, Wastewater Systems Operator, Peer Specialist, Youth Development Practitioner, Digital Marketer, Dairy Herd Manager, Cybersecurity Support Technician, Prototype Model Maker, Sourcing Recruiter, and IT Generalist.

L&I Workforce Deputate Grant Updates

Awarded the following grants:

- 5 Near Completers Round 2 grant applicants for a total award amount of **\$6 million**.
- 11 Schools-to-Work Round 3 grant applicants for a total award amount of **\$2.5 million**.
- 4 Veteran Employment Program grant applicants for a total award amount of **\$737,671.81**.
- 1 applicant from the four First Step Act grant applicant for a total award amount of **\$9.5 million**.
- 9 Youth Reentry grant applicants for a total award amount of **\$5 million**.
- 14 Digital Literacy Round 3 applicants for a total award amount of **\$592,494**.
- 16 Digital Literacy Round 4 applicants for a total award amount of **\$685,356**.
- Statewide Layoff Aversion Program to an applicant for a total award amount of **\$6M over 3 years**.
- Requested proposals for the Business Education Partnership grant from the Local Workforce Development Boards for available funding of **\$3.3 million**.

Improvements to Grant Process

L&I partnered with the Harvard Kennedy School Government Performance Lab to evaluate and implement changes to the L&I workforce grant process in an effort to promote engagement with entities who have not previously applied or been awarded workforce grants and to make processes more efficient for those who have been awarded grants. Through the development of an engagement survey, L&I was able to receive feedback and recommendations from entities who were successful and unsuccessful in applying for L&I workforce grants. As a result, L&I has implemented a new Grant Forecasting document that outlines grant opportunities that are anticipated for the current state fiscal year. We have improved our Notice of Grant Availability template based on feedback from the survey, we have updated our invoice process, and plan to make changes in the PA CareerLink® website to collect and track invoices electronically. L&I continues to evaluate the grant process to promote transparency and equity.

Grant Financial Reporting Package

Following the recommendation from the Harvard Government Performance Lab study, L&I partnered with the Deloitte Technical Assistance team to refine and publish a new Grant Financial Reporting Package to systematize the budgeting and invoicing process for applicants and grantees. Grant applicants use this new spreadsheet tool to prepare their detailed budgets and budget justifications for submission with their grant applications. Successful applicants then use the same spreadsheet to prepare and submit their monthly invoices for reimbursement. This package also includes user manuals describing the budget categories and how to use each sheet of the reporting package. This simplifies both the invoicing and

invoice review processes by ensuring that expenditures correspond to the approved budget. We have worked intensively with grantees to introduce them to this reporting package and to address issues grantees have encountered.

BWDA Staff Development

The Bureau of Workforce Development Administration (BWDA) understands that continuing education is central to having a workforce that is efficient, up-to-date, ever developing, and advancing. This year, in the spirit of always striving for excellence among its leaders and developing leaders alike, the BWDA developed a comprehensive professional development plan for all staff.

While the bureau has always offered training opportunities and been invested in the professional development of its staff, this more comprehensive strategic plan, launched on January 1, 2023, concentrates its efforts in establishing systems and procedures that enable successful implementation and optimizes the value of the training offered. There was a focus on training and support that leveraged SkillUp/Metrix as a new learning platform. The leadership team met on a quarterly basis to assess progress and fidelity to the program structure and revised the methodology as necessary.

On this first year, bureau-wide courses focused on basic skills in the areas of customer service, diversity in the workplace, team dynamics, leadership, time management, problem solving, project management, and written communication. To ensure maximum participation, most courses are completely virtual in nature and to be completed individually. One of the exceptions is the supervisor's and manager's series – which is meant to be in-person training but follows a hybrid model to afford those who cannot attend the opportunity to participate. Other in-person or group sessions may be required by supervisors as needed. The supervisor and manager series is designed to build and support leadership skills and share institutional knowledge.

As part of the professional development plan, bureau staff were required to take a set of courses that build skills deemed necessary at a bureau-wide level, another set of courses that are specific to their unit's area of expertise and a third set of courses specific to their job description or individual needs and interests. In addition, staff reserve the right to request desired courses outside of the required assignments.

Policy on Policies

This first-of-its-kind comprehensive policy in the L&I Workforce Deputate establishes standards for the development, management, and decommissioning of workforce system policies. It emphasizes organizational accountability, transparency, and continuous improvement to support the mission of L&I and its partners in ensuring an effective workforce development system. The policy covers a wide scope, applying to all L&I workforce system policies and involving collaboration with various stakeholders to maintain alignment with state and federal regulations.

Complementing the "Policy on Policies," the "Policy Procedure Guide" provides a detailed roadmap for the policy life cycle within the Pennsylvania workforce system. It outlines the key steps, from inception to development, review, public comment, publication, maintenance, and eventual decommissioning. This guide emphasizes the collaborative nature of policy development, involving Development and Review Teams (DARTs) and extensive leadership reviews to ensure alignment with regulatory requirements and

strategic goals. The systematic approach laid out in the guide reflects a commitment to clarity, effectiveness, and adaptability in the development and maintenance of policies.

Together, these documents aim to establish a robust framework for policy management within the Pennsylvania workforce system. They aspire to foster a culture of continuous improvement, responsiveness to evolving needs, and adherence to regulatory standards. By providing a clear and systematic guide, the Policy on Policies and the accompanying procedure guide aim to enhance the effectiveness, transparency, and accountability of the workforce system, ultimately contributing to the overarching goal of delivering high-quality employment services to job seekers and helping businesses find and hire the skilled employees they need to compete in today's globally connected workplace.

Policy Workflow Management Tool

The Bureau of Workforce Development Administration (BWDA) created a policy workflow management tool—developed in partnership with L&I OIT, the L&I Web and SharePoint teams, and Microsoft—that integrates policy writing and document life-cycle management processes with existing online tools for use by L&I and state-partner staff. The workflow management tool helps the Policy & Planning Coordination Services (P&PCS) unit with the task of managing policy development and review projects through a defined approval and monitoring process articulated in the Pennsylvania's Workforce System Policy on Policies suite.

Built in SharePoint, leveraging Microsoft Power Automate functions, the policy workflow sends automated email notifications to the P&PCS unit regarding the status of a project. This notification indicates where the project is in the approval process, informing the team on progress and identifying next steps. The workflow automation tool enables the team to effectively facilitate the policy project by providing visibility, collaboration and efficiency.

To ensure each policy project is completed in a timely manner, the internal policy tracker component of the tool will be leveraged to keep the team on track. The policy tracker will also have built in workflows powered by Microsoft Power Automate, creating automated workflow notification informing the P&PCS team on the monitoring status of all published policies.

Invoice processing upgrade in CWDS

The Bureau of Workforce Development Administration (BWDA) partnered with Deloitte to enhance the Commonwealth Data System of Record (CWDS) by developing the capability for grantees to directly enter their invoices into CWDS and attach the supporting documentation. BWDA staff will be able to review these submissions, request revisions as needed, approve the final invoice, and submit it for payment. We anticipate rolling this capability out to grantees in late FY23.

Monitoring Portal In CWDS

Over the past several years, L&I BWDA's Oversight Services (OS) unit has developed, in partnership with Deloitte, an online monitoring portal within CWDS. Once fully functional in 2024, this new portal will allow BWDA to combine its multiple monitoring requirements of local workforce development boards (LWDBs) in CWDS, the system of record. The portal will allow for a more user-friendly experience for both LWDBs and BWDA staff. BWDA staff will be able to easily create and modify existing monitoring tools for a given

program year, add, delete, or change references and citations to keep monitoring current, and provide an online risk assessment review tool.

In addition to program year monitoring, the online monitoring portal will also serve as the location for LWDB membership review and certification monitoring. LWDB staff will be able to make edits to LWDB membership, add LWDA key contacts, and there is even an interactive LWDB snapshot, which visually shows LWDB compliance.

From this system, documentation required for monitoring can be stored, which provides for the ability to analyze it for current monitoring or refer back to it in the future. Data will be stored in an archive for seven years, the record retention period for monitoring and oversight activities.

Engaging Local Workforce Development Boards

Throughout 2023, the Pennsylvania WDB (PA WDB), with L&I workforce, continued to engage and collaborate with local workforce development boards (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 Pennsylvania Workforce Development Association (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, representatives from PWDA, and other workforce system stakeholders, to share updates and ideas, as well as issues that impact the public workforce system.
- 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.
- Presenting monthly Policy, Fiscal and Oversight Touchpoint Series sessions. Each session covers 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.
- Making workforce-related training offerings and information available to local workforce partners through L&I's Staff Development training unit.
- The SkillUp™ PA initiative, which was launched by L&I in conjunction with Metrix Online Learning. This platform provides over 7,000 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. Each local area has

its own SkillUp™ PA portal that allows them to work with employers, upload and assign courses to individuals or groups, work with schools to upload course clusters to students or teachers. The portal is an expedited registration process that creates a PA CareerLink® account for all users on the backend.

- 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.
- Coordinating a Two-Day Local Workforce Development Board Director event in April 2023 which brought together more than 40 directors and their deputies and over 20 L&I Workforce staff to foster collaboration, networking, and sharing of best practices. The event was held at the L&I Building in Harrisburg, and the next March 2024 event is currently being planned to be held in Blue Bell, Montgomery County.

PA WDB Organizational Effectiveness and Stakeholder Engagement

In 2023, the Pennsylvania Workforce Development Board (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.
- Adding and expanding PA WDB committees to address current workforce needs, the priorities of PA WDB members, and the proposed goals of the 2024-2028 WIOA Combined State Plan Draft. Newly created committees in 2023 include Agriculture Workforce, Barrier Remediation, Construction Workforce, Education Workforce, and Manufacturing Workforce. These committees are working to address the proposed goals of barrier remediation and of mitigating workforce shortages in critical industries, drafted for the 2024-2028 WIOA Combined State Plan. Additionally, in 2023, the formerly ad hoc Healthcare Committee became a standing committee, recognizing the critical nature of this industry's workforce. The committee formerly focused on "career pathways and apprenticeship" realigned its focus on registered apprenticeship and career & technical education (CTE) as the Apprenticeship and CTE Committee. Two committees consolidated themselves as the Continuous Improvement of the PA CareerLink® System Committee.
- Adding and onboarding new members of the PA Workforce Development Board. In summer and early fall 2023, Governor Shapiro appointed more than 40 labor, business and industry, and local government and community organization leaders to the PA WDB. By the end of the year, new members had taken roles leading and working on Board committees.
- Engaging the public across Pennsylvania in identifying challenges, strategies, and promising practices to incorporate in the 2024-2028 WIOA Combined State Plan. In October 2023, the PA WDB, with facilitation and analytical support from a vendor specializing in public-sector stakeholder engagement, held four listening sessions attended by a total of 210 individuals. The PA WDB offered one virtual session in addition to events in Lancaster, Luzerne County, and Pittsburgh. Participants primarily came from the education and health care industries, community support agencies, local workforce development boards, and state and local government agencies. The vendor compiled and analyzed their input and presented it to the PA WDB at its November 15, 2023 meeting.
- Continuing to maintain positive, effective working relationships with workforce development stakeholders at the federal, state, and local levels.

2024 Priorities

Establish and Implement the 2024-2028 WIOA Combined State Plan

By March 4, 2024, Pennsylvania will submit its Workforce Innovation and Opportunity Act (WIOA) Combined State Plan to the U.S. Department of Labor. The new plan takes effect July 1, 2024. This plan has been under development since the spring of 2023. Stakeholder engagement, interagency workforce program partner input, and PA WDB member input all informed the draft, which the PA WDB reviewed in November of 2023, published for public comment from December 16, 2023 to January 16, 2024, and voted to approve on February 13, 2024.

As approved by the PA Workforce Development Board, Pennsylvania's next four-year plan includes adding Unemployment Insurance (UI) as a partner program and establishing new broad goals, such as remediating barriers to employment and addressing workforce shortages in critical industries. Commonwealth workforce programs will work toward these broad goals in 2024-2028:

1. **Apprenticeship and Career & Technical Education:** Expand opportunities for individuals to enter into Registered Apprenticeship and Registered pre-Apprenticeship programs, assist employers in building Registered pre-Apprenticeship and Registered Apprenticeship programs, and increase the coordination with Career & Technical Education in these efforts.
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 PA CareerLink® System:** Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.
5. **Barrier Remediation:** Develop strategies to ensure the workforce development system is equipped to support individuals with barriers to employment in finding and maintaining self- and family-sustaining employment.
6. **Addressing Workforce Shortages in Critical Industries:** Prioritizing investment in industries that are critical to the economic prosperity of the Commonwealth.

PA WDB Interagency Workgroup

Since 2019, the Pennsylvania Workforce Development Board (PA WDB) has convened 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.

In 2023, this group was instrumental in developing the new four-year WIOA Combined State Plan. Over several months, agency partners with expertise in each of the plan's broad goals met frequently in working groups to formulate draft sub-goals in the new four-year plan, which enabled the goals to capture the full capacity of Commonwealth workforce programs as Pennsylvanians experience them, rather than according to the agency that administers them. With the new WIOA Combined State Plan taking effect on July 1, 2024, the PA WDB Interagency Workgroup will continue to collaborate on plan implementation progress across the workforce development system in 2024.

UI Claimant Outreach Campaign

The Pennsylvania Department of Labor & Industry's Workforce Development Deputate ("the Deputate") recognizes the critical importance of workforce re-engagement in this period of shrinking workforce participation. The Deputate is embarking on a statewide initiative—the Unemployment Insurance (UI) Claimant Outreach campaign—to reconnect with individuals who have not returned to the PA workforce. Most recent data suggests that as of 1st quarter 2023, there were 426,010 individuals not showing up as employed in PA. This figure, which reflects the UI claimants who received at least one unemployment payment in 2020, 2021, or 2022 and were inactive in the workforce as of the first quarter in 2023, is an increase from the 390,000 individuals the UI Claimant Outreach campaign was originally targeted to. The initiative will offer the opportunity for UI claimants to receive valuable tools, resources, and training to re-engage with the workforce in a way that allows them to earn individual- or family-sustaining wages.

To better reach and serve job seekers, the Deputate seeks to identify barriers to returning to the workforce, skills shortages, and possible areas of service delivery improvement across the service delivery system. Which barriers to employment (e.g., childcare needs, lack of transportation access, skills gaps) must this initiative prioritize for mitigation? In the first quarter of 2024, the Deputate will be sending a survey to gather insights on barriers to employment from these UI claimants. The Deputate will utilize the survey results to determine the best way forward in mitigation of these barriers. Preliminary data presents childcare, transportation, and vital records as major barriers that are preventing individuals from reengaging in the workforce. Individual follow ups are being conducted to properly refer these individuals for services and to reinforce the Department's commitment to minimize the impact of these barriers to employment statewide.

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 set up 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 2023 PA received:

- WARN notices: **75 companies covering 9,845 workers.**
- Other Public Notices (confirmed): **260 companies covering 6,813 workers.**

Apprenticeship and Training Office Sector Strategies

Increased staff has allowed the Apprenticeship and Training Office's field team to more proactively and strategically work to grow registered apprenticeships (RA) across PA, including an increased focus on sector strategies. In the coming year, the ATO will make available targeted "mini-grants" that will support the growth of new programs in specific sectors. They will also encourage the recruiting from populations that are traditionally underserved through RA, helping ensure that new apprenticeship opportunities are available to all Pennsylvanians. Some of the beginning sector concentrations will be in healthcare, agriculture, education, and technology, and the ATO has assigned specific Apprenticeship and Training Representatives to lead this work who will be consulting with Subject Matter Experts (SMEs) to determine what occupations are most in need and gather standard information needed to build successful apprenticeship programs in those occupations. The ATO has already involved some members of the PA Apprenticeship & Training Council in this process (specifically related to healthcare), and is interested in hearing from other SMEs with an interest in being involved in this sector-focused work.

Sector-focused progress is already being made. To address the significant teacher shortage in Pennsylvania, for example, the *Building and Supporting a Certified Teacher Registered Apprenticeship Program in Pennsylvania* initiative made up to \$400,000 in funding available to a consulting organization or individual to develop a program framework and template for a Certified Teacher registered apprenticeship. This initiative, led by the Apprenticeship & Training Office and the Bureau of Workforce Development Administration in partnership with the Pennsylvania Department of Education, will allow local education agencies (LEAs) to build a pipeline of well-prepared teachers, with an emphasis on subject areas most impacted by local staffing shortages. The goal is for the framework to be replicated and tailored by LEAs to address specific regional needs. The application deadline for this grant was September 15, 2023, and awards are expected to be announced in early 2024. The Childcare Apprenticeship Initiative, another sector-specific program, is currently in the planning stages to expand Childcare and Early Learning Registered Apprenticeships across the state to continue addressing this barrier to the workforce. The goals are to increase the number of childcare workers, assure they are earning living wages, and serve the childcare needs of families participating in other registered apprenticeship programs.

Expansion of the Pre-Apprenticeship Division

The Apprenticeship & Training Office's Pre-Apprenticeship Division will grow, with two Pre-Apprenticeship and Training Representatives expected to be brought on in early 2024. Interest in Pre-Apprenticeship continues to grow, and the increased staffing will allow for more rapid evaluation and approval of new Pre-RA programs.

Cross-Agency Collaboration in support of Registered Apprenticeship Growth

Cross-agency collaboration will continue to be a priority for the Apprenticeship & Training Office (ATO) in the coming year. It will be working with the Bureau of Career and Technical Education to evaluate what vocation programs could be developed into pre-apprenticeships that matriculate directly into registered apprenticeships. Collaborations with the DOC will continue around building Pre-RAs in the state's

correctional institutions. The ATO will also be working with the PA Department of Agriculture to incorporate its Centers of Excellence into future apprenticeship grant opportunities, and will be collaborating with the ATO as they begin to sponsor their own Registered Apprenticeship programs for Pennsylvania state workers.

Targeted Workforce System Outreach and Education on Registered Apprenticeship and Pre-Apprenticeship

The ATO will be expanding on its Professional Development Day training from 2023, offering all workforce development areas targeted training opportunities on registered apprenticeship (RA) and Pre-RA that cover topics such as: What is RA and Pre-RA; How to work with Job Seekers interested in Apprenticeship; How to use WIOA and other funds to support RA and Pre-RA; and How Business Services Teams can suggest RA as a strategic workforce development solution. Additional training topics will be developed with input from partners.

SkillUp™ PA

L&I will continue its partnership with Metrix Learning to provide SkillUp™ PA, a no-cost skills-training application for public use. 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 2024, the ongoing partnership with Metrix Learning will focus on strategic objectives such as:

- An emphasis on diversity, equity, inclusion, and accessibility, which 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.
- As SkillUp™ PA continues to evolve in 2024, a focus on transitioning from an initiative to an operationalized programmatic component across the Commonwealth.
- Continued work to integrate in schools and correctional facilities across the Commonwealth.

Broadband for All and Digital Equity Act

In November of 2022, the Pennsylvania Department of Community & Economic Development (DCED) released the Statewide Broadband Plan to address the immediate needs and long-term objectives for broadband infrastructure in preparation for the National Telecommunications and Information Administration (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 known 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.

On June 26, 2023, NTIA released state allocations for the Broadband Equity, Access, and Deployment (BEAD) Program, and Pennsylvania has been awarded \$1.16 billion in federal funding. The Pennsylvania Broadband Development Authority (PBDA) developed its initial proposal, which can be viewed on the DCED web page for the BEAD program. The PBDA has submitted Volume I to the NTIA and it is currently under review. Upon approval of Volume II, by PBDA Board members, the PBDA will submit to NTIA for review. The NTIA determined that breaking the Initial Proposal into two volumes would help to mitigate any delays in awarding funding to States and Territories and to support an iterative review process. Upon approval of both volumes, the PBDA will update these draft versions with the final versions.

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 (NGA WIN) partnered 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 have been incorporated into the drafts of both the Digital Equity and BEAD plans.

Throughout the latter half of 2023, the PBDA conducted a robust, statewide community engagement effort to inform the Statewide Digital Equity Plan. Twenty-three in-person “Community Conversations” with residents and ten small-group sessions focused on unique internet access challenges to those specific groups has ensured an opportunity for residents across the Commonwealth to directly voice their needs and outline barriers they face to digital access. At the close of 2023, the Commonwealth’s draft Digital Equity Plan was available online and open for public comment until January 8, 2024. The PBDA will review and consider all the input while finalizing the Statewide Digital Equity Plan in 2024.

Digital Literacy

Digital Literacy Activities in Adult Education

Adult education and family literacy programs will continue to develop their capacity to integrate digital literacy skills development into all services. The professional development system for adult education will create an online module and a searchable database to support the implementation of the Adult Education Digital Literacy Competencies, allowing local program staff to identify areas for development and resources to support that development. The system is creating badging utilizing the Google Applied Digital Skills activities.

Building on Pennsylvania’s participation in the Digital Resilience in the American Workforce (DRAW) activity described under Accomplishments, a cohort of additional local programs will complete a Pennsylvania iteration of DRAW. Members of the pilot team will serve as coaches to the new cohort of programs.

This work will help ensure that all students participating in adult education and family literacy activities supported by WIOA Title II and state funding will build the digital skills necessary for postsecondary education and training, employment, and economic self-sufficiency.

These activities support the vision and goals of the Pennsylvania Digital Equity Act / BEAD state plan. The activities directly align with the plan's goal to grow digital skills, especially for individuals from several of the populations targeted in the plan, including residents with a language barrier, low-income residents, older adults, and rural residents.

Digital Literacy Grants through L&I

The goals of the L&I Digital Literacy and Workforce Development Grant program are 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.

Four rounds of grants have been funded since 2021 awarding projects up to \$45,000. The first round of funding awarded in April 2021, totaled nearly \$1.3 million and funded 31 projects. The second round of funding awarded on March 17, 2022, totaled nearly \$900,000 and funded 21 projects. The third round of funding awarded on October 6, 2022, totaled \$592,494 and funded 14 projects. The fourth round of funding awarded on August 17, 2023, totaled \$685,356 and funded 16 projects. This program supports the Commonwealth's Workforce Innovation and Opportunity Act (WIOA) Combined State Plan and is 100 percent federally funded. To date all rounds of the digital literacy grant have served over 4,500 PA residents.

Evaluation of Grant Activities

As the L&I 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 the Bureau of Workforce Development Administration's grant managers and grantees, senior leadership in L&I, state legislators, and the Governor's Office.

The Bureau of Workforce Development Administration has procured KPMG to work with us in developing data collection tools to better understand the return on investment of multiple grant programs. The engagement with KPMG began in July 2023 and is for a three-year time period. In addition to the ongoing work with KPMG, our Grants Services team is actively discussing with grantees and internal stakeholders ways in which we can enhance our reporting capabilities to inform grant operations during

implementation as well as to assess how grant activities as a whole met the Commonwealth's objectives as set out in the Notice of Grant Availability.

Workforce and OVR Collaboration

As part of its continuing collaboration with the Office of Vocational Rehabilitation (OVR), L&I Workforce provided two-day training programs in November 2023 on the use of the Americans with Disabilities Act Compliance Assessment Toolkit (ADA-CAT; <https://aacinstitute.org/ada-cat/>) for equal opportunity monitors from all of the Commonwealth's 22 Workforce Development Boards (WDBs). Thirty-eight WDB monitors and six OVR staff attended the training programs. This training will allow WDB monitors to maintain PA CareerLink® facility ADA compliance on an ongoing basis following the comprehensive assessment of each of the state's 62 Pa CareerLink® sites which was completed earlier in 2023.

Commonwealth Workforce Transformation Program

In July of 2023, Governor Shapiro signed an Executive Order creating the first-in-the-Nation workforce training program to take advantage of the historic funding resulting from the Infrastructure Investment and Jobs Act and the Inflation Reduction Act. The program will invest up to \$400 million over the next five years in workforce development through on-the-job training initiatives and related activities. These investments will help to ensure that Pennsylvania Employers operating critical industries will have the employees they need to meet the demands that these investments will create, and ensure that access to these jobs is expanded to Pennsylvanians that have traditionally been left out of such opportunities.

Workforce Development Strategic Plan

The Pennsylvania Department of Labor & Industry will be developing a five-year strategic plan for workforce development in Pennsylvania. In 2023, the Department secured a vendor to assist in the creation of a strategic plan, leveraging this third party's objectivity and research expertise to conduct interviews with representatives of state agencies and the PA Workforce Development Board who oversee workforce development initiatives. Stakeholders identified opportunities for enhanced collaboration and coordination, shared their vision for a more inclusive workforce system, and addressed where they saw the most pressing needs for workforce development in the coming five years. In 2024, the Pennsylvania Workforce Development Board at L&I will incorporate the input it has received into a plan that establishes:

- A vision, describing the ideal Commonwealth-wide workforce development system.
- A mission, addressing the purpose of the workforce development system—which needs, and whose needs, it exists to meet.
- Guiding principles: the values and philosophies that describe how the system will navigate decisions and carry out its mission.
- Strategic initiatives/issues, the directions or themes that will be the focus of the next five years.
- Goals: the five-year end results.
- Objectives: the specific, quantifiable, and time-bound targets.
- Key performance indicators: the criteria used to evaluate progress.

Appendices

Appendix A: Local Performance for Program Year 2022

Table 5. Local Performance for Program Year 2022 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	77.6%	73.0%	106.3%	75.0%	71.0%	105.6%	\$7,820	\$6,250	125.1%	72.8%	67.0%	108.7%	71.0%	50.0%	142.0%
Central Region															
42175 Central	77.4%	73.0%	106.0%	77.8%	73.0%	106.6%	\$7,972	\$6,350	125.5%	67.1%	62.0%	108.2%	59.6%	53.0%	112.5%
42180 South Central	76.7%	75.0%	102.3%	72.7%	72.0%	101.0%	\$7,751	\$6,700	115.7%	75.3%	67.0%	112.4%	87.9%	59.0%	149.0%
Lehigh Valley Region															
42070 Lehigh Valley	79.8%	74.0%	107.8%	81.6%	71.0%	114.9%	\$8,983	\$8,000	112.3%	77.5%	76.0%	102.0%	90.3%	65.0%	138.9%
North Central Region															
42125 North Central	78.1%	76.0%	102.8%	79.4%	78.0%	101.8%	\$7,158	\$5,500	130.1%	68.4%	76.0%	90.0%	81.0%	68.0%	119.1%
Northeast Region															
42055 Lackawanna	79.7%	73.0%	109.2%	71.9%	68.0%	105.7%	\$7,460	\$6,200	120.3%	67.6%	66.0%	102.4%	96.2%	60.0%	160.3%
42075 Luzerne-Schuylkill	72.4%	71.0%	102.0%	72.3%	67.5%	107.1%	\$9,245	\$5,750	160.8%	76.3%	70.0%	109.0%	73.6%	40.0%	184.0%
42135 Pocono Counties	68.9%	68.0%	101.3%	68.6%	71.0%	96.6%	\$9,137	\$5,400	169.2%	62.5%	74.0%	84.5%	7.5%	42.0%	17.9%
Northern Tier Region															
42130 Northern Tier	92.3%	85.0%	108.6%	88.1%	83.0%	106.1%	\$10,092	\$7,400	136.4%	66.7%	68.0%	98.1%	85.5%	51.0%	167.6%
Northwest Region															
42170 Northwest	75.3%	67.0%	112.4%	78.0%	68.0%	114.7%	\$7,751	\$6,000	129.2%	77.8%	72.0%	108.1%	86.3%	70.0%	123.3%
42145 West Central	90.1%	80.0%	112.6%	87.8%	78.0%	112.6%	\$8,402	\$6,500	129.3%	80.9%	70.0%	115.6%	87.3%	62.0%	140.8%
South Central Region															
42060 Lancaster	80.9%	75.0%	107.9%	78.4%	73.0%	107.4%	\$8,100	\$7,000	115.7%	79.2%	68.0%	116.5%	81.6%	50.0%	163.2%
Southeast Region															
42015 Berks	77.8%	65.0%	119.7%	71.8%	60.0%	119.7%	\$7,790	\$6,700	116.3%	94.1%	75.0%	125.5%	96.1%	65.0%	147.8%
42020 Bucks	74.5%	70.0%	106.4%	66.7%	70.0%	95.3%	\$7,990	\$7,000	114.1%	94.4%	75.0%	125.9%	78.3%	50.0%	156.6%
42030 Chester	83.3%	73.0%	114.1%	87.5%	71.0%	123.2%	\$9,688	\$6,250	155.0%	75.0%	72.0%	104.2%	65.0%	50.0%	130.0%
42035 Delaware	74.2%	66.0%	112.4%	75.0%	63.0%	119.0%	\$5,042	\$5,250	96.0%	87.5%	70.0%	125.0%	74.6%	50.0%	149.2%
42080 Montgomery	85.0%	69.0%	123.2%	70.3%	66.0%	106.5%	\$8,301	\$6,100	136.1%	77.8%	80.0%	97.3%	52.3%	40.0%	130.8%
42090 Philadelphia	72.5%	67.0%	108.2%	66.9%	65.0%	102.9%	\$7,180	\$5,800	123.8%	49.2%	50.0%	98.4%	57.7%	40.0%	144.3%
Southern Alleghenies Region															
42100 Southern Alleghenies	76.4%	65.0%	117.5%	75.6%	64.0%	118.1%	\$6,977	\$5,850	119.3%	76.0%	80.0%	95.0%	60.4%	65.0%	92.9%
Southwest Region															
42165 Southwest Corner	80.5%	81.0%	99.4%	78.8%	75.0%	105.1%	\$9,604	\$7,200	133.4%	86.5%	73.0%	118.5%	74.7%	70.0%	106.7%
42212 Three Rivers Combined	76.4%	73.0%	104.7%	75.4%	72.0%	104.7%	\$7,090	\$5,700	124.4%	87.0%	67.0%	129.9%	65.3%	53.0%	123.2%
42005 Allegheny	78.5%	73.0%	107.5%	77.0%	72.0%	106.9%	\$7,624	\$5,700	133.8%	85.7%	67.0%	127.9%	61.6%	53.0%	116.2%
42095 City of Pittsburgh	73.5%	73.0%	100.7%	72.5%	72.0%	100.7%	\$6,584	\$5,700	115.5%	90.2%	67.0%	134.6%	68.3%	53.0%	128.9%
42110 Tri-County	66.7%	75.0%	88.9%	81.8%	72.0%	113.6%	\$8,071	\$6,100	132.3%	100.0%	76.0%	131.6%	96.2%	70.0%	137.4%
42045 Westmoreland-Fayette	82.4%	73.0%	112.9%	77.3%	74.0%	104.5%	\$8,856	\$7,100	124.7%	68.7%	70.0%	98.1%	56.4%	34.0%	165.9%

Table 6. Local Performance for Program Year 2022 WIOA Title I Dislocated Worker (4th Quarter PY Year-to-Date)

Dislocated Worker 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	81.5%	77.0%	105.8%	81.0%	76.0%	106.6%	\$10,022	\$8,500	117.9%	78.3%	70.0%	111.9%	70.2%	44.0%	159.5%
Central Region															
42175 Central	80.7%	81.0%	99.6%	84.1%	81.0%	103.8%	\$8,737	\$8,800	99.3%	69.1%	64.0%	108.0%	38.5%	65.0%	59.2%
42180 South Central	77.5%	77.0%	100.6%	76.3%	78.0%	97.8%	\$9,301	\$9,100	102.2%	75.6%	70.0%	108.0%	80.0%	55.0%	145.5%
Lehigh Valley Region															
42070 Lehigh Valley	82.5%	80.0%	103.1%	85.0%	80.0%	106.3%	\$10,893	\$9,000	121.0%	72.6%	75.0%	96.8%	89.7%	70.0%	128.1%
North Central Region															
42125 North Central	84.8%	84.0%	101.0%	83.2%	86.0%	96.7%	\$9,472	\$7,800	121.4%	77.9%	72.0%	108.2%	82.5%	78.0%	105.8%
Northeast Region															
42055 Lackawanna	79.7%	78.0%	102.2%	82.3%	76.0%	108.3%	\$10,248	\$8,400	122.0%	80.9%	77.0%	105.1%	94.1%	70.0%	134.4%
42075 Luzerne-Schuylkill	76.5%	77.0%	99.4%	74.9%	76.0%	98.6%	\$9,875	\$8,000	123.4%	84.9%	72.0%	117.9%	67.1%	45.0%	149.1%
42135 Pocono Counties	78.9%	75.0%	105.2%	80.2%	76.5%	104.8%	\$10,103	\$8,750	115.5%	78.8%	77.0%	102.3%	11.1%	42.0%	26.4%
Northern Tier Region															
42130 Northern Tier	85.7%	78.0%	109.9%	81.6%	75.0%	108.8%	\$10,862	\$7,800	139.3%	79.3%	79.0%	100.4%	81.8%	59.0%	138.6%
Northwest Region															
42170 Northwest	84.6%	70.0%	120.9%	81.1%	70.0%	115.9%	\$12,021	\$7,300	164.7%	80.8%	72.0%	112.2%	77.1%	70.0%	110.1%
42145 West Central	91.1%	78.0%	116.8%	83.5%	78.0%	107.1%	\$10,535	\$8,300	126.9%	83.7%	80.0%	104.6%	80.0%	65.0%	123.1%
South Central Region															
42060 Lancaster	75.2%	82.0%	91.7%	77.9%	80.0%	97.4%	\$10,666	\$8,700	122.6%	86.3%	63.0%	137.0%	76.5%	70.0%	109.3%
Southeast Region															
42015 Berks	84.6%	76.0%	111.3%	82.1%	81.0%	101.4%	\$10,803	\$9,000	120.0%	78.8%	80.0%	98.5%	93.3%	70.0%	133.3%
42020 Bucks	79.7%	73.0%	109.2%	81.2%	72.0%	112.8%	\$10,263	\$9,000	114.0%	84.6%	75.0%	112.8%	75.7%	70.0%	108.1%
42030 Chester	86.3%	78.0%	110.6%	80.7%	76.0%	106.2%	\$13,460	\$10,000	134.6%	88.4%	80.0%	110.5%	74.6%	50.0%	149.2%
42035 Delaware	69.2%	77.0%	89.9%	74.8%	77.0%	97.1%	\$8,398	\$9,700	86.6%	78.4%	77.0%	101.8%	62.1%	40.0%	155.3%
42080 Montgomery	89.3%	81.0%	110.2%	90.0%	78.0%	115.4%	\$9,942	\$10,700	92.9%	75.5%	83.0%	91.0%	61.9%	40.0%	154.8%
42090 Philadelphia	77.7%	71.0%	109.4%	75.5%	68.0%	111.0%	\$9,457	\$8,500	111.3%	48.0%	44.0%	109.1%	36.5%	46.0%	79.3%
Southern Alleghenies Region															
42100 Southern Alleghenies	81.2%	82.0%	99.0%	82.6%	77.5%	106.6%	\$10,011	\$8,400	119.2%	70.8%	66.0%	107.3%	84.1%	72.5%	116.0%
Southwest Region															
42165 Southwest Corner	88.2%	83.0%	106.3%	88.3%	84.0%	105.1%	\$12,119	\$9,500	127.6%	89.9%	79.0%	113.8%	85.7%	70.0%	122.4%
42212 Three Rivers Combined	78.5%	77.0%	101.9%	80.6%	75.0%	107.5%	\$9,424	\$8,500	110.9%	90.7%	68.0%	133.4%	37.2%	55.0%	67.6%
42005 Allegheny	79.8%	77.0%	103.6%	80.1%	75.0%	106.8%	\$9,534	\$8,500	112.2%	93.4%	68.0%	137.4%	34.4%	55.0%	62.5%
42095 City of Pittsburgh	76.0%	77.0%	98.7%	83.0%	75.0%	110.7%	\$8,151	\$8,500	95.9%	84.4%	68.0%	124.1%	31.3%	55.0%	56.9%
42110 Tri-County	95.5%	83.0%	115.1%	85.1%	83.0%	102.5%	\$10,240	\$9,250	110.7%	90.5%	79.0%	114.6%	90.0%	72.0%	125.0%
42045 Westmoreland-Fayette	88.7%	82.0%	108.2%	83.0%	83.0%	100.0%	\$9,793	\$9,500	103.1%	74.4%	74.0%	100.5%	52.9%	35.0%	151.1%

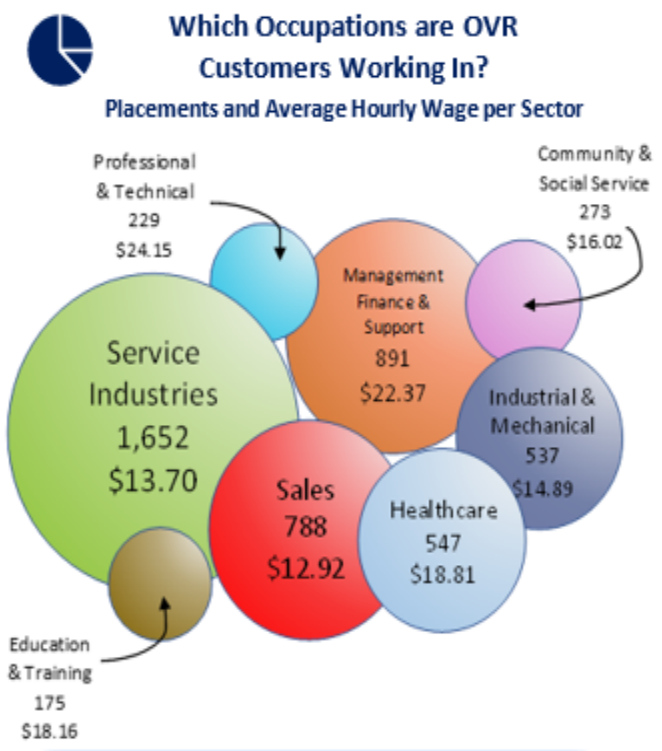
Table 7. Local Performance for Program Year 2022 WIOA Title I Youth (4th Quarter PY Year-to-Date)

Youth Program Location Code/Name	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	72.5%	66.0%	109.8%	72.4%	62.0%	116.8%	\$4,130	\$3,000	137.7%	64.9%	65.0%	99.8%	73.6%	58.0%	126.9%	
Central Region																
42175 Central	67.6%	66.0%	102.4%	72.7%	65.0%	111.8%	\$4,625	\$3,100	149.2%	55.8%	56.0%	99.6%	68.5%	65.0%	105.4%	
42180 South Central	67.9%	66.0%	102.9%	77.2%	62.0%	124.5%	\$3,651	\$3,000	121.7%	39.2%	55.0%	71.3%	48.3%	50.0%	96.6%	
Lehigh Valley Region																
42070 Lehigh Valley	82.4%	70.0%	117.7%	76.9%	68.0%	113.1%	\$5,466	\$4,000	136.6%	84.6%	70.0%	120.9%	69.9%	65.0%	107.5%	
North Central Region																
42125 North Central	70.8%	67.0%	105.7%	79.7%	68.0%	117.2%	\$5,569	\$3,500	159.1%	45.5%	60.0%	75.8%	57.1%	55.0%	103.8%	
Northeast Region																
42055 Lackawanna	76.2%	66.0%	115.5%	83.3%	65.0%	128.2%	\$6,025	\$3,500	172.1%	75.8%	60.0%	126.3%	91.2%	50.0%	182.4%	
42075 Luzerne-Schuylkill	77.7%	62.0%	125.3%	69.6%	60.5%	115.0%	\$3,843	\$2,500	153.7%	38.0%	65.0%	58.5%	83.1%	58.0%	143.3%	
42135 Pocono Counties	51.6%	55.0%	93.8%	54.9%	60.0%	91.5%	\$2,415	\$4,150	58.2%	20.3%	54.0%	37.6%	17.5%	39.0%	44.9%	
Northern Tier Region																
42130 Northern Tier	72.4%	66.0%	109.7%	70.6%	65.0%	108.6%	\$4,539	\$4,000	113.5%	61.5%	65.0%	94.6%	50.0%	56.0%	89.3%	
Northwest Region																
42170 Northwest	75.6%	61.0%	123.9%	73.4%	59.0%	124.4%	\$4,068	\$3,000	135.6%	45.1%	37.0%	121.9%	80.6%	38.0%	212.1%	
42145 West Central	84.2%	68.0%	123.8%	81.4%	61.0%	133.4%	\$5,729	\$4,000	143.2%	83.3%	50.0%	166.6%	52.4%	53.0%	98.9%	
South Central Region																
42060 Lancaster	76.5%	76.0%	100.7%	79.0%	70.0%	112.9%	\$5,231	\$3,400	153.9%	92.0%	75.0%	122.7%	75.0%	72.0%	104.2%	
Southeast Region																
42015 Berks	72.4%	70.0%	103.4%	77.4%	70.0%	110.6%	\$3,383	\$4,000	84.6%	69.2%	67.0%	103.3%	70.8%	57.0%	124.2%	
42020 Bucks	70.8%	57.0%	124.2%	67.9%	58.0%	117.1%	\$6,405	\$3,000	213.5%	100.0%	60.0%	166.7%	33.3%	58.0%	57.4%	
42030 Chester	62.5%	66.0%	94.7%	64.3%	62.0%	103.7%	\$6,184	\$3,000	206.1%	22.2%	65.0%	34.2%	74.2%	58.0%	127.9%	
42035 Delaware	71.9%	71.0%	101.3%	72.7%	67.0%	108.5%	\$5,938	\$3,300	179.9%	52.0%	72.0%	72.2%	35.0%	25.0%	140.0%	
42080 Montgomery	79.2%	68.0%	116.5%	78.4%	62.0%	126.5%	\$3,852	\$3,100	124.2%	72.7%	65.0%	111.8%	65.2%	55.0%	118.5%	
42090 Philadelphia	75.3%	62.0%	121.5%	73.5%	60.0%	122.5%	\$4,001	\$2,800	142.9%	59.7%	60.0%	99.5%	66.1%	52.0%	127.1%	
Southern Alleghenies Region																
42100 Southern Alleghenies	75.4%	71.5%	105.5%	66.5%	70.0%	95.0%	\$4,997	\$3,390	147.4%	55.7%	39.0%	142.8%	54.5%	65.5%	83.2%	
Southwest Region																
42165 Southwest Corner	84.8%	75.0%	113.1%	79.4%	75.0%	105.9%	\$3,384	\$3,500	96.7%	87.9%	79.0%	111.3%	71.6%	69.0%	103.8%	
42212 Three Rivers Combined	65.3%	67.0%	97.5%	64.9%	60.0%	108.2%	\$2,945	\$2,300	128.0%	84.2%	78.0%	107.9%	95.2%	80.0%	119.0%	
42005 Allegheny	63.3%	67.0%	94.5%	66.3%	60.0%	110.5%	\$3,554	\$2,300	154.5%	89.1%	78.0%	114.2%	97.4%	80.0%	121.8%	
42095 City of Pittsburgh	69.1%	67.0%	103.1%	62.6%	60.0%	104.3%	\$2,416	\$2,300	105.0%	80.3%	78.0%	102.9%	92.1%	80.0%	115.1%	
42110 Tri-County	80.0%	67.0%	119.4%	74.0%	66.0%	112.1%	\$4,940	\$3,200	154.4%	86.4%	66.0%	130.9%	88.6%	51.0%	173.7%	
42045 Westmoreland-Fayette	76.7%	69.0%	111.2%	81.8%	68.0%	120.3%	\$4,287	\$3,600	119.1%	67.9%	57.0%	119.1%	59.9%	35.0%	171.1%	

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



- 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.

Appendix B: PA WDB Membership and Contact Information as of 12/31/2023

Name	Title	Organization and Address	Email	Phone	Membership Category
Terry Wilttrout, Chair	President; VP of Operations	Washington Health System Greene; Washington Health System 155 Wilson Avenue Washington, PA 15301	twilttrout@whs.org	724-627- 2324	Business
Josh Shapiro	Governor	Commonwealth of Pennsylvania 508 Main Capitol Building Harrisburg, PA 17120	GovernorShapiro@pa.gov	717-787- 2500	Governor
Valerie A. Arkoosh, MD, MPH	Secretary	Pennsylvania Department of Human Services 625 Forster Street Harrisburg, PA 17120	varkoosh@pa.gov	717-787- 2600	State Official
Robert S. Bair	President	Pennsylvania State Building Trades 904 North 2 nd Street Harrisburg, PA 17102	rbair@pabuildingtrades.org	717-233- 5726	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
Brian Campbell	Owner	Brian Campbell Farms 18 Knob Mountain Road Berwick, PA 18603	brian@briancampbellfarms.com	570-204- 4703	Business
Debra L. Caplan, MPA	Executive in Residence	The Forbes Funds 5 PPG Place, Suite 250 Pittsburgh, PA 15222	debral.caplan@gmail.com	412-805- 0255	Business
Amanda M. Cappelletti	Senator	Pennsylvania Senate 183 Main Capitol Building, Senate Box 203017 Harrisburg, PA 17120	cappelletti@pasenate.com	717-787- 5544	General Assembly
Morgan Cephas	Representative	Pennsylvania House of Representatives 324 Main Capitol Building, PO Box 202192 Harrisburg, PA 17120	mcephas@pahouse.net	717-783- 2192	General Assembly
Don Cunningham	President & CEO	Lehigh Valley Economic Development Corporation 520 N New St Bethlehem, PA 18018	dcunningham@lehighvalley.org	610-266- 6775	Labor/CBO/Y outh/Ed
Angela Ferritto	President	Pennsylvania AFL-CIO	president@paafclcio.org	717-231- 2841	Labor/CBO/ Youth/ED

Name	Title	Organization and Address	Email	Phone	Membership Category
		600 N. Second St., Suite 100 Harrisburg, PA 17101			
Chekemma J. Fulmore-Townsend, MSW	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	CEO	Buchart Horn Inc. The Russell E. Horn Building 445 West Philadelphia Street York, PA 17401	bfunkhouser@BH-BA.com	717-852-1446	Business
Justin F. Genzlinger	CEO	Settlers Hospitality 8 Silk Mill Drive, Suite 203 Hawley, PA 18428	jfgenzlinger@settlershospitality.com	570-226-2993	Business
Kait Gillis-Hanna	Owner	Nour Coffee Shop 101 St Johns Church Rd Camp Hill, PA 17011	kait@gillishanna.com	610-639-9566	Business
Nicholas Gilson	CEO	Gilson Snow, Inc. 100 E Sherman St Selinsgrove, PA 17870	info@gilsonsnow.com	570-221-9445	Business
Bernie Hall	District 10 Director	United Steelworkers 1001 Ardmore Blvd Pittsburgh, Pa 15221	bhall@usw.org	412-824-8140	Labor/CBO/ Youth/Ed
James N. Harper, Jr.	Business Manager	Laborers' Local Union 413 222 Penn Street Chester, PA 19013	jharperjr@laborers413.com	610-872-5328	Labor/CBO/ Youth/Ed
Dr. Laurel R. Harry	Secretary	Pennsylvania Department of Corrections 1920 Technology Pkwy Mechanicsburg, PA 17050	lharry@pa.gov	717-728-4109	State Official
Bob Harvie	County Commissioner	Bucks County 55 East Court Street Doylestown, PA 18901	CommHarvie@buckscounty.org	215-348-6424	Local Elected Official
Akbar Hossain	Secretary of Policy and Planning	Office of Governor Josh Shapiro 508 Main Capitol Building Harrisburg, PA 17120	akhossain@pa.gov	717-787-2500	State Official
Ryan Hyde	Executive Director	Office of Vocational Rehabilitation 651 Boas Street, Room 700 Harrisburg, PA 17121	rhyde@pa.gov	717-787-5476	State Official
Gerardo Interiano	Vice President of Government Relations and Public Affairs	Aurora 1654 Smallman St Pittsburgh, PA 15222	ginteriano@aurora.tech	281-814-9575	Business

Name	Title	Organization and Address	Email	Phone	Membership Category
Timothy James	Engineering Manager	Google 6425 Penn Ave Pittsburgh, PA 15206	trjames@google.com	412-897-4238	Business
Philip Jaurigue	Founder	Sabre Systems, Inc. 125 County Line Road, Suite 180 Warminster, PA 18974	pjaurigue@sabresystems.com	833-337-6468	Business
Jason Kavulich	Secretary	Pennsylvania Department of Aging 555 Walnut Street Harrisburg PA 17101	jakavulich@pa.gov	717-783-1550	State Official
Darrin Kelly	President	Allegheny-Fayette Labor Council 1459 Woodruff St. Pittsburgh, PA 15220	kelly9191@verizon.net	412-281-7450	Labor/CBO/ Youth/Ed
Carniesha Kwashie	Senior Manager, Workforce Development	PECO Energy Company 2301 Market Street Philadelphia, Pennsylvania	Carniesha.Kwashie@exeloncorp.com	410-961-3757	Business
Marguerite A. Kline, SHRM-CP, PHR	Human Resource Manager	County of Berks- Berks Heim Nursing and Rehabilitation PO Box 1495 Reading, PA 19603	mkline@berkspa.gov	610-376-4841, ext. 7460	Business
Dan LaVallee	Senior Director	UPMC Center for Social Impact 600 Grant St. Pittsburgh, PA 15219	lavalloed@upmc.edu	412-576-7347	Business
Andrea MacArthur	Vice President, Talent	Erie Insurance Group 4419 W. 38 th Street Erie, PA 16506	Andrea.macarthur@erieinsurance.com	814-602-3004	Business
Ryan E. Mackenzie	Representative	Pennsylvania House of Representatives 209 Ryan Office Building, PO Box 202187 Harrisburg, PA 17120	rmackenzie@pahousegop.com	717-787-1000	General Assembly
Malik Majeed	President, CEO, and General Counsel	PRWT Services, Inc. 1835 Market Street - 8th Floor Philadelphia, PA 19103	malik.majeed@prwt.com	215-569-8810	Business
Karen Masino	Master Electrician and Mentor Recruiter	Women in Nontraditional Careers PO Box 63091 Philadelphia, PA 19114	kmasino40@gmail.com	267-549-5205	Labor/CBO/ Youth/Ed
Dr. Khalid N. Mumin	Secretary	Pennsylvania Department of Education 607 South Drive Harrisburg PA 17120	kmumin@pa.gov	717-783-6788	State Official

Name	Title	Organization and Address	Email	Phone	Membership Category
Dennis J. Pagliotti	President & Business Manager	Bricklayers & Allied Craftworkers Local Union No. 1 PA/DE 2706 Black Lake Place Philadelphia, PA 19154	dpagliotti@bac-1.org	215-852-2762	Labor/CBO/ Youth/Ed
Mark E. Pasquerilla	Chairman	Pasquerilla Enterprises C/O Crown American 1 Pasquerilla Plaza Johnstown, PA 15901	mpasquerilla@crownamerican.com	814-535-9347	Business
Russell Redding	Secretary	Pennsylvania Department of Agriculture 2301 North Cameron Street Harrisburg, PA 17110	rredding@pa.gov	717-783-6986	State Official
Gregg Riefenstahl	Staffing Director - Operations	Penske Transportation Solutions 2675 Morgantown Road Reading, PA 19607	gregg.riefenstahl@penske.com	610-796-4305	Business
Roy Rosin	Chief Innovation Officer	Penn Medicine 3600 Civic Center Blvd, Floor 8 Philadelphia, PA 19104	Roy.rosin@pennmedicine.upenn.edu	650-245-7453	Business
Mike Shirk	CEO	The High Companies 1853 William Penn Way Lancaster, PA 17605	mshirk@high.net	717-293-4444	Business
Rick Siger	Secretary	Pennsylvania Department of Community and Economic Development Commonwealth Keystone Building 400 North Street, 4th Floor Harrisburg, PA 17120	fsiger@pa.gov	717-787-1366	State Official
John J. "Ski" Sygielski	President	HACC, Central Pennsylvania's Community College One HACC Drive Harrisburg, PA 17110	ski@hacc.edu	717-780-2305	Labor/CBO/ Youth/Ed
Mark Thaler	CEO	The Organic Snack Company 14 Commerce Ct, Bedford, PA 15522	mark@organicsnackco.com	814-310-2020	Business
Vince Tutino	President	The Lindy Group Inc. 1807 Shenango Road New Galilee, PA 16141	vince.tutino@lindypaving.com	724-336-1400	Business
Jennifer Wakeman, CECd	Executive Director	DRIVE 418 Railroad Street, Suite 101 Danville, PA 17821	jwakeman@driveindustry.com	570-284-4296	Labor/CBO/ Youth/Ed

