December 29, 2017

Mr. Craig Adams, Chairperson
Montgomery County Workforce Development Board
2301 Market Street
Philadelphia, PA 19103

Dear Mr. Adams,

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

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

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

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

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

Sincerely,

[Signature]

Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable Valerie Arkoosh, Montgomery County Board of Commissioners Chairperson
Ms. Jennifer Butler, Montgomery County Workforce Development Board Executive Director
Southeast Workforce Planning Region

Counties of
Berks
Bucks
Chester
Delaware
Montgomery
Philadelphia

Workforce Innovation and Opportunity Act
Multi-Year Regional Plan
Program Years 2017-2019
PY 2017-2019 WIOA Multi-Year Regional Plan

Region Workforce Development Area name: Southeast Workforce Planning Region
Effective Date: 1/1/2018

1.1. Identification of the region.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Regional Employer Overview

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

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

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

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

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

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

When looking at long-term industry projections the highest level of projected growth is in construction. This is currently a sector with high unemployment and growth will provide an
opportunity to bring back displaced workers. Education and Health Services along with Leisure and Hospitality are also projected to grow more than ten percent. Information, Federal, State and Local Government, as well as