Name	Title	Organization and Address	Email	Phone	Membership Category
Nancy Walker	Secretary	Pennsylvania Department of Labor & Industry 651 Boas Street Harrisburg, PA 17121	nancywalker@pa.gov	717-705-2630	State Official
Joseph P. Welsh, Esq.	Government Affairs	Rhoads Industries 1900 Kitty Hawk Avenue Philadelphia, PA. 19112	jwelsh@rhoadsinc.com	215-910-2058	Business
F. Michael Wojewodka, Jr.	President	MRA Group 3 Village Road, Suite 200 Horsham, PA 19044	mwoje@mrargroup.net	215-449-2447	Business
Matthew W. Yarnell	President	SEIU Healthcare Pennsylvania 1500 North Second Street Harrisburg, PA 17102	matt.yarnell@seiuhcpa.org	717-238-3030	Labor/CBO/ Youth/Ed
Shea Zwerver	Workforce Development & Public Affairs Manager	Flagger Force 8170 Adams Drive Hummelstown, PA 17036	Shea.Zwerver@flaggerforce.com	717-482-8800	Business

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
Great Lakes Institute of Technology	5100 Peach ST	Erie	PA
AAA School of Trucking	6003 JONESTOWN RD	HARRISBURG	PA
AAA School of Trucking, Inc.	442 E GIRARD AVE	PHILADELPHIA	PA
CITIZENS SCHOOL OF NURSING	539 PITTSBURGH MILLS CIR	TARENTUM	PA
ALLEGANY COLLEGE OF MARYLAND	12401 WILLOWBROOK RD	CUMBERLAND	MD
Allegany College of Maryland - Bedford County Campus	18 N RIVER LN	EVERETT	PA
Emerge Career	4640 E Roosevelt BLVD Ste 3	Philadelphia	PA
American Board for Certification of Teacher Excellence	1123 Zonolite RD Ne Ste 29	Atlanta	GA
Fortis Institute Scranton	517 ASH ST	SCRANTON	PA
Fortis Institute	166 SLOCUM ST	FORTY FORT	PA
APJ Foundation, Inc.	320 S Richland Ave	York	PA
A2Z Trucking Academy LLC	1501 Lehigh ST Ste 203	Allentown	PA
Beaver County Career & Technology Center	145 POPLAR AVE	MONACA	PA
Berks Career & Technology Center - Leesport	1057 COUNTY WELFARE RD	LEESPORT	PA
Berks Career & Technology Center - Oley	3307 FRIEDENSBURG RD	OLEY	PA
Bethlehem Area Vocational Technical School	3300 Chester Ave	Bethlehem	PA
Smith & Solomon Driver Training	2625 WHEATSHEAF LN	Philadelphia	PA
Smith & Solomon Driver Training	103 E MAIN ST	NORRISTOWN	PA
Smith & Solomon Commercial Driver Training	98 Grove St	Dupont	PA
Breakthrough Performance Group, LLC	6693 Liberty Park Drive	Liberty Township	OH
Breakthrough Performance Group, LLC	6693 Liberty Park Drive	Liberty Township	OH
Bucks County Community College	1302 Veterans Hwy	Bristol	PA
Bucks County Community College - Bristol	Bucks County Community College- Lower Bucks Campus	Bristol	PA
Bucks County Community College - Bristol	Bucks County Community College- Lower Bucks Campus	Bristol	PA
Bucks County Community College - Newtown	1280 VETERANS HWY	Bristol	PA
Bucks County Community College - Newtown	1302 VETERANS HWY	Bristol	PA
Bucks County Community College - Newtown	275 SWAMP RD	NEWTOWN	PA

Bucks County Community College - Newtown	Bucks County Community College- Center for Advanced Technolo	Bristol	PA
Bucks County Community College - Newtown	Bucks County Community College- Center for Advanced Training	Bristol	PA
Bucks County Community College - Perkasio	Bucks County Community College- Upper Bucks Campus	Perkasie	PA
Buffalo Tractor Trailer Institute, Inc.	4039 ROUTE 219	SALAMANCA	NY
Builders Guild of Western Pennsylvania	1231 Banksville Road	Pittsburgh	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 at Brockway	1200 WOOD ST	BROCKWAY	PA
Butler County Community College At LindenPointe	3182 Innovation Way	Hermitage	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
CATHOLIC CHARITIES PGH	212 9th St	Pittsburgh	PA
CA BOCES	1825 WINDFALL RD	OLEAN	NY
Cecil College	1 Seahawk Dr	North East	MD
Celebrate Us Workforce Training	59 E Market ST	York	PA
Central Pennsylvania Institute of Science and Technology	540 N HARRISON RD	PLEASANT GAP	PA
Central Pennsylvania Institute of Science and Technology	540 N. Harrison Road	Pleasant Gap	PA
CENTRAL SUSQUEHANNA INTERMEDIATE UN	11 SCHOOL HOUSE RD	Danville	PA
CENTRAL SUSQUEHANNA INTERMEDIATE UN	Asbury Riverwoods Senior Living Community	Lewisburg	PA
Central Susquehanna LPN Career Cntr	15 LAWTON LN	MILTON	PA
Central Westmoreland Career & Technology Center	240 ARONA RD	NEW STANTON	PA
Chester County Intermediate Unit Practical Nursing Program	443 Boot RD	Downingtown	PA
Chester County OIC	22 N 5Th Ave	Coatesville	PA
Circle of Friends	137 West Bridge St	West Homestead	PA
CJM Logistics	826 Brentview RD	Pittsburgh	PA
CLARION COUNTY CAREER CENTER	6945 US Route 322	Cranberry	PA
Clarion University of Pennsylvania - Venango	219 MEADVILLE ST	Edinboro	PA
Clarion University of Pennsylvania - Venango	840 Wood Street	Clarion	PA

Clearfield County Career & Technology Center	1620 CREEK RD	CLEARFIELD	PA
Clearfield County Career & Technology Center	1620 River RD	CLEARFIELD	PA
Columbia Montour Area Voc Tech Sch	5050 SWEPPENHEISER DR	BLOOMSBURG	PA
COMMONWEALTH UNIVERSITY OF PENNSYLVANIA	400 E 2ND ST	BLOOMSBURG	PA
COMMONWEALTH UNIVERSITY OF PENNSYLVANIA	401 N Fairview ST	Lock Haven	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 Beaver County - Monaca	1 CAMPUS DR	MONACA	PA
Community College of Beaver County - Monaca	145 Poplar Avenue	MONACA	PA
Community College of Philadelphia	1700 SPRING GARDEN ST	PHILADELPHIA	PA
CONTEMPORARY HEALTH CAREER INSTITUTE	101 JOHN ROBERT THOMAS DR	Exton	PA
Crawford County Area Vocational Technical School	860 THURSTON RD	MEADVILLE	PA
Crop & Kettle	2232 3rd Ave	New Brighton	PA
Carlisle EMS Academy	102 W Ridge ST	Carlisle	PA
Delaware County Community College - Media	901 MEDIA LINE RD	MEDIA	PA
Delaware County Community College - Media	901 South Media Line Road	Media	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
Eastern Center for Arts and Technology	3075 TERWOOD RD	WILLOW GROVE	PA
Eastern Mennonite University Lancaster	1846 Charter Ln	Lancaster	PA
Eastern University	1300 EAGLE RD	ST DAVIDS	PA
New Castle School of Trades	4117 PULASKI RD	NEW CASTLE	PA
New Castle School of Trades	129 E 5TH ST	EAST LIVERPOOL	OH
Regional Career and Technical Center	8500 OLIVER RD	ERIE	PA
ERIE INSTITUTE OF TECHNOLOGY INC	940 MILLCREEK MALL	ERIE	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 Institute of Commerce and Technology	45 W KERR ST	UNIONTOWN	PA
Fishers of Men Community Development Corp.	8206 BENNETT ST	Pittsburgh	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.	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
gener8tor	821 E Washington Ave	Madison	WI
Global CDL Driver Training School LLC	9430 State Road	Philadelphia	PA
Global Power Line Academy	1424 OVERLAND PASS	CLAYSBURG	PA
Google	1600 Amphitheatre Pkwy	Mountain View	CA
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 - Buffalo Valley Lutheran Village	189 E Tressler BLVD	Lewisburg	PA
HACC - Promedica-Sunbury	201 ... 299 Court ST	Sunbury	PA
HACC - Transitions Healthcare	595 Biglerville RD	Gettysburg	PA
HACC	102 CHESTER ST	LANCASTER	PA
HACC (Harrisburg Area Community College)	1700 Market ST	Camp Hill	PA
HACC (Harrisburg Area Community College)	990 Medical RD	Millersburg	PA
HACC (Harrisburg Area Community College)	415 Franklin ST	Carlisle	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]	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]	735 Cumberland Street	Lebanon	PA
HACC [Harrisburg Area Community College]	2010 PENNSYLVANIA AVE	YORK	PA
HACC [Harrisburg Area Community College]	2010 Pennsylvania Avenue	York	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
HACC, Harrisburg Area Community College	99 Bethany RD	Ephrata	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 (HACC)	1200 Tel Hai Cir	Honey Brook	PA
Harrisburg Univ of Science & Tech	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
HOPE CENTER FOR ARTS & TECHNOLOGY	115 Anson Way	Sharon	PA
Huntingdon County Career & Technology Center	11893 Technology DR	Mill Creek	PA
Indiana County Technology Center	720 Locust ST	Connellsville	PA
Indiana County Technology Center	441 HAMILL RD	INDIANA	PA
Indiana County Technology Center	565 N Lewis Run RD	Clairton	PA
Indiana University of Pennsylvania (IUP)	Robertshaw	INDIANA	PA
Indiana University of Pennsylvania (IUP)	Zink Hall	Indiana	PA
Indiana University of Pennsylvania (IUP)	Zink Hall	Indiana	PA
Institute of Medical and Business Careers	5739 W RIDGE RD	ERIE	PA
Institute of Medical and Business Careers	133 Jefferson RD	Pittsburgh	PA
IT Expert System Inc.	951 N. Plum Grove Rd. Suite A,C	Schaumburg	IL
Jeff Tech	576 VO TECH RD	REYNOLDSVILLE	PA
Jeff Tech CDL Training Program	3661 ROUTE 28 N	BROOKVILLE	PA
JEVS EduConnect	2770 RED LION RD	PHILADELPHIA	PA
Orleans Technical College	2770 RED LION RD	PHILADELPHIA	PA
Jobworks Inc	2424 E YORK ST STE 100-F	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
Learning Alliance Corporation	5910 Breckenridge Pkwy Ste A	Tampa	FL
Kutztown University of Pennsylvania	15200 KUTZTOWN RD	KUTZTOWN	PA
Kutztown University of Pennsylvania	PO BOX 730	KUTZTOWN	PA
Lackawanna College	501 VINE ST	SCRANTON	PA
Lackawanna College	93 MacKenzie Road	Covington Township	PA
LACKAWANNA COLLEGE	1024 S MAIN ST	TOWANDA	PA
LACKAWANNA COLLEGE - Tunkhannock Campus	420 TIOGA WEST PLZ STE 104	TUNKHANNOCK	PA
Lackawanna College Hazleton Center	2 E BROAD ST	HAZLETON	PA
Lackawanna College Hazleton Center	2 E. Broad Street	Hazleton	PA

Lackawanna College Hazleton Center	2 EAST ST	HAZLETON	PA
Lackawanna College Lake Region Center	8 SILK MILL DR	HAWLEY	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
Laurel Business Institute	11 E PENN ST	Uniontown	PA
Laurel Business Institute	200 Wedgewood Drive	Morgantown	WV
Laurel Business Institute	PO Box 877	Uniontown	PA
Laurel Highlands Workforce and Opportunity Center, Inc	310 Donohoe RD	Greensburg	PA
Laurel Technical Institute	2370 BROADWAY RD	HERMITAGE	PA
Learn, Empower, Grow Consulting Group	600 Red Lion Rd	Philadelphia	PA
Lebanon County Career & Technology Center	833 METRO DR	LEBANON	PA
Lebanon Valley Chamber of Commerce	989 Quentin Rd.	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	234 HIGH ST	TAMAQUA	PA
Lehigh Carbon Community College - Tamaqua	4525 EDUCATION PARK DR	SCHNECKSVILLE	PA
Lehigh Career & Technical Institute	4500 EDUCATION PARK DR	SCHNECKSVILLE	PA
Lenape Technical School - Nursing Program	104 ARMSTRONG ST SUITE B	FORD CITY	PA
Lenape Tech Adult and Continuing Education	2215 CHAPLIN AVE	FORD CITY	PA
Lincoln Technical Institute	5151 W TILGHMAN ST	ALLENTOWN	PA
Lonnie Rodgers-Andrews	399 Arcola RD Ste 100	Collegeville	PA
Luzerne County Community College	521 TRAILBLAZER DR	Nanticoke	PA
Luzerne County Community College	521 Trailblazer Drive	NANTICOKE	PA
Commonwealth University of Pennsylvania	224 South Hall 71 S Academy ST	Mansfield	PA
MedCerts	14143 FARMINGTON RD	LIVONIA	MI
MENTAL HEALTH PARTNERSHIPS	833 Chestnut ST Ste 1100	Philadelphia	PA
Mercer County Career Center	776 GREENVILLE RD	MERCER	PA
Merit Training Institute, LLC	7000 ATRIUM WAY STE 4	MOUNT LAUREL	NJ
MIDDLE BUCKS INST OF TECHNOLOGY	2740 YORK RD	JAMISON	PA
MIFFLIN COUNTY ACADEMY OF SCIENCE	700 PITT ST	LEWISTOWN	PA
Monroe Career & Technical Institute	194 LAUREL LAKE RD	BARTONSVILLE	PA
Montgomery County Community College - West Campus	101 COLLEGE DR	POTTSTOWN	PA
Montgomery County Community College - Central Campus	340 DEKALB PIKE	BLUE BELL	PA

Montgomery County Community College - Blue Bell	340 DEKALB PIKE	BLUE BELL	PA
Montgomery County Community College - Blue Bell	340 Dekalb Pk.	Blue Bell	PA
Muhlenberg College	2400 CHEW ST	ALLENTOWN	PA
National Institute for Medical Assistant Advancement	1525 Raleigh ST Ste 260	Denver	CO
Tiger Electrical Academy	4260 Tackawanna ST	Philadelphia	PA
Noe Noonan School of Cosmetology	5739 W Ridge RD	Erie	PA
North Montco Technical Career Center	1265 SUMNEYTOWN PIKE	LANSDALE	PA
Lansdale School of Business	290 WISSAHICKON AVE	NORTH WALES	PA
Northampton Community College - Tannersville	2411 Route 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
Northampton Community College- Bethlehem (ETPP)	511 E. Third 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
Johnson College	370 MAPLEWOOD DR	Hazle Township	PA
Johnson College	370 Maplewood Dr	Hazle Twp	PA
Oceanpointe Dental Assisting Academy of Philadelphia, LLC	7 Cambridge Ln	Newtown	PA
OPTIMIST CDL COACHING SCHOOL LLC	600 E Penn Ave Ste 2B	Wernersville	PA
PEIRCE COLLEGE	1608 Walnut ST Ste 1900	Philadelphia	PA
PENN ASIAN SENIOR SERVICES	6926 OLD YORK RD	PHILADELPHIA	PA
Penn Commercial, Inc.	242 OAK SPRING RD	WASHINGTON	PA
PENNCO TECH	3815 OTTER ST	BRISTOL	PA
Pennsylvania College of Technology	22 WALNUT ST	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	Logan Valley Mall	Altoona	PA
Penn State	44 University DR	Dallas	PA
Penn State University	3550 Seventh St Rd	New Kensington	PA
Penn State University - Fayette	2201 UNIVERSITY DR	LEMONT FURNACE	PA

Penn State University - Shenango	147 Shenango Ave	Sharon	PA
Pennsylvania Western University	250 UNIVERSITY AVE	CALIFORNIA	PA
Pennsylvania Western University	1801 W 1St ST	Oil City	PA
Pennsylvania Western University	840 West First Street	Clarion	PA
Pennsylvania Western University	6022 Glades Pike	Somerset	PA
Pennsylvania Western University	210 Glasgow Road	Edinboro	PA
District 1199C Training and Upgrading Fund	100 S BROAD ST	PHILADELPHIA	PA
Pittsburgh Institute of Aeronautics	14516 PENNSYLVANIA AVE	HAGERSTOWN	MD
Pittsburgh Institute of Aeronautics	1453 Youngstown Kingsville Rd NE	Vienna	OH
Pittsburgh Institute of Aeronautics	5 ALLEGHENY COUNTY AIRPORT	WEST MIFFLIN	PA
PITTSBURGH TECHNICAL COLLEGE INC	1111 MCKEE RD	OAKDALE	PA
Point Park University	201 WOOD ST	PITTSBURGH	PA
Pour Ritch Organization	426 E Allegheny Ave Unit 2A2	Philadelphia	PA
PPATEC	911B S Eisenhower BLVD	Middletown	PA
NEPA Flight School	101 Hanger RD	Avoca	PA
QS ACADEMY	1101 S Capital Of Texas Hwy Ste 202	West Lake Hills	TX
QS Academy, Inc.	1101 S Capital of Texas Hwy - Build	Austin	TX
Reading Area Community College - Reading	10 S 2ND ST	READING	PA
Reading Area Community College - Reading	10 S 2ND ST	READING	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
Revolutionary Education Center	1541 N West End BLVD	Quakertown	PA
Revolutionary Education Center	829 Scranton Carbondale Hwy	Eynon	PA
Roadmaster Drivers School of Pennsylvania, Inc.	4219 FRITCH DR	BETHLEHEM	PA
160 Driving Academy	3835 GREEN POND RD OFC 106	BETHLEHEM	PA
160 Driving Academy	6800 Big Beaver BLVD	Beaver Falls	PA
160 Driving Academy	2411 Route 715 Kapp100 L	Tannersville	PA
160 Driving Academy	2231 LEBANON VALLEY MALL	LEBANON	PA
160 Driving Academy	605 WILLIAM MARKS DR	HOMESTEAD	PA
Rosedale Technical College	215 BEECHAM DR	PITTSBURGH	PA
Rosedale Technical College	215 BEECHAM DR STE 2	PITTSBURGH	PA
Northern Pennsylvania Regional College	2917 S MAIN ST	Mansfield	PA
Northern Pennsylvania Regional College	4 ERIE AVE STE 200	Saint Marys	PA

Northern Pennsylvania Regional College	4 Erie Avenue	St. Marys	PA
Northern Pennsylvania Regional College	5800 PEACH ST	Erie	PA
Northern Pennsylvania Regional College	847 N Main St	Meadville	PA
SAGE Trucking Driving Schools	755 E. Cumberland Street	LEBANON	PA
Schuylkill Technology Center - North Campus	101 TECHNOLOGY DR	FRACKVILLE	PA
Schuylkill Technology Center - North Campus	15 MAPLE AVE	MAR LIN	PA
Scott Milliner Outreach Center	100 South Commons Street	Pittsburgh	PA
Shelly Truck Driving School	400 Mulberry ST	York	PA
Professional Drivers Academy	2300 HOUSELS RUN RD	MILTON	PA
Springboard	98 Battery ST Ste 400	San Francisco	CA
SOMERSET CO TECHNOLOGY CENTER	281 TECHNOLOGY DR	SOMERSET	PA
South College of Tennessee LLC	3000 Westinghouse DR Ste 200	Cranberry Township	PA
South Hills School of Business & Technology - State College	480 WAUPELANI DR	STATE COLLEGE	PA
South Hills School of Business & Technology - Altoona	508 58TH ST	ALTOONA	PA
Jersey College	700 Quincy Ave	Scranton	PA
PL Weaver & Company	Central Penn CDL Academy	Gap	PA
Sharon Regional Medical Center	740 East State Street	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
All State Career School	1200 Lebanon RD Ste 101	West Mifflin	PA
Tech Elevator	1735 Market Street Suite 125, Box 135	PHILADELPHIA	PA
Tech Elevator	901 PENNSYLVANIA AVE STE 3A	PITTSBURGH	PA
TEMPLE UNIV HBG CENTER	234 STRAWBERRY SQ	HARRISBURG	PA
Thaddeus Stevens College of Technology	57 Laurel St	LANCASTER	PA
Thaddeus Stevens College of Technology	750 E KING ST	LANCASTER	PA
The Johnson-Shaw Foundation	501 Mckean Ave Unit C	Charleroi	PA
Penn State Behrend	4701 College DR	Erie	PA
The Rapha School, LLC	17 GRIFFITH DR	HOME	PA
SAGE Technical Services	1708 North ST	Endicott	NY

TRADE INSTITUTE OF PITTSBURGH	7800 Susquehanna St	Pittsburgh	PA
TRANQUILITY AND ALLEGIANCE ACADEMY	2519 Germantown Ave Ste 301	Philadelphia	PA
Trans American Technical Institute	109 TRANS AMER RD	JERMYN	PA
Trans American Technical Institute	109 TRANS AMERICAN 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
UNIQUE System Skills LLC.	547 Amherst Street Suite 201	NASHUA	NH
UNIQUE System Skills LLC.	547 Amherst Street, Suite 201	Nashua	NH
University of Pittsburgh - Manufacturing Assistance Center	504 E MAIN ST	TITUSVILLE	PA
UPMC JAMESON SCHOOL OF NURSING	2414 WILMINGTON RD	NEW CASTLE	PA
UPMC JAMESON SCHOOL OF NURSING	650 E AVE 3RD FL	Erie	PA
UPMC Mercy School of Nursing	1401 BLVD OF THE ALLIES	PITTSBURGH	PA
UPMC Shadyside School of Nursing at Harrisburg	320 Market ST Ste 180	Harrisburg	PA
St. Margaret School of Nursing	221 7TH ST	PITTSBURGH	PA
Venango Technology Center	185 Hospital Dr	Warren	PA
VENANGO TECHNOLOGY CTR	6945 US Route 322	Cranberry	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
I.T.T.I	2251 FRALEY ST	PHILADELPHIA	PA
Western Area Career & Technology Center	688 WESTERN AVE	CANONSBURG	PA
Westmoreland County Community College - Youngwood	145 PAVILION LN	YOUNGWOOD	PA
Westmoreland County Community College	439 Hamill RD	Indiana	PA
Westmoreland County Community College	439 Hamill Road	Indiana	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
YWCA Tricounty Area	1430 DEKALB ST	NORRISTOWN	PA

Berks County Workforce Development Board

2023 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 emerged from the lingering effects of the pandemic throughout calendar year 2023.

I. Top Three Accomplishments for 2023

- A. DEI Employer Symposium Focused on Employing Adults with Disabilities** – The Berks County Workforce Development Board (WDB) has established a strategic priority to address the employment challenges faced by more than 28,000 adult residents (ages 25-64) with a disability. Unfortunately, these talented residents experience an unemployment rate more than twice the rate for individuals in the labor force with no disability. At the same time, employers in our region increasingly report to the WDB that they would benefit from increased access to trainings and resources around supporting the employment of individuals with disabilities. To help address this need, the WDB's attention in 2023 focused on the actions that we could take to assist local employers improve their recruitment, retention, and advancement of persons with disabilities in the workforce.

Accordingly, in March of 2023, the Berks County WDB sponsored an open *Diversity, Equity, and Inclusion Symposium for Employers*, highlighting and promoting resources and best practices of hiring individuals with disabilities. This virtual webinar was conceived and designed by the WDB's Diversity, Equity, and Inclusion (DEI) Committee and delivery of the program was presented by the PA CareerLink® Berks County's Business Services Team. The event was a huge success with 59 Berks County distinct employers represented. In total, 176 employer participants from Berks and surrounding counties viewed short videos and presentations highlighting practical and proven employer "best practices." Employer feedback following the symposium was overwhelmingly positive, underscoring the opportunities acknowledged as proven best practices they could adopt in their own organizations. This resounding success led the WDB's DEI Committee to initiate an important next step in the development of an *Employer Resource Guide* for hiring and retaining adults with disabilities. Steady progress on development of this this project has been realized in calendar year 2023 with a finalized guide to be made available to interested employers for review by June 2024.

- B. Greater Reading Healthcare Connections Industry Partnership** – As stated in our PY2021-2024 Workforce Innovation and Opportunity Act (WIOA) Multi-Year Local Area Plan, the Berks County Workforce Development Board (WDB) has identified the Healthcare sector as one of our highest priority industry sectors in Berks County. Healthcare is Berks County's second largest industry sector in terms of employment with currently nearly 25,000 workers (13.3% of local employment). Throughout the past two decades this sector has proven to be our most popular sector for residents seeking attractive family sustaining careers.

In April 2023, the WDB received a timely grant award from the PA Department of Labor & Industry to support the creation of a new Healthcare Industry Partnership (IP). To launch our new Healthcare IP,

the Berks WDB partnered with the Greater Reading Chamber Alliance (GRCA) and Reading Area Community College (RACC) in the *Greater Reading Healthcare Connections Industry Partnership*. The IP's focus is to create strategies for employers to develop career pathways, industry credentials, and articulation to education partner(s) programs, including the design and implementation of a Registered Apprentice (RA) healthcare career pathway under the group sponsorship of RACC.

On June 30, 2023, the inaugural IP kickoff meeting was attended by a broad representation of local healthcare organizations, including our 2 local major hospital networks as well as County of Berks administrators involved in the management of one of the largest nursing and rehabilitation facilities in the region. The launch successfully solicited first-hand feedback from the participating healthcare providers regarding their critical workforce needs, talent retention strategies, and other top issues facing their organizations. Since the June 2023 launch, IP membership has grown, and the partnership continues to meet quarterly to engage in dialogue with key leadership from area colleges/universities and community partners focused on healthcare career education services and occupational training programs available within Berks County.

- C. Successful Achievement of Challenging PY2022 WIOA Title I Negotiated Performance Goals** – In September 2022, the Berks County WDB negotiated our PY2022 and PY2023 WIOA Title I performance goals with the PA Department of Labor & Industry (L&I). At the time of these negotiations, the WDB recognized that achieving these goals would be especially challenging given the disruptions to local labor supply and demand resulting from the devastating COVID-19 pandemic which was then just showing signs of sustained easing. Specifically, permanent exits from key sectors in our local labor force combined with noteworthy employer strategies to retain their existing workforce(s) resulted in a dramatic local decline in the number of dislocated workers with good work histories available for new employment. At the same time, the pandemic's dramatic impact on local jobseekers (and their families) accompanied the expiration of expanded unemployment compensation and other federally funded financial supports. This led to an adult and young adult population of jobseekers with many more barriers to employment than we served prior to the pandemic's arrival in March 2020. Underemployment continues to be a significant issue for many low-income Berks County residents with barriers to employment.

Fortunately, the Berks County WDB proactively put in place effective plans and contracts to respond to this challenge, resulting in our much sought after "green checkmark" signifying achievement of our negotiated goals when PY2022 ended on June 30, 2023. In helping the WDB meet these challenging PY2022 goals, our dedicated professionals at the PA CareerLink® Berks County successfully engaged local adult customers and matched them with employers eager to bring them onboard. Notably, the PA CareerLink® Berks County expanded outreach initiatives funded by the WDB in PY2022 allowed us to enroll 72% of adult Title I customers who met "adult priority" eligibility, well above the required 60% minimum target.

One especially successful outreach strategy in 2023 was our proven past practice of sponsoring two regional in person Career Fairs which resulted in measurably greater attendance than many other workforce development areas have seen. Our May 2023 Career Fair at Alvernia University was visited by 967 jobseekers to meet with 102 local employers culminating in many employment offers. Likewise, our November 2023 Career Fair at the Abraham Lincoln Hotel in downtown Reading

showcased 110 local employers and attracted 937 jobseekers – a 70 % increase from the Career Fair held a year earlier at the same venue.

II. Top Three Stories/Testimonials

- A. **Yolanda** - Yolanda first enrolled in career services offered at the PA CareerLink® Berks County in December 2022. After completing her application for services, Yolanda’s individual education plan was reviewed during her case management appointment. During these discussions, our team explored Yolanda’s life story with her and the obstacles she has faced. Through this structured process, Yolanda clarified her interest in attending Reading Area Community College (RACC) to earn a certification as a Certified Recovery Specialist, with the program scheduled to begin in March 2023. Yolanda’s plan was to then pursue a related degree after completing RACCs’ certification program.

Yolanda completed our “Success Starts Here” course and successfully enrolled in the WIOA Title I Adult program. At the same time, Yolanda was “dual enrolled” in the Employment, Advancement, and Retention Network (EARN) program which provided comprehensive supports to manage the multiple challenges in her life. During her time with the Adult Program, WIOA staff frequently collaborated with the EARN program staff to assist Yolanda with eliminating barriers through supportive services such as bus passes and counseling from our program’s Behavioral Therapist.

Despite initial challenges with the WIN learning assessment, Yolanda worked tirelessly to improve her skills until she successfully completed the assessment, thereby qualifying her to test for and ultimately obtain the ACT® WorkKeys® National Career Readiness Certificate. Upon achieving the WorkKeys® certification, Yolanda met with her Title I case manager to discuss the next steps in applying for funding assistance to attend her desired training. She completed all required forms and was approved for training to begin in March 2023. While attending her Recovery Specialist training, Yolanda applied for several jobs related to her training program, eventually being offered a position as a Behavioral Specialist Technician by the Caron Foundation starting in April 2023, with a starting wage of \$18.00 per hour for full-time work.

In August 2023, Yolanda successfully completed her training and attained her highly valued Recovery Specialist certification. She remains committed to her dream of obtaining a degree to provide further support and mentoring to others. Yolanda's story is inspiring and serves as a testament that one's past does not define one's future.

- B. **Tatiana** – Tatiana enrolled in the Employment, Advancement, and Retention Network (EARN) program in May 2023. A single mother of three children, this was Tatiana’s second EARN enrollment and this time she was determined to obtain her High School Equivalency (HSE) Diploma as a first step along a career pathway that would provide for her and her family. During orientation, EARN staff initially referred Tatiana to the PA CareerLink® Berks County Young Adult Program for participation in their HSE Preparatory Classes. However, upon a comprehensive review of her circumstances during orientation, it was further determined that Tatiana would need significant assistance eliminating several barriers to her employment plans. For example, as Tatiana had recently moved from New Jersey to Pennsylvania she clearly needed transportation support in order to be successful.

While starting her HSE classes Tatiana worked with EARN staff on all the necessary steps to obtain a driver’s license, which she received in August 2023. Tatiana’s grandmother has allowed her to live at

her home and have use of her vehicle while Tatiana continues her participation toward her HSE and employment goals. During her time working within the Young Adult (YA) Program, Tatiana met with the program's Business Services Consultant (BSC) to explore employment through their paid work experience initiative. After reviewing possible worksites with her consultant, Tatiana chose to interview at Berks Encore. Given Tatiana's prior work experience in an office setting, this proved to be a perfect match. Following a successful interview with her supervisor at Berks Encore, Tatiana was offered a position funded under the YA's paid work experience program and began work on September 6th. In this role, Tatiana helps with the "Meals on Wheels" program in the morning by preparing lunches and dinners for area seniors and accompanying the drivers to deliver the meals. Tatiana works in another area in the afternoon, scheduling appointments and contacting customers for the Berks Encore grocery program. Tatiana's supervisor commended her phone skills and ability to interact with the seniors who utilize the agencies programs and services.

With Tatiana's first paid work placement set to end on December 22nd, the Business Services Consultant met with Tatiana's supervisor to see if an extension to her paid work experience would be beneficial. Berks Encore was set to take on another participant, so the supervisor asked if she could retain Tatiana to assist in the next participant's training. Tatiana has demonstrated proficiency in all job responsibilities at Berks Encore. Under our paid work program, participants like Tatiana learn skills and gain confidence as if they were an employee of the company. Tatiana's professional growth continues as she moves through her second placement.

At the same time, Tatiana continues to strive toward obtaining her High School Equivalency (HSE) Diploma while participating in paid work experience. Tatiana continues to work with EARN staff to eliminate barriers that might prevent her from finding her desired employment once she has earned her HSE. Both EARN and our Title I Young Adult programs will continue to collaborate on assisting Tatiana stay on track in achieving her desired long-term goals, and we are confident that she will be successful.

- C. **Melanie-** Melanie was enrolled in our Young Adult (YA) program on March 23, 2023. She came to us with no work experience and without access to reliable transportation, both significant barriers that Melanie successfully worked through with her YA case manager. Melanie's positive outlook and upbeat personality, combined with her bilingual skills in English and Spanish are important strengths as Melanie is interested in working in an office setting.

After meeting with our Business Services Consultant and looking through the available paid work jobs, we agreed to have Melanie interview at Reading City Hall in the Human Relations Office. This location is conveniently close to home and provided Melanie with the opportunity to help translate and assist Spanish-speaking resident customers. Her supervisor said that Melanie was nervous during the interview but that she dressed professionally and projected a positive attitude. Melanie was hired and started paid work on March 30, 2023.

Throughout her first placement, Melanie became a real superstar at City Hall. She learned their computer system and became comfortable talking with customers. In the Human Relations office, patrons come in with many different types of issues including housing, family, and utilities. Melanie has learned how to assist in dealing with these situations. She is no longer nervous because she feels

more comfortable after gaining experience with all types of customer issues on the job. On her bi-weekly evaluations, Melanie receives "Above Average" ratings in all categories.

After her first placement, Melanie was requested back by her supervisor for another round of paid work. On August 9th, Melanie was approved for a paid work program wage increase and is now making \$14.00 an hour, an increase from her initial rate of \$12.00 per hour. The Human Relations office is currently down two full-time staff and Melanie has been an absolute blessing to them. As a result, it has been a seamless transition as Human Relations office attempts to hire new employees. Our staff is extremely proud of Melanie's progress, her work ethic, and her unbounded potential for future growth.

III. Challenges

- A. **Finding Dislocated Workers** – In most ways, the abnormally low numbers of dislocated workers residing in Berks County is a positive development resulting from historically low levels of local unemployment. Throughout 2023, the number of officially unemployed Berks County residents remained at a very low level of ≈8,000 while the recovery of our local labor force plateaued at 214,500, still 2.0 % below 2019's pre-pandemic peak of nearly 219,000. This shortfall likely reflects permanent exits from our labor force, primarily due to retirements.

Despite ongoing economic uncertainties, Berks County saw little layoff activity throughout 2023. As a result, there are very few dislocated workers with good work histories available to local employers who remain eager to fill large numbers of attractive job openings.

- B. **Low Employer Demand for On-the-Job Training (OJT) Reimbursements** – Knowing that employers have relaxed hiring expectations requiring specific experience and educational attainment related to many job openings, it is somewhat puzzling that we see fewer employers interested in On-The-Job (OJT) assistance contracts to help offset their increased training costs for many new hires. Local employers reported in 2023 that the highly competitive job market, particularly for entry-level career positions, has required them to speed up their employment and onboarding processes. At the same time, many of their experienced HR staff have been retiring or moving on to other employers. These two factors, in combination, often leave the employers unwilling to pursue any extra steps in the hiring process that may accompany having a fully executed OJT agreement in place before the eligible candidate is onboarded. However, as 2024 begins, we may be seeing some re-balancing of our local labor market which could facilitate local employers revisitation of the OJT option as a valuable onboarding and retention strategy to reduce new hire turnover, also known as "churn".

IV. Promising Practices

- A. **PA CareerLink® Berks County Employment, Advancement, and Retention Network (EARN) Program Home Health Aide Training** - EARN is a PA Temporary Assistance for Needy Families (TANF) funded program with referrals for this training coming exclusively from the Berks County Assistance Office. Our local EARN program has developed and now offers an innovative, PA Dept. of Human Services recognized, Home Health Aide (HHA) training in both English and Spanish for those program participants interested in entry into this high-priority occupation. This comprehensive curriculum/practicum provides qualifying clients with the knowledge, skills, and confidence to successfully perform the basic caregiving functions that home healthcare centers require and access a career pathway within the healthcare field as a Home Health Aide (HHA). This training solution helps

satisfy current, high-demand, regional job-market needs, while helping trainees with job advancement, and becoming competitive and employable in the open job market.

The training program supplies a potential talent pool targeted to the growing local demand for quality professional, personalized care in hygienic and therapeutic activities of daily living to clients in nursing homes, adult day care and senior centers, assisted living facilities and HHA agencies. Trainees learn what makes a competent HHA, that is, the ability to provide the most efficient and effective service with warmth and kindness.

Trainees invest a total of 80 hours in comprehensive activities, including 45 hours of classroom training with 16 hours of supervised practical training, and 35 hours of supervised internship provided at a prospective employer's location, per federal and state requirements.

Following completion of this state-sponsored training program, to be awarded the EARN Program's Home Health Aide Certificate, trainees must successfully meet the requirements of structured assessments of a) knowledge and skills; b) participation and practice evaluations and; c) a competency evaluation provided by a prospective home healthcare employer, after the trainee has completed his/her 35-hour internship.

B. Micro Job Fairs – In February of 2023 our Business Services Team (BST) held three industry specific “micro” job fairs at our PA CareerLink® Berks County location. These three targeted events provided an opportunity for employers to meet with individuals who had a specific interest in employment opportunities within their industry.

1. Manufacturing – 13 Employers and 221 Job Seekers in attendance.
2. Healthcare – 13 Employers and 71 Job Seekers in attendance.
3. Construction – 13 Employers and 93 Job Seekers in attendance.

C. Spanish in the Workplace for PA CareerLink® Berks County Leadership – In the beginning of Program Year 2023, an area of both interest and need was identified by our One-Stop Operator to Provide *Command Spanish* in the Workplace for the PA CareerLink® Berks County leadership team. In addition to PA CareerLink® staff, this highly desirable training was offered to each PA CareerLink® Berks County partner, allowing the partners to have a non-Spanish speaking representative attend. The training is designed to help non-Spanish speaking managers gain a basic understanding of everyday language used in serving the Spanish language-limited speaking customers of our local One-Stop. This opportunity was reviewed during our program year's second quarter partners meeting as an opportunity for expanded collaboration and improved customer service. As a result, our One-Stop Operator contracted with Reading Area Community College (RACC), to provide a total of eight hours of training, scheduled to commence in January 2024.

V. Request for Additional State Guidance

A. As a best practice for providing technical assistance, the PA Department of Labor & Industry has developed a Financial Management Guide (FMG) and implemented monthly fiscal trainings to review federal and state (L&I) compliance requirements with all local WDBs. We request that the appropriate staff at the Pennsylvania Department of Human Services (DHS) develop and implement a financial guide and similar training practices to eliminate any improper use of Employment, Advancement, and Retention Network (EARN) funds and for Temporary Assistance for Needy Families (TANF) – Youth

funds.

- B.** In addition, we request further guidance or training on the expectations of Local Workforce Development Boards (LWDBs) regarding fiscal monitoring of subcontractors. We would like to have a clearer understanding of:
1. What is required during fiscal monitoring of subcontractors?
 2. What has the State identified as areas for improvement in local fiscal monitoring processes?
 3. What are best practices seen around the Commonwealth that other LWDBs could use as references to improve their local processes?
 4. Are there examples of fiscal monitoring tools that could be referenced or implemented in local processes?

Bucks County Workforce Development Board 2023 Annual Report

The Bucks County Workforce Development Board (BCWDB) is pleased to submit its local annual report for 2023 to the Commonwealth of Pennsylvania. Bucks County is a suburb of Philadelphia—population 645,054—with a median household income of \$99,300, which is \$30,300 above the national median household income (\$69,000). Residents earning bachelor's degrees account for 26% of the population, 5.2% above the national average. Health Care and Social Assistance, Retail Trade, and Manufacturing comprise the largest industries throughout the area. Bucks County's top growth industries include Transportation and Warehousing, Health Care and Social Assistance, and Educational Services.

MANDATED INFORMATION (AS OF JANUARY 2024)

BOARD MEMBERSHIP: Appointed by Bucks County Chief Elected Officials, BCWDB members are tasked with strategic management and oversight of local workforce development programs.

NAME	TITLE	ORGANIZATION	EMAIL ADDRESS PHONE	MEMBERSHIP
James Horan, Chair	Advisor	JJH Advisory Services	jhoran14@msn.com 215-526-2142	Business
Erin Lukoss, Vice Chair	Executive Director	Bucks County Opportunity Council	elukoss@bcoc.org 215-345-8175 ext. 205	Community-based organizations with experience (barriers/vets/disabilities)
Gregory Krug	President	Lampire Biological Laboratories	gkrug@lampire.com 215-795-2968	Small business
Dr. Benjamin Rusiloski	President	Delaware Valley University	benjamin.rusiloski@delval.edu 215-489-4966	Institutions of higher education providing workforce investment
Mercedes Anderson	Executive Director	VITA Education Services	manderson@vitaeducation.org 215-345-8322 ext. 11	Eligible providers administering adult education and literacy
Anita Diggs	Rehabilitation Supervisor	Department of Labor & Industry Office of Vocational Rehabilitation	adiggs@pa.gov 484-250-4340 ext. 148	Title I of the Rehabilitation Act

Theodore Dorand	Manager External Affairs	PECO	theodore.dorand@peco-energy.com 215-956-3082	Business
Marybeth Willams	Assistant Regional Director	Bureau of Workforce Partnership and Operations	marybwilli@pa.gov 610-280-1027	State employment service under Wagner-Peyser
Paul Bencivengo	President & COO	Visit Bucks County	paulb@visitbuckscounty.com 215-639-0300	Economic and community development
Dr. Mark Hoffman	Executive Director	Bucks County Intermediate Unit	mhoffman@bucksiu.org 215-348-2940	Organizations with experience and expertise (youth)
Stephen Maund	President	Demco Enterprises (dba Demco Automation)	stephenm@demcoautomation.com 215-538-9700	Small Business
Jessica Peiffer	Owner	BCT Walls & Ceilings, Inc.	jpeiffer@bctwc.com 215-504-0542	Small business
Catherine Valeriano	President	Sesame Place	cathy.valeriano@sesameplace.com (215)-741-5350	Business
Brian Shields	Director of Sales	Peddler's Village	bshields@peddlersvillage.com 215-794-4062	Small business
Louis Kassa	Executive Vice President & COO	Blumberg Institute, PA Biotech Center	lou.kassa@bblumberg.org 215-783-6205	Business
Jennifer Wendling	Client Relationship Manager	Penn State Extension	jib5171@psu.edu 814-409-7970	Organizations with experience and expertise (youth)
Yolonda Udvardy	Director of Continuing & Professional Studies	Delaware Valley University	Yolonda.Udvardy@delval.edu 215-489-4966	Institutions of higher education providing workforce investment

Jeane Vidoni	President & CEO	Penn Community Bank	jvidoni@penncommunitybank.com 215-785-3527	Business
Dominic Roberto	Member	Local Steamfitters Union 420 Building Corporation	redfitter@comcast.net 610-721-4107	Joint labor-management apprenticeship program
Mateen Afzal	President & Chief Transformation Officer	PDC Machines, Inc.	m.afzal@pdcmachines.com 215-443-9442	Business
Chris LaBonge	President	Adtell Group Companies	clabonge@adtell.com 877-529-9114 ext. 6001	Small business
Daniel Grace	Treasurer & Business Manager	Teamsters Local Union 830	dhgrace@verizon.net 215-364-3089	Labor organizations or other

PERFORMANCE: NEGOTIATED AND ACTUAL: WIOA program performance for PY23 Qtr. 1

Adult

Adult Program	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	79.0%	75.0%	105.3%	76.5%	72.0%	106.3%	\$8,052	\$6,500	123.9%	74.9%	68.5%	109.3%	42.5%	50.5%	84.2%
42020 Bucks	95.2%	71.0%	134.1%	71.4%	72.0%	99.2%	\$8,110	\$7,200	112.6%	100.0%	77.0%	129.9%	58.5%	52.0%	112.5%

Dislocated Worker

Dislocated Worker Program	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	81.8%	78.5%	104.2%	78.4%	77.0%	101.8%	\$10,540	\$8,750	120.5%	74.9%	72.0%	104.0%	48.1%	46.0%	104.6%
42020 Bucks	87.5%	74.0%	118.2%	84.6%	73.0%	115.9%	\$11,534	\$9,500	121.4%	89.5%	77.0%	116.2%	34.9%	75.0%	46.5%

Youth

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	71.4%	67.0%	106.6%	71.2%	64.0%	111.3%	\$4,230	\$3,500	120.9%	46.7%	66.0%	70.8%	22.9%	60.0%	38.2%
42020 Bucks	86.7%	58.0%	149.5%	53.3%	59.0%	90.3%	\$10,294	\$3,250	316.7%	0.0%	63.0%	0.0%	0.0%	60.0%	0.0%

PERFORMANCE ANALYSIS: According to the Center for Workforce Information and Analysis, Bucks County demonstrated a variable rate of goals achieved in WIOA programs. The 2nd Quarter after exit and 4th Quarter after exit are high in Employment Rates, which followed a statewide trend. Median Earnings and Credential Rates significantly exceeded negotiated levels in the 2nd Quarter after exit. Bucks County continually boasts high wages in Title I programs. Several factors contribute to this, including the high cost of living, above-average educational attainment, and the focus on placing individuals in training and careers that pay family-sustaining wages. These factors also promote job retention. Bucks County seeks to improve upon include Measurable Skill Gains for Youth and Dislocated Workers. Programmatically, these groups are active in credential activities, and we look to ensure that these are appropriately entered and captured in the state system of record via ad hoc reporting.

PROGRAM PARTICIPATION: BCWDB members provide fiscal oversight of the funds below.

REVENUE DESCRIPTION	ALLOCATION	DATE RANGE
Adult	\$846,800	10/1/22 - 6/30/24
	\$1,039,982	7/1/23 – 6/30/24
Dislocated Worker	\$916,151	10/1/22 – 6/30/24
	\$1,458,677	7/1/23 – 6/30/24
Youth	\$1,085,380	10/1/22 – 6/30/24
	\$1,055,813	7/1/23 – 6/30/24
TANF Youth	\$186,200	7/1/22 – 6/30/23
	\$207,821	7/1/23 – 6/30/24
EARN	\$578,502	7/1/22 – 6/30/23
	\$578,502	7/1/23 – 6/30/24
Rapid Response	\$9,976	3/1/23 - 8-30-23
ENGAGE	\$29,200	7/1/22 – 6/30/23
	\$28,000	7/1/23 – 6/30/24
Business Education Partnership	\$150,000	2/1/22 – 12/31/23
	\$150,000	6/1/23 – 6/30/24
PASmart	\$400,000	7/01/22 – 12/31/24
Career Dislocated Worker Grant (via PhillyWorks)	\$300,000	7/1/2022 - 12/31/24

Partnership for Regional Economic Performance (PREP)	\$82,665	7/1/22 – 6/30/23
	\$70,609	7/1/23 – 6/30/24
School to Work Grant	\$250,000	6/1/21 – 12/31/23
	\$250,000	7/1/21 – 12/31/24
Statewide Activities	\$980,842	4/1/20 – 6/30/23
	\$700,226	7/1/23 – 6/30/24
Near Completer Grant	\$1,333,268	6/1/23 – 6/30/24

ELIGIBLE TRAINING PROVIDERS: An essential component of building relationships with employers is maintaining purposeful communications with schools on the Eligible Training Provider List. The following educational facilities offer 94 courses that may be considered eligible for Individualized Training Accounts to qualified individuals.

Training Provider	Address	City	State
AAA School of Trucking	442 E Girard Ave	Philadelphia	PA
American Board for Certification of Teacher Excellence	1123 Zonolite Rd Ste 29	Atlanta	GA
Bucks County Community College	275 Swamp Rd	Newtown	PA
Delaware County Community College	901 S. Media Line Road	Media	PA
Full Circle	740 Springdale Drive	Exton	PA
Global CDL Driving School	9430 State Rd	Philadelphia	PA
JEVS (Orleans Technical College)	2770 Red Lion Rd	Philadelphia	PA
JobWorks Education & Training	2424 E York St Ste 301	Philadelphia	PA
Lackawanna	501 Vine Street	Scranton	PA
Learn, Empower, Grow Consulting Group	600 Red Line Road, F6	Philadelphia	PA
Lehigh County Technical Training	4500 Education Park Drive	Schnecksville	PA
MedCerts	13955 Farmington Rd	Livonia	MI
Merit Training Institute	7000 Atrium Way Ste 4	Mount Laurel	NJ
North Montco Technical School	1265 Sumneytown Pike	Lansdale	PA
Northampton Community College	511 E 3Rd St	Bethlehem	PA

NuPaths	1500 Spring Garden Street	Philadelphia	PA
Oceanpoint Dental Asst. Academy	7 Cambridge Lane	Newtown	PA
Pennco Tech	3815 Otter St	Bristol	PA
QS Academy	1101 S Capital of Texas Hwy, Building J, Ste. 202	Austin	TX
Revolution Education	1541 N West End Blvd	Quakertown	PA
Smith & Solomon BDTS	4201 Tacony St	Philadelphia	PA
Unique System Skills	505 W Hollis St Ste 105	Nashua	NH

ADDITIONAL INFORMATION

TOP THREE ACCOMPLISHMENTS

Workforce on Wheels (WOW): 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 across the county at schools, libraries, cultural and educational events, and more. The WOW will also go to technical schools to assist students with resume writing and help them develop their interview skills. Throughout 2023, Bucks County worked with Farber Specialty Vehicles to bring this innovative project to fruition, resulting in the delivery of the WOW vehicle on December 6. In addition to offering fully mobile career services, WOW is a formidable outreach tool for PA CareerLink® with its highly visible branding serving as a billboard that can connect more customers with employment services. An official ribbon-cutting is expected in 2024. More information is available at www.buckscounty.gov/wow.

Near Completer Grant/Aim & Attain Program: Bucks County received a Near Completer Grant in the amount of \$1.3 million for 13 months until June 30, 2024. This grant, in support of Bucks County's Aim & Attain Program, assists individuals who have disengaged from postsecondary programs within the past two years without finishing their degrees or certifications to reenroll, complete their chosen course of study, and receive credentials by June 2024. Eligible individuals may apply to complete a career training certificate or postsecondary degree at no cost. The program, open to unemployed and employed individuals, offers the following assistance:

- Free tuition, books, and educational supplies
- Available mentorship, tutorial services, and technology resources
- Guidance from a Career Services Specialist
- Connect with staff and resources to assist with job placement

Participating Bucks County Schools include Bucks County Community College, Delaware Valley University, Holy Family University, Pennco Technical School, Community College of Philadelphia, and Lancaster Bible College. Several schools have surpassed their Aim & Attain enrollment goals in postsecondary and non-

credit programs. This grant offers life-changing opportunities for individuals to pursue careers in in-demand fields by offering full tuition assistance, supportive services, and payment of past-due fees. Aim & Attain can also help participants change their career trajectory through education, training, and connecting with PA CareerLink® Bucks County to remediate barriers. More information is available at www.buckscounty.gov/aimandattain.

PA CareerLink® Branded Multimedia for Outreach: WIOA Statewide Activities funds allowed the BCWDB to roll out multimedia assets intended to increase engagement. The items highlight local resources while referencing the statewide PA CareerLink® website. In 2023, the BCWDB launched a full library of assets promoting one-stop services for job seekers, youth, and employers. In addition to social media templates and program fact sheets, the toolkit contains links to five state-approved videos (*What is PA CareerLink® Bucks County*, *Orientation Video*, *Resume Ready*, *Interview Ready*, *What's It Like to Work in the Life Sciences Industry*, *What's It Like to Work in Manufacturing*, *What is the Bucks County Reentry Coalition*) an email template introducing PA CareerLink® to job seekers, and an email template and welcome packet introducing PA CareerLink® to employers. These multimedia assets have created more access points—through videos, social media channels, webpages, and other digital materials—to increase engagement with customers and the community.

TOP THREE STORIES OF WORKFORCE DEVELOPMENT IMPACT

Jada's Story: Jada enrolled in the Out-of-School Youth (OSY) program in December 2022, looking to obtain her GED and enroll directly in college. Being 16, she had more of a challenge withdrawing from a traditional high school than most. But given her TABE results and high school transcripts, we knew Jada wouldn't be in our program long and did everything we could to make that happen. Jada decided to set her career path in the medical field with the goal of enrolling in Spring classes. An intelligent and determined student, Jada completed her GED within two weeks, attaining College Ready status in three of the four sections, and applied immediately to Bucks County Community College. One month after completing her GED, Jada was accepted into the Phlebotomy Certificate Program offered through the college. This program is typically spread out over three semesters, Summer and Fall, followed by a clinical externship in Spring. Jada completed all the required courses in three months, with the fourth month starting her externship. As an OSY participant, Jada's course was fully covered, with full reimbursement for required books and specified CPR certification. She started her externship in May 2023, Monday through Friday, totaling 120 hours.

Mia's Story: Mia was searching for a job that would provide stability and a career pathway with opportunity. She was drawn to the healthcare industry but was undecided on a specific role. In March 2023, she attended a General Orientation and, at that point, decided to engage in an Individual Training Account (ITA) that offered a credential to enhance her marketability. Mia enrolled in WIOA in April 2023. Mia reviewed the available services and resources with her counselor and the recruiter. She decided that an ITA opportunity best addressed her short-term goals. After speaking with multiple Dental Assistant training providers, Mia selected OceanPointe Dental Academy in Newtown. After navigating the initial learning curve (her prior experience was in production and hospitality), she succeeded in the classroom and the internship. She would readily express what she learned in conversations with PA CareerLink® staff, whether x-rays or tool sterilization. In July 2023, Mia completed the ITA and received her certification. She accepted a position with the company where she completed her externship. Mia now works as a

Dental Assistant with Signature Smiles. She is excited to earn a family-sustaining wage in a high-priority occupation where she excels.

Zikiyya's Story: Zikiyya enrolled in the Aim & Attain Program to pursue her dream of becoming a registered nurse. A single parent, Zikiyya separated from LaSalle University before receiving her degree. Funding from the Near Completer Grant made it possible for Zikiyya to settle outstanding tuition debt, receive supportive services for childcare, and attend classes at Bucks County Community College while pursuing an associate degree in Nursing. Most recently, Zikiyya scored over 95% in Biology and Psychology coursework during the Fall 2023 semester. In a recent email, Zikiyya mentioned how the program has created a pathway to complete her education." I can't thank you all enough for the tremendous support you have given me," she said. "Your support has been more than I could have imagined!"

LOCAL WORKFORCE DEVELOPMENT CHALLENGES

In 2023, the BCWDB experienced several challenges. Compliance in Board membership categories was challenging due to term end dates and several departures. Bucks County is committed to compliance in this area and is currently working with monitors, tracking referrals, and soliciting recommendations from board members. Additionally, there has been difficulty filling open positions among contractors and one-stop partners. Bucks County is looking to secure more funds for staff training and wages to help mitigate recruitment and retention challenges.

PROMISING PRACTICES

Work-Based Learning Event: In celebration of National Apprenticeship Week, Bucks County joined the Montgomery County Workforce Development Board to host the "Aim to Retain Work-Based Learning Summit" at the PA CareerLink® in Trevose on November 16, 2023. The well-attended event was designed to connect businesses looking to recruit and retain the area's top talent through work-based learning programs. The local business community attended the event and gained insight into registered apprenticeships, incumbent worker training, paid work experience, and on-the-job training across industry sectors. Adina Tayar, Regional Apprenticeship Coordinator, helped to plan the event while providing technical assistance and program development for interested businesses to get started with work-based learning resources. This event was produced in conjunction with the Apprenticeship Building America (ABA) Grant and the USDOL Apprenticeship Ambassador initiative.

Out-of-School Youth (OSY) Program Enrollment: In PY22, Bucks County's OSY program exceeded its enrollment goal by 117% (65 students enrolled). This unprecedented gain can be attributed to employing new outreach strategies and adapting a post-COVID hybrid learning environment. All OSY team members were assigned to meet regularly with different community-based organizations and share the program's benefits. They delivered presentations, shared their referral process, and proposed the idea of reverse referrals to anyone who needed to be upskilled. Paid Work Experience flyers, digital signs, and marketing materials with QR codes were created. Implementing a post-COVID hybrid learning environment allowed staff to better connect with students through cost-free technologies. Staff used technologies such as Microsoft Bookings for participants to schedule appointments with staff in real-time and used Zoom for meetings with participants who were not comfortable attending in person or did not have reliable

transportation. Virtual options led to the development of 1:1 GED sessions that yielded wonderful results. Staff built a Workforce curriculum in Pathful Explore and had participants complete benchmarks virtually with ease. Most importantly, staff continued to funnel all prospective participant inquiries through the website using the referral process. Anyone interested in the program could find their way to www.bucks.edu/osy and complete the "Contact Us" form, which goes to the entire OSY staff and receives follow-up immediately. Students, parents, and school counselors also recognized the value of post-pandemic schooling options. Alternatives like the OSY program became more attractive due to staff responsiveness and the program's hybrid option.

Entrepreneurship Program: The Bucks County Entrepreneurship Program, a partnership between Bucks County Community College and Startup Bucks, provides eligible students with the skills, knowledge, and mentorship to start or grow their businesses—at no cost. Aspiring entrepreneurs also present their businesses to local experts for feedback. This 11-week certificate program launched in 2023 and is funded by the American Rescue Plan. More information is available at www.bucks.edu/entrepreneurship/.

Dedicated Reentry Workforce Counselor: The BCWDB received WIOA Statewide Activities funding to hire a workforce counselor dedicated to connecting reentrants with employment services. In partnership with Bucks County's Department of Probation & Parole, the Reentry Workforce Counselor is able to meet with individuals behind the walls and assist with employment readiness upon release.

REQUEST FOR ADDITIONAL STATE GUIDANCE

Bucks County requests that the PA Department of Labor & Industry provide additional branded and state-approved digital assets for local outreach to promote workforce programs, increase awareness of available services, and increase engagement.

Central Workforce Development Board 2023 Annual Report



Top Three Accomplishments showing Commitment to the WIOA Combined State Plan

Water Systems Operator and Wastewater Operator Registered Apprenticeships *Career Pathways & Apprenticeship, Sector Strategies & Employer Engagement*

Advance Central PA and the Central Pennsylvania Institute of Science and Technology (CPI) successfully completed the registration process for both the Water Systems Operation Specialist and the Wastewater Systems Operator Registered Apprenticeship Programs in early 2023. These programs are first of their kind in Pennsylvania with a total of six (6) local governments and water authorities approved as registered employers, four (4) companies with applications under review, and six (6) additional employers contacted for participation as of December 31, 2023. CPI and the Water/Wastewater Authorities are actively recruiting apprentices to begin the first apprenticeship cohorts. Having properly trained Water System Operators and Wastewater Operators are critical to the safety and well-being of all Commonwealth communities and we are excited to have established a registered apprenticeship program to create a new generation of operators in these industries with an aging workforce. This success was only possible because of PAsmart grant funds awarded to Advance Central PA.

PA CareerLink® Network Enhancements

Strengthening the One-Stop Delivery System

In September 2023, PA CareerLink® Lycoming County partnered with the Lycoming County Housing Authority with the goal to introduce services to the housing authority residents. Five Housing Authority Resident Coordinators took the opportunity to tour the PA CareerLink® Lycoming County and attend presentations from each PA CareerLink® program to gain knowledge and information to pass along to residents. Representatives from BWPO, Central Connections (WIOA Adult and Dislocated Worker program), Reboot (Substance Use Disorder program), UC Navigation, YES to the Future (WIOA Out of School Youth program), EARN, and Penn State's Career & Family Pathways (WIOA Title II Adult Basic Education) spent time with the coordinators explaining their programs and answering questions. It was an afternoon full of interactive conversations and enthusiasm about PA CareerLink®. All five Resident Coordinators left with materials to distribute to residents and the proper contact information for each program in order to make referrals.



On October 31st, the PA CareerLink® Lycoming County team was onsite at the Housing Authority to interact with residents and their families in a fun fall

festival atmosphere. Staff from The Link (Central’s mobile PA CareerLink®), EARN, YES to the Future, Career & Family Pathways, Reboot, and Central Connections were on site.

In order to interact with all ages, PA CareerLink® staff offered pumpkin painting, face painting, interactive games, and fall treats. While children were enjoying the fall activities, many in Halloween costumes, adults were speaking with PA CareerLink® staff about programs and services that may benefit them. Residents were offered access to The Link, resume and job searching assistance, and information about all programs. PA CareerLink® staff were able to discuss career goals with residents and provide information and knowledge about the local job market, current opportunities, and how to find success.

Importantly, staff also interacted with children and teens about future career aspirations. Staff were able to provide excitement about a variety of careers and encourage kids to chase their dreams! In total, PA CareerLink® Lycoming County staff interacted with 12 adults and 37 of their children of various age groups. This event demonstrates partnership and dedication to serving individuals with barriers in a holistic way using a two-generation (2Gen) approach.

Dinner and Dessert With Industry

Youth and Sector Strategies & Employer Engagement

Through the Pennsylvania Department of Labor & Industry’s competitive Business Education Partnership grant, Advance Central PA aims to increase student and parent awareness of local businesses and career opportunities through deep dive networking events. “Dinner and Dessert with Industry” events allow a small group of local high school students, along with their parent or guardian, to connect with local professionals in various industries and businesses to hear their inspiring career success stories, understand existing talent needs, and learn about the possible career opportunities and pathways within each business and/or industry. The intent of keeping the events small with a maximum of 30-35 attendees is to allow students and their parents to have meaningful and intentional conversations with the business and industry experts as they gain valuable networking experience.



On November 29th, Advance Central PA hosted its inaugural event titled “Dinner and Dessert with Aviation Experts.” Advance Central PA recruited experts in the field of aviation to serve as guest speakers for this event and managed all aspects of planning and implementing the event, so the guest speakers could simply focus on sharing their stories and imparting information to the young adults and their families. This included: identifying and booking a venue, outreach material development, recruiting students and their families, developing and managing the online registration platform, developing the event agenda, and facilitating the activities during the night of the event. Expert speakers included a First Officer of Piedmont Airlines; CNC Machinist of Lycoming Engines; Helicopter Maintenance Project Coordinator of Geisinger Medical Center Life Flight; and retired Medical Doctor and current Certified Flight Instructor of

Susquehanna STEM to the Skies. All speakers provided insights on their individual career pathways, entry points to their careers, and opportunities in the field of aviation. Registration was maxed out at 13 high school students and their respective parents/guardians.

On December 12th, Advance Central PA hosted the second Dinner and Dessert at Playworld in Lewisburg, PA. All steps aforementioned were also completed to host this event. The expert guest speaker lineup at Playworld included their International Sales Service Manager; Lean Coach; Quality Assurance Manager; Senior Research & Development Developer; and Creative Director. Students and their parent/guardian received a behind the scenes tour of Playworld. A highlight of the evening included a female high school student participant expressing interest in welding. Hearing this, Playworld staff immediately connected her with an expert welder at Playworld who was also female! The employee shared insights about the career and her journey and the benefits of working for the local company.

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

Jayden's Story

Highlighting the value of the collaborative PA CareerLink® network

Dedicated employees, including Jayden, were shocked when their company announced layoffs. Behind the scenes the PA CareerLink® Lycoming County team was working with the local Rapid Response Coordinator to organize a comprehensive event and industry specific job fair for the newly dislocated workers.

Just 19 years old, Jayden had a short work history and lacked a high school diploma. He was assigned to RESEA where the staff gave him relevant information about PA CareerLink® partner programs and how he might benefit from them. The RESEA staff also opened the door to the conversation about the benefit of earning his high school equivalency. Ultimately, Jayden was referred to the Out-of-School Youth program, branded locally as YES to the Future (YES).

Jayden worked with YES staff to outline goals most important to him including connection to new employment. While receiving comprehensive YES program services, Jayden applied for numerous positions, but none turned out to be the right fit. With YES's help, he realized obtaining a high school equivalency would broaden his career opportunities. YES facilitated a referral to the on-site adult basic education provider, Penn State Career Pathways.

Jayden worked diligently toward earning his GED® with unwavering support from his instructor while seamlessly receiving YES services that included a focus on career exploration and preparation with services such as mock interviews, support services, case management, and enthusiastic support in his continued effort to reach his goals.

As progress became evident and career goals became solidified, Jayden's YES staff collaborated with the Business Solutions Team to develop a plan for a potential On-the-Job Training where Jayden could capitalize on the skills he already had and learn new skills for a career he would want.

Two months after starting adult basic education class, Jayden completed and passed his GED® exams. The following

Reflecting on his journey, Jayden acknowledged the significance of every setback as well as his hard work:

"I guess I understand why none of those other jobs worked out. I was meant to get my GED® so this job opportunity could fall into place. My perseverance paid off."

Monday, he started employment with an OJT as a full-time Cylinder Repair Technician at Under Pressure Connections, making \$16/hour. Jayden did well in his OJT but revealed to his YES staff that he was struggling to make ends meet. Together after assessing the situation, YES staff and the BST staff encouraged Jayden to approach his employer about a raise. They coached him on highlighting his achievements, increased skills, and desire to take on more responsibilities and grow within the company. Jayden successfully advocated for himself and received a \$2 per hour wage increase, a total of \$18 per hour, as he moved into his third month of the OJT.

From Rapid Response, to RESEA, to OSY, to Adult Basic Education, the team at PA CareerLink® collaborated to give Jayden access to opportunities that he ran with.

Nate and Envinity

Demonstrating the value of the PA CareerLink® to both job seekers and local businesses

In May of 2023, Nate found himself unemployed after working for over 20 years in the construction industry. Nate went to the PA CareerLink® Centre County to search for work and to receive help determining next steps. Nate met with the WIOA Title I Adult and Dislocated Worker program, branded locally as Central Connections, to discuss options. He expressed interest in learning new skills within the construction industry.

Utilizing the resources of the PA CareerLink® Centre County, Nate applied for a Construction Site Manager position with Envinity, a growing employee-owned company that specializes in designing, building, and re-fitting high-performance residential and commercial buildings, coupled with offering cutting-edge energy solutions.

Nate had various experiences in masonry, plumbing, construction, roofing, siding, construction, and foreman skills. However, the position Nate applied for involved doing construction in a modern, eco-friendly and energy efficient manner requiring skills Nate had not acquired in his past positions. Staff determined he might be a prime candidate for an OJT for the position and spoke with Nate about the opportunity. His staff collaborated with the Business Solutions Team (BST) to develop an OJT with Envinity.

Envinity, located in State College PA, utilizes the DOE Zero Energy Ready Home National Program Requirements utilizing sustainable energy efficiency with high energy efficiency performance construction. This type of construction is supported through the PA Housing Research Centre (PHRC) and required new skills and competencies that Nate didn't have. However, Envinity saw Nate's potential and outlined their ability to train him. An OJT began in May 2023.

Nate made steady progress throughout his OJT and received compliments on his work ethic and increasing skills. Nate successfully completed his OJT in November 2023 when he transitioned to unsubsidized employment. Nate now helps train other workers in the latest energy efficient methods in building.

"The PA CareerLink® Business Solutions Team goes above and beyond to understand our company's unique needs. In addition to stellar support in talent acquisition, their team provides invaluable services that extend to workforce development and strategic planning. Their wealth of resources, tools, insights, connections, and support significantly contributes to our success in building a dynamic and skilled workforce and positively impacts the development of our company."

Sarah Travis, People and Culture Coordinator at Envinity

This OJT was a success for both Envinity and Nate. Envinity utilized the OJT to offset the training they needed to provide for Nate to be successful. The company had the full support of the BST, while Nate had the full support of his Central Connections Workforce Specialist as he quickly returned to the workforce with the opportunity to learn and take his skills to the next level in the construction industry he enjoyed.

Envinity is a repeat customer accessing PA CareerLink® services as they grow to meet demand. They expanded their company by hiring twenty-three (23) new employees in 2023.

In School Youth Business Challenge

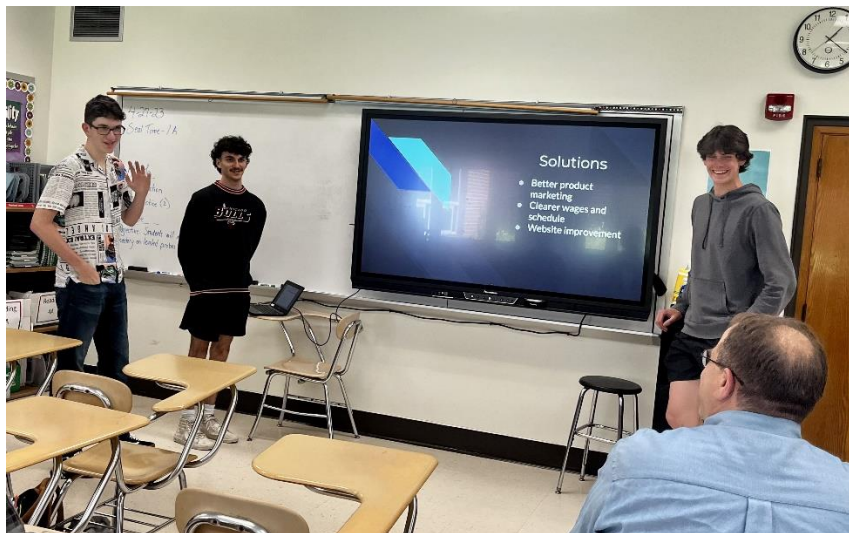
Real challenges, real solutions preparing the workforce of the future

In 2023, the locally branded *Bridges to the Future* In School Youth program, funded by TANF Youth Development, started a Business Challenge partnering groups of high school students with local companies to propose solutions to real-time business challenges presented by the companies. In addition to assisting the companies with finding solutions to their challenges, the students also received holistic workforce development training around the following topics from the PA CareerLink® Bridges to the Future staff: teamwork, problem solving, researching skills and tips, conflict resolution, leadership, presentation and public speaking, dress codes and work attire, and other soft skills and employability topics.

In its first year, ten students from the Selinsgrove and Keystone Central School Districts completed the challenge. Selinsgrove students were partnered with Northway Industries, a precision machining company where they manufacture cabinets, furniture and fixtures in Middleburg, PA. Students from Keystone Central were connected with PMF Industries, a premier flowforming manufacturer in Williamsport. Two identified challenges were:

1. How to conduct a country wide training so that all of the employer’s contractors provided the same quality of product installation?
2. How to get more young adults and young people interested in a career in manufacturing?

Employers met with students three (3) times throughout two-month project to discuss the problem, provide feedback mid-way, and to see the final solution that the students came up with. The students researched solutions utilizing several methods including but not limited to interviewing their classmates their outlook on manufacturing careers to understand student thoughts and group discussions. The student teams then presented solutions to their respective company which included suggestions to offer job shadows, tours, increasing their social media presence using short, attention



grabbing ads, website improvements, and having clearer wages and work schedules to recruit the next generation of workers.

Challenges in 2023 and/or anticipated in 2024, and the Plan to Address Them

Based on the 2023 Q4 unemployment rate of 3.6%, Central PA is at full employment; however, there is also a decline in the labor force and 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 leaving the public workforce system to work for private industry where they 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, WIOA funding does not increase to keep up with inflation. Advance Central PA consistently applies for other funding to supplement the local workforce system; however, this takes staff time away from core tenants of WIOA work. Turnover results in increased stress and higher caseloads for the remaining staff.

Demonstrated Practices that Support Continuous Improvement of the Workforce System

Strengthening relationships with community organizations to showcase the copious opportunities available through PA CareerLink® is critical to outreach and benefits our community. One example of this is the local WIOA Title I Adult/Dislocated Worker program, Central Connections, establishing a successful partnership with American Rescue Workers (ARS), a faith-based non-profit providing homelessness and hunger prevention services. The PA CareerLink® staff initiated partnership by educating ARS on available services, including comprehensive case management, On-the-Job Training, and tuition assistance via Individual Training Account. ARS saw the value in the services provided and works together with the PA CareerLink® facilitating seamless referrals so the people they serve can pursue their workforce and training goals.

Areas Where the LWDB Would Benefit from Additional State Guidance

Intentional, effective outreach to the public continues to be needed so that everyone who might benefit from services are aware of the resources and staff expertise available at the PA CareerLink®. It remains a critical issue that individuals who want to enter the workforce, re-enter the workforce, or increase their skills to obtain family-sustaining employment are not aware of the services available at the PA CareerLink® as simultaneously, businesses cannot find employees to fill vacancies necessary to be competitive and grow in Central Pennsylvania.

Lack of access to early childhood education is a crisis negatively impacting the current workforce and it will have an even more substantial negative impact on the future workforce. Childcare centers in Central Pennsylvania have waitlists that extend into the hundreds which means people who want to enter the workforce cannot, and families are not having as many children as they'd like to. There are multiple issues that collide in creating this crisis. At the core are the low wages paid to staff; turnover in the industry is high as talented childcare workers go elsewhere in the labor market. Simultaneously, parents cannot afford to pay higher rates. Funding and support at the state and federal governmental level is a necessary part of the solution.

Chester County Workforce Development Board

2023 Annual Report



TOP THREE ACCOMPLISHMENTS

Meeting the Unique Needs of the Customer:

In 2023, Chester County Workforce Development Board (CCWDB) continued to serve as the fiscal agent for several **WIOA Statewide Activities grants** that addressed the unique needs of our job seeker and employer customers. We understand no two customers are the same and our Requests for Funds reflected that. These grants allowed for creative solutions with the following programming:

- Program enhancements and expanded offerings for Adult/Dislocated Workers/Youth by Educational Data Systems Incorporated (EDSI), our Title 1 provider at the PA CareerLink®
- Individualized 'Technical Assistance for Small Businesses,' 'New Business Champions,' from the Chester County Economic Development Council (CCEDC)
- 'LPN Care Delivery' programming at a local hospital supported by the CCEDC's Healthcare Connect Industry Partnership
- Continued efforts of the Chester County Opportunities Industrialization Center, our local OIC chapter with their 'Workforce Reintegration Program (WRP)' / "Work Enclave" program, energizing and empowering residents of Coatesville

The programs listed above are prime examples of serving unique needs for our customers enrolled in programming at the PA CareerLink® and our community at large. We have several initiatives and committees focused on process improvement and ensuring increased access to resources.

The **Addressing Barriers Committee**, a sub-committee of CCWDB, meets quarterly at minimum to address barriers experienced by Chester County's job seekers and determine strategies and modifications required to ensure they have the best possible access to success with support from the community. The growing list of active members include Title I and Title II staff, WDB staff, OVR, Chester County's Mental Health/Intellectual Disabilities Department, Chester County Partnership to End Homeless, Adult/Juvenile Probation, Hearing and Visual Impaired, Brandywine Valley Active Aging, Chester County Department of Aging, Chester County Opportunities Industrialization Center, EARN, and Transportation Management Association of Chester County.

Employer Highlight: Sensory Fit, LLC

We are pleased to highlight a local small business identified as a 'New Business Champion,' Exton's Sensory Fit, LLC. Owner Megan Simmons COTA/L, completed an application for the Chester County Economic Development Council's "New Business Champions" program. Megan's organization was selected, and she was paired up with The Freckled Strawberry for professional mentoring, guidance, and support. CCEDC staff member, Darlene Jenkins Walls, beamed with pride as she described the progress and



Website: Sensoryfitplay.com

partnership between the two female-led organizations. Megan launched the company with the mission to bring the special needs community together in an accepting atmosphere where EVERYONE is welcome! Following her grant-funded participation in the program, including Methodology for new businesses, Megan has doubled her revenue and has healthy projections for the months ahead.

Results-driven Initiatives:

Project RECONNECT: Chester County Workforce Development Board (CCWDB), in partnership with Montgomery and Berks Counties applied for and received more than 2 million dollars to deliver programming for “Near Completers.” Eligible participants are pursuing certificate or degree programs with less than 12 months of schooling remaining, who withdrew from school due to hardship, and would otherwise be unable to complete their studies without grant support. Designed and facilitated by the Chester County Economic Development Council (CCEDC), this project is aptly named Project RECONNECT. This one-of-a-kind grant permits us to remove most, if not all financial barriers and provide a pathway to successful completion of the student’s desired field of study. The support doesn’t stop there. Staff ensures participants are well-connected to resources at their schools, in their community, and direct support from ‘Success Navigators’ employed by the CCEDC throughout their entire time in the program. Participating schools include:

- West Chester University
- Harcum College
- Delaware County Community College
- Chestnut Hill College
- Montgomery County Community College
- Peirce College
- Penn State (Abington & Berks)
- MedCerts
- NuPaths/Harrisburg University
- Gwynedd Mercy

We were thrilled to receive this funding in 2023 and look forward to reporting out on this results-driven initiative in 2024. (<https://ccedcpa.com/services/workforce/project-reconnect/>)



In June, the AgConnect Industry Partnership and the Chester County Workforce Development Board hosted the first of its kind **OTF (On-the-Farm) Training**. Staff (from local PA CareerLinks®, workforce and economic development partners), gathered ‘on the farm’ to hear from small business owners.

The similarities and challenges that farms experience are often very similar to those of other, more traditionally served industries and employers. Guests engaged in networking and discussion around needs and resources and how they connect or could connect to workforce development and PA’s Department of Agriculture.

Our county is the 2nd largest producer of Agriculture in the state and this event resulted in increased awareness of High Priority Occupations, connections, conversations, and interest in future programming. Staff were engaged and challenged to explore opportunities to support an industry in need that we all depend on. (Ag is everywhere!)

Pipeline Development – Youth Programming:

We “re-vitalized” the **Council for the Workforce of Tomorrow Committee**, the youth sub-committee of CCWDB. New members were recruited, and existing members retained, tasked with working together to provide youth and young adults with access to career exploration and skills-based training that ultimately leads to gainful employment. The committee meets bi-monthly and now features regular visits and impactful testimonies from program alumni.

Five past participants from TANF youth provider Young Men and Women in Charge spoke at the May 2023 CWT meeting. Each alum shared about their life experiences and the powerful impact that the YMWIC STEM program had on their development. They also shared how they strive to pay it forward and provide positive influence in their own personal and professional environments. The committee then engaged in discussion with the participants. In summary, because of their participation in youth programming, these individuals developed confidence and gained self-respect. They ventured out of their comfort zone to network and develop interpersonal relationships. They navigated post-secondary college or other education options. They applied time management and leadership skills, and more!

Other programs we would like to highlight include a dual-enrollment project for 11 participants from The Garage Community Youth Center with our Title 1 Youth provider at the PA CareerLink®. Students will benefit from programming from both providers with access to workshops, career exploration, job readiness, and more. Each of the 11 participants are enrolled in Driver’s Education training from at the Pennocks Bridge campus of the Chester County Intermediate Unit. Many of the students are thriving and excited by the opportunity to safely pursue their driver’s licenses, ultimately increasing their accessibility to employment opportunities. We look forward to following their progress in 2024.

The Business Education Partnership grant helped support CCEDC’s annual Girls Exploring Tomorrow’s Technology (GETT) event. Expansion efforts resulted in the event being relocated to the Greater Philadelphia Center in Oaks, PA. The regional event featured more than 50 companies with 600+ students and parents in attendance. There were 27 adult volunteers and 9 GETT high school student ambassadors, and 11 educators, with more than 40 school districts from 8 PA counties. Women in STEM from represented companies conducted over 100 three-to-five-minute hands-on activities providing career exploration in various fields. (<https://gettpa.org/>)

THREE STORIES OF WORKFORCE DEVELOPMENT IMPACT

Mahmad’s story: In May of 2022, Mahmad responded to EDSI recruitment efforts for the IT Career Acceleration Program (CAP). A Career Advisor met with him to discuss his goals and career plans, as he was employed in a job where he was unhappy and earning low income. He enrolled as an eligible WIOA Adult with an interest in becoming an IT Technician and participating in the 8-week IT CAP with Allegro. In August of 2022, Mahmad successfully completed the IT CAP program and passed the CompTIA certification exam. A Career Advisor met with participant to discuss next steps and further opportunities and he expressed his interest in IT Security Analyst training with NuPaths. He began training in September of 2022, and over the course of his training, his Career Advisor received excellent progress reports from NuPaths that highlighted his outstanding attendance and exam scores. In March 2023, he passed an industry exam to be certified with Microsoft Security, Compliance, and Identity Fundamentals. In May, Mahmad successfully completed the training program. He met with Career Advisor to assist him in his job

search with an updated resume that reflected his new skills and credentials. He also attended employer recruitment events and worked closely with his Career Advisor and the Business Services Team to secure placement in the IT field. Mahmad was proud to report he obtained full time employment as a Content Manager, earning \$50.48 per hour.

Domonique's story: In February 2023, Domonique enrolled in the Title 1 Youth program at the PA CareerLink® (known as Career Corps – A Partnership for Youth Employment). She presented with several significant barriers, including untreated disabilities, housing and food insecurity, lack of consistent transportation, and no sustainable employment. She had yet to fully explore her career aspirations but shared that *helping* and working with others was her goal. After regularly connecting with staff, EDSI was able to offer Domonique an 8-week Paid Work Experience (PWE) beginning March 31, 2023. She eagerly accepted the position and was referred to Wings for Success for assistance with work clothing for her PWE. Transportation was provided as a supportive service. Throughout her PWE, Domonique continued to work toward overcoming her other barriers. This included a referral to EDSI's Behavioral Health Advocate, with a goal to develop coping strategies, until she identified a long-term therapist. She was also referred to the Chester County Food Bank. She also requested assistance with getting her driver's license and was referred to Open Hearth for their budgeting and car savings programs. She was also enrolled in a Defensive Driving course geared toward adult learners. In May, her PWE was extended, and she was offered the opportunity to apply for a full-time WIOA Support Specialist position. She utilized SkillUp® Metrix Learning, worked with staff to prepare her resume and practice interviewing skills. She interviewed in June 2023 and was offered the full-time position. The PA CareerLink® Chester County team is thrilled to be a part of Domonique's personal and professional growth.

Alina's Story: The Resettlement Training and Employment Program initiative was established to help individuals transition into employment in the United States. PathStone, Chester County's EARN provider, has helped numerous refugees from Ukraine, Haiti, Turkey, and Russia. Alina arrived in Pennsylvania from Ukraine in September of 2022, with her 7-year-old son and an adult nephew. By October, she had obtained employment authorization and her PA Driver's License, and in March, the Chester County Assistance Office referred Alina to the Refugee Resettlement Program.

Upon enrollment, Alina explored Career Pathway assessments, developed a plan with solutions for transportation, and completed an in-house internship as an office assistant. Our One-stop collaboration with PA CareerLink® Chester County United Way Financial Stability Center partners, provided Alina the opportunities to attend Job Readiness Workshops, Financial Literacy Workshops, and Job Fairs. These workshops helped Alina develop effective skills in communication, organization, and time management. Participation in workshops, support from staff, and skill developed helped Alina build her confidence and identify interest working in Program Administration/Case Management. She had a strong desire to help people navigate through the resettlement process and demonstrated having a deep knowledge of the resources for resettlement purposes.

The Chester County Assistance office in collaboration with The Justamere Foundation provided the funds to assist Alina with the purchase of vehicle. After a successful application and interview process, Alina was hired as a Training and Employment Coordinator in October of 2023. PathStone shares she has excelled in this position. Per Alina, "I am grateful for the opportunity and I will pay it forward!"

LOCAL WORKFORCE DEVELOPMENT CHALLENGES

While feedback is overall positive for providing hybrid workshops, foot traffic has not rebounded to pre-pandemic numbers for our One-Stop. We will continue to work together to identify new ways to attract more customers.

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 United Way Financial Stability Center.

Over the last year, we have experienced a reduction in Board Membership; due in part to terms coming to an end, retirements, and employment transitions. We are committed to compliance and will maintain an active and engaged Board. We are working closely with staff, our County Commissioners, and existing board members to identify and cultivate relationships with potential candidates.

PROMISING PRACTICES

Our centralized, on-site partnership: PA CareerLink® Chester County United Way Financial Stability Center continues to be a promising practice we are proud to highlight. This year we prioritized updates to our online presence. We applied careful consideration for our audience and worked collaboratively, collected feedback from our partners, WDB members, employers, and job seekers. The result is an intuitive and user-friendly website that is more relatable for customers. (www.pacareerlinkchesco.org)

Increased collaboration and engagement with our partners remained a priority in 2023. This includes Chester County Workforce Development Board (CCWDB) members, providers, County departments (for example: Adult/Juvenile probation), community-based organizations, and other workforce development areas in Southeastern PA (SEPA). We expanded our use of local libraries, including a tour (and subsequent further use) of a brand-new location in Kennett Square. We attended a board-member hosted networking event. In April, we saw an increase in participation for our annual Job Fair for Chester County residents in partnership with West Chester University. CCWDB also co-hosted a Workforce Summit with the Chester County Economic Development Council. More than 100 guests attended a breakfast briefing that featured a Labor Market Information presentation from our colleagues at Labor & Industry's Center for Workforce Information and Analysis (CWIA).

Additionally, the SEPA region (comprised of Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia counties) continued to work together on workforce development priorities and new grant initiatives. This includes Clean Energy, Near Completers II, Good Jobs Challenge, and the Career Dislocated Worker grant.

REQUEST FOR ADDITIONAL STATE GUIDANCE

The Chester County Workforce Development Board would appreciate increased communication and timely support job seekers regarding their Unemployment Compensation claims. Having a UC staff representative on site twice a week has been helpful. We hope to see a shift to online scheduling, and increased time for UC staff to be present and accessible at the PA CareerLink®.

We welcome dialog around developing an alternative to providing full Social Security Numbers (SSN) and Date of Birth (DOB) requirements for Incumbent Worker Training. 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, Touchpoints, and BWPO interval trainings are extremely helpful!

Delaware County Workforce Development Board

2023 Annual Report

Top three accomplishments from the 2023 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 goal of increasing **Employer Engagement** was an area of great growth in Delaware County during 2023. Employer Engagement continued to increase as the Business Service Team (BST), tasked with proactively reaching out to local employers to connect them to the PA CareerLink® system, completed its second year of operations. The team grew from three to five dedicated staff members. This larger team can offer employers more sophisticated services. The BST offers a “Candidate Connect” service that searches the PA CareerLink® job seeker database to identify and contact strong candidates for job openings. The BST facilitates a weekly “match meeting” where Career Advisors pitch the ready-to-work candidates and BST staff highlight great new job postings, organized by in-demand sectors for Delaware County. Job fairs have also become more targeted with spring and fall general job fairs as well as job fairs for young adults or employers offering on-the-job training programs. DCWDB also continues to engage employers around high-interest topics including strategies to attract and retain workers from the LGBTQIA+ community.

In 2023 DCWDB supported the state’s WIOA Combined State Plan goal of **Continuous Improvement of the Workforce Development System** by focusing on transparency, consistency, and excellence in our contracting process. In early 2023 DCWDB participated in a PA Labor & Industry-supported Harvard Government Policy Lab “Procurement Sprint.” Alongside three other LWDBs, DCWDB spent three months learning best practices in procuring workforce development services and launched a new request for proposals for youth services. The process resulted in clearer expectations for contractors as well as an openness to innovative ideas. In July 2023 DCWDB launched an active contract management program to ensure consistent, high-quality programs were offered to Delaware County. Each quarter the Coaching team combines data analysis, on-site observations, staff interviews, and evaluation of regulation compliance to identify and remediate any sub-optimal performance toward contract goals. Active contract management also allows DCWDB to identify best practices that can be shared among the several contractors. DCWDB expects this approach to inform future local policies and requests for proposals.

DCWDB also focused on improving services to Veterans in Delaware County. Over the summer of 2023 DCWDB hired Thomas P Miller Associates to conduct a study to better understand the unmet needs of Delaware County Veterans. Through interviews, focus groups, and data analysis the study identified Veterans who were currently incarcerated or had a history of incarceration as particularly vulnerable to unemployment or underemployment. Furthermore, the challenge of lack of readiness for full-time employment was identified. Veterans who were in early recovery from substance use disorder or had parole or probation appointments were unable to achieve full-time employment but would benefit from part-time employment. Based on these findings DCWDB has developed a pilot program with the Delaware County Military and Veterans Affairs Department to work with Veterans Court and George Hill Prison to identify and support Veterans who could benefit from holistic career services, including initial part-time employment with a goal of future full-time employment.

A final accomplishment for 2023 was in services for Youth. DCWDB has traditionally offered services to out-of-school youth through community-based programs with very limited youth programming in the two PA CareerLink® sites. In the 2022 study of disconnected youth in Southeastern PA, young adults demonstrated a lack of awareness of the PA CareerLink® system. DCWDB received feedback from youth advocates that the business day hours of the PA CareerLink® sites did not match times when young adults were likely to seek services. DCWDB worked with the PA CareerLink® Administrators to develop “after-school” hours (3:30-7 pm) at the PA CareerLink® sites that would focus on connecting to young adults. Both of the PA CareerLink® sites offer two evenings per week for youth and young adults. During after-school hours workshops and employer presentations are geared toward young adults.

DCWDB is also focused on developing programs that include occupational skills training leading to family-sustaining careers. During 2023 DCWDB expanded its Out-of-School youth program to include a Pharmacy Tech training program and a registered pre-apprenticeship in carpentry. These programs are very attractive to young adults and have been fully enrolled. DCWDB uses funds from an Apprenticeship Building America grant to augment supportive services for young adults in the registered pre-apprenticeship.

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

1. ***Colleen was referred to the On-the-Job Training (OJT) Program*** as a dislocated worker looking to re-enter the workforce. Colleen has a robust professional history within the manufacturing sector, primarily focused on sales, complemented by a small amount of experience in estimating. OJT staff identified that Colleen had a skills gap in her field and would have a better chance at returning to the workforce if connected to the opportunities available through the OJT Program.

PA Careerlink®’s OJT Recruiter connected Colleen with several OJT employers, including Chalmers and Kubeck, who responded quickly to express interest in interviewing her.

Chalmers and Kubeck were looking to hire an Estimator/Purchaser and although Colleen had complimentary experience with direct estimating work, they felt that her manufacturing sales background was a great foundation and that the OJT Program was ideal for training her in a full-time estimating position. Through the OJT Program, the employer knew they would be able to focus on training in the areas that presented a skills gap, while also utilizing the transferable skills that Colleen presented through her manufacturing experience.

Colleen passed the interview with flying colors and was quickly offered the job. Chalmers and Kubeck gave feedback that included appreciating Colleen’s attitude and her willingness to learn and grow into the estimator role with their company.

Colleen met with the OJT Team for enrollment and assessment. They identified a career pathway, set career goals, and discussed barriers to employment and retention. In just five days, Colleen had a job offer for Chalmers and Kubeck and was confirmed to begin On-the-Job Training. It was

during these career advising sessions that Colleen identified a transportation barrier, and it was with the assistance of WIOA supportive services that she was able to transition to full time employment quickly.

During her first 60 days, Colleen was able to train on the employers' new ERP system and she communicated how much she enjoyed the job opportunity. She appreciated how each day at Chalmers and Kubeck was unique and enjoyed the opportunity to learn something new each day. Colleen expressed her gratitude for the support the OJT Team provided and the resources she was able to access through the PA CareerLink® system.

2. In September 2023, **Isiah attended the OSY Pre-Apprenticeship** program offered by the Delaware Workforce Development Board and EDSI. Isiah's long search for what to do after high school led him to CareerLink® to fill out an application for the OSY program.

The OSY Pre-Apprenticeship program helps young adults ages 18-24 receive hands-on training in carpentry. EDSI partnered with Garage 82 to facilitate classes for disadvantaged youth interested in carpentry. Participants eligible for the Pre-Apprenticeship program travel to Garage 82 two to three days a week to work with an experienced teacher on how to build, use proper equipment, implement safety, and prep for a work placement in carpentry. The program offers participants an educational pathway to learn how to work with their hands and acquire employment in the trade unions. Students are partnered with an employer in the trades to complete a paid pre-apprenticeship.

Isiah came into EDSI and CareerLink® several times a week; attending workshops, getting help with his resume, meeting with employers, and searching for the next steps, before he made his decision to enroll in the OSY Pre-Apprenticeship program. Isiah was not interested in enrolling in college, but he was ready to work full-time to help care for his family. Isiah shared that the OSY Pre-Apprenticeship program was a great fit for him because it was only two days a week and would help him find employment. Once Isiah enrolled in the program, he was very curious, engaged in learning, and asked many questions. Isiah said the OSY Pre-Apprenticeship program let him decide about the next steps while learning and receiving income. He completed every exam with ease and ultimately realized he had a passion for carpentry. Isiah was the first student enrolled in the fifth cohort to receive a certificate of completion with Garage 82. Isiah was invited to come to hiring and recruitment events at PA CareerLink® sites. He was accepted into an unsubsidized position for employment. Isiah will receive full benefits and will be paid a living wage to help care for his family. Isiah plans to take an exam to become a union member. He is thankful that the program assisted him with locating employment and an education pathway, by receiving a skills certificate from the Pre-Apprenticeship program.

3. Britney experience **long-term work success as part of her recovery** from substance abuse. She was enrolled in the Delaware County MVP program on June 1st, 2022 due to substance abuse issues and pending criminal charges. Britney had an extensive background in customer service and wished to get back into retail work. Britney regularly attended work-readiness workshops and worked diligently with her instructor to update her resume and learn to address her pending background in an interview. Britney interviewed with a real estate company as an administrative assistant and was offered the position.

Britney started work as soon as possible with supportive service assistance. Britney enjoys the work environment and says they are very accepting of her background and her recovery process. Britney has been in touch with her Career Coach monthly and continues to submit her paystubs to track of her employment. As of July 1, 2023, Britney is still doing well and has reached her 12-month retention.

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

As part of overall efforts to engage with youth and young adults, DCWDB used funds from the Business and Education Partnership Grant 2023 to develop outreach to teachers, school administrators, and parents. In partnership with the Delaware County Community College, a workshop “Building Bright Futures with PA CareerLink®: Workshop for Educators and Parents” was developed. The workshop explores the various tools and opportunities available through the public workforce development system. The workshop was approved by the Department of Education to offer Continuing Education Units for educators. DCWDB looks forward to rolling out the workshop in 2024.

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. One area which DCWDB would benefit from additional state guidance is how to collect and report employer engagement efforts via CWDS. As our Business Services Team offers more sophisticated services to employers, we would like to track these efforts and their impact in CWDS. We could benefit from training on how to develop “ad hoc” reports that capture this information.

Lackawanna County Workforce Development Board

2023 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.

Calendar Year 2023 saw a number of changes occur within the PA CareerLink® Lackawanna County, the local area’s single comprehensive One-Stop Center. New carpeting, new Career Resource Room kiosks and work stations, new reception area couches and chairs, and the implementation of the Commonwealth’s Digital Intake platform streamlined and enhanced the customer experience. Staff-assisted services provided a comfortable and calm transition to new processes and procedures. An elevated, outside digital sign was installed to beckon customers to events and activities. A keyless, electronic fob-entry system was installed on all staff-access doors to ensure increased security, and state-of-the-art assistive devices were installed to increase services for those with disabilities. Center staff were afforded a series of quarterly Equal Opportunity (EO) training opportunities to ensure the universal provision of services, and the business community was provided the opportunity to participate in a cycle of Unemployment Compensation (UI) sessions designed to assist with navigation through a complex system.

Throughout the changes, the PA CareerLink® Lackawanna County Business Services Team undertook the provision of bi-monthly (or more frequently), on-site activities to encourage continued business engagement and provide a comfortable atmosphere for job seekers to reconnect with the workforce system. The following events occurred:

January 25, 2023

New Year New Career

A variety of training providers and colleges (12) on-site from 10:00-2:00 to provide information on WIOA-approved courses & new learning opportunities



March 28, 2023

March Into Manufacturing!

9 large-scale manufacturers on-site Recruiting for production assistants & operators, maintenance technicians, material handlers, assemblers, welders, CNC machinists, toolmakers, drill press & machine operators, shipping & receiving



May 23, 2023

Hiring for Healthcare – A Healthy Dose of Opportunities

A mix of 11 large & small health care-related employers on-site recruiting for RNs, LPNs, CNAs, direct care workers, personal care attendants, residential directors/coordinators, emergency room technician, cardiac monitoring technician, respiratory therapist, surgical technologist, oph-technician. Two schools providing medical-related training joined the group.



July 26, 2023

Second Chance Hiring Event

A networking event for individuals with barriers to employment. Guest speakers representing Lackawanna Pro Bono Inc. and the PA Department of Labor & Industry provided valuable information on Federal Bonding, Work Opportunity Tax Credit, and expungement & pardons. A variety of employers and training providers were on-hand to provide work and educational opportunities. Representatives from Dress For Success and Clothesline for Men offered links to much-needed services.



August 31, 2023

Hiring Event for CDL Drivers

5 local trucking companies on-site seeking skilled and dedicated drivers. 2 commercial driving trucking schools available to provide information on CDL training opportunities & funding. An event designed to link top-tier driving talent with industry-leading jobs.



September 26, 2023

Logistics & Warehousing Hiring Event

A specialized event targeting the Logistics & Warehousing Sector with 7 employers on-site recruiting skilled truck drivers, warehouse workers, forklift operators, packagers & handlers, and various maintenance workers.



November 8, 2023

Hire a Hero

A recognition targeting local Veterans. Guest speaker, Retired Lt. Colonel Raymond S, Angeli, with a vast and highly exemplary army military career, former President of Lackawanna College, and former Secretary of the PA Department of Community Affairs, delivered an inspiring and complimentary speech to over 100 attendees. 14 employers were on-site recruiting veterans in search of viable job opportunities.



Complimenting these events and recognizing September as Workforce Development Month, the Lackawanna County Workforce Development Area joined the other 23 workforce areas across the Commonwealth of Pennsylvania in conducting a “Workforce Day”. Showcased locally at the PA CareerLink® Lackawanna County, located at 135 Franklin Avenue, in downtown Scranton, PA, on September 8, 2023, the event kicked-off with a welcome by Virginia Turano, Executive Director of the Lackawanna County Workforce Development Board, who provided a brief history of the local One-Stop Center followed by a rousing “here we are” discourse by Pa CareerLink® Lackawanna County Site Administrator, Ms. Cathy Gerard. Former Pennsylvania State Senator and current aide to U. S. Congressman Matt Cartwright, Mr. John Blake, served as Keynote Speaker, discussing the many attributes and amenities afforded the citizens of Lackawanna County and the new and exciting progress linking the County with New York City via rail lines. Entertaining, knowledgeable, and extremely well-spoken, Mr. Blake engaged the audience of over 100 with statistics, localized stories, and some reminiscing. Following the opening session, a series of interactive activities were on-going throughout the Center from 10:30 A.M. to 2:00 P.M., addressing a variety of subjects: digital literacy needs for job seekers, presentations on SkillUp™ PA opportunities, a resume’ writing/interviewing workshop, an orientation to comprehensive PA CareerLink® services, and an introduction to available services for youth. Attendees were provided refreshments and could avail themselves of a coupon to visit an ice cream truck located in the Center’s parking lot for their enjoyment.



Throughout 2023, accomplishments were recognized through the provision of a number of services and activities that came to fruition with benefits for not only the career-oriented public but the business community as well.

- ❖ A series of Unemployment Compensation (UC) seminars, spearheaded by the PA CareerLink® Lackawanna County and, in collaboration with PA CareerLink® sites in Luzerne and Monroe Counties, and conducted by Ms. Cathy Van Valen, UC Specialist Supervisor, PA Department of Labor & Industry, occurred throughout the Spring and Fall months and addressed relevant business-related topics:
 - ✓ a basic understanding of UC (UC 101)
 - ✓ an employer’s guide to the UC benefits system
 - ✓ employer-related UC changes
 - ✓ relief from charges
 - ✓ refusal of suitable work
 - ✓ overpayment protection

The one-two hour seminars were conducted via a Zoom platform with over 200 business representatives attending one or more sessions.

- ❖ Digital Literacy classes, made available through a competitive grant received by the Board, provided basic computer-usage instruction to 56 individuals who were floundering in their search for employment/re-employment due to lack of skills. Conducted in 8-week cohorts, 15 hours per week, individuals received instructor-led training in Micro-soft Office products, basic computer applications, proper emailing and electronic communication procedures, on-line job searching techniques, introduction to SkillUp™ PA, resume' preparation, interviewing techniques, and methods for "marketing oneself" in today's job market. Given that the classes were conducted on-site at the PA CareerLink® Lackawanna County, participants were introduced to all PA CareerLink® services and Workforce Innovation and Opportunity Act (WIOA) training opportunities. As the year came to a close, 22 of the individuals had obtained employment, 8 had enrolled in higher-level occupational skills training, and 8 were still matriculating as the new year began. An example of just how effectively the system can work: a Digital Literacy participant, who had originally immigrated from Africa in 1989, had worked hard and long in manufacturing jobs reaching, 29 years later, a senior management position earning \$48,000 per annum. Two weeks into the participant's Digital Literacy classes, a Manufacturing Job Fair was held on-site at the PA CareerLink® Lackawanna County. The class instructor encouraged his students to introduce themselves to each of the attending employers. The participant talked at length with the Director of Human Resources at General Dynamics (GD) and completed an application for employment. The following day, the Digital Literacy instructor assisted the gentleman in preparing a thank you letter and, using newly acquired computer skills, forwarded it with a cover letter and resume' to the HR Director. One hour later, he received a call for an interview and, subsequently, an on-site interview with the GD President of Operations. The open position at GD was a top-level supervisory position on the third shift. Due to family commitments, the participant could not accept that shift; however, given his background and, now, freshly learned electronic communication skills, GD re-arranged internal staffing and offered a day shift position within one week – at \$90,000 pr annum. A life changed!
- ❖ A newly-formed collaboration with the Northeastern Educational Intermediate Unit (NEIU) #19 afforded the opportunity to conduct an "Apprenticeship Day in Lackawanna County" on November 14, 2023. Recognizing the importance of ensuring that local high school students are aware of all opportunities in determining their future career goals, a panel of trade-industry experts was assembled who provided an informative and entertaining overview of their individual career fields. Representing the Regional Council of Carpenters, the Ironworkers Local 404, the Sheet Metal Workers Local #44, and the Laborers Local 130, the gentlemen first engaged in a group question and answer session followed by the opportunity to dialog one-on-one with interested students. Recruited through their individual high schools and based on their interest in learning about trade career opportunities, 80 high school Juniors/Seniors attended representing 8 local school districts. NEIU # 19 welcomed the students to their administrative offices in Archbald, PA, and provided each with a bag lunch.



During 2023, the following three stories emerged that demonstrate perseverance and resolve in attaining both personal and professional goals:

- *Franklin L.* – In September, 2023, Franklin came to the PA CareerLink® Lackawanna County seeking assistance in obtaining training to facilitate a career change. Migrating to Northeastern Pennsylvania from the state of New Jersey as a single, co-parenting father of a new baby, he had recently been laid off from a job as a Claims Adjuster with a nationally-recognized insurance carrier. Hoping to begin a new segment of his life, he had conducted occupational research and had determined his best avenue to enable support of his family was through attainment of a CDL-A license. He overcame a child care barrier, completed his WIOA-entry requirements, and began CDL-A training with Smith & Solomon Trucking in October, 2023. Working closely with his assigned Career Advisor, he provided weekly updates on his progress as well as challenges and on November 24, 2023, he completed his training and secured his CDL-A license. He continued to work closely with his Career Advisor to obtain job leads and complete applications, and, in December, 2023, was offered a position with *Core-mark* as a CDL-A driver at a wage of \$1,500 per week (\$37.50/hour) beginning 1-4-2024. He entered the career with excitement in a family-sustaining position with benefits.
- *Monica J.* - Monica enrolled into the WIOA program as a Dislocated Worker. She had been laid off from her previous position as a Retail Marketing Manager and, although she had an impressive 9-years of experience in management and project coordination, she lacked the formal education, training, or credentials to pursue similar jobs. After a thorough assessment and career exploration, Monica identified the on-line Project Management with PMP Certification Exam Prep program offered through Lackawanna College as a viable option and commenced her studies in June, 2023. When needed, Monica worked with a college tutor and, in turn, received excellent grades in her coursework. She completed the training in eight weeks, employing time management skills recommended by her WIOA Career Advisor. Her next step was preparation for her certification exam and, in October, 2023, received her certification and began her formal job search. Not long after, she received an interview with the Wright Center for Graduate Medical Education and, in December, 2023, began her new career as a Project Manager with the Wright Center earning \$27.88 per hour with a full-benefit package.
- *Danielle P.* – Danielle was a 24 year-old single mother of three children who came to the WIOA Young Adult (Youth) program seeking assistance in obtaining Licensed Practical Nursing (LPN) training. She was working as an Activities Aide earning \$13.00 per hour which was not a family-sustaining wage. She had previously attained a GED after dropping out of high school and was now in a position to further her education. She applied for and was accepted into the 15-month LPN program at the Career Technology Center of Lackawanna County (CTCLC). Youth program staff assisted Danielle in applying for financial aid and she began her LPN training in March of 2022. Danielle developed a plan to balance work and school that enabled her to continue working while attending school and pick up additional hours during school breaks. She overcame some problems with family illnesses that resulted in absences but persevered and excelled in the program and graduated in June of 2023. She has since passed her Board exams and received her certification. Danielle is now employed at Mountain View Care Center as an LPN earning \$24.00 per hour.

As 2023 came to a close, the look back provided two things. First, it afforded an opportunity to appraise, and applaud, the premise that the PA CareerLink® Lackawanna County, since its official opening in April, 2001, as a Comprehensive One-Stop Center, is achieving its goals. Various partner staff work side-by-side, day-by-day to provide the best possible mix of services to the citizens and businesses in Lackawanna County. Customers are treated with respect and courtesy as they migrate new paths due to previously unforeseen changes in their lives and/or set a plan of action enroute to a better life. Businesses are encouraged to use the One-Stop for interviewing and recruitment purposes in a comfortably-designed on-site Business Center. That said, the look back also offered a chance to reflect on how internal operations can continue to be improved as the economic climate in the County fluctuates and workforce needs waver. Staff are prepared, enthused, and equipped to handle the changes as they evolve.

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 2023 Annual Report



The Lancaster County Workforce Development Board (LCWDB) is pleased to provide our 2023 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.

2023 was focused on understanding the workforce landscape post pandemic and what impact it has made on key industries in our county and the growing skills gap with 25% of the workforce in Lancaster County 55+ years old. With 40% of the current workforce need being due to retirements, and a projected 94,457 individuals set to retire by 2030, now is the time to invest in employees advancement and provide exposure and opportunities for the future workforce pipeline.

Key Accomplishments in 2023:

1. **Economic Development Company Partnership** – Lancaster County Workforce Development Board (LCWDB) and EDC Lancaster partnered to provided Labor Market Trend presentations across the county highlighting the impact of the pandemic on key industries and the financial support the LCWDB can provide to businesses to meet their workforce challenges. This was a great way to get in front of new businesses and be seen as a resource and partner in workforce. Businesses could see the immediate ROI with the incumbent worker training dollars we were able to award to support their upskilling efforts.
2. **Near Completers Grant \$2.1M** –Two-year grant in partnership with Millersville University, Etown College, Pennsylvania College of Art & Design, PA CareerLink® and project managed by Lancaster Chamber. Great collaboration with post-secondary entities that provides support to individuals in completing their degree and tackling any barriers they are facing with support services. This grant has opened the door between higher ed, and workforce development and we only see the conversation continue beyond the grant.
3. **Business-Education Partnership** – LCWDB continues to grow the business-education partnership [Career Ready Lancaster!](#) This partnership in on year five of existence and continues to grow and execute on tasks such as advancing career pathways and mentor training for businesses, establishing the High 5 curriculum for schools and businesses to implement and evaluate essential skills such as team building, problem-solving, resilience, integrity and communication and supported the kiosk project with the Youth Committee to put a kiosk with career resources at all schools and key community organizations throughout the county.

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

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 2023, LCWDB was able to successfully launch the first Medical Assistant Apprenticeship program with Union Community Care. In the works in the Medical Assistant Pre-Apprenticeship program as well. LCWDB is also investing in sending another employee to the Apprenticeship Navigator training program and is the lead of all navigators in the county.

***New* Developing Career Pathways for Business**

Because HR professionals often oversee learning and development initiatives, additional training will invite HR professionals across industries to learn how to develop internal career pathways using competency models to identify skills needed for hiring entry level employees and career advancement beyond. Companies often tout career advancement to entry level employees but do so without a clearly defined path. This past year through our Business Education Partnership grant, we hired a consultant to facilitate workshops for HR participants, for free, to create one career pathway representing the career journey from entry level employee to next step on the career ladder. The pathways created were shared county-wide through Career Ready Lancaster! networks.



HR professionals working together to create their career pathways template.

Feedback we received on the training sessions:

"Absolutely this training met my needs. In HR, there are several ways to evaluate and address the issues we encounter. This was a great way to learn new tools and resources for us to support our employees."

"Loved that we had the ability to be more hands on with the tool as a large team."

"The training provided a lot of helpful resources that I did not know about. It gave me a good starting point."

"We're trying to attract new labor and newer generations are looking for growth instead of financial or career stability."

"Excellent content! Loved the tools offered and the value it will offer to my career and performance goals this year."

"This course gave key concepts and tools needed to begin to create career pathways. I would recommend this course to others looking to begin this journey for their organizations."

"Great information and tools to help build job descriptions and career paths!"

Goal #2: Sector Strategies and Employer Engagement

LCWDB participates in the South Central Manufacturing Industry Partnership. We assist in developing goals and priorities, funding consortium training needs, and using data-driven information to devise recruitment and retention strategies.

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.

Through the partnership with the Economic Development Company of Lancaster County, we have been able to co-present Labor Market Trends presentations across the county, and introducing the LCWDB as a strategic partner in supporting businesses with their workforce challenges. These presentations introduced us and our business services team of PA CareerLink® of Lancaster County to many new businesses to engage in paid work experience, On-The-Job training and Incumbent Worker Training opportunities.

We also engage our employers through the [Career Ready Lancaster!](#) partnership, where they can learn how to provide career exploration opportunities to students and showcase their industry as a career pathway. This partnership of convening business, education and community partners has created a space for sharing of best practices and networking to solve workforce challenges. One of the biggest successes is the creation of the High 5 curriculum, focused on the top 5 essential skills businesses are looking for when hiring individuals.



Quarterly Career Ready Lancaster! meeting showcasing the High 5 logo!

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.

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 continues to be focused on staying relevant in the workforce development conversation and that means being a consistent partner, at the table, contributing as needed and leading our business education partnership for the county. Now that our organization has had consistent leadership and structure with

committees for board engagement such as Performance Committee, Nominating Committee and the backbone to our business education partnership in Career Ready Lancaster!, we are ready to grow and continue to leverage our partners within this ecosystem.

LCWDB is fiscally responsible in managing the funds provided to subrecipients and being proactive in monitoring spending trends to ensure obligations are met. Diversifying vendors has been a focus in 2023, where we were able to provide smaller contracts to new vendors in career exploration scopes with youth in healthcare careers and afterschool facilities.

Goal #5: Strengthening the One-Stop Delivery System

2023 was the year to grow our outreach efforts by creating hub locations throughout the county where staff from our partner agencies take turns visiting and having a presence to share resources, hold workshops or screen participants for eligibility for services. These hub locations include areas like the Lancaster Public Library, Lancaster Housing and Quarryville Library. The outreach team is always looking for additional locations to frequent and share information instead of waiting for people to come to us, we are going to them.

We have held several Community Resource Fairs where our community partners come to the center and have a table full of information about their services and the building is open to the public all day and into the evening. We have had food trucks in the parking lot to draw people in and these events have been very successful. This past year we held an Open House along with the Community Resource Fair and gave tours of our building and showcased the work of the workforce board and PA CareerLink®. The invitation was open to not only job seekers but our community agencies as well, so they could see what type of services and work we do and how they can engage with us. This was a huge success and something we will be doing routinely. SHRM board and committee meetings.

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 2023.

Dorissa's Success Story as a Dislocated Worker:

Dorissa came to CareerLink after being laid off from her job as a Publications Manager at a university for the past 22 years. Due to changes in the publications industry, she had concerns about finding a job in the industry where she could continue to use her skills without taking a pay cut. She also had concerns about potential age discrimination in the job market. Dorissa participated in the in-person Career Connections course, which included a mock interview with her instructor. Her concerns about finding a job, potential age discrimination and salary negotiation were addressed during the course, and Dorissa said she found the strategies offered to be helpful in her job search. She also said taking the course improved her interviewing skills. Dorissa recently accepted a job as the Associate Editor at a local publishing company. The job meets all of her requirements, and she is excited to begin the next chapter in her career.

Erika's Success Story as a WIOA Adult Customer:

Erika participated in the Lancaster County WIOA Program. She obtained her certification as a Facilities Maintenance Technician from Thaddeus Stevens in December 2023. Erika and her mother had recently purchased a fixer-upper home, and through her work to complete things that needed fixing and watching construction videos online, she found that she wanted to get into the construction trade and obtain a certification. She researched the construction trades and decided on the Facilities Maintenance Technician program because it focused on several different construction areas such as electrical, HVAC and plumbing. Erika has several prospects for jobs in this career and the starting wage should be over \$20/hour. She wants to eventually open her own construction/remodeling business.

Fernando's Success Story as a Re-Entry Customer:

Fernando enrolled in the Re-Entry Employment Program on 04/06/2023. He was looking to attend CDL Training and gain employment. Fernando received help from the Re-Entry Team in completing the Career Connection Program and other training requirements. Fernando maintained consistent communication with the team and completed all requirements in a timely fashion. Fernando also completed extra PA CareerLink® workshops in addition to the Career Connection Program. Fernando completed his CDL on 09/30/2023 and is now working as a Truck Driver for Charles Brothers.

Challenges

LCWDB has undergone a staffing restructure in 2023 which resulted in the hiring of 4 new staff and promoting one person to Assistant Director/EO Officer. Onboarding 4 new staff all at once, while keeping initiatives and work flowing was a bit challenging, but worth the reward to have more staff onboard and structure in place for the success of the organization. We stay committed to diversifying our vendors and continue to outreach to our community partners and educate them on how to apply for funding and engage in opportunities with the workforce board.

Promising Practices

LCWDB believes that workforce boards play a key role in equipping people with the resources they need to make informed decision about their future. We do this in partnership with business and education and showcase career pathways for all industries and are the lead convener in this space with Career Ready Lancaster! This partnership is a movement focused on the theme of "Workforce Reimagined". How can we work with all people (K) Kindergarten – (R) Retirement as resources to solve our workforce challenges. Ensuring we create a space for business and education to collaborate and innovate together in ways they never thought possible.

Additional State Guidance

LCWDB actively participates in all workforce partner meetings, touchpoints, and technical assistance calls. These are helpful information sharing meetings, but sometimes feel very much talked at. I appreciate that invitations for topic or agenda items are welcomed but a suggestion around themed calls might help spark conversation on a specific topic and not feel so broad. People can then come prepared to share on a topic if they are prepped on what it is that will be discussed.

1. Top three accomplishments from the 2023 calendar year, including progress toward reaching the five broad goals of the state’s WIOA Combined State Plan.

A. ACCOMPLISHMENT ONE:

Business Retention and Layoff Aversion Strategic Pilot

The Workforce Board Lehigh Valley (WBLV) was the principal partner in a Business Retention and Layoff Aversion Strategic Pilot focused on a local manufacturer that was at risk of dislocating workers due to a product line interruption. The WBLV received Statewide Activities/Layoff Aversion funding from the PA Department of Labor & Industry to conduct a feasibility study with a nationally recognized non-profit research organization serving as the subject-matter-expert for the company’s product lines and industry.

After procuring the organization to conduct the research, WBLV developed a confidential agreement with the company and research team, followed by a series of virtual meetings providing updates regarding the project. The study’s scope of work spanned five months and was driven by a strategic research-based Technology Driven Market Intelligence (TDMI) process that identified opportunities for the manufacturer to find new business and fill an impending production gap. The TDMI model includes: QUALIFY by engaging the client, PLAN by meeting the client, RESEARCH by searching secondary sources, ANALYZE by synthesizing the information, and REPORT by documenting and presenting the final report to the company, WBLV, state workforce officials and project partners. The research team offers continuing support and the WBLV awaits final decisions from the company related to business opportunities identified from the research study. This Layoff Aversion Strategic Pilot is a private-sector driven model with the potential to be replicated.

B. ACCOMPLISHMENT TWO:

Industry-Driven Apprenticeship Model: Industrial Training and Education Consortium (iTEC)

In 2023, the Workforce Board Lehigh Valley implemented the Lehigh Valley Apprenticeship Building America & PA (ABA) Grant received from the PA Department of Labor & Industry to accelerate and enhance a multi-employer Registered Apprenticeship and Pre-apprenticeship model called the Industrial Training and Education Consortium (iTEC). iTEC is a private-public partnership consisting of Manufacturing sector employers – initiated by B. Braun Medical Inc. – working 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, industrial manufacturing technicians, chemical lab technicians, and machinists, and more apprenticeships in development.

During this past year, the WBLV executed a contract with the German American Chamber of Commerce/Philadelphia Chapter which serves as grant coordinator, sponsor and administrator of state-approved Registered Apprenticeships for this hybrid apprenticeship approach. Registered Pre-apprenticeships are sponsored by employers and/or education and training providers. Training

needs are driven by employers and curriculum is aligned with academic partners including 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., Julabo, Bracalente Manufacturing Group, Lutron Electronics Co., Inc., Thread Bioscience, Inc., Heidelberg Cement, Keurig Dr Pepper, OldeCastle, and more companies in progress.

The WBLV ABA Grant has accelerated and enhanced iTEC's goals by defraying business and industry's costs of onboarding and On-the-Job Training (OJT), classroom training and supportive services related to Registered Apprentices and Pre-Apprentices. Our goal is to collectively build a pipeline of technically trained and skilled workers to meet high-demand jobs and skills needs of Lehigh Valley's manufacturing-related employers.

C. ACCOMPLISHMENT THREE

Establishing the WBLV Employability Skills Curriculum as a Credit-Bearing Class in High Schools

The Workforce Board Lehigh Valley received funding through a Workforce Innovation Grant to design and implement an Employability Skills Curriculum within a credit-bearing class in Allentown School District's William Allen and Dieruff High Schools. The Employability Skills Curriculum is aligned to the U.S. Department of Education Career and Technical Framework, Future Ready PA Indicators with modules on Applied Knowledge, Effective Relationships, and Workplace Skills.

The Allentown School District hired an instructor to teach the Employability Skills class with WBLV providing a mentor to tutor the Instructor. The curriculum is supported by employers coming into the classroom aligning their business expertise with curriculum components including: Personal Qualities, Critical Thinking and Academic Skills, Communication Skills, Interpersonal Skills, Information Use and Technology, and Systems Thinking & Resource Management. The curriculum was provided to all 17 Lehigh Valley school districts, three career and technical schools, two community colleges, and education providers embedding Employability Skills into programming.

Refresh and Expand the WBLV Employability Skills Curriculum

In 2023, the WBLV contracted with an educational subject matter expert to refresh and expand the Employability Skills Curriculum into 23 modules, including new coursework on Artificial Intelligence, Marketing and Social Media. More than 1,500 ASD students have completed this course.

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: Embedding Workforce Coordinators in High Schools

Through the support of a state Business Education Partnership grant, the WBLV accelerated its High School Workforce Coordinator model by stationing workforce coordinators directly within high schools to ensure that youth stay in school, graduate, and continue with education and training, all leading to employment. This is not just a story, but is an effective and scalable model that directly connects students, teachers, school leadership, guidance counselors, parents and the community into business-driven career pathways, continuing education and training, and the world of work!

The role of Workforce Coordinators in High Schools includes: developing individualized student Career Pathways aligned to PA Career Education and Work Standards and Career Readiness

Indicators; determining student interests and skill levels through assessments; reviewing data, High Priority Occupations, targeted industry sectors; examining Employer Career Pathways with company Knowledge, Skills and Abilities, company culture and workplace expectations; scheduling work-based learning experiences including co-ops, summer jobs, pre-apprenticeships, internships; exploring continuing education, training options, college and career guidance; and, determining next educational steps needed for continuing education and training, leading to employment. Workforce Coordinators continuously provide outreach to families and the community to attract additional students into the program. As students are enrolled, regular meetings are scheduled with parents to review students' career exploration and readiness progress, Career Pathway Plans, summer jobs, work experiences, college and career opportunities, education and training options.

- B. **STORY NUMBER TWO: SkillUp™ PA Launched in PA CareerLink® Lehigh Valley Workforce System**
WBLV and its PA CareerLink® Lehigh Valley workforce system launched the SkillUp™ PA online learning system that provides universal access to free, online job skills training to Lehigh Valley and Pennsylvania residents. To showcase this new resource, WBLV created a dedicated SkillUp training area within our comprehensive PA CareerLink® Lehigh Valley location for anyone to register and use this online learning platform. More than 6,000 courses and 130 industry-recognized credentials are available on the SkillUp/Metrix Learning Portal by registering on the PA CareerLink® website.

Continuing a public outreach campaign on the features and benefits of SkillUp, the WBLV uses ongoing social media placements and has a quick access portal to the SkillUp program on our PA CareerLink® Lehigh Valley website. To engage high school students, WBLV offered SkillUp classes each Tuesday for seven weeks at our downtown Allentown PA CareerLink® Lehigh Valley Satellite at St. Luke's Sacred Heart Hospital Campus in our for Allentown School District high school juniors and seniors to complete these online courses as a cohort, assisted by mentor instructors, and earn job readiness badges.

- C. **STORY NUMBER THREE: Customer Success through PA CareerLink® Lehigh Valley**
Kendra began her journey with the WIOA program. A single mother of four, she was interested in phlebotomy training to provide a stable income for her family. In her first month, Kendra completed the "You're Hired" workshops, gaining employability skills and training opportunities. She completed the CASAS assessment to qualify for phlebotomy training. Kendra was also in need of childcare. This brought her to the EARN program, which was instrumental in getting her the support she needed. Kendra then completed her training application and began the Practical Nurse Education Program at Falcon Health and Science Institute, completing the training in May of 2023. With testing fees covered by EARN, she passed the NCLEX Licensure exam. Kendra began work in December 2023 with Primecare Medical as an LPN at \$31.00/hour with a path to a successful future.

3. Any local workforce development challenges in the 2023 calendar year or anticipated in the next 2024 calendar year, and the LWDB's plan to address identified challenges.

WBLV Challenges and Strategic Updates: The following outlines the WBLV's Challenges as described in our 2021-2024 Program Year Workforce Innovation and Opportunity Act Local Plan Modification approved by the State on September 28, 2023, with strategic updates to Challenges.

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

Strategic Update: a. Re-negotiated a 10-year building lease for PA CareerLink® Lehigh Valley workforce system; b. Worked with the Bureau of Workforce Partnership and Operations to lead and launch a new Digital Intake System as one of five pilot sites across the state, resulting in a streamlined, effective and efficient intake process for customers; c. Increased use of technology throughout Lehigh Valley's workforce system via online services, virtual workshops, remote case management, job leads, recruitments, referrals, and launching new SkillUp online e-learning system.

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

Strategic Update: a. Developed 300+ customized Career Pathways for Lehigh Valley employers; b. Engaged employers from WBLV Board and Committees, Greater Lehigh Valley Chamber of Commerce, Society for Human Resource Management/Lehigh Valley Chapter, Healthcare, Manufacturing, Transportation and Warehouse, Professional/Scientific/Technical sectors, business-education partnerships, community-based organizations and more; c. Created a clearinghouse of Career Pathways through a dedicated and searchable webpage; placed on Career Kiosks in high schools, community colleges, community libraries and piloted at a middle school; used by employers for recruitments, professional development and succession planning; shared with One-Stop Workforce Partners, job seekers, students, teachers, parents and public.

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

Strategic Update: a. Supported by the PA Department of Community and Economic Development, the WBLV continued to conduct Employer Roundtables throughout 2023 focusing on business issues with employers, education and training institutions, economic development, community stakeholders, in partnership with Greater Lehigh Valley Chamber of Commerce.

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.

Strategic Update: a. The WBLV developed an interactive, online Workforce Data Dashboard showcasing labor market data from CWIA, U.S. Census, Bureau of Labor Statistics, Bureau of Economic Analysis and others; b. We jointly hire a staff Economist in collaboration with the Lehigh Valley Planning Commission who provides workforce intelligence, analyzes labor market trends, creates interactive data tools, and reports on data findings for our two organizations.

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.

Strategic Update: a. In conjunction with the Lehigh Valley Economic Development Corporation (LVEDC), the WBLV is a principal partner in the Lehigh Valley Education and Talent Supply Council, a consortium of employers, economic and workforce development and educational institutions focusing on data-driven strategies to ensure the Lehigh Valley maintains a competitive workforce; b. Workforce development strategies continue to be discussed and implemented resulting from the Lehigh Valley Talent Study Report jointly commissioned by WBLV and LVEDC, the third comprehensive regional talent study for the Lehigh Valley conducted by our two organizations.

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

Strategic Update: a. Through strategic Business Education Partnership student and youth engagement and retention initiatives, the WBLV has infiltrated the 17 Lehigh Valley School Districts, and has established an ongoing cadre of Student Representatives -- a group that is replenished each year with

student returnees or new participants -- who engage fellow students in exploring business and industry in the Lehigh Valley, workforce data, company tours, Career Pathways, college/ continuing education/careers, internships, summer jobs, work experiences, community based organizations, and connections to WBLV One-Stop Workforce Network, all leading to employment.

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

Strategic Update: a. The WBLV has executed a Memorandum of Understanding with AARP Foundation as a WBLV One-Stop Partner offering Senior Community Service Employment Program services under WIOA Title V, Older Americans Act.

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

Strategic Update: a. As described in Section 1.C. above, the WBLV implemented our Employability Skills Curriculum in the Allentown School District, which is embedded in a credit-bearing class with more than 1,500 students completing course since the ASD Board of Directors initially approved the course in the ASD Program of Studies in 2018; b. Employability Skills Curriculum enhancements and expansion plans continue with additional components and employers coming into the classroom to align business with academics.

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

Strategic Update: a. Through the Bureau of Workforce Operations and Partnership, the WBLV and its PA CareerLink® Lehigh Valley Workforce System piloted and the new Digital Intake Process which streamlines the customer intake system, resulting in effective recordkeeping, reporting and customer data analysis.

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

Strategic Update: a. The WBLV's work with the Lehigh Valley Education and Talent Supply Council aligns the workforce system with post-secondary training providers and higher education institutions; b. Talent Studies conducted in partnership with the Lehigh Valley Economic Development Corporation compile data related to students exiting high school, entering post-secondary education and graduating with degrees, certificates and credentials, thereby providing an estimate of talent supply compared to talent pools required by employers; c. Our work with high school students is an intentional strategy and talent pipeline imperative to ensure that youth stay in school, graduate, and explore education and training options with an emphasis on Lehigh Valley's community colleges. Lehigh Carbon Community College and Northampton Community College serve on our Board, have Memoranda of Understanding with WBLV as One-Stop Partners, and maintain a physical presence within our PA CareerLink® Lehigh Valley Center resulting in immediate access to customers, youth and the general public for referrals.

Challenge 11: Increase education and skills of Lehigh Valley's current and future workforce.

Strategic Update: a. Challenge 11 is the Workforce Board Lehigh Valley's overarching goal aimed at a universal population through our multi-faceted and comprehensive workforce system service delivery design!

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

A. Innovative Practice: Convening of Business and Industry through Employer Roundtables

Supported by the PA Department of Community and Economic Development Engage! Program and Partnerships for Regional Economic Performance (PREP), and in partnership with the Greater Lehigh

Valley Chamber of Commerce, the WBLV conducted nine Employer Roundtables in 2023 alone with nearly 250 employers, economic development, education and training institutions, One-Stop Workforce System Partners and other community stakeholders.

Recent Roundtable topics continue our comprehensive menu of business and workforce related issues, such as: Employer Benefits and Work Practices, two Workforce Data Roundtables in partnership with the PA Center for Workforce Information and Analysis (CWIA), Is Education and Training Producing a Work-Ready Workforce, How is Artificial Intelligence (AI) Impacting Your Business, Making Education Your Business, two Healthcare Roundtables for input on a \$5.7 million federal community college grant, and Planning for a Job Fair for High School Seniors.

Outcomes: The WBLV Employer Roundtables are a ***Continuous Innovative Practice*** engaging more than 620 employers from business and industry sectors, education and training providers, and community based organization and regional stakeholders during 30 Roundtables conducted over the past five years. Talk about a Return on Investment!

B. Promising Practices:

a. WBLV Employer and Community Engagement Outreach Efforts and Initiatives

Our typical day at the Workforce Board Lehigh Valley's office is actually NOT in the office! We are out and about – convening employers to gather industry input, presenting workforce data, analyzing trends and projections, connecting business with education, educating and informing policymakers, engaging community stakeholders in new ways of workforce thinking and doing, and taking the initiative to try something unique and innovative. The following are examples of recent WBLV employer and community engagement presentations:

- Greater Lehigh Valley Chamber of Commerce Annual Economic Outlook
- State of Lehigh County
- PA Inspired Leadership Program
- What's So Cool About Manufacturing Awards
- PA Workforce Development Association Annual Conference
- Greater Lehigh Valley Chamber of Commerce Manufacturing Council Summit
- WBLV Legislative Orientations
- Workforce Board Director Statewide Meetings
- ApprenticeshipPA Collaborative and Expo
- Lehigh Career & Technical Institute Administrative Retreat
- Assisted Living Employer Data Presentation.....to name just a few!

b. Increasing the Workforce Pipeline of Child Development Professionals

Data shows high demand for childcare workers; however, the pipeline is not meeting the demand in the Lehigh Valley, Pennsylvania and the U.S. To meet current and future childcare industry needs, the WBLV is working with Lehigh Carbon Community College (LCCC) and Community Services for Children (CSC), a leader in providing early childhood education and human services for economically disadvantaged families throughout 17 counties of Northeast PA, to develop workforce programming and educational options for individuals to gain Child Development Associate (CDA) credentials.

Thanks to the collective efforts of WBLV working with our regional community college, LCCC's CDA Training Program is now on Lehigh Valley's Eligible Training Provider List, thereby eligible individuals can now take advantage of this training and incumbent workers at CSC and other childcare provider may defray the cost of onboarding new hires through On-the-Job Training (OJT) resources. This promising practice highlights how employers, the workforce system, and education and training providers work together to meet a growing industry need!

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
- The comprehensive role of the Bureau of Workforce Partnership and Operations (BWPO)
- Closer alignment between BWPO and Workforce Development Boards
- Next steps for the Pennsylvania Workforce Development System
- Strategic alignment between Economic Development, Workforce Development and Education!
- A Pennsylvania-wide Outreach Plan to publicize PA CareerLink® Lehigh Valley



Annual Report

January 1 - December 31, 2023



JOB POSTINGS

29,965



SERVED EMPLOYERS

6,227



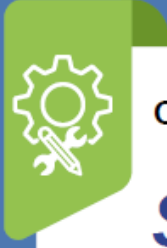
SERVED JOB SEEKERS

42,685



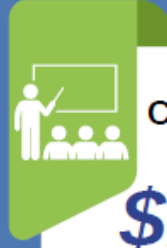
FOOT TRAFFIC

41,314



ON-THE-JOB TRAINING

\$308,003



CLASSROOM TRAINING

\$1,235,106



Top three accomplishments from the 2023 calendar year, including progress toward reaching the five broad goals of the state’s WIOA Combined State Plan:

1. **Workforce Celebration - PA CareerLink® Day:** September is National Workforce Development Month, created to raise awareness about the importance of the workforce industry to the growing national economy. To celebrate, the staff at each of the three PA CareerLink® offices in Luzerne and Schuylkill Counties designed a day in September 2023 to celebrate the workforce! The highly skilled workforce professionals at the PA CareerLink® One Stop Centers offer critical links to the business community looking to hire individuals registered with PA CareerLink® and seeking employment. Our workforce professionals’ outreach efforts with the public provide valuable information about the free resources at PA CareerLink® One-Stop Centers, such as resume preparation, job search assistance, job interview practice, education and training opportunities, and support services, all of which are designed to help improve America’s workforce.

The collective efforts of the staff yielded impactful results, with a commendable total of over 500 participants and 55 local employers and community resources in attendance. The meticulous promotion of the event through various local outlets underscored the team's dedication to ensuring its success. The event stands as a testament to the collective spirit and effectiveness of PA CareerLink® in advancing workforce development goals across the region.

2. **Incumbent Worker/On-the-Job Training:** PA CareerLink® Luzerne County presented business services to the PA State Association of Boroughs, highlighting recruitment assistance, Workforce Innovation & Opportunity Act (WIOA) On-the-Job Training (OJT), and WIOA Incumbent Worker Training (IWT) programs. Following this, a partnership with Duryea Borough emerged. With IWT funding, two part-time employees obtained a CDL, transitioning to full-time roles with a \$3.00/hour wage increase. The success led to utilizing OJT funding for new police hires, resulting in two officers hired at \$46,176/year plus benefits and a wage increase to \$52,000/year during the training period. Duryea Borough received \$25,980 in IWT and OJT funding through the WIOA, with the partnership continuing into 2024. PA CareerLink® collaborated with the Pittston Chamber to present services at an event hosted by Duryea Borough, showcasing the commitment to local workforce development.

PA CareerLink® Schuylkill County Business Services Team Lead has been working with the City of Pottsville Police Department (PPD) for the past nine months and entered into a WIOA OJT Master Agreement in 2023/2024 to utilize OJT funding for new police hires. The Business Services Lead was instrumental in having the PPD increase the hourly start rate to \$32.46/hour because they were losing qualifying candidates to neighboring City Departments paying higher wages. The OJT reimburses PPD 50% of the salaries for 16 weeks of training, a total of \$9,997.68. This success has opened communication with all the Department Heads in the City of Pottsville to consider utilizing OJT and IWT or other PA CareerLink® services in Schuylkill County.

- 3. Community Resource Event:** PA CareerLink® Schuylkill County hosted a Community Resource Event in December, demonstrating our commitment to fostering community collaboration and supporting those in need. The event served as a platform for bringing together various community organizations, including AARP, Helping Harvest, Hope Center, Disabled American Veterans, Office of Vocational Rehabilitation, Salvation Army, Schuylkill Community Action, Schuylkill County Area Aging Office, Schuylkill County Assistance Office, Schuylkill Housing Authority, Schuylkill Transportation Systems, and Unemployment Compensation. With a commendable turnout of over 70 attendees, the occasion provided an invaluable networking and resource-sharing opportunity.

Wegmans Food Markets contributed to the event by donating groceries, and Koch's Turkey Farm generously provided 140 turkeys. These contributions played a pivotal role in our mission to assist needy families and local food banks, embodying our dedication to positively impacting the community.

The success of the Community Resource Event underscores our ongoing commitment to creating meaningful connections, addressing the needs of our community, and fostering a spirit of generosity. PA CareerLink® Schuylkill County remains dedicated to organizing initiatives that make a lasting difference in the lives of individuals and families within our community.

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

- 1. PA CareerLink® Partnership with Duryea Borough:** During PA State Association of Borough's quarterly meeting on March 30, 2023, PA CareerLink® Luzerne County presented business services to the Association, focusing on recruitment assistance, Workforce Innovation and Opportunity Act (WIOA) On-the-Job Training (OJT), and Incumbent Worker Training (IWT) programs. Following the presentation, a meeting was arranged with the Duryea Borough to explore PA CareerLink® programs further. The Borough identified a need for CDL training for part-time laborers to enhance their skills and transition to full-time employment. Through a WIOA Master Agreement with the Luzerne/Schuylkill Workforce Development Board, two part-time employees attended Sage Truck Driving School, obtained their CDL Class B licenses, moved to full-time roles with benefits, and received a \$3.00/hour wage increase.

The success of the Incumbent Worker Training program benefited both the Borough and its employees, creating a more skilled and dedicated workforce. Employees appreciated the opportunity to attend CDL classes at no cost, transforming part-time jobs into fulfilling careers. Duryea Borough Council Chairperson Stephanie Shupp was pleased with the outcome, commenting, *"A small municipality like Duryea has a very tight training budget. The IWT funding enabled us to train these part-time employees and create a pathway to full-time employment."* Building on this success, the Business Services Team identified the use of OJT funding for new police officer hires. Two female officers, one proficient in three languages, were hired at \$46,176/year plus benefits. OJT funding enabled the Borough to hire them directly after the Police Academy, offsetting lost productivity costs. Both officers received a wage increase to \$52,000/year during training. Police Chief Nick Lohman commended the initiative, stating, *"The OJT Program enabled Duryea to hire individuals upon their*

completion of the Police Academy at a time when recruitment in law enforcement was very challenging. The funding allowed us the opportunity to complete more on-the-job training with veterans' officers, better preparing them for a long and successful career." Duryea Borough received \$25,980 in funding through IWT and OJT programs. Duryea Borough Council continues to promote PA CareerLink® initiatives with other municipalities in Luzerne County.

PA CareerLink® staff collaborated with the Pittston Chamber of Commerce to present services and programs to approximately ten businesses at an event hosted by Duryea Borough and held at their municipal building. This collaborative effort exemplifies the commitment of PA CareerLink® to supporting local businesses, promoting workforce development services, and creating opportunities for both employers and their employees. The PA CareerLink® also assisted with the **Luzerne Ready Initiative**, which provides small businesses with American Rescue Plan (ARPA) funding. This initiative led to new employer relationships with small businesses throughout Luzerne County. Greater Pittston Chamber of Commerce President Michelle Mikitish commented, *"The PA CareerLink® was instrumental in helping 26 small businesses with technical needs to complete their ARPA applications."* This partnership is set to continue into 2024.

2. **Celebrating Workforce Development Month - PA CareerLink® Day:** On September 12, 2023, PA CareerLink® Luzerne County at Hazleton organized a PA CareerLink® Day supporting Workforce Development Month. The event, held from 9 am to 3 pm, saw a significant turnout with over 170 registered attendees. Fourteen employers and resources were present to offer services and employment opportunities to the local community, including Glenn O'Hawbaker |Construction & Engineering Design, International Paper, Niagara Bottling, Geisinger, and others. The event was promoted by Magic 105.5 Radio Station, Hazleton Integration Project, and El Mensajero, catering to the diverse community, including the Limited English community in Hazleton. Additionally, donations from companies such as Weis, Giant Food Market, and others were raffled off to 18 winners selected from the attendees.

PA CareerLink® Luzerne County at Wilkes-Barre's event had over 30 employers and resources, including PA Liquor Control, Adidas, Geisinger, and more. The event attracted 271 total attendees, with Rock 107 Radio Station playing a crucial role in advertising and promoting the event. Food Dignity, a local community resource, significantly influenced participation by offering fresh produce with their ethos of "Take what you need, pay what you can." Five winners were selected from the attendees to receive donated prizes, including a \$200 Wegmans gift card.

PA CareerLink® Schuylkill County organized a PA CareerLink® Day from 10 am to 4 pm. The event featured 11 employers and community organizations, including Bricklayers Union Local 5, Lehigh Valley Dairy, and Disabled American Veterans. T102 Radio Station contributed to the promotion, and 94 attendees participated. The day started with informational sessions and a veterans' group meeting, providing valuable resources and support to the local community.

This collaborative initiative exemplified the commitment of all partners to hosting a successful event, infusing a positive atmosphere, and reenergizing dedicated staff members. As a testament to their hard work, PA CareerLink® Day drew an impressive attendance of 535 individuals, creating notable networking opportunities that reflected the staff's unwavering commitment to fostering meaningful connections within the community.

3. **Omnova:** Omnova, a Division of SURTECO, is a state-of-the-art laminates manufacturing facility in Auburn, PA, Schuylkill County, with approximately 168 employees. They lead in design-driven technology globally with well-known products in building and architecture, electronics, appliances, healthcare, hospitality, marine, and automotive industries. In the summer of 2023, Omnova started working with the PA CareerLink® Business Services Team Lead, who introduced them to the WIOA Incumbent Worker Training (IWT) Program. Together with Lehigh Carbon Community College (LCCC), Omnova developed an *Industrial Automation Technician* curriculum that LCCC instructors could teach in a Mobile Manufacturing Lab. This training provides valuable industry knowledge for current electrical mechanics and trainees, increasing employee retention and Omnova's competitive value in the local workforce. The first cohort of ten employees began training in January 2024. To ensure the retention of their employees, Omnova has offered a \$7,500 bonus for those who complete training and remain employed with them through March 2025. Employees also earn an additional \$2 per hour upon completing this mobile lab training. The total savings for Omnova is \$26,700. In addition to accessing the IWT program, Omnova is pursuing an apprenticeship program for electro-mechanical with Programmable Logic Controllers (PLC), another service in which our Business Services Team Lead/Registered Apprenticeship Navigator Trainee is assisting.

Any local workforce development challenges in the 2023 calendar year or anticipated in the next (2024) calendar year, and the LWDB's plan to address identified challenges.

1. Despite a substantial increase in PA CareerLink® outreach activities, foot traffic has yet to return to pre-pandemic levels. We notice people use online services more often than before the pandemic. Possibly mandate eligible UC recipients to participate *in person* at RESEA orientation? Currently, RESEA is offered both in-person and virtually. Most participants choose to participate virtually.
2. Implementing the newly created Pennsylvania Digital Intake Form in 2023, although positive for demographic feedback from PA CareerLink® customers, is also a cause for concern with those who believe it infringes on their privacy. PA CareerLink® customers have shared that they do not want to participate in the new process. They often walk out without getting service when asked to complete the Digital Intake Form, particularly with repeat customers.

The initial Digital Intake Form can take 5-7 minutes and up to 35-40 minutes to complete; on subsequent PA CareerLink® visits, the digital form can take 1-2 minutes to 20 minutes. The longer completion times are attributable to the participant's technology skills and literacy level. With most participants in our Hazleton office being English language learners and growing in the other two offices, this digital process is not client-centric to visitors walking in our One Stop Centers. While a comprehensive list of questions may be needed in the initial intake form, the subsequent visits should solely ask if anything has changed, not leading you through a lengthy list of repetitive questions asked on the initial visit.

Staff met with BWPO staff on January 30, 2024, and discussed the above. We are preparing suggestions for streamlining the process.

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

“Hiring Events” held at PA CareerLink®: Little Leaf Farms, based in McAdoo, is the state's largest producer of indoor-grown leafy greens. The company opened its first 10-acre greenhouse in July of 2022. Little Leaf posts hiring notices on its website directing candidates to the PA CareerLink® office to complete their paper applications for open positions. Little Leaf also participated in the *monthly* “Hiring Events” hosted at the PA CareerLink® Hazleton office. Six hiring events were held between January and June, and 440 candidates were interviewed. At the last advertised hiring event in June 2023, it was estimated that over 200 people were waiting in line before the PA CareerLink® doors opened. TV station WYLN stopped by the office to find out the big draw and aired a story regarding the event. The segment can be viewed at <https://www.facebook.com/wylnnews/videos/643450697815552>.

The Hiring Events attracted numerous applicants, but the employer was unsuccessful in hiring satisfactory candidates due to incomplete applications, and many candidates did not match the qualifications needed; however, they applied anyway. This required intensive time and manpower from the PA CareerLink® and Little Leaf staff. The Business Services Representatives and the PA CareerLink® office managers met with Little Leaf management and created a plan to enhance screening applicants. An *“Invitation to Interview,”* an online application, used seven qualifying questions to screen applicants better. Only qualified applicants are reviewed by the hiring managers and interviewed at appointment-only sessions set up by the team and held at the PA CareerLink®. These changes made the hiring events manageable and produced much better hiring results for Little Leaf. This practice is still in place and works well for all involved. Little Leaf successfully hired approximately 20 individuals from their in-office Hiring Events in Hazleton, PA, Luzerne County.

David Schultz, Human Resources Director, Little Leaf Farms and LSWDB Board Member: *“Working with the staff at the PA CareerLink® has helped improve our talent pipeline by supplying good candidates for key positions at the McAdoo, PA Little Leaf location.”*

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

The LSWDB welcomed the permanent presence of Unemployment Compensation (UC) staff at the PA CareerLink® One Stop Centers in 2023. A dedicated UC representative in the office has proven beneficial for UC claimants needing more intensive assistance. They assisted UC claimants by addressing questions that PA CareerLink® staff cannot answer due to state and union regulations. UC claimants overwhelmingly expressed positive feedback after their in-person appointments. The LSWDB is interested in continuing to serve UC claimants with this approach to resolve UC-related issues effectively.

The LSWDB remains confident that RESEA and UC services align with its mission to ensure a demand-driven, world-class workforce system in Luzerne and Schuylkill Counties. Adding both services to our three locations genuinely provides the one-stop experience customers deserve.

Montgomery County Workforce Development Board

2023 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 2023, 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 2023, MontcoWorks expanded the **Careers of Tomorrow** brand to include the **Connections Fair**. The intent of this event was to bridge the gap between career seekers that were having a difficult time connecting to employment with businesses that were looking to fill openings. Interested individuals were



able to participate in a three-part series of preparatory workshops to produce a portfolio and prepare them to network with employers. The Connections Fair was held at the Montgomery County Community College on September 14, 2023, in line with PA CareerLink® Awareness Days. Approximately 150 career seekers had the opportunity to network with 42 employers and local organizations. One career seeker, who participated in all three workshops

commented that “I have had more interviews in the past three weeks since I developed my elevator pitch than in the whole time I’ve been job searching!”



On October 24, 2023, 943 students and educators attended the Careers of Tomorrow Expo at the Greater Philadelphia Expo Center in Oaks, PA. Attendees interacted with 75 exhibitors from across multiple industries to learn firsthand about exciting and gainful career paths in Montgomery County.



American Rescue Plan Initiatives

Montgomery County continued to look at ways to utilize ARPA funds to address any gaps in services preventing Montgomery County career seekers and businesses from interacting with the workforce delivery system. In 2023, MontcoWorks issued two Requests for Proposals: Business & Community Engagement and Opportunity Youth Outreach. The goal of the Business & Community Engagement project is to identify best practices as well as gaps and redundancies to make recommendations to improve the overall workforce delivery system in Montgomery County. In response to the 2021 Southeast PA Opportunity Youth Study facilitated by the Delaware County Workforce Development Board, designated funding will be used for the Opportunity Youth Outreach project.

Additional funding through ARPA is augmenting WIOA funds for training for youth, adults, and dislocated workers.

Financial Reality Fair

On March 31, 2023 over 130 students experienced a hands-on budgeting exercise coordinated by MontcoWorks, Lanco Federal Credit Union, and Police & Fire Federal Credit Union. Other volunteers included representatives from the PA CareerLink® Montgomery, Montgomery County Intermediate Unit, Federal Credit Unions, the Montgomery County Commerce Department, as well as Upper Merion Area High School counselors. Students had to manage a budget to meet their monthly income. Each student was provided with a budgeting sheet with career, starting salary, and loan amounts. As students visited 12 booths starting with housing and transportation and other essentials needed in everyday life, they had opportunities to make financial decisions based on their net income. They spun the wheel of reality, which had unexpected events such as car repairs, stolen credit cards, or the receipt of an income tax refund. After visiting all the booths, students calculated their budgets and reviewed their worksheet with a financial counselor. The counselors helped them adjust their expenses to live within their means. Counselors said they enjoyed the conversations they had with students during the fair and the students got valuable hands-on experience in learning the difficulties in managing a budget.



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 also developed a quarterly *MontcoLinks: Business Edition* newsletter. Employers that are interested in learning more about the services and resources available to them are invited to sign up [here](#). A sample issue can be found [here](#).



To build on the success of the *MontcoLinks* brand, MontcoWorks will be launching a third edition in 2024 specifically geared toward workforce development system partners and stakeholders.

In 2023, 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. One of the new sites for PA CareerLink® On the Road is the Montgomery County Community College's Pottstown Campus in their newly renovated workforce development space that has the capacity for career seekers to register for services and complete assessments.

Success Stories & Testimonials

Career Seeker & Employer Success through OJT



The Scully Company, a Jenkintown-based property management company, was promoting their Maintenance Technician On-the-Job Training (OJT) program with assistance from the PA CareerLink® Montgomery County. When the Business Services Team worked to find qualified candidates, news of the opportunity reached Alex and he was immediately interested. Alex already had some skills related to outdoor maintenance and was hopeful to build on his existing knowledge. It was exciting that Scully could support his interest by helping him build a strong foundation through training and employment, one that Alex could continue building upon. After acing his interview, Alex began his first day on the job in February 2023. Since then, Scully has developed Alex's skillset and turned him into an employee with a variety of new abilities, including an understanding of housing laws and on-call procedures as well as advanced repair/replacement skills. Alex recently completed his OJT on June 13th, 2023 and he will continue to work full-time at one of the company's main locations in the Philadelphia area. The Scully Company can celebrate that they now have a new, skilled employee who says he "loves the work, and looks forward to learning more and exploring new opportunities" in the future.

WIOA Youth Program Success!

MontcoWorks*NOW participant and recent graduate of The Anderson School, Victoria was presented with a full tuition scholarship to the Montgomery County Community College to study Nursing. She will also participate in the Partnership on Work Enrichment & Readiness (POWER) program, which helps connect students to campus life, develop their confidence as a student, and discover their educational and career potential. Victoria has a bright future ahead and strives to make a



difference in the lives of others. In a recent article, Victoria talked about her past struggles and her outlook on the future, saying "I feel as if I have the strength and understanding of what it takes to not only make a difference in the medical field but also in the world. I went from questioning if I was different, to using my struggles as an advantage. My own experiences will help me have the inspiration and compassion to help others."

EARN Program Success

Deija began her journey at the EARN Program and immediately connected with her Career Coach when she visited the EARN Center with her two children to sign paperwork the first week. Deija was open to all of the resources she was offered and job opportunities provided by the EARN program and the PA



CareerLink® Montgomery County. After applying for several jobs, interviewing, and not receiving any offers, she was disappointed but not defeated. During the weeks that followed, Deija was informed by her Career Coach about the upcoming Full Circle Digital Literacy course. Committed to taking advantage of training that would enhance her skill set and provide opportunities for securing self-sustaining employment, Deija registered and attended the four-week course. Although she was traveling from Pottstown every day and dropping off her children at daycare, she was dedicated and completed the course on time and received her Microsoft Office Specialist

Certification. Never losing sight of applying for jobs that she really wanted, Deija applied for a 3rd time to the State employment website for a job working at the County Assistance Office. This time, Deija was able to add the Microsoft certification to her application and accepted a full-time position with the Montgomery County Assistance Office as a Clerical Assistant earning \$21.99 per hour with benefits. Deija is grateful for the program opportunities that were available to her.

Employer Testimonial

"Now in our 15th year, Secure Components is a small, independent distributor of electronics, hardware, raw materials, mechanical and structural components serving Aerospace, Defense, Industrial, Medical, and Commercial Industries. As a trusted part of a high-reliability supply chain, we've been working at an unexpected pace to keep up with the demand started by the Covid pandemic. We've needed to increase the staff and adjust our sourcing ability multifold to match the demands of our long-term clients as well as the urgency of our new ones. Since we've partnered with PA CareerLink® Montgomery County and MontcoWorks for years, we turned to them for assistance with sourcing candidates and securing funds for training staff. By working closely with their Business Services Team, we have been able to obtain money that allows us to reallocate some of our funds for growth, expansion, and employee support. We have saved nearly \$17,000 in 2023 so far. That includes funds for instructing and coaching new hires to a reasonable level of proficiency. It also includes money for maintaining a skilled workforce and learning new processes to allow for increased efficiency that translates into customer service excellence and satisfied clients.



Needless to say, we remain watchful for new opportunities to strengthen our workforce and expand our position in the supply chain business. These funding streams certainly facilitate our ability to do so."

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 expansion of UC connect has been greatly appreciated and mitigates some of the negative association. We hope to see that support continue in 2024.

While we appreciate the continuity of the check-in process and data that will be made available as a result of the Digital Intake process, we have also seen it as an additional burden to some of our center staff. We reconfigured our center as a result of digital intake to provide a smoother transition for career seekers and are looking at additional support staff to assist customers who are having difficulty navigating the form on their own.

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, interval training, and the continuation of two monthly workforce calls.

North Central Workforce Development Board 2023 Annual Report



The North Central Workforce Development Board (NCWDB), operating as Workforce Solutions for North Central PA, stands as a leading facilitator of an innovative workforce development system within a six-county rural area in Pennsylvania. This region encompasses the counties of Cameron, Clearfield, Elk, Jefferson, McKean, and Potter. Dedicated to addressing the human capital needs of local employers and supporting job seekers in the North Central Workforce Development Area, Workforce Solutions pursues a dual focus. By fostering a symbiotic relationship between employers and job seekers, the organization aims to cultivate a competitive workforce capable of thriving in the global marketplace and fostering economic prosperity.

The organization's commitment to its mission is evident through various accomplishments, success stories, and testimonials that showcase progress towards achieving the five broad goals outlined in the state's WIOA combined plan. These achievements underscore the coordination across diverse systems and partnerships dedicated to the development of the local workforce and economy. Furthermore, the collaborative efforts highlighted in these examples emphasize the importance of partnerships and collective engagement, reinforcing the proverbial sentiment that success in such endeavors truly requires a village.

Top Three Accomplishments for 2023

1. Partner in the EDA Awarded Regional Technology and Innovation Hub Program

One of the North Central Workforce Development Board's standout achievements is its dedicated partnership with the North Central PA Regional Planning and Development Commission (the Local Development District) in applying for an EDA Tech Hub Strategy Development Grant. Through collaboration with various partners, this effort resulted in the formation of the North Central Pressed Materials Alliance. This alliance plays a crucial role in solidifying North Central Pennsylvania's prominence as a hub for advanced pressed materials technology and research.

Workforce Solutions, a key contributor, provided a supportive letter and furnished detailed labor market data for the successful grant proposal. The North Central Pressed Materials Alliance, with a forward-looking perspective, envisions a thriving pressed materials sector in the region, encompassing metals, ceramics, and graphite. The funding secured will create a comprehensive blueprint for Tech Hub Strategy Development, playing a pivotal role in steering the expansion and competitiveness of member companies, fostering innovation, and addressing industry-wide demands dynamically.

The EDA Tech Hub Strategy Development Grant's financial support is intended to encompass three primary elements: Coordinated Market Research, Assessment of Consortium Member Companies, and a Workforce Development Strategy. Partners in this endeavor include Benn Franklin Technology Partners, Penn State University DuBois Campus, University of Pittsburgh at Bradford, PennTAP, DCED, and several other collaborators. This collaborative effort signifies a significant stride towards advancing technology and research in pressed materials, positioning the region as a key player in this sector.

2. Business Education Partnership

The North Central Workforce Development Area comprises 26 school districts, several private schools, and numerous Career and Technical Centers, educating nearly 22,000 students.

To maximize the impact of our Business Education Program (BEP) funding, we've strategically employed staff to establish strong connections with schools. Leveraging these relationships, we actively participate in the planning and execution of various career exploration events across almost all schools. Our focus is not only on promoting opportunities within our region but also providing students, teachers, parents and others with insights into the skills and knowledge required for local jobs and assisting our schools in meeting their PA Department of Education (PDE) career education benchmarks.



Virtual Reality Career Exploration at a local high school

Highlights of our achievements in the current quarter include tracking over 80 individual career connection activities. These activities encompass Career Connect Events, Career Cruises, Virtual Career



Cafes, Career on Wheels, Industry Days, College Cruises, Virtual Reality Career Exploration Collaboration events, Carl the Career Bear events for all ages and more. Additionally, we coordinate the What's So Cool About Manufacturing Video Contest and are striving to ensure that all high school seniors are registered with PA CareerLink®.



"Here are some of Carl's many careers he would like to explore with you."

Through these efforts, we successfully served 3,367 students, 162 teachers, 104 companies, 9 parents, 76 schools, and 69 mentors, exceeding our goals. Overall, we reached 14,490 students, had 399 teachers participate, 554 employers participate, and engaged 335 partners/organizations.



In 2024, we will be creating a Dream Team to highlight the Healthcare and Social Assistance Industry mirroring our Manufacturing Dream Team, enhance business engagement activities, conduct industry-specific career camps, and increase the utilization of virtual reality for career exploration and training. Additionally, there are plans to engage parents and the community through events highlighting regional opportunities and labor market information.

Carl the Career Bear for elementary school students.

3. Youth Re-entry and ARC INSPIRE – Leveraging Funding

Workforce Solutions is actively implementing two competitively funded grant projects: A Youth Reentry Grant from the PA Department of Labor & Industry – named Collaborating for Second Chances and an INSPIRE Grant from the Appalachian Regional Commission (ARC) named PROSPER from Recovery to Careers.

The PROSPER project focuses on supporting job seekers recovery from substance use disorder with the eventual goal of training and employment, creating recovery friendly workplaces and creating a sustainable ecosystem of partners collaborating to assist this population.

Collaborating for Second Chances, represented by the youth reentry grant, aims to establish a comprehensive support system that includes mentoring and emotional intelligence training for the successful reentry of youth into meaningful employment. This program actively recruits secondary dropouts, previously incarcerated young adults, and those preparing for release, addressing their specific needs.

The collaboration of these projects creates a holistic approach to workforce development for youth with diverse backgrounds and challenges. Employers benefit from this joint effort by gaining access to a skilled and motivated workforce from untapped talent pools. The emphasis on emotional intelligence and personal responsibility in both projects enhances participants' abilities to set and achieve personal goals, contributing to their success in the workforce.

PROSPER's focus on addressing critical shortages in various industries aligns well with Collaborating for Second Chances' goals of engaging and preparing individuals for meaningful employment. The collaboration between these initiatives maximizes their impact, offering a comprehensive solution to workforce shortages while empowering individuals on their journey to self-sufficiency. Employers stand to benefit from a more diverse and skilled workforce, ultimately contributing to the economic development of the region.

Both grants present a unique opportunity to address workforce shortages by tapping into untapped labor pools. When combined with our current workforce system and the leveraging of WIOA funding we are making strides in addresses workforce shortages.

Top Three Stories and Testimonials

In 2023, partners in our PA CareerLink® centers experienced a dynamic year of activity. The overall performance of our centers included the registration of 1,396 new participants, successful engagement with 142 new employers who utilized the available services, and active involvement in the creation of 170 job orders. Across all partners, employer services witnessed nearly 5,000 services recorded in the Commonwealth Workforce Development System (CWDS). This signifies multiple services provided to our employer community.

Utilizing WIOA Title I funding (Youth, Adult, and Dislocated Worker) and Department of Human Services (DHS) Employment, Advancement and Retention Network (EARN) funding, we effectively served 592 customers throughout 2023, distributed across various categories:

- Youth: 159
- Adult: 265

- Dislocated Workers: 167
- EARN: 48

The year demonstrated our commitment to fostering connections between job seekers and employers while making a meaningful impact on the workforce development landscape.

Among our accomplishments, here are a few highlighted Job Seeker Success Stories:

Job Seeker Stories



Damien, seeking a year-round career, enrolled as a Dislocated Worker and Out of School Youth in February 2023. Engaging in workshops and collaborating with Title II Adult Education for remediation, he pursued his goal. Damien embarked on the Commercial Driver’s License - Class A Tanker and Hazmat 200 program at the Northern Pennsylvania Regional College from March to April 2023. His Individual Training Account (ITA) resulted in measurable skills gain and the acquisition of a valuable credential. Damien successfully obtained his CDL License in April 2023.

Exiting from the program in April 2023, Damien secured a full-time position at North Point Contracting as a truck driver, earning \$20.00 per hour. Currently, he is employed at PennDOT District 2 Cameron County as a Class A Equipment Operator, earning \$19.94 per hour. Damien has demonstrated success in meeting various performance measures, including Measurable Skills Gains, Credential attainment, Employment in the Second Quarter after Exit, and achieving Median Earnings in the Second Quarter after Exit. His journey exemplifies the positive outcomes facilitated by his participation in the program.

Stephanie initially visited the PA CareerLink® at Elk County with the goal of enhancing her Microsoft Office skills to bolster her competitiveness in securing an office position within the healthcare sector. She actively participated in virtual workshops provided by PA CareerLink® and commenced an Individual Training Account (ITA) program at Full Circle in February 2023. Throughout her training, Stephanie demonstrated measurable skill gains and achieved a credential upon successfully completing the Microsoft Office Specialist Advanced Program.



During her training period, Stephanie underwent a valuable Work Experience placement at PA CareerLink in Elk County, gaining practical experience in an office setting. Towards the conclusion of her Work Experience, she was offered and gladly accepted a position with Penn Highlands Elk as a Rehabilitation Secretary/Administrative Support Specialist. Stephanie successfully exited from the Workforce Innovation and Opportunity Act (WIOA) program on June 14, 2023. She expressed gratitude for the assistance provided through the WIOA program and continues to be employed at Penn Highlands Elk with a wage of \$14.75 per hour.

As of the present date, Stephanie has met several performance measures, including Measurable Skill Gains, Credential attainment, Employment in the Second Quarter after Exit, and achieving Median Earnings in the Second Quarter after Exit, showcasing the positive impact of her journey through the WIOA program.



Emily was referred to PA CareerLink® – Jefferson County by Christ the King Manor staff in DuBois, PA, where she worked as a Certified Nurse Aide. With aspirations to advance her career as a Licensed Practical Nurse (LPN), Emily joined Christ the King Manor's apprenticeship program, designed to train current employees for higher nursing roles. Enrolled in the Out of School Youth program in July 2022, an assessment revealed Emily needed some skill enhancement before starting training. Utilizing Essential Education, a tool offered by PA CareerLink®, she prepared for the upcoming challenges.

In August 2022, Emily commenced full-time training while continuing weekend employment at Christ the King Manor. Thanks to the Workforce Innovation and Opportunity Act (WIOA) and her participation in the apprenticeship program, Emily's tuition was covered. She excelled in coursework, consistently showcasing progress in measurable skills gain under WIOA. Supportive services under WIOA also assisted with her daily travel to training and clinical sites.

After an intensive 11-month training period, Emily, along with Jeff Tech PN Class 69, graduated in August 2023. Emily, with a remarkable 97% average, earned the title of class valedictorian. Post-graduation, she continued working at Christ the King Manor while preparing for the LPN state licensing test. Successfully obtaining her license in September 2023, Emily also received a credential from the WIOA program. Her WIOA file was closed on September 30th, and her one-year follow-up began.

As of the January follow-up contact, Emily is thriving in her full-time role as a Licensed Practical Nurse at Christ the King Manor in DuBois, PA, showcasing the success and impact of her journey through WIOA and the apprenticeship program.

Employer Testimonial

Elk Haven Skilled Nursing and rehabilitation – Arlene Anderson, Executive Director: Workforce Solutions has been essential to our success in re-building our workforce since the repercussions of Covid-19. With the funding that they provide through the Internship Reimbursement Program, we have been able to do two things:

- allow high school students interested in the healthcare field an opportunity to gain valuable experience
- assist our current employees with pursuing advanced education in the healthcare field by utilizing the reimbursement received as tuition assistance funds.

Industry Partnership funding for our Nurse Aide Training has been essential in allowing us the opportunity to increase the number of Nurse Aid Training courses provided throughout the year. These courses provide paid training to individuals interested in becoming Certified Nursing Assistants. The program is a 120 hour course that allows individuals interested in healthcare the opportunity to obtain a certification, and thus a higher wage, to those who do not have the ability to otherwise pursue secondary education. The program is often a stepping stone to LPN or RN programs. With all of these opportunities, it has proved successful in advancing the workforce and providing local opportunities that encourage our young population to stay local.

Challenges

Workforce development in rural areas presents distinctive challenges, such as limited access to broadband internet, transportation issues, a scarcity of available and affordable childcare, and a lack of diversity. Workforce Solutions remains committed to engaging in discussions and collaborating with a robust network of partnering agencies to actively tackle these challenges.

Innovative Promising Practices

Collaboration and Leveraging Funding

The collaboration between the Youth Reentry Grant from the PA Department of Labor & Industry, known as the Collaborating for Second Chances project, and the PROSPER from Recovery to Career project, funded through the Appalachian Regional Commission (ARC) INSPIRE grant, provides a distinctive opportunity to address workforce shortages by tapping into an untapped labor pool. Both initiatives share a common goal of facilitating the reentry of individuals into the workforce, with a particular focus on youth encountering barriers such as substance use disorders and involvement with the justice system. Several years ago, a customer-centered design project involving partners from various agencies tackled the challenge of empowering incarcerated, previously incarcerated, or at-risk individuals to obtain education and employment post-release. The project identified mentoring as a key factor for success and empowerment among these individuals. Funding from various sources has been secured to enlist skilled mentors who will work with this population through the upcoming year. This approach is viewed as a promising practice that the collaborators hope to sustain and expand in the future. The mentorship program aims to assist individuals in understanding the workforce system and ensure they are informed and utilize PA CareerLink centers for services.

Increasing Outreach to utilize PA CareerLink® services

Workforce Solutions has proactively urged our PA CareerLink® centers to extend their services to remote areas in the region that lack convenient access to our main centers. Staff members from various partners are dedicating one day per month to be present at offsite locations in the more rural areas of these counties. Through partnerships with borough buildings and other community agencies, limited services are being provided. The program is set to continue, and a thorough evaluation will be conducted to identify outcomes and measure its impact.

Best Practice for replication throughout our region:

Representatives from PA CareerLink® – Jefferson County and Clearfield County in DuBois are conducting job readiness workshops for inmates at the Jefferson County Jail every other Monday afternoon. The workshops cater to inmates who are set to be released soon, covering essential topics on a 4-week rotation: Re-entry, Job Applications, Interviewing Skills, and Resume Writing. Over the past four months, the staff has actively engaged with around 20 inmates, providing valuable assistance in preparation for their job search upon release.

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 2023. The monthly touchpoints are appreciated. We welcome this assistance in the future as well.

Northern Tier Workforce Development Board

2023 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 2023 can be tied to all five of the goals identified in the WIOA Combined State plan. 'Navigate Your Success' contributes to the overall continuous improvement of workforce development and strengthens the one-stop delivery system. TTAP increases opportunities for youth to experience work-based learning and the Healthcare Industry Partnership efforts support sector strategy and career pathway development for the largest industry sector in the region, healthcare.

Twin Tiers ARISE Program (TTAP)

In 2023, the Northern Tier Regional Planning and Development Commission (NTRPDC), the Northern Tier Workforce Development Board (NTWDB) and partners across New York's Southern Tier were awarded a \$4.5 million ARISE grant from the Appalachian Regional Commission (ARC) for an innovative initiative to empower youth, enhance the workforce ecosystem and foster career opportunities across the region. Funding was made via ARC's Appalachian Regional Initiative for Stronger Economies (ARISE), which aims to drive large-scale, regional economic transformation through multi-state collaborative projects across Appalachia.

The five-year project known as TTAP, is focused on engaging youth to increase career education and preparedness and expand work-based learning opportunities that lead to positive employment outcomes. Youth will gain practical skills development by connecting to businesses with occupations available to them in their own communities.

TTAP will build upon the existing Business Education Program (BEP) that has been operating in the Northern Tier for over eight years. Through the BEP, the Northern Tier Workforce Development Board connects educators, students and businesses through career coaching. The ARISE grant will afford the opportunity to add new elements to the program, expand reach and collaborate with New York partners that share jobseekers and employers across the border.

Having career coaches in the schools helps bridge the gap between youth, educational providers, parents and regional employers. The coaches work with guidance offices to bring businesses into the schools, to take students out to businesses, and present work opportunities including apprenticeship, job shadowing and paid work experiences.



TTAP Partners Announce \$4.5 Million in ARC ARISE Grant

Under the umbrella of TTAP, six partnering organizations will focus on eight counties within the Appalachian region including Bradford, Sullivan, Susquehanna, Tioga and Wyoming in Pennsylvania and Chemung, Schuylers, and Steuben in New York.

TTAP partners in New York State include [Southern Tier Central Regional Planning and Development Board](#), [Corning Community College](#), [Career Development Council](#), [GST BOCES](#) and [Chemung, Schuylers, Steuben Workforce NY](#).

Navigate Your Success

‘Navigate Your Success’ was developed to engage adults in the Northern Tier and help them discover the next step in their journey. This rebranding of the Northern Tier’s adult and dislocated worker programs is designed to streamline services and improve overall access. This initiative includes a website that serves as a central place for adults to learn about and apply for services.

The website houses information on a variety of services such as how to obtain your GED, on-the-job training, obtaining a certificate or degree, interview skills and more. It is geared toward adults that are unemployed, underemployed or dislocated from work. Individuals can apply for services through the website by answering a short interest form which is then routed to the appropriate career advisor. Career advisors assist individuals through individualized career education and planning and provide connection to resources needed to successfully accomplish their career goals.



Northeast Healthcare Industry Partnership – Recognizing Healthcare Workers

In May 2023, the partnership launched a social media campaign to bring awareness to healthcare professions and the career opportunities that exist in the Northeast. During the campaign, educational pieces regarding healthcare occupations and pathways were shared weekly on various social media platforms.

A healthcare heroes contest was held to recognize workers that have dedicated their lives to a profession in healthcare. Several individuals were submitted for nomination by their peers. Four winners were selected to create a professional video interview to share their experience. Heroes explained why they chose their path, what it took to achieve their career goals, and challenges and rewards of their profession. Many of the healthcare partners were excited to have one of their workers recognized during the campaign and the healthcare professionals were proud to be recognized for the work they do. The campaign generated over 13,000 impressions across various social media platforms. The videos will be used as an education tool for youth and adults considering a healthcare career path.

The Northeast Regional Healthcare Industry Partnership is committed to helping employers attract and retain a skilled workforce. The partnership represents a comprehensive approach to address the needs of

the healthcare industry and is a collaboration between the Northern Tier, Lackawanna, Luzerne/Schuylkill and Pocono Workforce Development areas spanning 12 counties in the Northeast. Follow the links below to view the healthcare hero award winners.

Bibi Khan – <https://fb.watch/pZ1cFN3HI1/>

Melissa Bolt – <https://fb.watch/pZ1ehKISPP/>

Mary Mulligan – <https://fb.watch/pZ1fYaDcPj/>

John Harahus - <https://fb.watch/pZ1hltSMP3/>

Impact of Workforce Development Programs/Success Stories

Financial Literacy for Students

The NTWDB’s Career Coach for Athens Area School District, Lyndsay Coleman, invited Ingersoll Rand Federal Credit Union (IRFCU) to present 10th grade students with a Mad City Money Reality Fair on Thursday November 9th, 2023.



Athens Students Attend Mad City Money Event

More than 100 students learned about budgeting first-hand by participating in this creative event. Area businesses volunteered their time to set up stations for students to “purchase” cars, houses, child care, clothing, furniture and other necessities. Students were paired up and given occupations with annual salaries and had to budget their money accordingly. This event was supported by the Business Education Partnership (BEP) which provides career coaches to work with students on career readiness. A total of six coaches provide service in 19 schools throughout the Northern Tier region.

‘LAUNCH!’ Intern Assists with Summer Employment Program – Youth

Trehab Community Action Partnership in Tioga County had recently gone through some staffing changes and needed a strong leader to assist with planning and implementing the LAUNCH! Summer Employment Program. Ryann was hired as an intern in May 2023 to fulfill this role. Ryann is in her third year at Liberty University and is majoring in Hospitality Management–Conference and Event Management.

As an intern for Trehab, Ryann was tasked with orienting youth participating in the Summer Employment Program and preparing them for their work assignments. Ryann also organized academic enrichment learning sessions for them. Academic enrichment guides participants on soft skills, budgeting, career education, and many other topics.

Ryann’s supervisor, Trehab Workforce Development Director Breanna Repard, praised her work in a letter of recommendation:

“Ryann has consistently demonstrated exceptional dedication, a strong work ethic, and remarkable abilities in various aspects of workforce development and planning this year’s Summer Employment Program in its entirety.

Throughout her time with us, Ryann has exhibited an unwavering commitment to fostering the growth and development of this summer’s young adult participants. She has been instrumental in designing and implementing effective strategies and activities to enhance workforce readiness, improve goal planning skills, and provide valuable career guidance to our program participants.”



Congratulations to Ryann for completing a successful internship!

Ryann was invited to attend a NTWDB meeting where she shared her intern experience with board members. It was clear in meeting Ryann that she found the experience valuable and that she was instrumental in contributing to the success of the summer employment program.

Young Adult Finds His Career -WIOA Adult program

Jesse ended up dropping out of high school after struggling academically and socially. He said he fell behind during Covid, and could never catch up to be where he needed to be to graduate. He was able to find several jobs in the gas field and also in manufacturing, but he never lasted at any of the jobs for more than a few months. Jesse called the PA CareerLink® Bradford/Sullivan to inquire about getting his CDL. He said his father was a truck driver and that was what he wanted to do.

There are many driving restrictions for those under the age of 21 such as not being able to cross the state line and strict insurance guidelines for employers. As part of our career preparation process, we ask that CDL customers under the age of 21 reach out to employers and locate the ones willing to hire someone under the age of 21. Jesse completed the task, finding several companies that said they would be willing to hire someone his age after completion of CDL training.

Jesse almost gave up several times during the training approval process. He didn’t like to complete paperwork and didn’t enjoy the assessment testing. This seemed to him to be too much like his experience in high school - which he did not enjoy and had no interest in.

His frustration would sometimes get in his way and because of this, Jesse questioned whether he was a good fit for training. He was finally able to grasp that the process was no longer like high school and was the best opportunity he had for the career he wanted so badly. He completed all his prerequisite work and started his training at Sage Technical Services in Endicott NY.

We realized that Jesse had certainly made the right decision when we received this email from the training site:

“I keep meaning to contact you about Jesse. He has been amazing! He was the first to get started on his Pro Driver U course online, he’s enthusiastic and engaging. He really seems to have found his niche. Thank you for sending him to us!”

We were relieved to receive the email and Jesse continued to excel throughout the CDL training – he passed his driving exam on the first try!

He was hired as a full-time driver with S&B Trucking, and tells us he is happy to be “making more money than he ever has.”

Challenges

The NTWDB is continuously looking for ways to engage jobseekers while our unemployment numbers continue to trend down and our labor force shrinks making it challenging for employers to fill vacancies. In the current climate it becomes increasingly imperative to engage jobseekers and educate our emerging workforce about career opportunities.

Efforts to recruit, train and attract individuals from non-traditional pools such as those connected to the criminal justice system continue to be a focus for us as a region. Outreach to these populations is done through established relationships with probation, domestic relations, drug and alcohol and the court system. The Northern Tier WDB strives to develop new and creative ways to reach and serve non-traditional worker populations to create a skilled and capable workforce.

Initiatives such as 'Launch Your Success' and 'Navigate Your Success' focus on rebranding programs, making them more appealing to the target audience. These efforts are meant to modernize and expand the reach of workforce development programs and attract a larger number of individuals to participate in the PA CareerLink® system. These programs empower individuals in both their professional and personal lives by equipping them with tools, resources and support needed to become successful.

TTAP offers additional capacity to build upon our BEP career coach services and prepare our emerging workforce. Coaches will be able to dedicate additional hours in schools, connect with parents, work with educators and increase work-based learning activities with local employers.

Innovative/Promising Practices

'What's So Cool About Manufacturing?'

In 2023, the Northern Workforce Development Board partnered with NTRPDC to educate students about the opportunities within the manufacturing industry through the "What's So Cool About Manufacturing" (WSCM) contest. WSCM was originally created by the Manufacturers Resource Center (MRC) and gives sixth to eighth grade students the opportunity to network with their local manufacturers to gain new perspectives, record their experiences and present them in an educational and "cool" way through documentary video production. The contest was generated to create excitement that draws students toward considering manufacturing career paths.

Schools throughout the region were matched with a local manufacturer to develop a video for the contest. Videos were then submitted for online voting over a three-day period in which more than 60,000 votes were cast. To recognize the students and manufacturers an awards ceremony was held April 13, at the Keystone Theatre in Towanda. Attendees celebrated the work of the students by viewing their videos on the big screen. Three videos were selected for awards with the first two winners moving on to the statewide competition which was held May 15 in Harrisburg.

The project is a joint effort between workforce and economic development partners. Both are invested in providing youth an opportunity to link to manufacturers. WSCM also gives Northern Tier manufacturers an opportunity to showcase their operations. 2023 videos can be viewed [here](#).

Workforce Board and Youth Committee Visit Northern Tier Career Center

On May 10, 2023, NTRPDC held its quarterly Northern Tier Workforce Development Board (NTWDB) and Youth Committee meeting on campus at the Northern Tier Career Center (NTCC). NTWDB and Youth Committee members were invited to attend a tour of the campus guided by Gary Martell (Center Director and Youth Committee Member). The NTWDB and Youth Committee meetings are normally held separately each quarter, however, everyone was invited to attend a combined workforce meeting at the conclusion of the facility tour. This outing gave the NTWDB and Youth Committee an opportunity to see first-hand the important work our CTEs and students are doing. Meeting attendees were able to engage with students and instructors during the tour and observe students in their chosen programs of study. Attendees asked students about their classes, projects and future plans. The students were eager to show their work and the board was very impressed by the students. NTCC has 12 programs of study and students at the career center are sought after by local employers. Training prepares students for immediate employment upon completing their program of study.



Early Childhood Education Tour at NTCC

Areas of Guidance

A simplified way to generate comprehensive data from CWDS that can be used for local reporting and planning would be extremely beneficial. 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 appreciated.

Northwest Workforce Development Board

2023 Annual Report



Top three accomplishments from the 2023 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 2023 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.

Title 1 was able to work with their partnership with the Office of Vocational Rehabilitation (OVR) and the Uniquely Abled Academy (UAA) and expand to Erie County. Three youth participants in Erie County and two adult participants in Crawford County with Autism completed training and earned a certificate in CNC machining.

Through the TANF program in Erie County, collaborative efforts were established with key agencies, including Booker T Washington Center, Charter School of Excellence, Mission Empower, and Career and Dreams. The program also extended its reach to the rural counties of Warren, Forest, Clarion, Venango, and Crawford. In these areas, the TANF program forged partnerships with various agencies, including Warren County School District, Abraxas Youth and Family Services, Taylor Diversion Program, Forest Area School District, Riverview Intermediate Unit 6, Clarion Area High School, Family and Community Christian Association, Venango Technology Center, and Allegheny Clarion Valley School District.

RESEA referrals were reestablished in late 2023. BWPO staff began referring RESEA participants for potential WIOA enrollment. This collaboration helps unemployed individuals reach their career goals through potential occupational or workplace training opportunities and supportive services.

During 2023, Title I worked closely with BWPO and Rapid Response to help workers affected by several business closures in the Northwest Workforce Development Region, including Polk Center, Homerwood Products, Honeywell, and Snap Tight/American Hose Company.

The Title I Adult/DW and Youth programs have built strong partnerships with probation and parole offices in Erie, Crawford, and Clarion counties to help those facing major barriers to employment. These offices continuously refer clients, and Title I has successfully met their employment needs through on-the-job training, individual training accounts, and supportive services. In addition, PA CareerLink® services were provided at Crawford County Jail, Cambridge Springs SCI (State Correctional Institution), Erie County Adult Probation Office, and Community Transitions of Erie. GED classes were established at the Erie County Prison, and to date 5 incarcerated individuals have earned their GED. The following substance abuse rehabilitation centers have regularly scheduled workshops. These locations include Alpine Springs, Oil Region Recovery, and Snug Harbor.

2. Career Pathways for Adult and Youth

Working closely with local partners in the Northwest Workforce Development Region, Title 1 has successfully created a comprehensive career pathways system for participants. This system integrates education, training, comprehensive case management, and support services to provide a holistic approach to career development. The main goal is to match job seekers with employer needs while focusing on high-priority career paths. In 2023, Title I realized significant achievements through enrollment in occupational training, Registered Apprenticeships, On-the-Job Training, and Transitional Jobs. 65 Adult/DW and 19 youth participants obtained credentials in their fields of study, demonstrating the system's effectiveness. Participants earned in-demand credentials like Commercial Driver's Licenses (CDLs), Licensed Practical Nursing (LPN) certifications, Registered Nursing (RN), CNC Machining, Cosmetology, Electrician, Certified Nurse Aide (CNA), and Home Inspection credentials. These diverse credentials equip participants with the necessary skills and qualifications to succeed in their chosen careers.

TANF participants were given the chance to explore diverse career pathways while gaining hands-on experience in various fields. The program facilitated exposure to career fields such as media/marketing, healthcare, early childhood education, automotive, hospitality, customer service, information technology and construction/landscaping.

3. Strengthening the One-Stop Delivery System

Through statewide activity funds, PA CareerLink® Erie County and PA CareerLink® Oil Region were able to update security cameras, including placement, quality and upgraded software. This technology helps provide an added layer of security for both participants and partners operating in buildings. PA CareerLink® Erie County and PA CareerLink® Oil Region were able to secure additional chairs for both buildings. The new furniture complies with sanitation requirements, as they are covered in vinyl and not cloth; enabling us to sanitize at the end of the day, preventing the spread of communicable illness.

Improved training opportunities between PA CareerLink® and community partners, taking place at each facility monthly. Community partners have been receptive to informative speakers, including potential agency referrals. This has allowed PA CareerLink® staff to increase their knowledge of community partners and help with their caseload in providing services to participants.

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: Determined Mother Doesn't Allow Time for Setbacks

A female GED student at the Franklin Public Library has been with the IU5 Adult Ed program for a couple years. She is raising three teenage children, and she is the sole caregiver for her father, after suddenly losing her mother just last year. Despite all the time and attention that requires of her, she has dedicated 133 hours to the GED program this school year alone. She has passed 3 of the 4 GED tests and continues to make gains in her final subject. Her instructor said that she attends class regularly and completes all homework given to her. She is a real leader and a great role model to the other students; she is extremely helpful and even brings in delicious homemade treats to share with everyone, showing she is always taking

care of others. This woman is such a hard worker and deserves recognition for her dedication to her studies!

Impact Story 2: Partner Collaboration. Reemployment Services and Eligibility Assessment (RESEA) referred participant completed CDL training; found training related employment.

The participant contacted the PA CareerLink in March of 2023 after being referred for Title I services by RESEA partner staff for potential training assistance. At the time of WIOA Dislocated Worker Program enrollment, the participant had been collecting Unemployment Compensation (UC) due to a company lay off. He researched fields related to his prior job responsibilities and believed the trucking industry would be a good fit with his existing skills and it was a job he was interested in pursuing. Due to his employment status, he was unable to pay for CDL training and fees on his own. WIOA Individual Training Account (ITA) and Supportive Services funds were utilized to pay for his training. He successfully completed training and obtained his CDL Class A license in March 2023. The participant worked with his Title I case manager and was able to secure training related employment by the end of July 2023. He is currently employed as a Regional CDL Class A driver with G&C Foods earning a sustainable wage with benefits. He continues to receive post exit follow up services.

Impact Story 3:

RESEA Participant H C was laid off as a General Manager for Auto Express Superstore in October of 2022 and has had issues getting back into the workforce at a position that she believes she could retire in. Because she was previously working as a Finance Director for Auto Express Superstore starting in 2003, she needed help in showing her growth in different positions so was assigned to utilize the Cover Letters workshop as a mandatory RESEA Activity. After attending this workshop, she felt confident in writing a Cover Letter after not having to for the last 20 years and decided to take advantage of a couple more workshops offered by the CareerLink. While doing a checkup with her she stated that she believes her cover letter helped land her an interview with Erie Insurance. At the time of this writing, she has not been formally offered the position but asked her PSM if there were any workshops available for different Microsoft Office programs for her to up her proficiency. PSM explained SkillsUp and what that offered. Participant signed up for multiple classes through SkillsUp all focusing on updated versions of the programs offered in Microsoft Word and intends to bring that up should she be called back to speak again about a Project Management position with Erie Insurance. Participant is very grateful for all offerings through the CareerLink.

Any local workforce development challenges in the 2023 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges.

Title 1 encountered staff turnover which slightly impacted services and community outreach provided to local areas, particularly some of the rural counties.

Changes in the system of record requirements for collecting participant Employment Plan signatures presented a challenge. This continues to be a statewide concern.

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

The Oil Region DVOP will have presence at all public access locations regularly. Outreach materials have been developed and distributed.

Collaborative meetings and new partnerships were established with Families GROW, Erie County Office of Drug and Alcohol, Erie County Re-Entry Support Services and Support Alliance (ECRSSA), Erie County D & A Services, Greater Erie Community Action Committee (GECAC) and Penn State Behrend's Community and Workforce Program, Clarion Free Library, Mercy Anchor Community Center, Triangle Tech.

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

- Data sharing between partners and local workforce boards would enhance decision-making and provide more insight into the workforce system.
- Disseminating research on best practices for specialized job training, pre-apprenticeships, registered apprenticeships, and other business-related programs.
- Report types that are available in CWDS, along with the associated data pieces needed to create custom reports.

Philadelphia Workforce Development Board

2023 Annual Report



Overview

After inflation and interest rates continued to rise during COVID-19 industry recovery, inflation has cooled to recent lows as of the end of 2023 to 3.9% in Philadelphia in December 2023, compared to 6.3% in December 2022. Despite slow wage growth, Philadelphia saw a year-over-year increase in the labor force of 14,800 as of November 2023 (according to preliminary BLS data), with an estimated labor force of 751,991, which would be a record high since 2020. Unemployment rate is down to 3.9% in November, with an increase of 22,000 total employed and decrease in unemployed by 7,200 year-over-year from last November.

Philadelphia Works, Inc. is the local workforce development board for Philadelphia County. In calendar year 2023, we served more than 25,400 unique customers in the PA CareerLink® Philadelphia system, a 41 percent increase from the previous year, including 21,585 WIOA Registered Customers (28% increase year-over-year) and 3,815 EARN and SNAP customers (32% 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

Top three accomplishments from the 2023 calendar year and progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

1. CAREER Dislocated Worker Grant

In September 2021, Philadelphia Works, Inc. (PhilaWorks) was awarded the Department of Labor (DOL) Employment and Training Administration's (ETA) Comprehensive and Accessible Reemployment through Equitable Employment Recovery (CAREER) Dislocated Worker Grant (CDWG), for \$3 million dollars. The CDWG is a grant available to residents in the Southeastern Pennsylvania (SEPA) counties, including Bucks, Chester, Delaware, Montgomery, and Philadelphia. The grant leverages local WIOA funds with additional federal funding to provide expanded training, education, and supportive services to workers in the SEPA region, focusing on DOL-identified priority populations, including: Individuals from historically marginalized communities or groups; Individuals that have been unemployed for an extended period or who have exhausted UI or other Pandemic Unemployment Insurance Programs; and other eligible dislocated workers.

The CDWG was originally set to expire in September of 2023, but due to its continued regional impact and increased performance, PhilaWorks and the SEPA region were granted a one-year extension to continue services and opportunities through September 2024. The addition of On-the-Job Training (OJTs) for eligible dislocated workers during the grant extension will also advance skills and employment opportunities. As of December 2023, the grant activity and outcomes across five counties are as follows:

313 Total Unique Enrollments; 265 ITA Enrollments; 76 Credentials Obtained; 67 Job Placements; and 320 Supportive Services Issued.

Success stories include the many customers who were able to obtain training, upskilling, and supportive services to build a stronger career path, resulting in employment with family-sustaining wages and increased choice in the job market. In the upcoming year, PhilaWorks will continue to work with Educational Data Systems, Inc. (EDSI) and the SEPA counties to recruit and enroll participants into the CDWG program. The grant's success serves as a model for regional partnership, collaboration, and a human-centered design approach to program implementation and recruitment and engagement strategies.

2. Justice-Impacted Coordination with the PA Department of Corrections

In 2023, PhilaWorks entered into a co-location agreement with the PA Department of Correction to bring PA CareerLink® Philadelphia service to state and privately managed Bureau of Community Corrections (BCC) sites in Philadelphia. For reentrants returning home without home plans from state correctional institutions, most are relocated to BCC, or commonly referred to as halfway homes, once released. PA CareerLink® Philadelphia began offering services at the five Philadelphia sites starting July 2023.

Since services began at the Bureau of Community Corrections (BCC) in July 2023, PA CareerLink® Philadelphia has served 149 participants. Of those 149 participants, 106 attended the Welcome to PA CareerLink® Workshop, and 89 were enrolled in labor exchange services.

We anticipate a growing number of WIOA registrations and placements to come from this collaboration. Additionally, in December, we launched our new collaboration with Beyond Literacy Mobile Unit to bring PA CareerLink® and adult basic education services to one of the State probation and parole offices. Participants who visit the mobile unit are able to meet with a Reentry Workforce Connector (RWC), conduct a mock interview, begin the PA CareerLink® registration process and learn more about adult basic education classes offered in the city. These visits repeat on a recurring basis the 3rd Thursday of every month.

3. Career Connected Learning Philadelphia

This year marks a historic year for Philadelphia's youth workforce system as the City of Philadelphia Office of Children and Families (OCF), Commerce Department, Philadelphia Works (PhilaWorks), and the School District reached new levels of collaboration and investments to better support the career development of Philadelphia's youth. These entities leveraged resources to launch the Career Connected Learning PHL (C2L-PHL) ecosystem, a new city-wide youth workforce initiative that will integrate and streamline work-based learning activities, thereby broadening opportunities for Philadelphia youth to achieve career success. At the heart of this system is a \$44M investment in a year-round, coordinated system of youth work-based learning opportunities under a career development continuum, "Awareness, Preparation, Launch," which will offer Philadelphia's youth a straightforward pathway to engage in high-quality, career-connected learning activities. For the first time, the system will have all 8,000 summer slots funded before the start of summer.

In June 2022, PhilaWorks contracted with J. Jackson Consulting, an independent evaluator, to evaluate this role within the youth workforce system. Results of the evaluation were used to inform the RFP and collaboration of OCF, the District, and PhilaWorks.

In June 2023, PhilaWorks – in collaboration with the OCF and the District – issued an RFP for a Fiscal and Contracting Intermediary to oversee the operations of C2L-PHL programming, including subcontracting with providers to run Summer 2024 programs. This RFP leveraged funds from all three partners to build the scope and capacity of the youth workforce system. An additional contract was awarded to Foundations Inc. to serve in system capacity building, offering resources and training to support providers as they implement the C2L-PHL initiative. And a final contract was awarded to Mathematica to serve as the C2L-PHL data systems consultant assisting with integrating systems across partner agencies to reduce administrative hurdles and streamline performance reporting and outcomes.

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

1. Partnership with SEPTA & Collegiate Consortium

In 2023 Philadelphia Works continued a strong partnership with SEPTA and Collegiate Consortium to fund training for CDL-B permits. This partnership allows prospective bus drivers to complete training and obtain their CDL-B permit. Upon completion of training and receipt of permit, they are hired by SEPTA as a bus driver. SEPTA has had a pressing and urgent need to hire bus drivers. Through this partnership, in 2023 SEPTA, Collegiate Consortium, and Philadelphia Works were able to achieve a 90% training completion rate with 23 individuals being hired by SEPTA so far (additional hires are anticipated as more permits are issued).

Additionally, West Philadelphia Skills Initiative (WPSI) has partnered in this training program with Collegiate Consortium to provide Professional Skills Development Training to participants in each cohort with a 96% completion rate. In 2024 Philadelphia Works plans to fund additional cohorts to further support the hiring and training needs of SEPTA.

2. Kalil's Story

Kalil Harris was introduced to the PA CareerLink® through the City of Philadelphia Community Life Improvement Program (CLIP). The CLIP program helps Philadelphians make the City a nicer place to live with the goal of securing employment, life sustaining wages, and benefits with the City of Philadelphia. Kalil reports that, "With staff support from PA CareerLink®, I was given the opportunity to secure and obtain a position with CLIP, a program that is linked to the City of Philadelphia and will give me an opportunity to grow and something to build upon to create success and security for me and my son. Balancing my responsibilities as a father along with the long hours of the day and working hard, I believe I was able to prove myself." Kalil started a full-time position with the City of Philadelphia CLIP program in March 2023, stating "I am appreciative of the help and assistance given to me as it has helped me to be able to overcome the hardships I encountered. It has helped me to continue in my growth and success."

3. Ameena's Story

Ameena Johnson found her way to PA CareerLink® Suburban Station and worked closely with staff to identify a training opportunity that would allow her to secure a CDL-A license. Ameena's Workforce Advisor connected her to Congreso's WIOA-funded "Careers in Trucking Program" – an accelerated CDL-A licensure program that works with the city's premier trucking schools to help Philadelphians jumpstart their driving careers. Born and raised in West Philadelphia, Ameena is a single mother of three school-aged daughters. Tired of working two dead-end jobs, she made a bold choice in February 2023 to chase her dream of becoming a tractor trailer driver. Despite missing her

daughters during long stretches of road time, Ameena and her girls understand that this sacrifice will lead to a better future, financial independence, and, someday soon, a big home of their own. Ameena started working with Supreme Trucking in October as a long-haul Tractor Trailer Driver earning up to \$2,000 per week. She recently checked in with Congreso staff and shared pictures from the road during her latest travels which began in Bridgewater, NJ and ended in Chino, CA.

Local workforce development challenges in the 2023 calendar year or anticipated in the next calendar year:

Literacy

At 23%, the poverty rate in Philadelphia has remained roughly the same for five years, with almost 40% of those living in poverty lacking a high school credential and more than 800,000 adults struggling to read. The gap between those with low educational attainment and the chance of finding family-sustaining work in today's labor market is widening. Addressing this gap, is what our partners in Adult and Family Literacy Education -- Beyond Literacy, Temple WELL, and District 1199c – do by helping adults acquire the basic skills they need to build career pathways. Considering this, there still remains a need for more services and resources to address adult basic educational needs of our PA CareerLink® customers looking to qualify for training programs and compete for family-sustaining wage positions.

Employer Partnerships

One challenge we continually face is ensuring that training providers have employer partnerships established prior to a training. We are finding that training providers struggle to find strong, committed employers that will commit to interviewing and hiring students that successfully complete the program.

Additionally, we hear about employers dropping out from employer commitments or not proceeding with interviews and hiring during the contract term. This creates a significant gap in career pathways for jobseekers and directly impacts the outcomes of our training providers. Having a strong employer pool with dedicated employers who are actively looking to hire would allow us to connect them to partnerships with training providers (and vice versa). This would support stronger employment opportunities for employers in the region and would ensure that customers have access to careers that provide family sustaining wages.

Data Regarding Program Completion

While the goal of WIOA is employment, many customers often have an exit reason of “Other – Completed Services” instead of entered unsubsidized employment. There continue to be questions around why this did not end in a placement and what kind of service delivery happened to make program participation complete. Further investigation on outreach attempt outcomes with program representatives for both EARN and WIOA customers may shed light on strategies to improve exit outcomes data.

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

1. Specialized Employment WIOA Programming

In Summer 2023, PhilaWorks announced the release of funding to support programs and organizations that facilitate training and employment programs for specific vulnerable populations. Funded via

Workforce Innovation and Opportunity Act (WIOA) funds, PhilaWorks sought to contract with entities with proven outcomes working with populations that have a higher probability of employment barriers, including but not limited to, immigrants and justice-impacted individuals.

As part of the RFP, applicants identified at least one specific population that would be the focus of its programming. PhilaWorks requested for applicants to provide historical data and metrics that outline its expertise and success working with identified population and requested for applicants to specify program elements that will be used to support said population.

Through this RFP process, we contracted with four providers: Congreso – Commercial Driver License Class B focused on serving justice-impacted individuals; Propel America – Medical Assistant Pathway for Single Parents in Philadelphia focused on serving single parents (ages 18-24); HIAS and Council Migration Service of Philadelphia – HIAS PA’s Employment Program Refugee Career Pathways and Integrated Service Delivery focused on serving immigrants and refugees; and EDSI – EDSI’s Non-Custodial Parent (NCP) Employment Placement Program focused on serving justice-impacted individuals.

PhilaWorks intends to learn from contracted programs to identify supports that can be scaled to support larger number of participants that face the same or similar barriers to employment.

2. Incorporating DEI Practices

Philadelphia Works, as the local workforce board, champions equity and continues to see the value in investing, implementing, and evaluating programming from a Diversity, Equity, and Inclusion (DEI) lens. One of the ways by which we are strengthening our ability and advancing skills is through staff training. In 2023, PhilaWorks staff engaged in months-long DEI training sessions to learn about uncovering unconscious bias, unmasking microaggressions, tackling difficult conversations, and improving workplace culture and received tools and resources to further DEI education. Staff have also participated in a DEI-focused Energy sector conference and a DEI Leadership Academy centered on DEI perceptions, strategies, and organizational structure. The concepts and skills learned through recent DEI education will continue to be embedded into the organizational culture at PhilaWorks and support increased equity in funding opportunities, procurement processes, program design and implementation, and worker voice engagement. Utilizing DEI strategies to improve workforce programming and workplace culture for career seekers and employer hiring policies is paramount to creating equitable practices and increasing access to opportunities for underserved communities in the region.

3. Apprenticeship Accelerators

In 2023 Philadelphia Works’ Apprenticeship team created an Employer Engagement committee through ApprenticeshipPHL (APHL) – a regional collaborative powered by Philadelphia Works and facilitated by the Apprenticeship Team. The Employer Engagement committee developed and hosted two Apprenticeship Accelerator events in partnership with the Chamber of Commerce for Greater Philadelphia.

Part one, hosted in June 2023, focused on the basics and foundations of apprenticeship programs. Attendees were led through an introductory presentation on the basic components of apprenticeship followed by an interactive panel that featured current sponsors of apprenticeship programs. The panelists represented a variety of non-traditional industries and business sizes. The second event was held in October 2023 and allowed attendees an opportunity to dive deeper into the program design of an apprenticeship program. During this event, attendees heard from a panel of current sponsors across several industries including manufacturing, cybersecurity, healthcare, and human resources. Following

the panel, attendees participated in roundtable discussions with panelist and members of our employer engagement committee.

The feedback received from these events has been overwhelmingly positive. People have enjoyed meeting in person, hearing from others in the apprenticeship space, and learning from their peers and partners. APHL plans to continue these events in 2024 and hopes to grow this series in the future to promote ongoing collaboration and capacity building across the region.

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

- Advocate to the United States Department of Labor for additional flexibility for customer eligibility to allow for a streamlined approach to accessing services.
- Regular performance reporting in CWDS Ad Hoc for alignment on performance measurement and analysis across state and local teams, for both WIOA and EARN.
- Streamlining the Eligible Training Provider List (ETPL) process to help attract diverse providers across the region in demand occupations.
- Navigating immigration laws & systems to acquire WIOA eligibility documentation for refugees.
- Accountability measures and supports for mandated MOU partners.
- Clear guidance on enrollment of EARN customers into apprenticeships and how this will affect benefits.

Pocono Counties Workforce Development Board 2023 Annual Report



The Pocono Counties Workforce Development Area (PCWDA), comprising Carbon, Monroe, Pike, and Wayne Counties in Northeastern Pennsylvania, is a region with a diverse economic base and a solid commitment to workforce development. The Poconos is home to various industries, led by Hospitality, Healthcare, and Government.

Overall, the Pocono Counties Workforce Development Area is home to approximately 342,853 citizens. Poconos is both metropolitan and rural. Like many rural Workforce Development Areas throughout Pennsylvania, the size of the area served by our Board and the diversity of the labor markets our residents utilize for employment needs present unique challenges. Carbon, Monroe, Pike, and Wayne Counties cover 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. Barriers such as transportation and housing and our labor force experience are critical factors in our Board's efforts to ensure our service delivery structure is designed to provide ease of access for all residents.

With a 2022 labor force of 165,900, the largest Industry Clusters in the Workforce Development Area are Hospitality, Leisure, and Entertainment (19.6%), Healthcare (13.6%), and Education (14.7%), 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 2023 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

1) Serving 200+ Youth participants within the Pocono Counties region through various innovative youth programs.

In 2023, the Pocono Counties Workforce Development Area achieved a significant accomplishment by assisting over 200 youth participants through WIOA and TANF (Temporary Assistance for Needy Families) Youth Development funding. The funding provided various programs to help young people gain work experience and develop employability skills. These programs included Summer Youth Employment, where youth participants were placed at multiple regional employers, internship programs, job shadowing, GED (General Equivalency Diploma) programs, youth career camps, and. The PCWDA's efforts to provide these opportunities for young people in the region successfully allowed them 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 increase 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 allow youth to gain hands-on experience in their chosen field, learn about different career paths, and develop employability skills.

Summer employment programs allow youth to gain work experience in various industries and sectors, allowing them to explore different career paths and develop their skills. Internship programs allow youth to work alongside professionals in their chosen field, gain knowledge and skills, and connect with potential employers. Job-shadowing programs enable youth to observe professionals in their field, learn about the day-to-day tasks and responsibilities, and gain insights into the industry.

Mentoring and workforce training programs are critical in the development of employability skills. These programs provide youth with guidance, support, and coaching from experienced professionals. They also allow youth 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.

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

2) Establishment of Hospitality Industry Partnership

In 2023, the Pocono Counties Workforce Development Area marked a significant milestone by initiating the Hospitality, Leisure, and Entertainment Industry Partnership, a pivotal move aligning with the region's rich tradition in these sectors. This initiative established monthly industry partnership meetings with the Pocono Mountains Visitors Bureau, fostering a robust platform for dialogue, collaboration, and strategic development. Key highlights include:

Strategic Partnership Formation: Our partnership with the Pocono Mountains Visitors Bureau laid the foundation for regular, structured interactions among industry stakeholders. These monthly meetings have encouraged knowledge sharing and paved the way for a collective approach to addressing industry-specific challenges and opportunities.

Youth Engagement and Development: Recognizing the critical role of the hospitality, leisure, and entertainment sectors in workforce development, this partnership focused on nurturing the youth. The industry is acknowledged for offering valuable career pathways, imparting essential skills, and providing a conducive environment for youth to gain work experience and transition into the workforce. This focus aligns with our broader vision of empowering the younger generation, equipping them with the skills and experiences needed to thrive in the modern economy.

Data-Driven Strategic Planning: A cornerstone of this partnership has been the emphasis on gathering comprehensive data and insights from hospitality businesses across the Poconos. This data collection initiative is crucial for understanding the current landscape, pinpointing needs and objectives, and framing informed strategies.

Future Goals and Objectives: As we move into 2024, we aim to build upon the groundwork laid in the previous year. The partnership seeks to crystallize initial goals, needs, and objectives identified in 2023, advancing towards creating a cohesive strategy and pinpointing specific training needs. This forward-

looking approach ensures the partnership remains dynamic and responsive to the industry's evolving demands.

3) Establishing a New Results-Driven Procurement and RFP Process

The Pocono County Workforce Development Area has taken a significant leap forward in enhancing operational efficiency and outcome optimization by establishing a new results-driven procurement and request for proposal (RFP) process. Working in conjunction with the support of Harvard Kennedy School Government Performance Lab and the RFP Sprint organized by the PA Department of Labor & Industry, this innovative approach redefines the conventional procurement framework, focusing on achieving superior outcomes for residents, businesses, and community stakeholders. Key highlights include:

Strategic Transformation of the Procurement Process: We have created a streamlined and agile procurement system, significantly enhancing efficiency by reducing administrative burdens and shortening the timeline from planning to execution. This approach ensures prompt response to community needs. Furthermore, by simplifying procedures and clarifying expectations, we've created an inviting atmosphere that attracts a wide range of vendors, promoting broader participation and fostering a competitive environment prioritizing quality and innovation.

Elevating Outcomes of Contracted Services: The new process is meticulously crafted to procure services and ensure that these services deliver exceptional, measurable outcomes. By setting clear, outcome-focused objectives and aligning them with performance metrics, we ensure that every contracted program, product, or service contributes substantially to our community's welfare and economic growth.

Elevating Procurement as a Strategic Function: Recognizing the pivotal role of procurement in driving strategic initiatives, we have elevated this function to be a core component of our operational framework. This involves resourcing the procurement department adequately, ensuring they have the tools, skills, and mandate to operate as a strategic entity within the government structure. We anticipate this new approach becoming a cornerstone of our strategic planning and processes as we move forward.

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

1) The Wealthy Grad by Collegiate Empowerment

The Pocono Counties Workforce Development Area, in conjunction with the Carbon County Chamber, Pocono Mountain Visitors Bureau, Carbon County High Schools, and Tony D'Angelo of Collegiate Empowerment, achieved a remarkable milestone through the development, coordination, and implementation of the Collegiate Empowerment® Educational Production, named "The Wealthy Grad." This innovative program was meticulously designed to enlighten and empower high school students, parents, and families of Carbon County, offering them a fresh perspective on vocational and career success in the 21st century.

The highlight of this initiative was five presentations at all five Carbon County High Schools in the fall of 2023. These sessions were facilitated by a team of 8 Certified Collegiate Empowerment facilitators, supported by a dedicated production crew and student ambassadors from LCCC. The entire event was professionally filmed to create a series of post-conference digital media content, further amplifying the impact of this initiative.

Our proudest achievement through the BEP grant was our profound impact on 1,725 young adults. The Wealthy Grad Project introduced them to five essential pillars of 21st-century education: academic, professional, financial, entrepreneurial, and empowerment education. The program resonated

exceptionally well with its audience, evidenced by the overwhelmingly positive feedback: 100% of evaluation respondents rated the production neutral or favorable, with 75% branding it as "FANTASTIC."

The enthusiasm and engagement of the participants were palpable, marking a significant triumph for our team. This success was a collaborative effort bolstered by the invaluable support from the Carbon Chamber & Economic Development and the Pocono Mountain Visitors Bureau teams. Although constrained by time and budget, the Wealthy Grad project aspires to be the genesis of a broader, more impactful collaborative initiative, aiming to enrich further the educational and vocational pathways for the students and educators of Carbon County.

2) CareerLinking Academy – Pocono Mountain West High School

The CareerLinking Academy, a strategic initiative of the Pocono Counties Workforce Development Area in partnership with a St Luke's University Health Network, epitomizes the transformative power of collaborative efforts in shaping the future healthcare workforce. Hosted at a local high school in Pocono Summit, PA, this groundbreaking program is a cornerstone of career exposure and exploration within the Healthcare sector, a pivotal STEM career pathway. This initiative represents a concerted effort to equip students with the necessary career-ready skills and knowledge, focusing on high-priority occupations in the region, such as Nursing, Medical Assistants, and Health Information Technicians. The program's comprehensive approach allows students to immerse themselves in healthcare, providing a panoramic view of the myriad career opportunities and pathways to success.

To enhance the program's impact and extend its reach, the Pocono Counties WDA is actively pursuing additional grant funding to complement the existing WIOA Title I and TANF YDP support. This expansion effort aims to extend the program's benefits to even more students in neighboring counties. The collaboration with key figures from the University Health Network has been pivotal in this endeavor. Their expertise and guidance are instrumental in scaling the program and fostering a broader array of healthcare workforce development initiatives.

This collaboration is focused on cultivating future healthcare professionals and creating a comprehensive framework for successful youth program management, business-education partnerships, and career pathways. The program is designed to serve as a blueprint, paving the way for the inception of future career exploration programs. It aims to create an ecosystem for partnerships with businesses across various high-priority industries, further enriching the program's impact.

The Healthcare Student in the Workplace Program offers an integrative educational experience, blending observational learning with professional development sessions. These sessions are tailored to introduce students to the vast spectrum of careers in healthcare, equipping them with the necessary job readiness skills. The program furnishes a tangible perspective on the diverse career trajectories within the healthcare sector by providing students with first-hand exposure to clinical and non-clinical healthcare roles. It highlights labor market trends, salary prospects, and educational requirements, elucidating the career progression pathways. This approach ensures the nurturing of a well-prepared, proficient, and motivated workforce ready to meet the future demands of the healthcare industry.

3) Richard's Story

Richard's journey through the Pocono Counties Workforce Development Area program began when he found himself at a crossroads, holding a Class B permit but needing a clear direction to acquire his CDL license. His pivotal encounter with Maria from the workforce development team in Wayne County marked the beginning of a new chapter. Maria provided Richard with guidance and options and steered him

towards the CDL program at Trans-American Tech Institute, setting the stage for a life-changing experience.

Over nine weeks, Richard immersed himself in the training program, driven by the goal of achieving and excelling. Maria's role was instrumental during this time; her regular check-ins and supportive messages kept Richard's spirits high and his focus sharp. This unwavering support culminated in a swift success, as Richard secured employment immediately after completing the program, a testament to the practical and empowering nature of the training he received.

Richard's narrative is a celebration of community and support. He expresses heartfelt gratitude to the entire Workforce Office team, acknowledging their commitment that transcended professional boundaries and touched the lives of his family. His journey is also a tribute to the team at Trans-American Tech Institute, particularly Bill and Carl, whose expertise and dedication to their students' success left an indelible mark on Richard's educational journey.

As Richard steps into his new role as a CDL Driver, he reflects on the journey with a sense of accomplishment and gratitude. His story underscores the profound impact of individual guidance, quality training, and a supportive community. It's a reminder that while not every journey may have a predictable path, the dedication of workforce development professionals and educators can ignite a passion, transform a life, and set the course for a fulfilling career.

Any local workforce development challenges in the 2023 calendar year or anticipated in the next (2024) calendar year, and the LWDB's plan to address identified challenges:

In 2023, the Pocono Counties Workforce Development Area (LWDB) encountered several challenges that required strategic planning and adaptive measures. As we look forward to 2024, we anticipate these challenges to persist, yet with our proactive approach and robust strategies, we are prepared to address them effectively.

1. Changes to Federal TANF Guidelines: The modifications in the Federal TANF guidelines are expected to impose limitations on participants in our youth programs. This challenge could potentially reduce the accessibility of our services to the youth, a demographic pivotal for the development of a skilled future workforce. The LWDB is committed to exploring alternative funding sources and partnerships to navigate this challenge and strategically engaging partners and areas to recruit eligible participants actively.

2. Training New Staff: The induction of new staff members, while a positive sign of growth, brings forth the challenge of ensuring they are well-equipped and aligned with our mission and methodologies. The LWDB plans to provide and communicate all tools and resources and continually assist local partners and subcontractors.

3. Engaging Dislocated Worker Participants: Engaging dislocated workers remains a critical challenge, especially in ensuring they are aware of and can access the resources and support available to them. The PCWDA intends to intensify its outreach and engagement efforts to address this. We plan to leverage social media, community events, and collaborations with local organizations to enhance our visibility and reach. Additionally, we aim to streamline the registration and participation process, making it more user-friendly and less time-consuming for dislocated workers.

4. Creating Apprenticeship Opportunities: While apprenticeships are a proven pathway to skilled employment, creating these opportunities, especially in new or emerging sectors, remains challenging. The PCWDA is set to actively engage with local employers and industry partners to develop apprenticeship programs. Our approach includes identifying industry needs, advocating the benefits of apprenticeships

to employers, and providing support in designing and implementing these programs. Moreover, we plan to work closely with educational institutions to ensure that the apprenticeship programs are aligned with industry standards and provide valuable credentials.

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

The Pocono Counties Workforce Development Area has adopted innovative and promising practices to enhance operational efficiency and community engagement within workforce development. A critical practice is integrating Community by Diligent's online board management tool, public board portal, and policy management tool. This platform is a hub for managing board-related documents, policies, and procedures, ensuring that crucial information is organized, preserved, and easily retrievable. This tool has reduced paperwork and streamlined communication among board members, fostering an informed, efficient decision-making process and reinforcing the culture of transparency and accessibility within the organization. The public board portal allows community members, stakeholders, and interested parties to access board-related meetings, agendas, minutes, and public documents.

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

- Continue to support and assist in increasing Dislocated Worker participants and foot traffic.
- Training on CWDS Ad Hoc Reports
- Streamline and clarify communication and outreach of Apprenticeship and Training for businesses.
- Continued support for Business Services at the local level
- Guidance on CareerLink® outreach and logo usage
- Additional training for workforce training staff, specifically case management, CWDS, and performance outcomes such as measurable skill gains and credentials.

South Central Workforce Development Board 2023 Annual Report



Top three accomplishments from the 2023 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan

Community Access Points

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

In 2022, SCPa Works launched its Community Access Point Initiative throughout South Central PA. CAP is a place-based approach to workforce development that focuses on building strong relationships with community-based organizations, local residents, and community-led groups. Each CAP location's service delivery method is based on the communities' needs and prioritizes relationship building with individuals to build trust and confidence in the PA CareerLink® staff and services. Our region hosts over 70 CAP locations, varying from food banks, county domestic relations departments, shelters, libraries, and more.

Since CAPs launch in 2022, SCPa Works has expanded its place-based approach to include the utilization of ArcGIS for data analysis and mapping of priority geographies for CAP locations and further community outreach from PA CareerLink® staff. The analysis includes the consideration of public transportation access, the concentration of ALICE (asset-limited, income-constrained, and employed) individuals, out-of-school youth, and more. Utilization of this technology will further SCPa Works' data-informed approach to service delivery.

Digital Literacy Advancement

Advancing State WIOA Goal: Strengthening the One-Stop Delivery System

SCPa Works has prioritized the expansion of digital literacy services for individuals as a critical pillar of our work. The enhancement of digital literacy offerings in South Central provides a direct benefit to both job seekers and employers. Two critical programs have expanded digital literacy access in South Central:

- **Partnership with AARP Foundation:** SCPa Works became an approved community partner with the AARP Foundation's Digital Skills Ready@50+ Initiative. Through this partnership, PA CareerLink® offices in South Central were able to offer a continuous schedule of digital literacy classes for those 50+ through live remote instruction provided by OATS instructors. Classes included topics such as protecting your personal information online, smartphone utilization, how to choose a new computer, affordable new internet, and more. Through the partnership, over 100 individuals participated in digital literacy classes.
- **Digital Literacy in Cumberland County:** Through a Digital Literacy Grant provided by the Pennsylvania Department of Labor & Industry, SCPa Works partnered with the Employment Skills Center in Cumberland County to offer digital literacy classes to interested community members. Over the course of the grant, ESC served 97 individuals,

with each individual earning between four and 13 digital literacy badges. Classes were offered at a variety of locations throughout the county and included both job seekers who self-referred and PA CareerLink® customers referred through other programming.

Fair Chance Hiring Initiative

Advancing State WIOA Goals: Sector Strategies and Employer Engagement, Continuous Improvement of the Workforce Development System

Through a partnership with Envoy, a social impact advisory firm specializing in organizational growth, philanthropic consulting, and Fair Chance Employment, SCPa Works developed a Fair Chance Hiring Toolkit and Business Service training for PA CareerLink® Business Services staff, county reentry coalitions, and human service providers. The toolkit focuses on strategies for engaging businesses at different levels of engagement and interest in Fair Chance Hiring. Specifically, the toolkit contains strategies and recommendations for:

- Beginning an internal conversation to explore Fair Chance Employment
- Revising and modernizing HR policies and practices
- Proactively recruiting candidates with past convictions
- Deepening and maximizing their Fair Chance practices
- County-level criminal justice system and labor market data

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

Employment Skills Center Digital Literacy Program

Kim first came to Employment Skills Center in August 2023 to attend the Pre-Nurse Aide training and pursue a healthcare career. After completing the course, Kim returned to ESC to enroll in the November digital literacy class. Kim said, "My weakness is computers. When I saw this class, I was looking for help navigating basic computer courses." When asked about her goals coming into the program, Kim shared that the class exceeded her needs. She said, "I can sit at a computer and no longer only know email. I learned security habits, spreadsheets in Excel, PowerPoint, and so much more." When discussing how this program has impacted her life and career, Kim said "due to this course, I can now talk about how I have overcome that weakness. I can tell my employer the steps I have taken to improve." Kim shared how much Maureen (instructor) made her learning experience very comfortable, allowing her to learn at her own pace. "This class truly helped my job advancement and taught me that I can learn a new skill. This class empowered me."

Business Services

Hasibullah came to the PA CareerLink in March 2022 as a refugee with a robust resume and great experience. However, many employers only accepted some of this experience and education as transferrable in the US. Hasibullah continued to work with the Business Services team despite the challenge of finding employment that would accept the skills and education he had at a wage that would support his family. Eventually, the Business Services team placed Hasibullah with Greenman and Pederson as a Structural Engineer, making \$34/hr. At the end of December 2023, Hasibullah shared that the job is going very well and that he has been promoted to lead engineer in many of their design projects.

Youth Paid Work Experience

Braydon completed a paid work experience through our programs in August of 2023 at Love Two Farm, Inc. Through the money he earned in this work experience he was able to save up to purchase a tractor. Love Two Farm, Inc. gave Braydon a space on their property to set up shop and start a tractor repair business. They also connected Braydon with their company's accountant to learn additional financial literacy skills as well as the additional steps necessary to start his own business.

Any local workforce development challenges in the 2023 calendar year or anticipated in the next (2024) calendar year, and the LWDB's plan to address identified challenges

Out-of-school youth is a priority population for SCPa Works in 2023 and beyond. Historically, Out-of-school youth have been a challenging demographic to locate and engage in workforce services. Their engagement in workforce services and other pro-social activities is vital to our communities' long-term health and success.

SCPa Works has taken a multi-pronged approach to engaging Out of School Youth to include:

- Utilize ArcGIS to develop targeted outreach plans based on Out of School Youth zip code data
- Utilize research reports and collaboration with subject matter experts to expand outreach strategies
- Continue the use of virtual reality to engage youth in career exploration
- Strategically locate Community Access Points to meet youth where they are
- Launch of Out of School Youth Social Impact Program in 2024

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

Community Access Points

SCPa Works recognizes our CAP initiative as a promising practice to improve local service delivery and drive more individuals to PA CareerLink® programs. Through this place-based approach, individuals without access to transportation or other common barriers can still interact with PA CareerLink® staff and engage in workforce services. The combination of human connection and technology, two pivotal components of the CAP strategy, is a recipe for success when engaging individuals in workforce services.

Utilization of Cognitive-Behavioral Intervention Strategies

Through a grant provided by the Pennsylvania Commission on Crime and Delinquency, SCPa Works partnered with the University of Cincinnati to deliver training to PA CareerLink® staff on utilizing Cognitive-Behavioral Intervention strategies, focusing on obtaining and maintaining employment. Upon training, staff were certified to facilitate the training with small groups. Specific topics covered in the curriculum are:

- Motivational Engagement
- Managing Emotions and Behaviors

- Problem Solving and Employment

This training has allowed our staff to build strong relationships with our county reentry service providers, local jails and probation services, and other community partners. Using evidence-based curriculum in workforce development is vital to assisting individuals returning from incarceration and has improved our local service delivery.

Any areas where the LWDB would benefit from additional state guidance

None at this time.

Southern Alleghenies Workforce Development Board

2023 Annual Report



The Southern Alleghenies Workforce Development Board (SAWDB) is pleased to submit its local annual report for 2023 to the Commonwealth of Pennsylvania.

As we reflect upon the accomplishments of the past year, we take pride in the strides that have been made in advancing the Workforce Development landscape of the Southern Alleghenies Region. The collaborative effort of our dedicated team, along with the support of our one-stop staff has had impactful results.

Top Accomplishments

Workforce Reimagined – Developing the Southern Alleghenies Prosperity Ecosystem



The Southern Alleghenies Region proved that they are on the cutting edge of prosperity creating strong partnerships while exploring Artificial Intelligence (AI) as a remedy for productivity challenges. The purpose is to build an agile regional education and training system that will address barriers including childcare and transportation. A total of 210 individuals were in attendance for this event and more events like this are currently being planned.

Re: START Youth Reentry-Educate-Mentor-Employ Project

In a collaborative effort to address the challenges faced in youth reentry (ages 18-24), the Southern Alleghenies Workforce Development Board has formed a strategic partnership with Goodwill of the Southern Alleghenies expanding specialized youth reentry services within the 6 counties of our region. Positioned to maximize its past reentry work and success, Goodwill serves as the lead sub-recipient on the \$800,000 award made to the region’s workforce development board in June of 2023. This program, which includes a five-phase service provision, including intensive case management, has impacted 12 youth so far and demonstrates the ongoing strong partnership with the WIOA Title I staff. Services are offered in person and virtually with the program manager delivering direct services to participants, while the Title I teams offer additional support. All the enrolled participants receive the career and education readiness workshops and assessments to determine proper placements and readiness to work.

With the primary challenges hindering these young adults from attaining education or employment being personal barriers (i.e., transportation, mental health, lack of documentation, lack of supportive network), the program manager works in collaboration with Title I staff and outside agencies to remediate these barriers allowing for participant engagement and success. This remains a key strength in enhancing participant engagement. The utilization of the CareerLink® locations has proved a critical in-service provision.

Bedford County CareerLink® Relocation

The Bedford PA CareerLink moved to a temporary home in October 2023. In February 2023, the previous

landlord announced intentions to sell the building so a search began for a new home. Bedford County has few commercial leasing opportunities, but the Bedford Career and Technology Center had an unused building on their lot which was offered temporarily while the search for a permanent home continued. The location was ideal, in the heart of the customer traffic map and in a well-known destination. The move was made -- into a footprint of 30% of the original facility-- with manpower and funding assistance from the Lead Operator and Southern Alleghenies Workforce Board. As of December 2023, the location has proven to be fruitful from a CTC partnership perspective and an offer has been made to have the PA CareerLink facility there on a permanent basis. At present, a new lease is underway, with plans to expand the 2,300 sq. ft. to 2,650 sq. ft to accommodate private room space.

Success Stories

Employer Spotlight – Wheeler Fleet Solutions



At the root of any successful On-The-Job Training (OJT) program is an exceptional employer who is willing to take the time and effort to train both new hires and incumbent workers. Recently the Pennsylvania CareerLink Somerset had the opportunity to partner with Wheeler Fleet Solutions in Somerset to host its first-ever OJT.

After working as an administrative assistant for many years, Rana Boyce was devastated to learn that her position was eliminated this past summer. Rana immediately visited the CareerLink® where she learned about the OJT program and how it could apply to a job opportunity as an Administrative Office Coordinator at Wheeler Fleet. As a dislocated worker, Rana qualified for an OJT. Without hesitation, they agreed to work with the CareerLink® and begin the company’s first OJT.

For over 60 years, Wheeler Fleet Solutions has remained one of Somerset County’s premier employers. The company is perhaps best known for maintaining a parts inventory and its quick distribution of parts for U.S. Postal Service vehicles. Today, Wheeler Fleet Solutions maintains its mission of keeping its customers “wheels on the road” so they can focus on their missions. The company employs over four hundred workers. It ships nearly three-million-line items annually to 700 managed inventory stock rooms and thousands of business-to-business customers. They are also an Amazon Distribution Center. In addition to its huge inventory of parts, Wheeler Fleet offers fleet management software, curated and custom-engineered service parts, and stockroom inventory management services.

From the perspective of the employer, setting up an OJT contract can be a daunting task. However, the staff was extremely easy to work with. Courtney Barna, who serves as the Human Resources Specialist, was the main contact for the OJT. Courtney understands, firsthand, the value of an OJT as she was placed in an OJT with a previous employer. She made all the transactions with the CareerLink® smooth and was readily available to answer any questions.

Rana’s OJT successfully ended this January with Wheeler Fleet gladly retaining her. According to Courtney, Rana is doing well and already making a difference, changing processes, and saving the company from overspending.

Wheeler Fleet Solutions OJT experience was a tremendous success. The result of this collaborative effort is a happy employer with a well-trained, highly engaged employee.

Tammy Dugan

Tammy Dugan connected with Employment and Training, Inc. in October 2022. Tammy's goals were to achieve her diploma and obtain employment. Tammy began working with the Title II Instructor, Glenda Waite. In addition to attending Adult Education Classes, Tammy also participated in the WIOA Title I Transitional Work Experience Program at the Fulton County Medical Center as a clerical assistant to develop her skill set and gain valuable work experience. During her training program at the Fulton County Medical Center, Tammy completed data entry into Meditech, verification of references for employment, employee reimbursements, greeted employees, and other duties as assigned. Tammy's supervisors stated she was eager to learn, always on time, did not miss any work, and completed all tasks given with the main one being a very large record scanning project. Tammy completed the program and received a Perfect Attendance Award.

Tammy achieved her diploma in September of 2023. Tammy is now feeling more confident and job-ready for her next career goal.

Emily Daniels



In the heartwarming story of Emily's lifelong love for animals, her journey unfolds with a touch of simplicity. From her early years, she developed a deep affection for our furry friends, sparking a desire to pursue an education in animal care. As a junior at Shanksville-Stonycreek High School, Emily diligently explored post-secondary options to fulfill her dream of becoming a Veterinary Technician. Her path led her to the Vet Tech Institute in Pittsburgh, Pennsylvania, where she was accepted and set to begin her studies in July 2022 after high school graduation. Throughout her time there, Emily's commitment truly radiated as she excelled in classes and labs, building a solid foundation for her future.

In October 2023, the time came for Emily to embark on an externship, prompting a visit to CareerLink® for assistance. Somerset Veterinary Hospital welcomed her for the externship, although payroll constraints meant she joined the TANF program to support herself during this period. Emily's dedication and hard work during the externship proved invaluable, leading to her being hired full-time at Somerset Veterinary Hospital on December 11, 2023.

With her diploma from the Vet Tech Institute, Emily proudly stands as a certified Veterinary Technician, a testament to her journey from a young animal lover to a professional in the field.

2023 Region Statistics (October – December)

PA CareerLink Center Traffic Count: 5,336

PA CareerLink Job Postings: 4,980

PA CareerLink Job Seekers Served: 9,619

PA CareerLink Employers Served: 1,515

Recruitment Events Held: 99

Number Attended: 1,514

What's the Buzz About Business Services?! Business Services Best Practices in the Southern Alleghenies CareerLink® System

Our business services team serves as a bridge between businesses and the resources needed to thrive in the region. Their commitment to excellence and innovation has put us in a position of prosperity. Our region has been invited to kick off the “Office Hours” initiative by the Bureau of Workforce Partnership and Operations to present at BST best practices this month. The team will be sharing ways in which our BST works regionally as well as introducing members of the team and describing in detail regional training. Additionally adding a short presentation by Brad Burger, Lead OSO Representative, outlining his plan to work with employers to incorporate AI and automation.

Southwest Corner Workforce Development Board

2023 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 PAFL 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 2023 calendar year, including progress toward reaching the five broad goals of the state's WIOA Combined State Plan:

- **Connecting Employers to Students** - Over the past year, SCWDB has made great strides in bringing local employers into schools to speak with students. Highlights include multiple job fairs or career pathway events at local schools. Career Pathways events have allowed students to speak with people who actually do the jobs in the industry, rather than just HR representatives, which gives students a better understanding of the path to a certain career and what their day-to-day life would be like in the field, something students seem to connect with more when considering future careers.

One particularly successful event was held with New Brighton High School in Beaver County, where students selected the top several careers they were interested in from a list (generated by student survey) and spent time talking with representatives from those selected fields. The event was successful in part because students were given more time to focus in-depth on a few areas of interest, rather than having short conversations with a large number of people representing all industries. Careers represented at the fair included nursing, counseling, law, conservation, police, medical technology, bricklayers, metal workers, real estate, marketing, photography/videography, engineering, teaching, truck driving, game design, and tourism. Many of the presenters from these careers were people actually in the positions. Students who participated said that they really enjoyed the day.

A Healthcare-specific version of this event was held at Chartiers-Houston Jr. Sr. High School in May. Representatives from several local healthcare organizations and training providers spoke on a panel before speaking with students in smaller groups about their specific areas of interest in healthcare.

Another smaller-scale event was held at Chartiers-Houston Jr. Sr. High School in collaboration with the German American Chamber of Commerce. The Pittsburgh Chapter President came with an alumni apprentice from one of the manufacturers their apprenticeship program partners with. They spoke to students grades 7-12 about pre-apprenticeship and apprenticeship opportunities in manufacturing, and the alumni apprentice was able to give students an idea of what success in the program looks like.

SCWDB hopes to continue providing these opportunities for students to connect with professionals in careers they are interested in in 2024, with several similar events already scheduled for early in the year.

- **Community college association panel with CCBC** – SCWDB’s director participated in a panel at the Community Colleges of Appalachia conference in summer of 2023. The panel also included the Dean of the School of Industrial Technology and Continuing Education at the Community College of Beaver County (CCBC), the president of the Beaver County Corporation for Economic Development, and the former Vice President of the Claude Worthington Benedum Foundation. The panel, who have all worked together on projects in the past, discussed the importance of partnerships and strong stakeholder engagement in their work.
- **Apprenticeship Summit** - The Southwest Corner hosted a regional Apprenticeship Summit on May 31, 2023. Over 150 people from various regional organizations attended the event. The event included a panel of speakers with experience in apprenticeship to answer questions about the process and benefits. The panel was moderated by the Deputy Secretary for Workforce Development for PA Labor & Industry, and panelists included the business manager for Pittsburgh Regional Building Trades, the executive director of KDP, the director of operations for Sigma Resources & Simcoach Games, the senior director of quality education and compliance from UMPC Senior Living Communities, the President of the Pittsburgh Chapter of the German American Chamber of Commerce, the President of Impact Guard, an apprentice alumnus from Impact Guard, the counselor from California Area School District, and the Co-op Coordinator from Western Area CTC. With such a diverse panel, attendees were able to hear many different perspectives on registered apprenticeship and its benefits. SCWDB has seen increased interest in apprenticeship programs from local employers as a result.

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

- **WIOA OSY:** J.D. came to Job Training for Beaver County, Inc. in as a recent high school graduate working part-time at the local YMCA earning \$11.50/hour. J.D. wanted to make a change in his life, not only with his current situation, but to also put himself on a path that would lead him to a bright and financially secure future. After reviewing courses offered at the Community College of Beaver County, he decided the 12-week Introduction to Welding program would be a good fit for him. With the help of WIOA Youth funds, J.D. enrolled in training in January of 2023. Though he struggled at times during the course, he remained focused and determined to succeed.

This training enabled J.D. to acquire marketable skills and several industry recognized credentials including American Welding Society certifications. Upon completion of training, Job Training for Beaver County, Inc. provided J.D. with a 6-week paid work experience opportunity as a welder with Sippel Steel & Fab. J.D. thrived in this position and accepted a job with this company earning \$21.00/hour.

Working with Job Training not only helped J.D. become financially self-sufficient, but it also helped him see his full potential and allowed him to find confidence in himself. “My experience with job training has definitely been good! I went from not knowing exactly what I want to do in my life to now having a good job in a trade. To have the guidance from job training and with them working behind the scenes to ensure I have options to choose from with different jobs made my life a lot easier especially after completing my welding training. I'm forever grateful!”

- **WIOA – Adult:** K.B., age 38, found himself living at the Washington City Mission the Fall of 2022. He is the father of a four-year-old boy who is on the autism spectrum. While K.B. is trying to build a better life for him and his son, his son was temporarily living with K.B.'s parents. K.B. came to the PA CareerLink® Washington Co. to look for assistance in obtaining his CDL-A License. He has always driven some type of truck for past employers; however, he never obtained a CDL-A License. K.B. was receiving food stamps and medical assistance through the County Assistance office and was deemed eligible for WIOA Adult training funds. He completed the CASAS testing with extremely high math and reading scores. He chose training provider, Penn Commercial, for their CDL-A training program. He quickly passed his CDL permit exam and continued to be successful during the hands-on driving portion of the training.

Within a few short weeks, K.B. passed his CDL-A driving test and was licensed. As of today, K.B. has accepted full-time employment as truck driver for Gillette in Bridgeville. He transports heavy equipment to the job sites. He earns \$24/hour plus overtime. He has since moved out of the Washington City Mission and is preparing to move into a small home and bring his son back home.

- **WIOA-In-School Youth:** S.R., from Washington County, is enrolled with Southwest Training Services, Inc.'s WIOA youth program and has been active in our work experience program. In the past year, she completed her post-secondary education and is now an alumna of Washington & Jefferson College with bachelor's degree in History and Political Science. S.R. had a great work ethic and excellent communication skills, so when Computer Reach began a new digital technology project in Washington County, S.R. was referred for an open position by Ester Barnes, Youth Program Coordinator. Following application completion and in-person interviews, S.R. was hired full-time at a starting salary of \$40,000.00/yr.

Computer Reach is a Pittsburgh-based nonprofit organization that makes technology available to people most in need through refurbished equipment, computer literacy, training, and support. Southwest Training is also a partner for this new program in Washington County. S.R. interviewed and did so well that she was immediately hired via an On-the-Job Training opportunity. She is now the Digital Navigator for Computer Reach's Washington County project! S.R. adds “*We are working towards bringing digital inclusivity to rural & tribal areas throughout the country. I'm passionate about helping as many people as I can as often as I can. I've always been interested and involved with advocacy and activism, and I love that I get to advocate for people in my community and help them join the digital world.*”

To date over 100 youth/families have been referred to this organization by Southwest Training and have worked with S.R. to receive laptop computers and opportunities to have one-on-one instructional support. S.R. is now in the position to have an assistant and also help to train the new Digital Navigator for Greene County's program which has been recently approved.

Any local workforce development challenges in the 2023 calendar year or anticipated in the next (2024) calendar year, and the LWDB's plan to address identified challenges:

- **Apprenticeship Registration Process** – Due to the success of our apprenticeship summit and general growing interest in apprenticeships from various employers in our area, we have been working with several employers to develop registered apprenticeship programs. While doing this, we have discovered that the cumbersome process for registering apprenticeships is intimidating to employers and prevents many of them from even attempting to register an apprenticeship program. To try to address this challenge, SCWDB is in the process of applying for an ARC ARISE grant to research ways to eliminate barriers that prevent employers from participating in apprenticeship opportunities. SCWDB is working with workforce boards in Southwestern PA as well as nearby Ohio and West Virginia on the project, with plans to determine what can be done to better engage employers in apprenticeship programs and also determine policy recommendation that can be made to the states to help ease the process of apprenticeship registration.

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

- **Engaging ESL Population** - The Southwest Corner has put a focus in the past year on engaging immigrant and refugee populations for whom English is a second language. In the Mon Valley in particular, there has been a recent influx of Haitian refugees to the area, many of whom are being referred to the Southwest Corner's EARN program. There is a lot of potential for local employers to expand their workforce by finding ways to draw from this population. Our Industry Partnerships have been working with Title II providers to identify participants in their ESL classes that could be a good fit for employment at their organizations, as well as working with a local church serving the Spanish-Speaking community. One of the most promising events hosted this year was a Community Resource fair hosted in Charleroi, PA, spearheaded by our EARN program and aimed at reaching the large number of Haitian refugees that recently moved to the Mon Valley. The event was very well attended and well received by the Haitian community, employers, and community partners. Multiple participants spent a long time at the fair, and some left after getting information and then returned with friends or family. So far several area manufacturers have been able to hire ESL workers through our work with community partners.
- **Policy Alignment for Build Back Better Grant** – Local Workforce Development Boards involved in the regional application for the EDA's Build Back Better Regional Challenge grant (Southwest Corner, Partner4Work, Westmoreland-Fayette, and Tri-County) worked together to align their policies for services provided under the grant. Boards agreed on an amount to provide for ITAs, OJTs, CJTs, and IWTs, meaning that any employer or individual in any of the workforce areas

seeking services that would fall under this grant would receive the same assistance, regardless of where they are. The goal of this policy alignment is to eliminate competition between boards so that all are able to help employers in their areas under the Build Back Better Grant. EDA has stated that they like this alignment and it could be an example of a promising practice for the grant.

- **Workforce Board Educational Retreat** - As part of continuous improvement efforts, SCWDB worked with our board chair to plan a board retreat in November that was primarily aimed at familiarizing new members with workforce concepts, but was open to all members to attend to refresh their knowledge. The retreat began with a presentation covering the top five subjects selected by board members in a survey: Role and Responsibilities of the Workforce Board, Role and Responsibilities of the Title I Providers, Role and Responsibilities of the Operator Consortium, the PA CareerLink®, and Grants and Funding. The presentation was followed by a trivia game covering all of these categories to test the retention of the information and make it easier and more enjoyable for members to remember things presented at the retreat. The event went over so well with attendees that they asked to do a second retreat in the spring to cover the other topics that weren't part of the top five in the survey.
- **County Whole Home Repair Partnership** – SCWDB has been working with the Redevelopment Authorities from WDA counties to provide money to train individuals to work in the whole home repair program, such as putting contractors through training to earn the necessary certifications to work for the program. SCWDB and its Title I providers help identify potential participants and support them with case management through the training process. Once certified, they are able to work with the Redevelopment Authority to repair eligible homes in the county, improving their quality of life with employment and the quality of life for many in the community with habitable homes.

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 2023 Annual Report

PARTNER WORK

1. Top three accomplishments from the 2023 calendar year, including progress toward reaching the five broad goals of the state’s WIOA Combined State Plan:

a. White House Workforce Hub designation (aligns with the Governor’s Goals #4: Continuous Improvement of the System)

The Biden-Harris Administration’s Investing in America agenda — including the Bipartisan Infrastructure Law, CHIPS and Science Act, and Inflation Reduction Act — are catalyzing public- and private-sector investments across the nation, including significant concentrations in key regions. As part of the Administration’s Investing in America (IIA) workforce initiatives, the Pittsburgh region was selected as one of five Workforce Hubs in May 2023. **The Pittsburgh Workforce Hub, anchored by Partner4Work**, seeks to build equitable career pathways related to major federal and private-sector investments in sectors including infrastructure, advanced and bio manufacturing, broadband, and clean energy. It aligns partners from government, employers, community organizations, and philanthropy to develop and implement plans for leveraging federal investments to ensure workers—particularly those from underinvested communities—can access good jobs with family-sustaining wages. As the local workforce development board and anchor institution, Partner4Work convenes Federal, State, and local stakeholders to de-silo conversations around job quality and continue building the system on the ground. In addition, the Pittsburgh Hub established the “Pittsburgh Good Jobs Principles” (PGJP), which localized job quality frameworks developed by the Departments of Labor (DOL) and Commerce, and will be infused into all phases of projects to scale job quality improvements across the region. To date, more than 45 entities have signed commitments to the PGJP.

b. Industry Partnerships (aligns with the Governor’s Goals #1: Career Pathways and Apprenticeships and #2: Sector Strategies and Employer Engagement)

In 2023, Partner4Work (P4W) launched or scaled three strategic and industry-led partnerships in construction, clean energy, and health care.

P4W and the Pittsburgh International Airport built the **PIT2Work** model, a program of the **4Construction** Industry Partnership to path individuals historically underrepresented in the trades, including women and people of color, into opportunities in the union trades. 4Construction is a partnership between Partner4Work, project owners, contractors, unions, and pre-apprenticeship construction providers to train individuals interested in the construction trades as pre-apprentices. As pre-apprentices, participants are qualified to pursue union apprenticeships and, ultimately, jobs on the airport’s Terminal Modernization Program (TMP), other local construction projects, and more.

PIT2Work is a 6-week training opportunity that immerses the pre-apprentice in discovering the trades and skills to help take a career to new heights. The PIT2Work program provides top-notch training, connections with multiple trade unions, and real hands-on experience at the TMP work site, which is one of the most exciting capital development projects in the Pittsburgh region. The program does not require previous training, skills, or experience to enroll. In addition, the project has committed to provide on-site supportive services for trainees, including onsite childcare, stipends to trainees, meals, and transportation to and from the airport.

This public-private partnership also has been recognized by the Biden-Harris Administration and was highlighted when First Lady Jill Biden visited the program in July. The new billion-dollar terminal, funded in part by \$23.5 million in federal infrastructure grants as part of the Bipartisan Infrastructure Law passed in 2021, provided a backdrop for Biden and others to address nearly 100 guests and media representatives.

Eos Energy Enterprises, Inc., a manufacturer of zinc-based batteries, entered a joint commitment with P4W to establish a \$500,000 training program to upskill the current and future workforce for Eos' evolving manufacturing facility in the Mon Valley. This initial investment, leveraging federal grant awards including Build Back Better and Department of Labor Green Infrastructure, reflects a true public-private partnership, blending funding and investing it in workers, communities, and regional jobseekers.

The program is designed to provide a framework that aims to enhance the existing programs at Eos as well as to develop new programs to fill gaps in Western Pennsylvania workforce development capabilities. The program will leverage the public workforce system to scale registered apprenticeship programs, support incumbent workers, build a strong pipeline of candidates who reflect communities around the Eos facility, and grow local opportunities for clean energy careers for young adults in the region. Eos expects to add 650 jobs by 2026.

Partner4Work (P4W), UPMC, UPMC Health Plan, and PA CareerLink® formed a partnership to connect people to career pathways in healthcare. The effort helps solve a key regional challenge by connecting people with socio-economic barriers with in-demand careers through paid apprenticeships. Called **4Healthcare**, the initiative leverages public funding along with targeted employer investments to break down traditional employment barriers.

Over the next three years, P4W will invest \$1.2 million to connect hundreds of people to healthcare careers through paid apprenticeships, providing stipends to learn, paying for training materials, and funding other supportive services that will break down traditional employment barriers.

In partnership with UPMC Senior Communities, UPMC has already graduated its inaugural class from a first-of-its-kind Certified Nursing Assistant (CNA) apprenticeship. In addition to the CNA program, the partners will soon grow the apprenticeship offerings to include paid career pathways to onboard facilities maintenance technicians, direct care workers, licensed practical nurses and registered nurses. The apprenticeship model builds on the success of Freedom House 2.0, a community-based training program designed to recruit,

train, and retain emergency responders. Freedom House 2.0 trainees are sourced from high need communities.

c. Youth Pipeline Development (Aligns with the Governor’s Goal #3: Youth):

In 2023, Partner4Work launched efforts to invest more strategically into school-age youth, particularly in grades 7-12 during the school year. Through this initiative, P4W is building resources to aid in satisfying career exploration graduation requirements such as Act 158 as well as creating networks between schools and local providers who seek to build labor pipelines and invest more time in their community.

Partner4Work is constructing a website called Career Ready Allegheny that will contain up-to-date information including resources for career exploration, labor market information, work-based learning guides and PDE alignments, employers interested in engaging with education partners, as well as contact information for Allegheny County school guidance counselors.

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

PIT2Work

After five weeks in an innovative workforce development program held at the Pittsburgh International Airport, Cory felt optimistic about his future for the first time in a long while. “I have been working a dead-end job, living paycheck to paycheck for years,” said Cory, of Duquesne in Allegheny County’s Mon Valley. “But with the potential and opportunities that the construction trades provide, I do feel as though I will be set for life, not only for myself but for my family.” Brown was one of the several people in 2023 to graduate from PIT2Work, a partnership among Partner4Work, Pittsburgh International Airport (PIT), and the Intro to the Trades program to train individuals, particularly women and people of color, interested in the construction trades as pre-apprentices. As pre-apprentices, participants are qualified to pursue union apprenticeships and, ultimately, jobs on the Terminal Modernization Program (TMP) or beyond. PIT2Work is a 6-week training opportunity that immerses the pre-apprentice in discovering the trades and skills to help take a career to new heights. The PIT2Work program provides top-notch training, connections with multiple trade unions and their open jobs, and real hands-on experience at the TMP work site, which is one of the most exciting capital development projects in the Pittsburgh region.

Youth Pipeline Development through in-school and out-of-school youth programming

Anthony was a student at Bethel Park High School. Though academically he was doing very well, Anthony had stopped attending school. He wanted to attend an out-of-school workforce program that offered him the ability to not only complete his high school diploma but would aid him in pursuing a career pathway. He found his new home in PHASE 4 Learning Center, an out-of-school youth provider. Anthony enrolled with a goal of enlistment with the United States Air Force, and PHASE 4 staff was prepared to help him reach that goal. Anthony completed all his academic requirements for diploma completion and work readiness training. In addition, Anthony completed a career pathways course which, among other aspects, covers all areas of the military's ASVAB test in preparation for official ASVAB examination. Through the

assistance of the Tom Reed Armed Forces Career Center at Phase 4 and his recruiter, Sergeant Erb, Anthony successfully completed ASVAB examination and enlisted in active duty with the United States Air Force.

Job Quality

During the pandemic, Burgatory and Shorty's restaurants were in a staffing crisis, which had forced them to close their restaurants one day a week. However, with guidance and support received from Partner4Work, the restaurants have been able to open all locations seven days a week, and are looking at opening an extra hour a day. With input from Partner4Work on job quality, Burgatory added a flexible spending account, manager coaching and feedback loop, and HR training, all to help recruit and retain workers.

"We have seen major outcomes through our partnership with Partner4Work, including reduced turnover, better retention, and improved culture. Our turnover rate for the Shorty's X brand has dropped from 42% to 19%. We've consistently celebrated low turnover with Burgatory at 12%. Now with additional pipelines in our community, we're able to recruit talent from new areas, like local colleges and culinary programs," said Alexis Bovalino, Human Resources Director, Burgatory and Shorty's X.

3. Any local workforce development challenges in the 2023 calendar year or anticipated in the next (2024) calendar year, and the LWDB's plan to address identified challenges:

Historic federal investments in infrastructure and technology in the Infrastructure Investment and Jobs Act (IIJA), Inflation Reduction Act (IRA), and CHIPS Act present a great opportunity for Pennsylvania and its workforce across key sectors such as Construction, Energy, Transportation, and Advanced Manufacturing. These investments also present a challenge to ensuring Pennsylvania has the workforce in place to meet the demands for projects supported by this federal funding. As Pennsylvania directs federal dollars to projects modernizing infrastructure, expanding broadband, and other initiatives, it is crucial that a portion of these funds is utilized for workforce development programs that help residents obtain the skills and credentials necessary to take on job opportunities created through such projects. The Commonwealth Workforce Transformation Program (CWTP) is a promising and innovative example of how Pennsylvania can ensure workforce development is included in federal infrastructure investments; ensuring that CWTP or other investments can support workers pre-hire is crucial.

Partner4Work would encourage the Commonwealth to also consider increases in funding for Industry Partnerships and Registered Apprenticeships (RAs), which are critical line items in the state budget for workforce development. Through Industry Partnerships, Partner4Work and other LWDBs across PA are able to engage employers in high-demand industries, identifying workforce/staffing challenges and designing training investments specifically to meet the needs of our employer partners. Apprenticeship investments have enabled Partner4Work and other LWDBs to partner with the PA Apprenticeship and Training Office (ATO) to expand earn-and-learn RA models across the state, including to nontraditional apprenticeship sectors such as Healthcare and Technology. RAs help to create entry points to career pathways for Pennsylvanians, who are able to obtain high-quality training while earning a wage on the job. RAs also provide funding and resources for employers to get connected to talent more quickly and to train and grow their existing workforce.

Pre-apprenticeships are another opportunity for state investment. Pre-apprenticeships help individuals, including youth and young adults, gain fundamental skills that prepare them for entry into RAs. With the unemployment rate at record low levels, many individuals accessing services through the PA CareerLink[®]

are facing substantial systemic barriers to employment and need pre-employment readiness training. Currently, LWDBs lack flexible funding to support and expand pre-apprenticeship opportunities in our regions. Partner4Work encourages the Commonwealth to establish a pre-apprenticeship funding strategy that supports the development and expansion of pre-apprenticeship programming. Pennsylvania's network of Career and Technical Education (CTE) providers is one potential area for pre-apprenticeship expansion.

Throughout workforce development investments, Partner4Work encourages the Commonwealth to coordinate funding with its network of LWDBs, including ensuring LWDBs are eligible applicants or required partners for workforce development grants. This helps ensure state workforce investments are able to capitalize on the existing resources and infrastructure of the local workforce development system and to avoid potential duplication of effort.

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

Bridge to Work

The 2023 Bridge to Work Job and Resource Fair, sponsored by Partner4Work and PA CareerLink®, held September 5, 2023, featured more than 125 employers from the Greater Pittsburgh area and nearly 300 job seekers, many of whom were re-entering the workforce or entering it for the first time. The largest job fair produced by the local workforce development system featured companies representing numerous industries including health care, financial services, transportation and logistics, construction and the trades, and public services such as the Pittsburgh Regional Transit Authority and Pittsburgh Water and Sewer Authority. The Job Fair kicked off National Workforce Development Month and on the heels of Pittsburgh's designation as a White House Workforce Hub. In July, First Lady of the U.S. Jill Biden visited Pittsburgh to tout the new \$1.2 trillion infrastructure law and the \$669 billion Inflation Reduction Act as well as the region's innovation in filling more than 50,000 open jobs.

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

Partner4Work appreciates the PA Department of Labor & Industry (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 Partner4Work would benefit from additional guidance and support:

- 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. LWDBs 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.

- LWDBs would 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 L&I 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.
- Partner4Work partners with multiple training providers in our area that operate as nonprofit organizations and do not charge tuition or fees to participants attending their programs. These organizations often use a blended funding model to deliver training and credentialing programs, including registered pre-apprenticeships, aligned with employer and industry demand and have guaranteed interview or hire agreements with employers for graduates. However, our nonprofit training partners have experienced challenges in applying and obtaining approval on the statewide eligible training provider list (ETPL). Currently, the Commonwealth's online ETPL application process requires training providers to specify tuition costs and does not allow the option for training providers to specify a non-tuition program cost. Partner4Work recommends the Commonwealth update its ETPL application process to accommodate high quality, high performing training programs that don't charge tuition, but still have defined program costs. This will help to alleviate barriers to ETPL participation for training providers that leverage multiple funding sources to reduce program costs for their participants.

Tri-County Workforce Development Board 2023 Annual Report



Top three accomplishments from the 2023 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 implementation of the Tri-County Agriculture Industry Partnership. The focus so far has been on career awareness. Therefore, TCWDB in conjunction with the Indiana County Conservation District held a summer camp from June 21 –August 2, 2023. Seven employers and six students were involved. It is planned for this to grow in future years. Careers were explored in Agronomy, Horticulture, Animal Science, and Ag Business. In addition, the WDB's local TANF youth program provider partnered with the ARIN Intermediate Unit 28 to place students in work experience programs in Armstrong and Indiana Counties.

The second accomplishment involves the Tri-County Workforce Development Board and the Manufacturing Industry Partnership working in collaboration with the Manufacturer & Business Association and the Butler County Chamber of Commerce to hold a Manufacturing Day Showcase at the Butler Area School District. Twenty interactive exhibits and displays from local manufacturers were toured by 500 students from the region. This is planned to be an annual event and to invite schools and businesses from all three counties.

The third accomplishment involves hiring a full-time career coordinator. This position has already had contact with all of the school districts in Butler, Armstrong, and Indiana Counties. In addition, the coordinator is revamping the labor market information section on the website and is working with schools on various career fairs. Finally, Lego STEM kits were purchased for all of the middle schools in order to promote STEM skills and careers.

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 TCWDB 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, IT, and health care career pathways with the employers. Work is beginning in the agriculture industry. 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 shares 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.

At the March 17, 2023 Board meeting, the Tri-County Workforce Development Board, Inc. presented **Chad Adams** the STEP Award for their successful participation in Indiana County Young Adult program. Chad Adams successfully completed his TANF In-School Work Experience in January 2023. Chad was a senior at Penns Manor High School and was placed at Hildebrand’s Mowers & Saws, LLC in Indiana to participate in a work-study starting. During his work experience, Chad was given the opportunity to learn a variety of tasks dealing with small engine repairs at a family-operated business. During an interview at the completion of his program, Chad noted several things he learned while participating. They included assembly of new equipment and power tools, carburetor repair/adjustment, and how to look-up parts. Another take-away from his experience was the importance of maintaining an organized shop, and seeing how a family-owned business is run.

Charles “Chip” Hildebrand, owner/manager of Chad’s worksite, expressed his overwhelming satisfaction with Chad’s performance. He stated that Chad has shown a willingness to learn any task they requested of him, while maintaining a positive “go-getter” attitude from the start. Mr. Hildebrand also noted that by becoming a partnering worksite with Career T.R.A.C.K., it was “an awesome opportunity to train

someone.” Career TRACK workers learn not only specific job-related tasks, but also understand how a small business operates.

Chad was referred to Career T.R.A.C.K. by Carol Maudie, his teacher at Penns Manor High School. She thanked Career T.R.A.C.K. for supporting Chad during his work experience. Ms. Maudie said that oftentimes a student’s first foray into the world of work can be overwhelming. “Many students will not seek-out and pursue job opportunities because they don’t know how to complete the paperwork, understand the interviewing process, or how to engage in social interactions in the workplace.” Ms. Maudie also stated that “transitional programs (like those offered by Career T.R.A.C.K.) are very important to lessen those fears and help students become successful.”

Chad also thanked Career T.R.A.C.K. for the opportunity to participate in the program. He appreciated the way his Career Advisor guided him thru the enrollment process, provided full explanations of services and expectations, and was friendly, supportive, and encouraging during his time in the program. Chad was hired as a permanent employee at Hildebrand’s after his work experience with Career T.R.A.C.K. ended. His new, permanent position includes medical benefits, vacation, and retirement options.

Career T.R.A.C.K., the service provider for the TANF Youth Program and the WIOA Title I Adult, Dislocated Worker, and Youth services of the Tri-County Workforce Development Board for the Armstrong, Butler, 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. TCWDB’s STEPS Success Program recognizes Success with TCWDB Programs, Employers, Participants, and Staff

At the September 15, 2023 Board meeting, the Tri-County Workforce Development Board, Inc. presented **Jeffrey Schaffer** the STEP Award for his successful participation Armstrong County PA CareerLink® programs. Jeffrey Shaffer is a PA CareerLink program participant that has openly talked about facing adversity in his life. However, even with that adversity he has been able to achieve career success as a Notary Public and as a Title Clerk in the automotive field.

Jeffrey’s first encounter with the PA CareerLink® Armstrong County Office came during his participation in a virtual RESEA Personalized Service Meeting (PSM), after losing his job at Gatto’s Cycle Shop in Tarentum, PA. During the process of creating his Individualized Employment Plan (IEP), it was learned that Jeffrey was wheelchair bound from an accident. While for many this type of physical/employment barrier may have been a hindrance, it was not for Jeffrey. In describing this barrier, he said the only accommodation he required was receiving assistance with transferring back and forth from his vehicle to his wheelchair.

When choosing the type of RESEA Mandatory 2nd Event, he chose to participate in Career T.R.A.C.K.’s WIOA Orientation of Services workshop as he felt it was most beneficial for him. When discussing this workshop with his career advisor, he said he wanted to remain in the automotive industry, but was open-

mindful to exploring training and OJT opportunities within his skillset. In addition to dealing with being wheelchair bound, Jeffrey faced more adversity during his RESEA program participation. During that participation, his mother unexpectedly passed away which understandably affected his ambition and motivation to job search. When he did return to his job search activity, he was receptive to job referrals he was provided from PA CareerLink. Jeffrey successfully completed/met his RESEA Objective but was unable to achieve his goal of gaining employment that utilized his skillset as a notary public/title clerk when his RESEA case was closed after the 60 day participation on 2/10/23.

This though did not end Jeffrey's participation with PA CareerLink® Armstrong County Office. On 4/19/23, Jeffrey participated in the Armstrong County Job Fair. During the job fair in addition to meeting and speaking with staff from OVR and the PA CareerLink® partners, he also spent several hours going from employer-to employer introducing himself and discussing job opportunities. One employer his career advisor spoke to, commented on how professional he appeared to her and that he made a strong impression on her. Though his persistence and perseverance, Jeffrey employment story came to a successful ending. On 5/8/23, he secured a Title Clerk position with C. Harper Automotive in New Alexandria, PA. He continues to work at C. Harper to this day.

The **Indiana County Technology Center (ICTC)** was recognized as the 2023 Indiana County Employer of the Year by the Workforce Development Board. ICTC is a regional technology center dedicated to providing students with industry-certified technical and academic-enriched career programs. The school provides state-of-the-art equipment within a safe environment. Through integrated technical and academic curricula, students learn theory and skills providing pathways to post-secondary education and/or employment in high growth and high-demand careers. ICTC also provides adult education services and has served Indiana County and engaged in workforce development for the past 43 years.

ICTC supports industry partnerships through direct engagement with industry and business partners for strengthening their programs and providing students with the opportunity to earn industry recognized certifications. Indiana County Technology Center's instructors and administration at both the secondary and adult levels meet bi-annually with industry partners through Occupational Advisory Committees. Through these OAC meetings, business and industry leaders meet directly with ICTC instructors and administrators to discuss current needs and trends, equipment, safety, industry certifications, and specific task list and performance standards for each program. ICTC's Adult Education program is also part of a regional consortium including Greater Altoona and Greater Johnstown Career Technical Centers.

Within this past year, ICTC has established a partnerships with local businesses and industry that have led to: the approval of a Pennsylvania Department of Labor approved Welding Pre-Apprentice program, Manufacturing in Pennsylvania Grant to assist ICTC in expanding our Electrical Occupations program, Whole Homes Repair Grant in partnership with Indiana County Development Corporation and the Indiana County Commissioners to provide hands on learning experience within the community primarily for ICTC construction cluster programs, expansion of our Diversified Occupations program that connects sending school students not enrolled in the ICTC to area businesses for workforce experience, expansion of our

Adult Education Practical Nursing program to a Monroeville site, and the development of an Adult Education HVAC program scheduled to start in January of 2024.

ICTC works directly with PA CareerLink® Services as many of ICTC's programs prepare graduates for employment in fields listed as "today", "tomorrow", and "future" jobs on the Center for Workforce Information & Analysis Pennsylvania's In-demand Occupations List. ICTC and PA CareerLink® employees work together with prospective Young Adult, Adult, Dislocated Worker, and Incumbent Worker students enrolling in approved programs to utilize PA CareerLink® funding opportunities to pay for part if not all of a student's tuition. As of 2023, ICTC works with Workforce Development Areas across the state to help find programs to match student interests, including Berks, Montgomery, Tri-County, and Westmoreland-Fayette.

Indiana County Technology Center worked with the Department of Veterans Affairs to have their programs approved through the VA so students can utilize their VA benefits to cover school charges. Prior to March of 2023, Veterans could utilize their benefits for ICTC's General Cosmetology, Cosmetology Teacher, Medical Assistant, Welding Technology and Practical Nursing programs. Upon the 24-month review process, ICTC's Intergenerational programs were approved and prospective students can now use VA benefits to assist with postsecondary education.

Throughout this year, the Indiana County Technology Center will be actively involved in workforce development with employers and the community through our affiliation with many groups and organizations including: Downtown Indiana and the Wonderful Life Parade, Indiana County Chamber of Commerce, Tri-County Workforce Development Board, Indiana County Manufacturing Consortium, Indiana County Health Care Careers Consortium, Indiana County Builders Association, The United Way, The Red Cross, and the Armstrong-Indiana Pathways Partnership. It is clear that Indiana County Technology Center is dedicated to workforce development efforts in Indiana County.

Any local workforce development challenges in the 2023 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 organizations who work with people with barriers, more outreach to K-12 students about career pathways, 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 the Student Advisory Board that was created two years ago with the Tri-County Workforce Development Board and the Butler County Community Development Corporation. The Student Advisory Board's purpose is to expose students to the dynamic employers of Butler County and the employment opportunities that exist today and in the future. The focus is the Manufacturing sector. The Student Advisory Board visited county businesses, developed an understanding of the businesses, and shared this knowledge and information with students in their own school. Each Butler County school district chooses two students to visit manufacturers throughout the year and then met together to discuss with manufacturers and their cohort what they learned. In addition, students attended the Manufacturing Day Showcase. Future plans include expanding this opportunity to the health care sector.

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 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 2023 Annual Report



Top three accomplishments from the 2023 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

The successful completion of the multi-year federal Workforce Opportunity for Rural Communities (WORC) Round 1 grant stands as a significant accomplishment for the West Central Workforce Development Board (WDB) in the past calendar year. This achievement reflects the Board's commitment to enhancing the economic and workforce landscape of the region, particularly in addressing the unique challenges faced by rural communities.

One of the most noteworthy aspects of the WORC project's success is its comprehensive approach to workforce development. By focusing on sector-driven strategies, the project effectively aligned workforce training and education with the actual needs of the local economy. This approach not only benefited job seekers by providing them with relevant skills and credentials but also supported local businesses in finding skilled workers necessary for their growth and sustainability. The project's emphasis on the sectors of manufacturing and healthcare was particularly impactful, given their significance in the local economy and potential for job creation.

The WDB's role in fostering collaborations among various stakeholders was instrumental in the project's success. The WORC project brought together educational institutions, employers, community organizations, and government agencies, creating a robust network that supported every aspect of workforce development. This collaborative effort ensured that the project's initiatives were well-coordinated and effective in addressing the diverse needs of job seekers, employers, and the community at large.

Accomplishment #2: Sector Strategies and Employer Engagement

The award of a Workforce Opportunity for Rural Communities (WORC) Round 5 grant to support the development of the Lawrence Mercer Manufacturing Coalition (LMMC) is a best practice for the area in Sector Strategies and Employer Engagement, showcasing a proactive approach to addressing workforce development challenges. It emphasizes the importance of industry-led collaboration, ensuring that training and workforce initiatives are directly aligned with the actual needs of the industry. This alignment is crucial for creating a skilled and adaptable workforce that can meet the evolving demands of the sector. The project fosters a partnership model where employers, educational institutions, and workforce development entities work cohesively, bridging the gap between the supply of skilled labor and industry demand. Such a focused approach ensures that training programs are not only relevant but also responsive to the changing dynamics of the industry, making them more effective and efficient.

This project underscores WCWDA's commitment to comprehensive and inclusive workforce development. By prioritizing equity and access, the initiative reaches out to marginalized populations, ensuring that economic growth and opportunity are not limited to a select few but are accessible to all community members. This focus on inclusivity not only helps in addressing the immediate skill gaps but

also contributes to the long-term economic stability and growth of the area. The grant enables the implementation of robust support systems, including mentorship, career counseling, and other wraparound services, which are instrumental in breaking down barriers to employment and career advancement, thereby fostering a more resilient and diverse workforce.

The grant will act as a catalyst for further economic transformation and regional development. By investing in the development of the LMMC, the grant acknowledges the significance of a strategic, long-term approach to workforce development. This perspective is essential for not only addressing current labor market challenges but also for anticipating future trends and preparing the workforce accordingly. The initiative's emphasis on continuous improvement, innovation, and adaptability ensures that the workforce remains competitive and that the region is positioned as an attractive destination for businesses. Furthermore, the grant's support for employer engagement ensures that the feedback loop between the industry and the workforce development entities remains active and productive, leading to a dynamic and responsive sector strategy that aligns with the broader economic objectives of the area.

Accomplishment #3: Connecting Youth to Careers

In 2023, the West Central Workforce Development Area (WDA) remained committed to nurturing its future workforce through a myriad of initiatives aimed at connecting youth to promising career paths. Leveraging the Business Education Partnership (BEP) funding, the West Central WDA has established a robust framework to support programs specifically designed for middle and high school students. In collaboration with the Lawrence County School-to-Work and the United Way of Mercer County, the WDA orchestrates year-round activities that are both engaging and educational. These activities, including Career Exploration & Career Readiness Workshops, Engineering Day, Teens2Work Job Shadowing Day, Girls Engaging Mentors events, and large-scale Healthcare and Business & Industry Career Fairs, are meticulously designed to ignite curiosity and provide a practical understanding of various career fields. In 2023 alone, these initiatives reached an impressive number of 3,722 students, marking a significant stride in the mission to bridge the gap between education and the professional world.

Beyond the classroom, the West Central WDA is equally invested in offering tangible, real-world experiences to young adults aged 16-24. This demographic benefits from structured Paid Work Experiences and Internship placements, crucial stepping stones into the professional environment. These opportunities are not just about earning while learning; they are carefully curated to ensure that participants gain relevant, hands-on experience in their chosen fields. Employers and designated mentors play a pivotal role in this ecosystem, offering guidance, support, and often, a pathway to continued employment or job offers post-education. The impact of these programs is noteworthy, with 183 individuals engaged in Paid Work Experience and 114 interns making their mark in Lawrence and Mercer Counties in 2023. This strategic approach not only empowers the youth but also cultivates a ready and skilled workforce, tailored to meet the evolving needs of the local industry.

Recognizing the unique challenges faced by justice-involved youth, the West Central WDA has also embarked on a grant project focused on bringing partners together around Reentry for justice-involved individuals aged 18-24. This initiative is a testament to the WDA's commitment to inclusivity and its recognition of the untapped potential within this demographic. By providing tailored support, mentorship, and training, the project aims to dismantle barriers to employment and pave a path toward stable, fulfilling careers for these young adults. This holistic approach not only aids in the individual's reintegration into society but also enriches the community by fostering a culture of support,

understanding, and second chances. Through these concerted efforts, the West Central Workforce Development Area continues to demonstrate its dedication to developing a diverse, skilled, and resilient future workforce.

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

Story #1: Transforming Lives Beyond Numbers: The Human Impact of Workforce Development

The impact of the Local Workforce Development Area's programs transcends numbers and underscores the profound, life-changing impact these services have on individuals and communities. While performance numbers are valuable to measure success, the true essence and triumph of these programs are truly illustrated in the personal journeys of those they serve. West Central shared a number of these stories in 2023 as nominations for the Governor's Achievement Award.

The common thread weaving through each individual's story is the remarkable journey from adversity to empowerment, underscored by the pivotal role of personalized support and individualized investment. Despite facing unique and daunting challenges, ranging from personal loss and health issues to overcoming violence and legal hurdles, these individuals demonstrated an unwavering determination to better their lives. These programs, and notably the people who help to administer them, acted as catalysts not only providing the necessary tools for employment but also nurturing a supportive environment for personal growth and self-sufficiency. This highlights a greater narrative of hope, transformation, and the profound impact of empowering individuals to turn their challenges into stepping stones for success.

By focusing on individual needs, providing comprehensive support, and fostering partnerships within the community, Workforce Development programs do more than fill job vacancies; they uplift individuals, transform lives, and enrich communities, embodying the true essence and paramount importance of the system.

Story #2: Employers and Workforce: Partnering for Prosperity

Collaboration with local employers, and notably those in the Area's key industries of Healthcare and Manufacturing, stands as a testament to the power of strategic alliances in fostering community growth and empowerment. Through active engagement with PA CareerLink® and the innovative use of programs like WIOA Title I On-the-Job Training (OJT), Employers have not only enhanced their talent acquisition strategies but championed inclusive hiring practices, offering life-changing opportunities to individuals facing significant barriers to employment.

The resilience of these partnerships became particularly evident during the challenging times of the COVID-19 pandemic and continued into 2023. Faced with potential operational disruptions and workforce instability, the company's strategic utilization of the OJT program proved instrumental. This approach not only alleviated the financial burdens associated with onboarding but also expanded the company's access to a diverse pool of talent, ensuring business continuity and workforce inclusivity. The collaboration effectively transformed PA CareerLink® into a vital talent pipeline, guaranteeing a high success rate for both job seekers and the employers.

This partnership exemplifies the profound impact of collaborative efforts between local businesses and workforce development agencies. Beyond employment statistics, the importance of supportive services and understanding the nuanced needs of job seekers ensures success for both individuals and businesses. This alliance not only bolsters the local economy but also reinforces the fabric of the community, proving that the true measure of success in workforce development lies in the shared prosperity and well-being of all stakeholders.

[Story #3: Local Roots, Wider Reach: The Strategic Impact of Integrated Community Efforts](#)

The success of the WCWDA stands as a testament to the power of community-centric initiatives and strategic partnerships. With a deep understanding of the local socio-economic landscape, the WDB and its partners don't just respond to the community's needs; they anticipate them, fostering a proactive environment where growth and innovation thrive. With a tight-knit network of local agencies, businesses, and educational institutions, the board's agility and intimate knowledge of the local fabric allow it to adeptly partner on grassroots efforts, transforming challenges into opportunities for collective advancement.

The WDB's commitment to its community is further amplified by its strategic efforts to coalesce proposals on behalf of these partnerships to secure statewide and federal discretionary funding. These financial infusions are not mere monetary inputs but catalysts that magnify the impact of local initiatives, enabling a broader and more profound reach of services. By skillfully navigating the complex landscape, the board ensures that the local programs are equipped to innovate and expand. These programs have included Internships and Paid Work Experiences, Digital Literacy, Business Education Partnerships, and Sector Partnerships.

At its core, the Board's approach is a blend of local involvement and strategic external partnerships. This dual focus ensures that while the board is focused on addressing the immediate needs of its individual and employer customers, it also keeps an eye on the horizon, ready to utilize statewide and federal opportunities that can elevate local efforts. The result is a dynamic, resilient workforce ecosystem that is reflective of the community's needs, aspirations, and potential.

[Any local workforce development challenges in the 2023 calendar year or anticipated in the next calendar year, and the LWDB's plan to address identified challenges:](#)

As 2023 unfolded, the challenge of aligning the increasing demand for remote work with the opportunities available within the Area persisted, presenting a complex landscape for the local workforce and employers. The trend of local employers competing in a more global market for talent continues to intensify, especially as workers in low-cost-of-living (LCOL) regions like this one are increasingly attracted to remote positions offered by employers in high-cost-of-living (HCOL) areas. This dynamic not only strains the local job market but also compels local employers to rethink and innovate their talent development and retention strategies. Recognizing this ongoing challenge, the Local Workforce Development Board (LWDB) is focusing on enhancing employer-employee relationships through the promotion of onboarding strategies such as Internships, On-the-Job Training, and Apprenticeships. Additionally, there's an increasing recognition of the need for employers to offer greater flexibility, addressing pressing issues such as unmet childcare needs and transportation challenges, to retain their local workforce.

In response to these enduring challenges, the WCWDB continues to offer robust support through its Employer Advisory Council meetings. These meetings serve as a vital platform for employers to gain insights from professional speakers on innovative strategies to meet their employees' needs effectively. The focus is on fostering a dialogue that helps employers understand and implement measures that can make their work environments more accommodating and attractive to current and potential employees. This initiative is particularly crucial in ensuring that employers are well-equipped to navigate the complexities of the current job market, where the ability to offer flexibility and meet the holistic needs of employees can significantly influence talent attraction and retention.

Furthermore, the WCWDB's commitment to bolstering local businesses remains steadfast through the continued support offered by the Business Service Teams. These teams play a pivotal role in connecting companies with professional development opportunities, succession planning, and a wealth of resources through partnerships with entities like the Northwest Pennsylvania Partnerships for Regional Economic Performance and local Small Business Development Centers. This multifaceted approach not only addresses the immediate challenges faced by employers but also prepares them to anticipate and adapt to future market dynamics. As 2023 progresses, the LWDB's strategic initiatives and collaborative efforts are geared towards creating a resilient and adaptive workforce ecosystem, capable of thriving amidst the evolving demands and opportunities of the remote work era.

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

The West Central WDA has been at the forefront of adopting innovative and promising practices that significantly enhance the efficacy and reach of the workforce development system. A key strategy in this endeavor has been the active engagement with community partners and organizations across a spectrum of initiatives aimed at bolstering workforce and economic development at both local and regional levels. This collaborative approach has not only led to the creation of a robust network of stakeholders but has also facilitated meaningful conversations and synergies among diverse entities. The participation of staff and partners in various community-focused initiatives has been instrumental in building these connections and fostering a culture of mutual support and shared vision. This collaborative ethos, particularly in a post-pandemic climate marked by significant turnover and a surge in remote work, has been pivotal in maintaining continuity and ensuring that the workforce development system remains responsive and adaptive to the evolving needs of the community.

Moreover, the West Central WDA's approach is characterized by a commendable willingness among the two counties' organizations and individuals to contribute their time and talent toward supporting each other's causes. This spirit of community has been a cornerstone in nurturing new opportunities in an environment altered by the pandemic, where traditional modes of interaction and operation have been disrupted. By prioritizing these values, the WDA has not only contributed to the continuous improvement of the workforce development system but has also set a precedent for how adaptability, collaboration, and community engagement can collectively drive positive change and development in the workforce sector.

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

While no specific guidance is requested at this time, sharing of the project summaries of discretionary grant awards has been helpful in recognizing best practices and innovative partnerships that may be replicated in other Areas.

Westmoreland-Fayette Workforce Development Board

2023 Annual Report



Top three accomplishments from the 2023 calendar year:

Supporting Youth through Employer Engagement

Over the years, the Westmoreland-Fayette Workforce Development Board (WFWDB) has developed and implemented several youth and young adult programs. In 2023, the WFWDB saw its youth and young adult programs utilize innovative youth workforce development practices and sector strategies that engage employers to create programs that build workforce pipelines and make long-term impacts.

The WFWDB's Experience Works! program connects in-school and out-of-school youth to work experience opportunities to support them in developing employable skills and an understanding of available career pathways at a young age. It allows youth and young adults to build relationships with the local business community. In 2023, the WFWDB saw more than 190 youth and over 60 worksites participate.

Similar to Experience Works!, the WFWDB's Experience Works! PLUS program facilitates internships and provides wages for postsecondary students fulfilling unpaid opportunities. During the last calendar year, WFWDB saw notable involvement and interest from its employer partners, specifically those involved in the WFWDB's Healthcare and Manufacturing Industry Partnerships, in hosting an intern, leading to record-breaking enrollments. As a result, 40 interns were able to connect with a worksite in an industry that aligns with their education and career interests, and 33 local businesses were able to support new and ongoing initiatives while potentially building their workforce.

In addition to its work experience and internship programs, the WFWDB facilitated Business Education Partnership (BEP) programs to bridge the gap between what students are learning in the classroom and the workforce's current needs. WFWDB-funded BEP programs span the Westmoreland-Fayette workforce development area serving middle school, high school, and postsecondary education students. Local employers involved in BEP programming are from in-demand industries and directly connect with youth and young adults in a hands-on, creative manner to share industry-needed skills, methods of entering the industry, and more. With several thousand youth impacted by BEP programs in 2023, the WFWDB continued to recognize the importance of direct employer engagement in youth programming.

However, the WFWDB knew there were ways to impact youth and young adults beyond directly connecting them to local employers. Specifically, the WFWDB understands that educators significantly impact students' career outcomes. To support this, the WFWDB continued its Teacher In the Workplace, or TIW, efforts in Westmoreland County engaging over 70 educators through local industry facility tours and job shadowing experiences with more than 30 employers in 2023. Using what they learned from engaged employers, educators share new insights within their classrooms to better prepare students to meet new hire requirements and employer needs.

The engagement of its employer partners supported the WFWDB in providing exciting, valuable, and relevant experiences directly and indirectly to youth. Their engagement in programming outside standard employer services additionally played an essential role in keeping them engaged in the workforce system and promoting the available career pathways in the local area. Overall, the WFWDB evaluates its programs considering the perspectives of youth, employers, and the workforce development system.

Creating Unique Opportunities for Industry Partnerships Across Counties

In 2023, the Westmoreland-Fayette Workforce Development Board (WFWDB) successfully concluded its first two Industry Partnerships for Healthcare and Manufacturing after nine employer-driven convenings

for each partnership. The WFWDB's Manufacturing Industry Partnership engaged 30 manufacturers and 33 community/service partners offering 13 manufacturing employees with workshop certifications and more than \$10,000.00 in career readiness and training funds. Similarly, the WFWDB's Healthcare Industry Partnership engaged 23 healthcare providers and 15 community/service partners to offer more than \$14,000.00 for career readiness and training services. While successfully providing these Industry Partnerships and continuing them into 2024 is an accomplishment in itself, the WFWDB sees its lessons learned from its first round of Industry Partnerships as another major accomplishment.

The most evident lesson learned was the importance of connecting involved Industry Partnership employers to ongoing Business Education Partnership activities (BEP). Through BEP activities, employers recognized the importance of connecting with the younger generation and the impact they can have on youths' understanding of local industries. With this realization in place, employers began developing relationships with local schools and community partners to connect with youth and students through job shadowing, facility tours, guest speaking opportunities, and more. Several employers worked with the WFWDB to host interns and work experiences. The WFWDB concluded employer engagement in workforce development programs beyond direct employer services helped them better understand available resources and the workforce system. As a result, WFWDB saw those employers become more actively engaged in its Industry Partnerships.

The great success of the WFWDB's Industry Partnerships cannot be accredited completely to just the WFWDB. Rather, it was the WFWDB's collaboration and partnership with fellow workforce development boards that assisted the WFWDB in its project implementation. Workforce development boards with established Industry Partnerships provided the WFWDB with best practices for employer engagement and advice on project delivery. Together, the WFWDB and its fellow workforce development boards were able to share methods that worked and ideas for strategic collaboration that facilitated innovative, exciting opportunities for employers. Such opportunities included region-wide events. Across the southwest region, some employers span across county lines, recruiting employees from several different counties. Acknowledging this, the WFWDB and its fellow Southwestern Pennsylvania workforce development boards collaborated on hosting various events welcoming partners from each area's Industry Partnerships. These events received incredible attendance and feedback from employers and community partners alike.

Moving forward, the WFWDB plans to continue these best practices and activities to maintain and improve its sector strategies and employer engagement opportunities.

Individual Training Account Success in 2023

To support individuals in securing a high-paying and high-quality career, the Westmoreland-Fayette Workforce Development Board (WFWDB) and its three PA CareerLink® centers promoted the availability of Individual Training Accounts, or ITAs. This strategic promotion resulted in significant outcomes for individuals and the workforce area.

Provided through PA CareerLink® centers, ITAs connect individuals to training in a wide variety of state-approved training providers and programs focused on occupations within in-demand industries such as healthcare, manufacturing, business services, and more. Moreover, ITAs provide individuals with career guidance, tuition assistance, direct connections to local employers, aligned education with their career interests, and job placement assistance.

To ensure individuals were aware of the service, the WFWDB worked with its PA CareerLink® centers and Title I Provider to coordinate social media posts, Facebook Lives, outreach materials, and more that communicated the value and impact ITAs can have on an individual's professional careers. Operations at the PA CareerLink® centers were also streamlined to create ease of access for individuals to commence their training and education.

Combining these efforts, the WFWDB saw positive outcomes related to enrollment in ITA services and individuals' employment placements. At the end of the 2022-2023 program year, the WFWDB recorded 147 ITAs coordinated with an average wage of approximately \$20.57 per hour. These ITA accomplishments display the WFWDB and PA CareerLink® centers' dedication to continually improving the workforce development system and strengthening the one-stop delivery system.

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

EARN Program Supports Ukrainian Refugee

In the Westmoreland-Fayette area, as with many other areas across our state, individuals face barriers to employment and improving their quality of life. Fortunately, the Employment, Advancement, and Retention Network program, or EARN, is designed to support these individuals in connecting with sustainable employment and rebuilding their lives.

Ukrainian citizen Olga D. came to the United States with her nine-year-old daughter in September of 2023 as a refugee. Olga knew she would need to transfer her education certifications and receive the proper identification for her new residency in Pennsylvania. After only a few weeks in the country, Olga connected to EARN coordinated by the Private Industry Council of Westmoreland/Fayette, Inc., the Westmoreland-Fayette Workforce Development Board's EARN Provider. Motivated, Olga hit the ground running. Following her orientation, Olga never missed a single workshop. In addition to quickly completing her driver's training program to earn her PA Driver's License, Olga tested out of her English as a Second Language (ESL) classes. It was revealed during her classes that she spoke fluent Ukrainian, English, and Russian and is learning Spanish.

With her driver's license secured and ESL classes passed, Olga worked with EARN staff to translate her English Language Teaching and Teaching English to Speakers of Other Languages certifications to English through the Educational Credential Evaluators (ECE). ECE was able to quickly process her certifications and make them available to Olga to use in her pursuit of employment. With incredible determination, Olga gained employment with Penn Residential Services as a resident supervisor working 30 hours a week and making \$16.00/hour by November 2023. This employment opportunity supported Olga in saving enough money to purchase her own car, as well.

She is currently seeking to expand her education. Olga has applied to Seton Hill University to pursue a B.A. in World Cultures and Languages and is exploring the University of Pittsburgh at Greensburg's B.A. in Healthcare Management program. Regardless of where she receives her education, Olga is interested in fulfilling a position that allows her to utilize her language translation skills.

Olga represents one of the more than 75 Westmoreland-Fayette EARN participants connected with life-changing services in 2023. Together, Olga and her fellow EARN participants contributed to another successful EARN program year in 2023.

On-the-Job Training (OJT) Provides Opportunities for Local Job Seeker to find a Fulfilling Career

Alex S. had an appetite for hard work. Unfortunately for the Westmoreland County resident and father of two, the midnight shift making donuts at a local bakery wasn't hitting the spot.

"It wasn't a bad job; it was a good job," said Alex. "The people there are great. I had a good time there. It just wasn't for me. I felt like it wasn't my thing. I had to do something that I enjoyed, and I loved to continue on, furthering myself, my resume, my career."

To explore his options, Alex met with Artie Grazier, owner of the local automotive repair shop Sharpe Automotive, about working for him. Grazier knew Alex lacked the required skills to work in the automotive industry. Yet, he knew Alex was a hard worker. Fortunately, Grazier and his business held a close working relationship with PA CareerLink® Alle-Kiski. Alex quickly met with a PA CareerLink® Alle-Kiski

Employment Specialist to discuss opportunities and career interests. Following this meeting, he was deemed eligible for services, and a PA CareerLink® Alle-Kiski Account Representative worked closely with Sharpe Automotive to develop an On-the-Job Training Plan.

On-the-Job Training, or OJT, is a federally funded training service under the Workforce Innovation and Opportunity Act (WIOA). OJT assists employers in hiring and training workers in high priority occupations, resulting in reimbursements for the employer to cover wage expenses and supportive services for trainees.

“This is a vital resource for small companies like Sharpe Automotive,” Grazier shared. “I was somewhat skeptical at first. However, the application process was easy to complete, the wage reimbursements were as promised, and it changed nothing about the training we provide for our new employees.”

For Alex, the OJT and job at Sharpe Automotive were a perfect match. He gained valuable, relevant skills for a career aligning with his interests. The success seen by Alex Snyder and his new employer, Sharpe Automotive, is just one example of the impact PA CareerLink® services can make on the community.



Alex S. working at his new career with Sharpe Automotive in New Kensington of Westmoreland County.

Westmoreland County Resident and Company Display Resiliency and Collaboration

Since an accident that left him permanently disabled, Nathan has worked with his local PA CareerLink® center to earn his GED and develop his employable skills. Despite this, Nathan struggled to find employment beyond working at his family’s restaurant. He knew he had valuable skills and desired a career that fulfilled his interests and professional goals.

He communicated these dreams with the PA CareerLink® and expressed his wish to work with local organization Stone & Company. Stone & Company is a family-owned business providing residential and commercial concrete and builder supplies to those in Southwestern Pennsylvania and North-central West Virginia. Seeing the connection between Nathan’s skills and Stone & Company’s employment needs, a PA CareerLink® Business Services Teams (BST) member presented Nathan’s resume to the employer. From Nathan’s resume and hearing Nathan’s story, Stone & Company saw that Nathan would be a good fit for their organization. They worked with the PA CareerLink® to outline an On-the-Job Training (OJT) plan that would assist Nathan in developing the skills he would need to perform his job.

During his OJT experience, Nathan immersed himself in a hands-on learning environment, gaining practical skills and real-world insights directly applicable to his new role. His training provided him with the opportunity to apply theoretical knowledge to actual work scenarios, fostering a deeper understanding of the job requirements. Under the guidance of experienced mentors, Nathan honed his abilities, learning the intricacies of the job while developing problem-solving skills. The OJT not only

equipped him with the technical expertise required for the position but also instilled a sense of confidence and competence.

Unfortunately, being disabled in the workplace comes with its own specific set of challenges. For Nathan, it meant needing a stairlift to be able to go to the second floor of the company's building for several of his job-related duties. Before Nathan could become concerned about his ability to perform his job, Stone & Company stepped in to not only install one stairlift but two stairlifts and a ramp at various locations at the facility specifically for Nathan's needs. As these accommodations were being implemented, Nathan was trained in the company's other facilities to not delay or impact his training.

These amenities not only paved the way for Nathan to perform his job with dignity and ease but also showed him Stone & Company's dedication to their employees. Today, Nathan has successfully completed his training and is fulfilling a full-time position as an invaluable member of the Stone & Company workforce.

Local workforce development challenges in the 2023 calendar year or anticipated in the next (2024) calendar year, and the LWDB's plan to address identified challenges:

2023 presented the Westmoreland-Fayette Workforce Development Board (WFWDB) with a distinct challenge related to employment needs. While this was a challenge for the 2023 calendar year, the WFWDB expects to see this challenge persist into 2024.

As seen by all industries and employers in the Westmoreland-Fayette workforce development area, finding workers with the skill set and knowledge base to fulfill various employment needs was a prevalent challenge in 2023. Throughout the year, the WFWDB heard from its employer partners about their needs for specifically trained new hires. The WFWDB continually made the connection between hiring employers and its PA CareerLink® centers. While PA CareerLink® services provide both employers and job seekers with high-quality training opportunities, the majority of the WFWDB's employer partners are still struggling to build a sustainable workforce when very few applicants have the minimum required skill level. In addition to the gap in skills, the Westmoreland-Fayette workforce development area is seeing more employment openings than active job seekers and an overall decline in population.

Similar challenges can be seen in the workforce development industry, as well. In 2023, the WFWDB saw its training providers, service delivery providers, and partners experience employment losses and long-lasting employment openings. It was recognized that there are barriers to connecting with individuals who possess an understanding of the workforce development system and the skills needed in the workforce development industry. The WFWDB sees the lack of a workforce development career pathway as a critical component of this challenge. Looking to 2024, the WFWDB will continue to work with its PA CareerLink® centers and partners to support industries in finding talent, will seek to develop ways of reaching its community and beyond, and will promote careers in workforce development to increase interest.

Any 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 2023 centered on leveraging funds and collaborating with essential partners.

Over the last several years, the WFWDB has identified the continuous need for paid internships across the Westmoreland-Fayette workforce development area. While many local employers recognize the need for interns at their worksite, the majority of them cannot afford to pay the wages. Thus, the WFWDB has developed a program model that offers relevant, paid internship opportunities to youth and young adults while supporting local businesses' operating needs: the Experience Works! PLUS internship

program. However, funding proposed a challenge to sustaining the program long-term. To overcome this, the WFWDB has developed an effective way of leveraging and blending state-provided TANF funding and foundation funding to support activities in Westmoreland and Fayette Counties. This method of leveraging different funding to support a specific initiative has created seamless program delivery to all participants and ensures the program's existence for at least the next calendar year.

In addition to leveraging program funds, the WFWDB collaborated with other southwestern workforce development boards on several new grant projects. While collaboration meant sharing best practices and supporting individuals and businesses across county lines, it also meant establishing regional policies and creating consistent processes. The WFWDB and its fellow workforce development boards met regularly throughout 2023 to develop policies and processes that could be utilized to streamline access to talent pipelines across the region. This alignment made it easier for employers to train employees, create new opportunities for workers, and access the workforce system.

The WFWDB's collaboration goes beyond just other workforce development boards, as well. In 2023, the WFWDB collaborated with Westmoreland County economic development, education, and community partners to identify available resources and funding streams a newly established business could take advantage of. As this new business was proposing the need for 300 employees, collaboration across entities was necessary. The WFWDB and partners worked to identify relevant resources, initiatives, and funding opportunities. Neighboring workforce development boards were key collaborators as the organization sought to recruit job seekers from three different counties. The WFWDB extends its collaboration to its Industry Partnerships in which representatives from nonprofit service providers, economic development, local government, education, and others from the local area are invited to listen to employer needs and share information on relevant resources available through their organizations.

Collaboration across workforce development boards and industries will continue to be a promising practice for the WFWDB throughout 2024.

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

The Westmoreland-Fayette Workforce Development Board (WFWDB) would benefit from additional state guidance on addressing large business developments with high workforce needs. Specifically, we would appreciate guidance on how the state would like to see workforce development boards coordinate training funds and resources for new businesses entering their workforce development area. For example, the WFWDB welcomed a new employer in 2023 currently seeking to employ approximately 300 new employees within the next few years. Due to their anticipated positive impact on the local workforce and economy, the WFWIB worked with economic development, fellow workforce development boards, and other community organizations to coordinate opportunities for this new employer.

Appendix E: Local Workforce Development Board Membership and Contact Information

Berks County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
David Turner	Regional External Affairs Manager	First Energy Group	dhturner@firstenergycorp.com	610-921-6060	Business
Debra Antol	Director of Human Resources	Sweet Street Desserts, Inc	deb@sweetstreet.com	610-921-8113	Business
Jenny Bastista	Human Resources Manager	L&H Signs Inc.	jennyb@lhsigns.com	610-898-5266	Small business
Christy Pisker	Director – People and Performance	Glen-Gery Corporate Office	Christy.Pisker@glengery.com	484-335-2683	Business
Marianne Brown Egolf	General Manager	F. M. Brown’s Sons, Inc.	marianneegolf@fmbrown.com	610-678-4567 Ext. 203	Small business
Michael Fischetti	VP, Human Resources	Cambridge-Lee Industries, LLC	MFischetti@camlee.com	610-916-7742	Business
Robert Harrop	VP, Personnel	East Penn Manufacturing Co, Inc	bharrop@dekabatteries.com	610-682-6361 Ext. 2342	Business
Patricia Shermot	Director of Government Affairs/Urban Development	Visions Federal Credit Union	pshermot@visionsfcu.org	610-763-0920	Business
Scott Mengle	Vice President of Human Resources	Penn State Health System / St Joseph	Smengle1@pennstatehealth.psu.edu	610-378-2314	Business

Alexia Pursley	Human Resource Manager	Arkema, Inc.	alexia.pursley@arkema.com	610-568-4165	Business
Kristie Gage-Linderman	COO	Gage Personnel Employment Services	k.gage@gagepersonnel.com	610-376-1771	Small business
Karyn Troxell	Corporate HR Director	Penske Truck Leasing	karyn.troxell@penske.com	610-796-4325	Business
Barry Unger	President	Vision Mechanical, Inc	barryunger@visionmechanical.com	610-376-6700	Small business
Peggy Kershner	Co-Executive Director	Berks Connections/Pre trial Services	pkershner@bcpsreentry.org	484-260-3860	Community-based organizations
Ryan Breisch	Executive Director	Literacy Council of Reading – Berks	ryan@lcrb.org	610-670-9960 Ext. 105	Community-based organizations
Mark Pinkasavage	Business Manager/ Training Director	IBEW Local 743	jatcpink@comcast.net	610-777-3100	Labor organizations and joint labor-management apprenticeship program
William C. Dorward	Business Agent	Sheet Metal Workers Local 19	bdorward2@LU19.com	610-633-6494	Labor organizations and joint labor-management apprenticeship program
Rick Olmos	VP Operations and COO	Centro Hispano Daniel Torres	rolmos@centrohispano.org	610-685-1264	Community-based organizations

Auria Bradley	Director of Literacy Programs	Reading Area Community College	abradley@racc.edu	610-372-4721 Ext. 5120	Organizations addressing youth employment and adult education and literacy
Dr. Karen A. Campbell	Provost & Senior Vice President for Academic Affairs	Albright College	kcampbell@albright.edu	610-921-7643	Institutions of higher education
Kimberly Baskett	Acting District Administrator	Office of Vocational Rehabilitation	kbaskett@pa.gov	610-621-5800	Title I of the Rehabilitation Act
Debra L. Millman, Esq.	President	Greater Berks Development Fund	DMillman@greaterreading.org	610-898-7798	Economic and community development
Crystal Houser	Director	PA Bureau of Workforce Partnership & Operations	crhouser@pa.gov	717-783-3677	State employment service under Wagner-Peyser
Ashley Chambers	Senior Vice-President of Community Impact	United Way of Berks County	ashleyc@uwberks.org	610-685-4586	Economic and community development
John DeVere	Principal	Education & Training Solutions, LLC	john.devere.ets@gmail.com	610-775-3966	Optional members

Bucks County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Gregory Krug	President	Lampire Biological Laboratories	gkrug@lampire.com	215-795-2968	Small business

Anita Diggs	Rehabilitation Supervisor	Office of Vocational Rehabilitation	adiggs@pa.gov	484-250-4340 Ext. 148	Title I of the Rehabilitation Act
Theodore Dorand	Manager External Affairs	PECO	theodore.dorand@peco-energy.com	215-956-3082	Business
Marybeth Williams	Field Operations Director	Bureau of Workforce Partnership and Operations	marybwilli@pa.gov	610-280-1027	State employment service under Wagner-Peyser
Paul Bencivengo	President & COO	Visit Bucks County	paulb@visitbuckscounty.com	215-639-0300	Economic and Community Development
Yolonda Udvardy	Director of Continuing & Professional Studies	Delaware Valley University	Yolonda.udvardy@delval.edu	215-489-4966	Institutions of higher education
Mark Hoffman	Executive Director	Bucks County Intermediate Unit	mhoffman@bucksiu.org	215-348-2940	Organizations addressing youth employment
James Horan	CEO	New Age Industries	JHoran@newageindustries.com	215-526-2142	Business
Catherine Valeriano	Human Resources	Sesame Place	cathy.valeriano@sesameplace.com	215-741-5350	Business
Erin Lukoss	Executive Director	Bucks County Opportunity Council	elukoss@bcoc.org	215-345-8175 Ext. 205	Transportation, housing, and public assistance
Jessica Peiffer	Owner	BCT Walls & Ceilings, Inc.	jpeiffer@bctwc.com	215-504-0542	Small business
Daniel Grace	Teamsters Local Union 830	Teamsters Local Union 830	dhgrace@verizon.net	(215) 364-3089	Labor organizations
Daniel Rusiloski	President	DelVal University	benjamin.rusiloski@delval.edu	(215) 489-4966	Higher education
Chris LaBonge	President	Adtell Group Companies	clabonge@adtell.com	(877) 529-9114 x 6001	Small business

Mercedes Anderson	Executive Director	Vita Education Services	manderson@vitaeducation.org	215-345-8322 EXT 11	Adult education
Brian Shields	Director of Sales	Peddler's Village	bshields@peddlersvillage.com	215-794-4062	Small business
Lou Kassa	Executive Vice President/COO	Blumberg Institute, PA Biotech Center	Lou.kassa@bblumberg.org	215-783-6205	Business
Stephen Maund	President/CEO	Demco Enterprises (dba Demco Automation)	stephenm@demcoautomation.com	215-538-9700	Business
Jeane Vidoni	President/CEO	Penn Community Bank	jvidoni@penncommunitybank.com	215-785-3527	Business
Dominic Roberto	Member	Local Steamfitters Union 420	redfitter@comcast.net	610-721-4107	Joint labor-management apprenticeship program
Mateen Azfal	President & Chief Transformation Officer	PDC Machines, Inc.	m.afzal@pdcmachines.com	215-443-9442	Business

Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jamie Aurand	Administrator	Susque-view Home	jaurand@susqueviewhome.com	570-893-5946	Small business
Jay Alexander	Immediate Past Chair, President	Wayne Township Landfill	jalex@waynetwplandfill.com	570-769-6977	Business
Jim Stopper	Treasurer, Chief Financial Officer	Evangelical Community Hospital	jstopper@evanhospital.com	570-522-2741	Business
Sue Auman	Executive Director	Union-Snyder Community Action Agency	sauman@union-snydercaa.org	570-374-0181	Community-based organizations

James Beamer	Business Manager	IBEW, Local 812	ibewlocalunion812@verizon.net	570-368-8984	Labor organizations and joint labor-management apprenticeship program
Kenneth Chappell	Executive Director	Department of Human Services, Lycoming County Assistance Office	kchappell@pa.gov	570-327-3311	Transportation, housing, and public assistance
Michele Foust	Human Resources Director	Glenn O. Hawbaker	mvf@goh-inc.com	814-235-2548	Business
Dean Girton	President	Girton Manufacturing	dean1@girton.com	570-458-5521	Small business
Bruce Jones	Assistant Regional Director	Bureau of Workforce Partnership & Operations	brujones@pa.gov	570-327-3501	State employment service under Wagner-Peyser
Keith Koppenhaver	Business Representative	International Union of Operating Engineers Local #66	kkoppenhaver@iuoe66.org	814-765-7888	Labor organizations and joint labor-management apprenticeship program
Lynn Kuhns	President	Apex Homes	lkuhns@apexhomes.net	570-837-2333	Small business
Stephanie Servose	Nurse Recruiter	Geisinger Health System	smservose@geisinger.edu	570-854-5338	Business
Talia Beatty	HR Director	UPMC	beattytl@upmc.edu	570-541-9041	Business
Steven Stumbris	Director	Bucknell University Small Business Development Center	sstumbri@bucknell.edu	570-577-3791	Economic and community development

Susan Swartz	District Administrator	Office of Vocational Rehabilitation	sswartz@pa.gov	570-327-3600	Title I of the Rehabilitation Act
Todd Taylor	Director of Adult & Post-Secondary Education	Central PA Institute of Science & Technology	ttaylor@cp.edu	814-359-2793	Institutions of higher education
Jenna Witherite	Director of Adult Education & Project Management	Central Intermediate Unit 10	jwitherite@ciu10.org	814-342-0884	Adult education and literacy
Tracie Witter	Regional Affairs Director	PPL Electric Utilities	tlwitter@pplweb.com	570-368-5235	Business
Suzanne White	Senior VP of HR & Organizational Development	Kish Bank	Suzanne.White@Kishbank.com	717-667-9208	Business
Dave Zartman	President	Zartman Construction	dave@zartman.com	570-275-4400	Business
Misty Dion	CEO	Roads to Freedom Center for Independent Living of NEPA	mdion@cilncp.org	570-367-6269	Community-based organization
Zollie Rayner	District Council Director	AFSCME Local 13	z.rayner@afscme13.org	800-523-7263	Labor organizations
Jonathan Ritter	Plant Manager	Playworld	jon.ritter@playpower.com	570-522-9800	Business

Chester County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Joseph Fullerton	Director of Career,	Chester County Intermediate Unit	JoeFul@cciu.org	484-237-5109	Organizations with experience or

	Technical & Customized Educational Services				expertise in serving youth
Joanne Hopkins	Human resources Manager	Victory Brewing Company	jhopkins@victorybeer.com	610-514-7039	Business
Bill Adams	President	International Brotherhood of Electrical Workers (IBEW) Local #654	badams@ibew654.com	610-637-8532	Labor organizations
Joyce Chester	President & CEO	Chester County OIC	jchester@cc-oic.org	610-692-2344	Community-based organizations
Patti VanCleave	Vice President, Workforce Development & STEM	Chester County Economic Development Council	pvanleave@ccedcpa.com	610-321-8212	Economic and community development
Jennifer Duff	Operations Manager	Accenture	jduff306@gmail.com	484-753-4492	Business
Chris Saello	Senior Vice President	United Way of Chester County	csaello@uwchestercounty.org	610-429-9400	Community-based organizations
James Lee	Director of Operations Process and Technology	Wawa, Inc.	james.lee@wawa.com	610-358-8000	Business
Karen Kozachyn	Dean	Delaware County Community College	kkozachyn@dccc.edu	610-359-5362	Institutions of higher education
Marybeth Williams	Field Operations Director	Bureau of Workforce Partnership & Operations	marybwilli@pa.gov	610-280-1027	State employment service under Wagner-Peyser
Matthew Meile	Business Agent/ Business Rep	Steamfitters Local 420 Philadelphia	mmeile@lu420.com	215-970-4123	Labor organizations

Michael Reese	Senior Vice President & Regional Manager	Fulton Bank	mreese@fultonbank.com	610-918-8812	Business
Shanae Stallworth	District Administrator	Office of Vocational Rehabilitation	sshallwort@pa.gov	484-250-4340	Title I of the Rehabilitation Act
William Shaw	Executive Director	Life Transforming Ministries	bshaw@quietrevolution.org	610-384-5393	Community-based organizations
Stephanie Sherwood	Small Business Program Manager	Weston Solutions	stephanie.sherwood@westonsolutions.com	610-701-3580	Business
Amanda Sundquist	Partner	Unruh, Turner, Burke & Frees, P.C.	asundquist@utbf.com	620-692-1371	Business
Walter Urban, Jr.	Site Administrator	PA CareerLink® Chester County	burban@chesco.org	610-280-1010	Optional members

Delaware County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Lynda Kugel	Director of Workforce Initiatives	AmeriHealth Caritas	lkugel@amerihealthcaritas.com	484-423-6245	Business
William Adams	President	Local Union #654	badams@ibew654.com	610-494-2820	Labor organizations and joint labor-management apprenticeship program
Eric Bennung	Vice President & Owner	Acrymax Technologies, Inc.	eric@acrymax.com	610-389-2116	Business
Stephen Butz	Director of Career and	Delaware County Technical Schools	sbutz@dciu.org	610-459-3050, ext. 3568	Education

	Technical Education				
Laura Goodrich Cairns	Executive Director	Delaware County Commerce Center	lgcairns@delcopa.org	610-566-2225	Economic Development
Shelly Buck	President	MainLine Health/Riddle Hospital	bucks@mlhs.org	484-227-3102	Business
Catherine Judge-Cardillo	Director	Mercy Health Corp of SEPA	ccardillo@trinity-health.org	610-567-5319	Business
Edward Coleman	Exec. Director	Community Action Agency of Delaware County	colemane@caadc.org	610-874-8451	Community-based organizations and organizations addressing youth employment
Rick Durante	Vice-President	Franklin Mint Credit Union	rickd@fmfcu.org		Business
Marybeth Ferguson-Williams	Field Operations Director	PA Dept. of Labor & Industry Bureau of Workforce Partnership and Operations	marybwilli@pa.gov	484-401-2881	Wagner-Peyser
Adam Gattuso	Communication Leader	Monroe energy	Adam.gattuso@monroe-energy.com	610-364-8406	Business
Patricia Cain	VP Human Resources	Harrah's Casino	pcain@harrahs.com	484-490-2231	Business
Makeda Hudson	Executive Director	Delaware County Assistance Office	mahudson@pa.gov	610-447-5301	Government
Laura Kasper	President/CEO	Monarch Staffing	lkaspe@monarchstaffing.com	610-653-8800	Business
Karen Kozachyn	Dean, Workforce Dev.	Delaware County Community College	kkozachyn@dccc.edu	610-359-5362	Institutions of higher education and organizations

	Community Education				addressing youth employment
Patricia McFarland	President	Del. Cty. Chamber of Commerce	trish@delcochamber.org	610-565-3677	Business
Colleen Duran	Executive Director	Delaware County Literacy Council	cduran@delcoliteracy.org	610-876-4811	Adult education
Jason Rode	Council Representative	Eastern Atlantic States Regional Council of Carpenters	jrode@eascarpenters.org	215-569-1634	Labor
Shanae Stallworth	Director	Office of Vocational Rehabilitation	ssallwort@pa.gov	484-250-4340 Ext. 122	Title I of the Rehabilitation Act
William Tyson	Director of University Relations	Penn State Brandywine	billtyson1@gmail.com	610-787-1103	Institutions of higher education
Asma Munir	Vice President Human Resources	Drummond Scientific Company	amunir@drummondsci.com	610-353-0200	Business
John Sanchez	President/CEO	Mustang Expediting	john@mustangexpediting.com	609-992-0906	Small business
Edessa Snyder	HR Talent Acquisitions	UPS	edessasnyder@ups.com	484-757-4738	Business

Lackawanna County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Thomas Donohue	VP/General Manager	Lamar Scranton	tDonohue@lamar.com	570-347-2056 Ext. 104	Business
Maureen Brennan	Finance Manager	Crew Systems Corporation	mbrennan@crewsys.com	570-281-9221	Business
Melinda Arcuri	Director	Marywood University	arcuri@maryu.marywood.edu	570-961-4558	Adult education and literacy

Karla Carlucci	Director	CTC of Lackawanna County	kcarlucci@ctclc.edu	(570) 346-8471	Community-based organization
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	kebaker@pa.gov	814-641-6405	State employment service under Wagner-Peyser
William Bott	Owner	Billy Bott Custom Building Concrete & Title LLC	billybottconstruction@aol.com	570-383-3969	Small Business
William Boyle	Sr. Vice President/Chief Credit Officer	The Dime Bank	wboyle@thedimebank.com	570-647-7255	Business
William Cockerill	AFL-CIO Community Services liaison	Scranton Central Labor Union	bcockerill@uwlc.net	570-343-1267	Labor organizations
Lori Chaffers	Executive Director	Outreach Center for Community Resources	lchaffers@outreachworks.org	(570) 348-6484	Community-based organization
Eric Esoda	Executive Director	NEPIRC	eric@nepirc.com	570-819-8966 Ext. 116	Economic and community development
Sandy Fasula	Owner/Partner	Fire & Ice Restaurant/Gerrity's Supermarkets	Sandyf1408@aol.com	570-237-0707	Business
Louis Costanzo	Vice President	L.R. Costanzo	l.costanzo@lrcostanzo.com	(570) 346-8751	Business
Patrick Fricchione	CEO	Simplex Homes	pfricchione@simplexhomes.com	(570) 347-5113 Ext. 116	Business
Amy Luyster	Vice President	Greater Scranton Chamber of Commerce	aluyster@scrantonchamber.com	570-342-7711	Business
Katie Leonard	President/CEO	Johnson College	kleonard@johnson.edu	(570) 702-8929	Higher education
John Pesavento	Owner	Pesavento Monuments	john@pesaventomonuments.com	570-344-2613	Small business

Anna Rinaldi	HR Manager	Simona- America	anna.rinaldi@simona-america.com	570-892-2750	Business
Brian Maloney	General Manager	CalMal Vending Services	brian@calmalvending.com	(570) 876-3560	Business
Michael McDermott	Manager/Financial Secretary	I.B.E.W. Local #81	mmcdermott@ibew81.org	(570) 344-5711	Labor organizations
Drew Simpson	Council Representative & Area Manager	Keystone Mountain Lakes Regional Council of Carpenters Local Union 645	dsimpson@kmlcarpenters.org	570-335-3248	Joint labor-management apprenticeship program
George Sweda	Owner	Sweda Advertising	george@sweda-advertising.com	570-586-0770 Ext. 107	Business
Russell Rinaldi	Owner	Café Rinaldi	rinaldi.russell@gmail.com	(570) 451-0433	Business
Kelly Ojo	District Administrator	Office of Vocational Rehabilitation - Bureau of Blindness and Visual Services	kojo@pa.gov	570-826-2361	Title I of the Rehabilitation Act
Jamie Ryan	Vice President – Community Relations	PNC Bank	jaime.ryan2014@gmail.com	(570) 961-7116	Business
Jim Wansacz	Executive Director	Scranton-Lackawanna Human Development Agency (SLHDA), Inc.	jwansacz@slhda.org	570-963-6836	Community-based organizations

Lancaster County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Timothy Shenk	Program Director of Community Education	Lancaster-Lebanon IU 13	Tim_Shenk@iu13.org	717-490-5729	Adult education

Jodi Pace	HR Manager	Advanced Food Products, LLC	jodi.pace@afpllc.com	717-355-8807	Business
Keith Baker	Assistant Regional Director	PA Dept. of Labor & Industry	kebaker@pa.gov	814-641-6408 Ext. 127	State employment service under Wagner-Peyser
Rhonda Kurtz	Human Resources Manager	CNHi	rhonda.kurtz@cnhind.com	717-355-1023	Business
Marlyn Barbosa	Program Director	Tec Centro	mbarbosa@sacapa.org	717-397-6267	Community-based organizations
Brad Shulenberger	VP Construction	Warfel Construction	bshulenberger@warfelcc.com		Business
John Biemiller	EVP/COO	Economic Development Co. of Lancaster County	Biemiller@edclancaster.com	717-397-4046	Economic and community development
Kyonna Bowman	Executive Director	The Mix at Arbor Place	kbowman@arborplace.org	717-327-3871	Community-based organizations
Heather Valudes	President and CEO	Lancaster Chamber	hvaludes@lancasterchamber.com	717-397-3531	Business
Stuart Savin	CEO	LCCTC	ssavin@Lancasterctc.edu	717-464-7050	Higher education
Michael Berk	Executive VP/CEO	Lancaster County Association of Realtors	mike@lcaronline.com	717-569-4625	Business
Erin Treese	Regional VP	Members 1 st Credit Union	TreeseE@members1st.org	717-329-0440	Business
Jean Martin	President	Lancaster United Labor Council	lancccl@verizon.net	717-392-2518	Labor organizations

Dan Pick	Executive Director	Lancaster County Assistance Office	dpick@pa.gov	717 826 2162	Transportation/ Housing/ Public Assistance
Francis Miliano	District Office Director	PA House of Representatives	fmiliano@pahouse.net	717-295-3157	Optional
Thomas Neely	CEO/Chair	Thomas E. Strauss	tneely@tesincpa.com	717-687-8853	Small business
Kurt Stillwagon	Sr. Dir. Talent Acquisition	WellSpan	kstillwagon2@wellspan.org	717-851-6377	Business
Salena Coachman	VP Talent Sustainability, D&I	Armstrong World Industries	scoachman@armstrongceilings.com	470-522-6622	Business
Susan Richeson	District Administrator	Office of Vocational Rehabilitation	sricheson@pa.gov	717-771-4407	Community-based organizations
Angela Sanders	Principal at Firm	Post & Schell, PC	amh1226@gmail.com	717-649-1057	Business
Todd Burgard	President and CEO	Burgard, A Consulting Agency	todd@burgardagency.com	717-468-1261	Business
Jill Welch	Partner	Barley Snyder LLC	jwelsh@barley.com	717-399-1521	Small business
Keith White	Union Rep/President, BCTGM Local 374G	Kellogg's	kdwhite72@gmail.com	717-654-3007	Labor organizations

Lehigh Valley Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
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Laurie Hackett	Manager, Community Relations & Philanthropy	Air Products	gostelj@airproducts.com	610-481-6118	Small business
Keith Reynolds	President	Reynolds Business Systems, Inc.	kreynolds@reynoldsbusiness.com	610-398-9080	Business
Cecelia Jackson	CEO/Founder	Ceci J's Snacks	c.jackson@cecejsnacks.com	(610) 717-3953	Business
Paul Anthony	Business Manager	IBEW Local 375	panthony@ibew375.org	610-432-9762	Labor organizations
Gregg Marzano	Advisor – Hotels	SVN Imperial Realty	greggmarzano@svn.com	(484) 245-1018	Business
Ann Bieber	President	Lehigh Carbon Community College	abieber@lccc.edu	610-799-1581	Adult education and literacy
Jane Brooks	Senior Community Affairs Analyst	Highmark Blue Shield	jane.brooks@highmark.com	610-573-5407	Business
Rebecca Anderson Nowery	Assistant Vice President, Human Resources	St. Luke's Hospital	rebecca.nowery@sluhn.org	(484) 658-0546	Business
Don Cunningham, Jr.	President/CEO	Lehigh Valley Economic Development Corporation	dcunningham@lehighvalley.org	610-266-7565	Economic and community development
Lorraine Faccenda	Plant Manager	LafargeHolcim (US) Inc	Lorraine.faccenda@lafargeholcim.com	610-261-3453	Business
James Irwin	Staff Representative	AFSCME	j.irwin@afscme13.org	610-462-8789	Labor organizations

Joseph Kovalchik	Superintendent	Northampton Area School District	kovalchj@nasdschools.org	610-262-7811 Ext. 2020	Organizations addressing youth employment
Kurt Landes	President & General Manager	Lehigh Valley Iron Pigs	klandes@ironpigsbaseball.com	610-841-1210	Business
John MacDonald	President	Allied Personnel Services	john@alliedps.com	610-821-0220	Small business
Denise Maiatico	Vice President	Meyer Jabara Hotels of the Lehigh Valley	dmaiatico@mjhotels.com	610-730-4002	Business
Timothy Mulligan	President/CEO	Communities in Schools of Lehigh Valley	mulligant@cislv.org	484-834-8830	Organizations addressing youth employment
Lisa Nesbitt	Executive Director	Northampton County Department of Human Services	lnesbitt@state.pa.us	610-250-1801	Organizations addressing youth employment
Owen O'Neil	Executive Director	LANTA	oonail@lantabus.com	610-435-4052	Transportation, housing, and public assistance
Stephen Patterson	Senior VP/ Business Development Officer	Fulton Bank	spatterson@fultonbank.com	610-332-7103	Business
Gregg Potter	Executive Vice President	Lehigh Valley Labor Council AFL-CIO	potterfb@msn.com	610-266-0710	Labor organizations
Morten Rasmussen	VP Human Resources Compensation	B. Braun Medical Inc.	Morten.rasmussen@bbraunusa.com	610-997-4627	Business
Susan Storm	District Administrator	Office of Vocational Rehabilitation	sustorm@pa.gov	610-821-6441	Title I of the Rehabilitation Act
David Wolff	Vice President	Kressler, Wolff & Miller	dwolff@kwmmail.com	610-258-9181 Ext. 114	Small business

Michael Woodland	Co-Owner	Dan's Camera City	mwoodland@danscamera.com	610-434-2313 Ext. 341	Small business
Carol Young	Vice President, Personnel	Lutron Electronics Co., Inc.	cyoung@lutron.com	610-282-6202	Business
Marybeth Ferguson-Williams	Field Operations Director	L&I – Bureau of Workforce Partnership & Operations	marybwilli@pa.gov	484-401-2881	Government/Wagner- Peyser
Jane George	Regional Affairs Director	PPL Electric	jgeorge2@pplweb.com	610-774-5249	Business
Portia Watkins	Office Manager	Gemini/KB Systems, Inc.	pwatkins@kbsystemsinc.com	610-558-7788 Ext. 7549	Small business
Debi Rice	President	Fun-Nominal Events	Debi@fun-nominalevents.com	484-239-4925	Optional members
Heather Cardona	Supervisor, Colleague Relations & Analytics	Lehigh Valley Health Network	heather.cardona@lvhn.org	610-402-8000	Business

Luzerne-Schuylkill Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Karen Kenderdine	Manager of Relationship Services	Miners Bank, A Division of Mid Penn Ban	karen.kenderdine@midpennbank.com	570-544-4788	Business
Mary Malone	Executive Director	Greater Hazleton Chamber of Commerce	mmalone@hazletonchamber.org	570-455-1509	Small business
Jane Ashton	Director of Continuing Education	Penn State University - Wilkes-Barre Campus	jua12@psu.edu	570-675-2171	Organizations addressing youth employment and institutions of higher education

Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership and Operations	kebaker@pa.gov	814-641-6408 Ext.127	State employment service under Wagner-Peyser
Robert Carl	Executive Director	Schuylkill Chamber of Commerce	rcarl@schuylkillchamber.com	570-622-1942	Small business
Chris Dende	Vice President, Human Resources	Mrs. T's Pierogies/Ateeco, Inc.	cdende@PIEROGIES.COM	570-462-2745	Business
Carmen Kahiu	Operations Manager	Geisinger Health Plan	crkahiu@thehealthplan.com		Business
Frank Koller	HR Manager	Sapa Industrial Extrusions Cressona Operation	Frank.Koller@sapagroup.com	570-385-8558	Business
Shannon Brennan	Director, Acting Executive Director	Schuylkill Technology Center, Schuylkill IU 29	gkoons@liu18.org	(570) 640-5115	Adult education and literacy and organizations addressing youth employment
Michelle Mikitish	Executive Vice President	Greater Pittston Chamber of Commerce	mmikitish@pittstonchamber.org	570-655-1424	Small business
Heather Nelson	District Administrator	Office of Vocational Rehabilitation	hnelson@pa.gov	570-826-2011	Title I of the Rehabilitation Act
John Powers, Jr.	Chief Executive Officer	Ash/Tec Inc.	jpowers@ash-tec.com	570-682-0933	Business
Darlene Robbins	President	NEPA Manufacturers & Employers Association	drobbins@nepamaea.com	570-622-0992	Economic and community development
Michael Saporito	Vice President	USW Local 15253	msaporito@usw.org	570-829-6924	Labor organizations and joint labor-management

					apprenticeship program
William Schabener	Executive Director	Luzerne County Assistance Office	wschabener@state.pa.us	570-826-2148	Transportation, housing, and public assistance and organizations addressing youth employment
David Schultz	Human Resource Manager	Philadelphia Macaroni Company	dschultz@philamacaroni.com	570-547-9400	Business
Christopher Snyder	Representative	United Food & Commercial Workers Local 1776	csnyder@UFCW1776.org	800-635-6994	Labor organizations and joint labor-management apprenticeship program
Paul Straka	Regional Director of Fiscal Services	Service Access & Management, Inc.	pstraka@sam-inc.org	570-516-5941	Business
Frank Zukas	President	Schuylkill Economic Development Corporation	fzukas@sed-co.com	570-622-1943	Economic and community development

Montgomery County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Suzanne Ryan	External Affairs Manager	PECO Energy	suzanne.ryan@peco-energy.com	610-941-1504	Business
Dorothy Miller	Lab Services Coordinator	Merck & Co., Inc.	dottie_miller@merck.com	215-652-7800	Business

Radhika Aravamudhan	Dean	Osborne College of Audiology at Salus University	Raravamudhan@salus.edu	(215) 780-1528	Higher education
Jason Acree	President & Assistant Manager	LU126, IBEW	jacree@ibewlu126.com ; jacree27@hotmail.com	610-489-1185	Labor organizations and joint labor-management apprenticeship program
Victoria Bastecki-Perez	Interim President and Provost	Montgomery County Community College	vbasteck@mc3.edu	215-641-6482	Institutions of higher education and organizations addressing youth employment
Jimmy Chong	Owner/Attorney	The Chong Law Firm	chong@chonglawfirm.com	215-909-5204	Small business
Kelly Canally-Brown	Director of Programs and Services	Family Services	kbrown@fsmontco.org	610-630-2111, ext 232	Community-based organizations
Susan Clauser	Director of Adult Education	Keystone Opportunities Center	Sclauser@keystoneopp.org	215-723-5430 Ext. 115	Adult education and literacy
Bernard Dagenais	President & CEO	The Main Line Chamber of Commerce	bdagenais@mlcc.org	(484) 253-1112	Business
Syed Islam	CEO	Daffodil Home Care	syed.islam404@gmail.com	267-423-2308	Business
Marybeth Ferguson-Williams	Field Operations Director	Bureau of Workforce Partnership & Operations	marybwilli@pa.gov	610-280-1010	State employment service under Wagner-Peyser

Catherine Judge Cardillo	Director, Pennsylvania Advocacy	Trinity Health	ccardillo@trinity-health.org	610-567-5319	Business
Pamela Kelly	President/CEO	Pennsuburban Chamber of Greater Montgomery County	pam@chambergmc.org	215-362-9200	Business
Kelly Weiss	Co-owner	Perkiomen Valley Brewery	kelly@perkiomenvalleybrewery.com	215-872-6424	Business
France Krazalkovich	Vice-President of Operations	KPinterface, Inc.	france@krazalkovich.com	610-745-1782	Small business
Peggy Lee-Clark	Executive Director	Pottstown Area Industrial Development, Inc. (PAID)	pleeclark@paidinc.org	610-326-2900 Ext. 223	Economic and community development
Kyle Longacre	Program Administrator, College and Career Readiness	Montgomery County Intermediate Unit	klongacre@mciu.org	610-755-9354	Local education agencies and community-based organizations
Paul Pappasergi	Director of Contracts Management	Eckerd Connects	ppappasergi@eckerd.org	215-527-1508	Community-based organization
Keith Taylor	President	Zachary's BBQ and Soul	saltpepperandsoul@gmail.com		Small business
Megan Tomlinson	Director of Events, Membership and Services	Valley Forge Tourism and Convention Board	tomlinson@valleyforge.org	610-834-1550	Business

North Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Corine Christoff	VP, Human Resources	Alpha Precision Group	CChristoff@alphaprecisionpm.com	814-773-3191	Small business

Kimberlea Geci	Mortgage Loan Originator II	Citizens and Northern Bank	Kimberlea.Geci@cnbankpa.com	814-486-1133	Small business
Cortney Fritz	HR Director	Gasbarre Products, Inc.	cfritz@gasbarre.com	(814) 371-3015	Business
Thomas Glasl	President/CEO	Goodwill Industries of North Central PA	tom.gasl@goodwillinc.org	(814) 590-2459	Community-based organization
Glenn Poirier	COO and Co-Owner	Keystone Automatic/MetalKraft	glenn@metalkraftpm.com	(570) 439-0826	Business
Chris Adamson	Founder and Principal Consultant	The Adamson Group	cadamson@theadamsongrp.com	724-422-7737	Small business
Edward Hayden	Director of Employee Relations	Zippo Manufacturing Company	ehayden@zippo.com	(814) 368-2906	Business
Jim Chorney	Executive Director	North Central PA Regional Planning and Development Commission	jchorney@ncentral.com	(814) 773-3162	Economic and community development
Jungwoo Ryoo	Chancellor	Penn State DuBois	jrx65@psu.edu	(814) 375-4705	Higher education
David Miller	President	Miller Welding & Machine Co.	dmiller@millerwelding.com	814-486-0513 Ext. 121	Small business
Michael Hoskavich	Training Director/Marketing Dept.	ICC Ammo	mikeh@iccammo.com	814-603-1482	Small business
Kelly Davis	Coordinator of Special Programs	Seneca Highlands IU-9	kdavis@iu9.org	814-220-1001	Adult education and literacy
Buddy Franklin	Assistant Business Manager	International Brotherhood of Electrical Workers Local Union #5	bfranklin@ibew5.org	814-938-6820	Labor organizations and Joint labor-management apprenticeship program

Leslie Neal	Elk County Director of Veterans Affairs	County of Elk	lneal@countyofelkpa.com	814-205-1134	Community-based organizations
Jeffrey Miller	Assistant Business Manager	Clearfield, Elk, Cameron & Jefferson Central Labor Council I.B.E.W., Local No. 5	jeff@ibew5.org	814-375-4704	Labor organizations and Joint labor-management apprenticeship program
Christina Palmer	District Administrator	Office of Vocational Rehabilitation	chpalmer@pa.gov	814-375-4705	Title I of the Rehabilitation Act
Bruce Jones	Assistant Regional Director	L&I – Bureau of Workforce Partnership & Operations	bruiones@pa.gov	570-327-3501	Wagner-Peyser
Kate Brock	Executive Director	Community Education Center of Elk & Cameron Counties	kate@communityedcenter.com	814-781-3437	Community-based organization
Karen Costello-Pecht	HR Manager	Control Chief	kcostello-pecht@controlchief.com	(814) 362-6811	Business
Ashley Gerg	HR Site Partner	Collins Hardwood Kane	agerg@collinsco.com	(814) 837-6941	Business

Northern Tier Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jonathan Benjamin	CEO	UnityLab	jonathan@ulaundrysystems.com	(617) 733-9347	Business
Nancy Fowler	Owner	Hybrid Hiring Solutions	hybridhiringsolutions@gmail.com	(570) 930-2566	Business
Rosemary Franssen	President	Golis Machine	rfranssen@golis.com	(570) 278-1963	Business

Krystle Bristol	President	Solid Ground Services, Inc.	krystle@solidgroundcorp.com	570-529-0878	Small business
Rachel Hauser	Director of Regulatory Affairs & Economic Development	Tri-County Rural Electric Cooperative, Inc.	rachelh@ctenterprises.org	(570) 662-8020	Small business
Brad Hummel	Training Director	IBEW #81/Scranton Electricians JATC	bdhummel@sejatc81.com	(570) 391-1721	Joint labor-management apprenticeship program
Brad Georgetti	Human Resources Manager	Deer Park Lumber	brad@deerparklumberinc.com	570-836-1133	Business
Jason Krise	Regional External Affairs Consultant	First Energy	jkrise@firstenergycorp.com	(570) 265-1222	Business
Bruce Jones	Assistant Regional Director	Bureau of Workforce Partnership and Operations	brujones@pa.gov	570-327-3501	State employment service under Wagner-Peyser
Mike Narcavage	Senior Government and Community Affairs Manager	Southwestern Energy	mike_narcavage@swn.com	570-996-4329	Business
Heather Nelson	Assistant District Administrator	Office of Vocational Rehabilitation	hnelson@pa.gov	570-704-7820	Title I of the Rehabilitation Act
Diana Petlock	Director of Human Resources	B&K Equipment and Crane Service, LLC	dpetlock@bkequipment.com	570-746-6262	Business
James Nobles	President & CEO	North Penn Comprehensive Health Services	noblesj@laurelhc.org	(570) 662-1948	Small business
Kelly White	Center Director	Lackawanna College	whitek@lackawanna.edu	(570) 265-3449	Institutes of higher education

Jill Payne	WIOA Manager	Adams & Associates	payne.jill@jobcorps.org	484-239-9156	Organizations addressing youth employment
Christopher Roenning	Planning Director	Sullivan County Planning Office	croenning@sullivancounty-pa.us	570-946-5207	Economic and community development
Ronald Vogel, Jr.	SEIU/PSSU Local 668 Member	Bureau of Workforce Partnership & Operations - Rapid Response Coordination Services	ronvogel@pa.gov	570-614-5994	Labor organizations
Michael Wilson	President	AFSCME Local 2363	mwilson@mansfield.edu	570-337-7505	Labor organizations

Northwest Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jessica Hansford	CEO	Clarion Psychiatric Center	jessica.hansford@uhsinc.com	814-226-2419	Small business
Bobbie Jones	Human Resources Manager	Webco Industries	bhjones@webcoindustries.com	814-676-1331	Business
Kirk Shimshock	Director of Federal & State Programs	Northwest Tri-County Intermediate Unit	Kirk_Shimshock@iu5.org	814-734-8420	Adult education
Kathryn Schaaf	Development Manager	Industrial Sales & Manufacturing, Inc	kschaaf@ismerie.com	814-833-9876	Small business
Jim Decker	President/CEO	Warren County Chamber of Business & Industry	jdecker@wccbi.org	814-723-3050	Business
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnerships & Operations	lfannie@pa.gov	724-471-7235	State employment service under Wagner-Peyser

Jill Foys	Executive Director	Northwest Commission	jillf@northwestpa.org	814-677-4800 Ext. 116	Economic and community development
Archie Graham	Business Agent, District 6	IUOE Local 66	District6@iuoe66.org	814-676-6506	Labor organizations
Jack Hewitt	District Administrator	Office of Vocational Rehabilitation	jhewitt@pa.gov	814-871-4551	Title I of the Rehabilitation Act
Shane Kline	Plant Manager	Wabtec	Shane.kline@wabtec.com	814-520-1690	Business
Juanice Vega	Assistant Dean, College of Business, Communications & Information Science	Pennsylvania Western University	jvega@pennwest.edu	814-393-1892	Higher education
Travis Crytzer	Business Owner	Loeffler's Flowers and Gifts, LLC	Travis.crytzer@gmail.com	202-251-4553	Small business
Andrea MacArthur	Vice-President, Talent	Erie Insurance	andrea.macarthur@erieinsurance.com	814-572-1004	Business
Heather Frazier	Human Resources Manager	Meadville Medical Center	hmoles@mmchs.org	814-333-5466	Business
Grainne Blanchette	Global HR, Legal & Compliance Executive	Eriez	gblanchette@eriez.com	814-835-6252	Business
TJ Sandell	Business Representative	Pittsburgh Plumbers Local Union #27	tj@ua27.org	814-455-1731	Labor organizations
William Price	Executive Director	United Way of Venango County	will@uwvenango.org	814-676-6545	Organization with experience or expertise in serving youth

Karen Thomas	Vice President, Human Resources	PA General Energy Company, LLC	karenthomas@penngeneralenergy.com	814-723-3230	Business
Bradley Tisdale	Training Director	Steamfitters Local Union #449	bct@ua449.com	724-683-2100	Joint labor-management apprenticeship program

Philadelphia County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Daniel Fitzpatrick	President	Citizens Bank of PA/NJ/DE	daniel.k.fitzpatrick@citizensbank.com	215-351-1715	Business
Steven Bradley	President & CEO	Bradley & Bradley Associates Inc.	ssbradley@bradleyins.net	215-629-5706	Business
Michelle Armstrong	Executive Director	School District of Philadelphia	mharmstrong@philasd.org	215-400-5917	Local education agencies and community-based organizations
William Bowie	President & CEO	Empower Construction LLC	wbowie@empowerconstruct.com	215-298-0170	Business
Shari Brightful	District Administrator	Office of Vocational Rehabilitation	sbrightful@pa.gov	215-560-1972	Title I of the Rehabilitation Act
Manny Citron	Chief of Staff	Mayor's Office for Labor, City of Philadelphia	Manny.Citron@Phila.gov	215-686-2150	Optional members
David Crossed	Managing Partner	Navigate Corporation	dcrossed@navigatecorp.com	484-383-0606	Business
Bridgette Daniel	Executive Vice President	Wilco Electronics Systems, Inc.	bdaniel@wilcoinc.com	215-540-3930	Business

Patrick Eiding	President	Philadelphia Council AFL-CIO	peiding@philaaflcio.org	215-665-9800	Joint labor-management apprenticeship program
Anuj Gupta	President & CEO	The Welcoming Center for New Pennsylvanians	anuj@welcomingcenter.org	215-557-2626	Community-based organization
Donald Generals	President	Community College of Philadelphia	ggenerals@ccp.edu	215-751-8028	Institutions of higher education
Haniyyah Sharpe-Brown	Local Market Lead	Accenture	h.sharpe-brown@accenture.com	267-216-1000	Business
John Lasky	Chief Human Resources Officer	Temple University Health System	john.lasky@tuhs.temple.edu	215-707-6844	Business
Richard Lazer	Deputy Mayor, City of Philadelphia	Office of Mayor James F. Kenney, City of Philadelphia	rich.lazer@phila.gov	215-686-2163	Optional members
Marybeth Williams	Regional Director	Bureau of Workforce Partnership & Operations	marybwilli@pa.gov	484-401-2881	State employment service under Wagner-Peyser
Douglas Oliver	Vice President of Communications	PECO-Exelon Company	Douglas.Oliver@exeloncorp.com	215-841-5223	Business
Sarah Steltz	Deputy Commerce Director	Commerce Department, City of Philadelphia	sarah.steltz@phila.gov	215-683-2100	Economic and community development
April Walker	Director	Microsoft Technology Center		610-240-7000	Business
Christina Wong	Director/Producer	Comcast Technology Center	Christina_Wong@comcast.com	215-286-1507	Business

Ed Krawczyk	Administrator, JAC	International Association of Heat and Frost Insulators and Allied Workers IAHFIAW JAC (LU14) Training Center	ekrawczyk@insulators14jac.com	267-388-7485	Joint labor management apprenticeship
Kimmel Proctor	Executive Director	Beyond Literacy	kproctor@beyondliteracy.org	215-474-1235	Adult education and literacy
Susan Schonfeld	Executive Director	Community Integrated Services	susan.schonfeld@cisworks.org	215-238-7411	Adult education and literacy
Jasmine Sessoms	Senior Vice President of Corporate Affairs	Hilco Redevelopment Partners	jsessoms@hilcoglobal.com	610-228-2118	Business
Ed Grose	President	Alta Management Services, Inc	egrose@altamsi.com	215-567-0777	Small business
Stephanie Kosta	Vice President of Government and Regulatory Affairs	Comcast Corporation	stephanie_kosta@comcast.com	215-496-1810	Business
Tonya Lapido	Founder/CEO	The Lapido Group	tonya@theladipogroup.com	267-908-6363	Small business

Pocono Counties Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Michelle Bisbing	Vice President, Administration & Marketing	Pocono Mountains Economic Development Corporation	mbisbing@pmedc.com	(570) 839-1992	Economic and community development
Craig Zurn	President & CEO	Jim Thorpe Neighborhood Bank	C.Zurn@jtnb.com	570-325-3631	Small business
Brooke Cho	District Administrator	Office of Vocational Rehabilitation	bcho@pa.gov	(484) 954-3974	Title I of the Rehabilitation Act

Marybeth Ferguson-Williams	Field Operations Director	Bureau of Workforce Partnership & Operations	marybwilli@pa.gov	610-280-1027	State employment service under Wagner-Peyser
Kim Miller	Executive Director	Carbon County Action Committee for Human Services	ccach@verizon.net	610-377-6400	Community-based organizations
Terrence Purcell	Vice President, Market Development	Lehigh Valley Health Network	Terrence.purcell@lvhn.org	484-862-3371	Business
Barbara Green	President	Blue Mountain Ski Area/Tuthill Inc.	bgreen@skibluemt.com	610-826-7700 Ext. 1215	Business
Vicki Herman	Human Resources Director	United Envelope	vicki.herman@unitedenvelope.com	570-895-2123	Business
Eric Noone	Co-owner	Frogtown Chophouse Restaurant	ericnoone23@gmail.com	(646) 484-6869	Small business
Karen Casciano	Director HR	St. Luke's University Network	Karen.Casciano@sluhn.org	(272) 212-0302	Business
Bill Colavito	General Manager	Great Wolf Lodge	bcolavito@greatwolf.com	(570) 688-9899	Business
Debra Raneri	Associate Director, Community Education, Monroe Campus	Northampton Community College	draneri@northampton.edu	570-972-6200	Adult education and literacy and institutions of higher education
Brad Hummel	Training Director	Scranton Electricians JATC	BDHummel@sejatc81.com	570-319-1721	Joint labor-management apprenticeship program
Fred Mutzek	President	Spiral Tool Corporation	sales@stcind.com	570-409-1331	Small business

Deborah Fischer	President	Pike County Licensing	debpaulfischer@verizon.net	570-296-8574	Small business
Janna Genzlinger	Director of Human Resources	Settlers Hospitality	JHGenzlinger@settlershospitality.com	917-297-4225	Small business
Ladora "Lori" Phillips	Assistant GM	Recreation Management Corp..	lori@ski-bigbear.com	570-226-8585 Ext. 1000	Business
Anthony Manzione	Owner	Manz1 Consulting	manzi1consulting@gmail.com	570-390-9235	Small business
Anthony Herzog	President	Herzog-McNulty LLC	aherzog@ptd.net	570-253-5294	Small business
Mary Beth Wood	Executive Director	Wayne Economic Development Corporation	mbw@wedcorp.com	570-253-2537	Economic and community development
Cynthia Matthews	Developmental Program Director	Wayne County Office of Behavioral & Developmental Programs	cmatthews@waynecountypa.gov	570-253-9200	Community-based organizations
William Cockerill	Treasurer	Scranton Central Labor Union	bcockerill@uwlc.net	570-343-1267 Ext. 231	Labor organizations
Barbara Diliberti	Human Resources Manager	Marshall Machinery, Inc.	bdiliberti@marshall-machinery.com	570-729-7117	Business
Tom Calpin	Business Agent	Ironworkers Local 404	tcalpin@iw404.org	(570) 909-9433	Labor organizations

South Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jeffrey Boswell	Managing Partner	Boswell, Tinter & Piccola	jboswell@btpalaw.com	717-236-9377	Small business

Michael Ross	President	Franklin County Area Development Corporation	mike@fcadc.com	717-236-8282	Economic and community development
Andrew Williford	VP HR Operations Americas	Volvo Construction Equipment	andy.williford@volvo.com	717-532-9181	Business
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	kebaker@pa.gov	814-641-6408	State employment service under Wagner-Peyser
Tom Henchey	Business Manager/ Financial Secretary	IBEW Local 229	thenchey@ibew229.org	(717) 843-8368	Labor organizations
Ashley Zinn	Vice President of Human Resources	WellSpan Health	AZinn@wellspan.org	717-337-4199	Business
Matthew Campbell	Safety/HR	Clouse Trucking, Inc.	mhcamel@gmail.com	717-249-2418	Small business
Jorge Flores De Valgaz	Chief Financial Officer	Sanitation Solutions Plus, LLC	jflores@sanitationsolutionsplus.com	877-248-6099	Business
Carl Phinney	Principal/Owner	Opportunity Construction, LLC	principal@opportunityconstructionllc.com	717-461-0780	Small business
Sharon Hagenberger	Supervisor of Adult Education	Lincoln Intermediate Unit #12	sahagenberger@iu12.org	717-624-6411	Adult education and literacy
Amy Moore	District Administrator	Office of Vocational Rehabilitation	amlmoor@pa.gov	717-346-2755	Title I of the Rehabilitation Act
Tara Toms	Program Manager	Keystone Development Partnership	ttoms@kdpworks.org	717- 576-0417	Joint labor-management apprenticeship program
Clifton Van Scyoc	Chief Technology Officer	PSECU	cvanscyoc@psecu.com	(800) 237-7328	Business

Michael Strausbaugh	Union President	SKF USA	mikestrausbaugh@hotmail.com	717-479-1717	Labor organizations
Kenneth Tuckey	President	Tuckey Companies	ktuckey@tuckey.com	717-249-3733	Business
Sully Pinos	Executive Director, Bloom Business Empowerment Center	York County Economic Alliance	Spinos@yceapa.org		Community-based organization
Brian Dailey	Managing Director, Restaurant Group	Hershey Entertainment & Resorts	bdailey@hersheypa.com	717-943-2904	Business
Robin Russell	Market Manager	Manpower	robin.russell@manpower.com	717-258-1945	Business
Jerry Succi	Director of Human Resources	Ask Foods, Inc.	JSucci@askfoods.com	717-838-6356	Business
Loralee Isbell	Executive Director	Career, Mentoring & Prof Dev Center, Shippensburg University	LIsbell@ship.edu	717-477-1348 x3275	Institutions of higher learning

Southern Alleghenies Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Jesper Nielsen	CEO	Croyle-Nielsen Therapeutic Associates	jesper@c-nta.com	814-266-3196	Small business
Sharon Clapper	Owner	Clapper Industries, Inc.	sclapper@clappertables.com	814-634-9183	Small business
Sonya Asure	HR Director	Sourcereee	sonya.asure@sourcereee.com	814-241-9604	Business
Robert Parsons	President	B & B Designed Systems	parsonsb@bbsystemsinc.com	814-259-3991	Small business

Sherri Steward	HR Manager	NPC	sherri.steward@npcweb.com	814-239-8787	Business
Debra Flori	Director of HR	Conemaugh Health Systems	dflori@conemaugh.org	814-534-3995	Business
Ron Aldom	Director	Somerset County Chamber of Commerce	raldom@somersetcountychamber.com	814-445-6431	Small business
Julia Brulia	HR Manager	Gateway Travel Plaza	brulia.julia@gatewaytravelplaza.com	814-735-7223	Business
Brock Kull	VP/Managing Director	Manpower Inc. of Altoona	brock.kull@manpower.com	814-944-8976	Business
Rosalie Danchanko	Executive Director	Johnstown Free Medical Clinic	rdanchan@conemaugh.org	814-534-6242	Business
Cory Sisto	COO	IFC Services	csisto@ifcservices.com	814-542-9282	Business
Johannah Miller	HR Manager	REI	johopki@rei.com	814-624-4421	Business
Renata Fenderson	HR Manager	ACPI Corp	rfenderson@acpicorp.com	814-514-4599	Business
Robert Kutz	President	AFL-CIO Community Services Blair Community Service Agency	bobkloco5@aol.com	814-944-4081	Labor organizations
Dave Cary	Executive Director	Central PA Area Labor Fed & AFSCME Council 83	d.cary@afscme13.org	814-696-0255	Labor organizations
Wade Baumgartner	Council Representative	Regional Council of Carpenters	wbaumgartner@eascarpenters.org	814-280-5434	Joint labor-management apprenticeship program
Wendy Melius	Executive Director	Center for Community Action	wmelius@centerforcommunityaction.org	814-623-9129	Community-based organizations

David Mrozowski	Executive Director	Community Action Partnership for Somerset County	dmrozowski@capfsc.org	814-445-9628	Community-based organizations
Tina Swineford	Special Projects Coordinator	Altoona Area School District	tswineford@altoonasd.com	814-946-8753	Adult education and literacy
Dr. Steven Nunez	President	Pennsylvania Highlands Community College	snunez@pennhighlands.edu	814-262-3820	Institutions of higher education
Linda Thomson	President	Johnstown Area Regional Industries	lthomson@jari.com	814-535-8675	Economic and community development
Craig Schield	Acting District Administrator	Office of Vocational Rehabilitation	cschild@pa.gov	814-946-7240	Title I of the Rehabilitation Act
Keith Baker	Assistant Regional Director	Bureau of Workforce Partnership & Operations	kebaker@pa.gov	814-641-6408	State employment service under Wagner-Peyser

Southwest Corner Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Terry Wilttrout	President	Washington Health Systems Greene	twilttrout@whs.org	724-627-3101	Business
Linda Andrews	Treasurer CLC	Washington Greene Central Labor Council	lindandrews@comcast.net	724-228-7246	Labor organizations
Hillary Baker	HR & Administration Manager	Almatis, Inc.	hilary.baker@almatis.com	412-297-2717	Business
Mark Beichner	Chief Operation Officer	AccuTrex Products, Inc.	markbeichner@accutrex.com	724-746-4300	Business
Darlene Bigler	Executive Director	Blueprints	dbigler@myblueprints.org	724-225-9550	Community-based organizations

Timothy Chesleigh	Council Representative	Eastern Atlantic States Regional Council of Carpenters	tchesleigh@EASCarpenters.org	412-922-6200	Joint labor management apprenticeship programs
Lori Como	Chief Program Officer	Literacy Pittsburgh	lcomo@literacypittsburgh.org	412-393-7600	Adult education and literacy
James Fitzgerald	Manager, Major Projects	First Energy Corporation	jfitzgerald@firstenergycorp.com	330-807-1036	Business
John Goberish	Dean of Workforce Development	Community College of Beaver County	john.gobersih@ccbc.edu	724-480-3450	Institutions of higher education
Katie Hager	Workforce Development Manager	DMI Companies	khager@dmicompanies.com	724-310-1244	Business
Linda Hall	Planner	Beaver County Office on Aging	lhall@bcoa.us	724-728-7707	Community-based organizations
Bryan Baer	General Manager	Budd Baer, Inc.	bbaer@buddbaer.com	(724) 914-6600	Business
Gregory Hojdila	Training Director	IBEW 712	jatc@wcpaejatc.org	724-775-6920	Labor organizations and joint labor-management apprenticeship program
Mark Krupa	Administrative Director	Greene County CTC	krupam@greenectc.org	724-627-3106 Ext. 202	Local education agencies and community-based organizations

John Lackovic	Plant Director	Corelle Brands, LLC	lackovicjl@worldkitchen.com	724-489-2292	Business
Robert Bazant	President	Penn Commercial Business/Technical School	rbazant@penncommercial.edu	(724) 222-5330	Higher education
Jeff Marshall	Chief Clerk	Greene County Chief Clerk	jmarshall@co.greene.pa.us	724-852-5210	Economic and community development
Darla Openbrier	District Administrator	Office of Vocational Rehabilitation	dopenbrier@pa.gov	724-223-4430	Title I of the Rehabilitation Act
Sam Osten	President	Impact Guard, LLC	sosten@impact-guard.com	724-318-8800	Business
Stephanie Paluda	Local Government & Community Affairs Specialist	EQT Corporation	spaluda@eqt.com	724-746-9368	Business
Laurie Clemens	VP and Chief Human Resources Officer	Heritage Valley Health Systems	lclemens@hvhs.org	(412) 749-7795	Business
Jennifer Murcko	Director, Resource Development	PGT Trucking	jmurcko@pgttrucking.com	(724) 728-3500	Business
Brandon Schaffer	Training Manager	Washington Penn Plastics	schaffer@washpenn.com	724-206-4423	Business
Jeffery Dick	Assistant Regional Director	Bureau of Workforce Partnership & Operations	jedick@pa.gov	(814) 248-6433	State employment service under Wagner-Peyser

Lewis Villotti	President	Beaver County Corporation for Economic Development	lvillotti@beavercountycd.org	724-728-8610	Economic and community development
James Watt	USW Staff Representative	United Steel Workers, District 10	jwatt@usw.org	412-824-8140	Labor
Laural Ziemba	Director, Public Affairs	Range Resources	lziemba@rangeresources.com	724-743-6786	Business
Andrew Orr	Vice President	Penna Flame Industries	andrewo@pennaflame.com	(724) 452-8750	Small business
Tricia Rutherford	Director of Human Resources	Penn Highlands Mon Valley	trutherford@monvalleyhospital.com	(724) 258-1000	Business

Three Rivers Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
David Malone	President and CEO	Gateway Financial	dmalone@gatewayfinancial.biz	412-497-1750	Business
Laura Ellsworth	Partner in Charge of Global Service Initiatives	Jones Day	lellsworth@jonesday.com	412-391-3939	Business
Kevin Acklin	Senior Vice President and Chief Counsel	Pittsburgh Penguins	kacklin@pittsburghpenguins.com	412-642-7367	Business
Will Allen	Managing Partner	Nascent Group Holdings	will@nascentgroup Holdings.com	937-594-8532	Small business
Rich Barcaskey	Executive Director	Constructor's Association of Western PA	richb@cawp.org	412-343-8000	Business

Quintin Bullock	President	Community College of Allegheny County	qbullock@ccac.edu	412-237-4413	Institutions of higher education
Joshua Stewart	SVP, Head of Talent Acquisition and Outreach	PNC	joshua.stewart@pnc.com	412.768.5394	Business
Debra Caplan	Executive in Residence	The Forbes Funds	dcaplan@forbesfunds.org	412-391-2155	Philanthropic organizations
Rich Casoli	Chief Operating Officer and VP of Business Operations	Beemac Trucking	rcasoli@beemac.com	724-266-8781	Business
Dave Coplan	Executive Director	Human Services Center Corp., Mon Valley Providers Council	dcoplan@hsc-mvpc.org	412-829-7112	Organizations addressing youth employment
Jake Wheatley	Chief of Staff	Office of Mayor Ed Gainey	jake.wheatley@pittsburghpa.gov	412-255-2626	Transportation /Housing/ Public Assistance
Erin Dalton	Director	Allegheny County Department of Human Services	erin.dalton@alleghenycounty.us	412-350-5705	Community-based organizations
Clarence Dozier	Managing Director, Litigation	FedEx	clarence.dozier@fedex.com		Business
Ike Gittlen	Representative	United Steelworkers	igittlen@usw.org	412-562-5005	Labor organizations
Gabriella Gonzalez	Program Officer	Richard King Mellon Foundation	ggonzalez@rkmf.org	412-392-2800	Philanthropic organizations

Carey Harris	CEO	Literacy Pittsburgh	charris@literacypittsburgh.org	412-393-7600	Adult education and literacy
Tim Holt	Senior Director of Human Resources	UPMC Insurance	holttd@upmc.edu	412-454-0890	Business
Terry Huey	Acting District Administrator	Office of Vocational Rehabilitation	thuey@pa.gov	(412) 392-4950	Title I of the Rehabilitation Act
Darrin Kelly	President	Allegheny Fayette Central Labor Council	alclpgh@aol.com	412-281-7450	Labor organizations
Steve Massaro	President	Massaro Corporation	smassaro@massarocms.com	412-963-2800	Business
Katherine McEvelly	US Head of Human Resources	Convestro	katherine.mcevelly@covestro.com	412-413-2000	Business
Caitlin McLaughlin	Executive VP, Chief Talent Officer	PNC	caitlin.mclaughlin@pnc.com	412-885-9297	Business
Tom Melcher	Business Manager	Pittsburgh Building Trades Council	tmelcher@pghbuildingtrades.org	412-344-4775	Joint labor-management apprenticeship program
Brandon Mendoza	Executive Director	NAIOP Pittsburgh	bmendoza@naioppittsburgh.com	412-928-8303	Business
Jeff Nobers	Executive Director	Builders Guild of Western PA	njnobers@buildersguild.org	412-921-9000	Joint labor-management apprenticeship program
Dan Lavallee	Senior Director, Social Impact	UPMC HealthPlan	lavalleed@upmc.edu	412-454-0890	Business

Mark Rendulic	Market President	Citizens Bank	mark.rendulic@citizensbank.com	724-787-5259	Business
Crystal Houser	Director	Bureau of Workforce Partnership & Operations	crhouser@pa.gov	717-787-3354	State employment service under Wagner-Peyser
John Thomas	Chief Financial Officer	ECHO Realty	ithomas@echorealty.com	412-968-1660	Business
Linda Topoleski	VP, Workforce Programs and Operations	Allegheny Conference on Community Development	ltopoleski@alleghenyconference.org	412-281-1890	Economic and community development
Nancy Washington	Director	Allegheny Housing Rehabilitation Corporation	ndw3@pitt.edu	412-687-6200	Business
Sam Williamson	Chair	Urban Redevelopment Authority	swilliamson@seiu32bj.org	412-255-6600	Economic and community development

Tri-County Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Anna Hogg	Director of Ed & Clinical Advancement	Butler Health System	anna.hogg@butlerhealthsystem.org	724-284-5617	Business
Philip Tack	Chairman of the Board	Quality Life Services	philetac@aol.com	724-445-3440	Business
Gretchen Clark	HR Manager	Deep Well Services	gclark@deepwellservices.com	724-473-0687	Business
Peter Kyne III	Owner	Eisler Landscaping	Pkyne3@EislerLandscapes.com	724-777-0662	Business

Jesse Stoltz	Owner	Keystone Diesel, LLC	jesse@keystonediesel.com	724-612-1214	Business
Jack Nelson	Owner	Nelson & Associates	jackn@nelsoninsurance.net	724-254-9276	Business
Scott Docherty	President	CID Associates, Inc.	scott@cidbuildings.com	724-353-0300	Small business
Chuck Wetmore	CEO/Owner	Kensington HPP, Inc.	cwetmore@kensingtonhpp.com	724-845-5411	Small business
Laurie Kuzneski	Partner/Director of Development, Operations, and Marketing	Kuzneski Insurance Group	laurie@kuzneski.com	(724) 388-2558	Business
Denise McQuown-Hatter	President/CEO	Affinity Health Services, Inc.	dmh@affinityhealthservices.net	724-463-1010	Business
Walter Schroth	Owner	Schroth Industries, Inc.	L5driver@verizon.net	724-465-5701	Business
Evan Lyle	Vice President	Projectile Tube Cleaning, Inc.	evan@projectiletube.com	(724) 763-7633	Business
Gladys Knox	Co-Owner/President	Wright-Knox Motor Lines	gladys@wrightknox.com	814-446-5611	Business
Mark Hilliard	President	Indiana County Chamber of Commerce	mhilliard@indianacountychamber.com	724-465-2511	Business
Paul Reinert Sr.	Apprenticeship Training Dir.	Joint Apprenticeship Training IBEW Local 5	reinertpaul@hotmail.com	412-432-1145	Joint labor-management apprenticeship program
Steven Schrecengost	Council Representative	Eastern Atlantic States Regional Council of Carpenters	sschrecengost@eascarpenters.org	(412) 780-2984	Labor organizations

Mark Toy	President	Laborers Local Union #952	localunion952@yahoo.com	724-548-1524	Labor organizations
Ronald Bowersox	President	UMWA, District 2, Local 1412	umwarbowersox@yahoo.com	724-479-8692	Labor organizations
Brigitte Matson	Executive Director	ARIN-IU 28	brmatson@iu28.org	(814) 648-0761	Adult education
Warren Dixon	Regional Sales Manager	Out of Sight Shredding	wdixon@destroy4good.com	724-794-5511	Community-based organizations
C. Scott Campbell	Coordinator of Assessment & Grant Initiatives	Butler County Community College	scott.campbell@bc3.edu	724-282-8711	Institutions of higher education
Michael McDermott	Administrative Director	Indiana County Technology Center	mmcdermott@ictc.edu	(724) 349-6700 x-101	Higher education
Mark Gordon	Butler Co. Chief of Econ. Dev. And Planning	Butler County Department of Economic Development and Planning	Mgordon@co.butler.pa.us	724-284-5300	Economic and community development
Darrin Alviano	Executive Director	Armstrong County Industrial Development Council	ddalviano@co.armstrong.pa.us	724-548-3223	Economic and community development
Gail Steck	District Administrator	Office of Vocational Rehabilitation	gsteck@pa.gov	724-656-3070	Title I of the Rehabilitation Act
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnership & Operations	lfannie@pa.gov	724-471-7235	State employment service under Wagner-Peyser
Wesley Kuchta	Director	Lenape Technical School	kuchwes@mylenape.net	724-763-7116	Optional members

West Central Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
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Debby Van Kirk	Chief Financial Officer	Bruce & Merrilees, Inc.	dvankirk@bruceandmerrilees.com	724-652-5566	Small business
John Greenwood	Area Manager	First Energy Corporation	jgreenwood@firstenergycorp.com	724-598-4748	Small business
Tammy Barbati	Program Division Chief	West Central Job Partnership	tbarbati@wcjp.org	724-656-3165	Community-based organizations
Angela Bolois	Human Resources Manager	Northeast Industrial Manufacturing	angela.bolois@northeastind.com	724-588-7711	Small business
Lisa Campbell	Interim Director of Workforce Development	Butler County Community College	lisa.campbell@bc3.edu	724-287-8711 Ext. 8290	Institutions of higher education
Anna Barenfeld	VP of Strategic Initiatives	ELLWOOD	Abarenfeld@elwd.com	724-355-0779	Small business
Kristy DeJoy	Talent Acquisition Recruiter	First National Bank	Dejoy@fnb-corp.com	724-983-4157	Business
Larry Fannie	Assistant Regional Director	Bureau of Workforce Partnership & Operations	lfannie@pa.gov	724-471-7235	State employment service under Wagner-Peyser
Benjamin Bush	Executive Director	Forward Lawrence	bush@lawrencecounty.com	(724) 658-1488	Economic and community development
Andrew Ginnis	Director of Safety & Human Resources	G.W. Becker, Inc.	APGinnis@gwbcrane.com	(724) 983-1000 Ext. 436	Small business
Mark Grasso	President	Apex Engineered Products	markg@apexep.com	724-854-0329	Small business
Gary Grant	Owner	PABCOR	gary_grant@yahoo.com	724-652-1930	Small business

James Hill	Vice President	The Hill Railroad Car Company	jhill@hillrailcar.com	724-652-0822	Small business
Erin Houston	Executive Director	Shenango Valley Urban League	ehouston@neohio.twbc.com	724-981-5310	Community-based organizations
Tim Jablon	President	Wheatland Steel Processing	timj@wheatlandsteel.com	724-981-4242	Small business
Helmut Kraus	Senior Partner	Flowline Division – Ezeflow USA, Inc.	helmutk@flowlinefittings.com	(724) 658-3711 Ext. 1022	Small business
Susan Lautenbacher	Chief Executive Officer	LARK Enterprises	slautenbacher@larkent.org	724-657-2001 Ext. 111	Community-based organizations
Sandra Marwick	Director	Grove City Education Center for Adults	gcedcenter@gmail.com	(724) 458-7270	Adult education
Joe Miller	Plant Manager	Berner International Corp.	jmiller@berner.com	724-658-3551	Small business
Tony Miller	Director	Mercer County Career Center	tmiller@mercercoc.org	724-662-3000	Organizations addressing youth employment
Jeffrey Mendillo	Assistant Training Director	Western Central Pennsylvania Electricians Joint Apprenticeship & Training Center	jmendillo@wcpaejatc.org	(724) 877-6080	Joint labor management apprenticeship program
Holly Nogay	Executive Director	Mercer County Housing Authority	h.campbell@mchousing.net	724-342-4005	Transportation, housing, and public assistance
Adam Neff	Owner	Blackhawk Neff, Inc.	aneff@blackhawkneff.com	(724) 658-8186	Small business
Gail Steck	District Administrator	Office of Vocational Rehabilitation	gsteck@pa.gov	724-656-3070	Title I of the Rehabilitation Act
Erin Orrico	Director of Administration	DALRT, Inc	eorrico@dalrtinc.com	(724) 202-6936	Small business

Howard Thompson	Member, Beaver-Lawrence Central Labor Council	Beaver-Lawrence Central Labor Council c/o Howard Thompson	jnhd31@comcast.net	724-944-5165	Labor organizations
John Thigpen	General Manager	IlSCO Extrusions	john.thigpen@ecindustries.com	(724) 589-5888	Small business
Dominic Vadala	Trustee	Mercer County Central Labor Council	dominicvadala@yahoo.com	724-962-0333	Labor organizations
Rod Wilt	President/CEO	Penn-Northwest Development Corp.	rwilt@penn-northwest.com	724-662-3705	Economic and community development

Westmoreland-Fayette Board Membership and Contact Information

Name	Title	Organization	Email	Phone	Membership Category
Kathie Brean	VP, Human Resources	Redstone Presbyterian Senior Care	kbrean@redstone.org	(724) 832-8402	Business
Doug Decker	VP, Chief Operating Officer	Laurel Staffing	ddecker@laurel.edu	724-562-1034	Business
Lori Albright	President	Stellar Precision	labright@stellarprecision.com	724-523-5559	Small business
John Dalrymple	President	Hamill Manufacturing	john.dalrymple@hamillmfg.com	724-744-2131 Ext. 2540	Business
Charles Datz	President and Founder	PositReal Consultants	chardatz@aol.com	724-838-7129	Optional members
Rennie Detore	Supervisor/Planner	First Energy	rdetore@firstenergycorp.com	724-244-3677	Business
Kim Hawk	CEO	Fayette County Community Action	khawk@fcca.org	(724) 430-3011	Community-based organization

Marge Duranko	District Administrator	Office of Vocational Rehabilitation	Maduranko@pa.gov	814-255-6771	Title I of the Rehabilitation Act
Brian Edmiston	Safety Manager Human Resources	TSI Titanium	brian.edmiston@tsititanium.com	724-694-2716	Small business
Laurie English	Sr. VP/CHRO Human Resources	Excelsa Health	lenglish@excelsahealth.org	724-689-1947	Business
Julian Imbrescia	Vice President of Academic Affairs	Douglas Education Center	Julian@dec.edu	724-853-2213	Optional members
Robert Kahl	Labor Management Representative	International Union of Operating Engineers	Rkahl@iuoe66.org	724-388-3968	Joint labor management apprenticeship program
Josh Krysak	Community Relations	Uniontown Hospital	Joshua.krysak@wvumedicine.org	724-420-8634	Small business
Donald Martin	Substitute Executive Director	Intermediate Unit 1	donwmartin@comcast.net	724-812-1511	Adult education and literacy
Shujuane Martin	President & CEO	Private Industry Council	smartin@privateindustrycouncil.com	724-836-2600	Community-based organization
Muriel Nuttall	Executive Director	Fayette County Chamber of Commerce	mnuttall@fayettechamber.com	724-437-4571	Business
George Rattay	Union Representative Local #354	Allegheny County Labor Council AFL-CIO		412-554-1917	Labor organizations
John Kline	Senior Commercial Loan Officer	1 st Summit Bank	jkline@1stsummit.bank	(724)787-6587	Business

Randy Roadman	Government Relations Director	General Carbide	rmroadman609@gmail.com	724-830-3000	Business
Jim Rugh	Human Resource Manager	Composidie	Jrugh@Composidie.com	724-727-3466	Business
Tuesday Stanley	President	Westmoreland County Community College	stanleyt@westmoreland.edu	724-925-4001	Institutions of higher education
Brian Lawrence	Executive Director	Westmoreland County Redevelopment Authority	blawrenc@co.westmoreland.pa.us	(724) 830-3050	Economic and community development
Jeffrey Dick	Assistant Regional Director	Bureau of Workforce Partnership & Operations	jedick@pa.gov	(724) 755-2330	State employment service under Wagner-Peyser
Ed Yankovich	International District #2 Vice President	United Mine Workers of America	eyankovich@umwa.org	724-550-4400	Labor organizations
Mandy Zalich	CEO	Westmoreland County Community Action	mzalich@westmorelandca.org	724-834-1260 ext. 1105	Community-based organizations
Don Travis	Managing Partner	Ebtech Industrial Modular Building Solutions	dtravis@ebtechindustrial.com	(724) 628-6100	Business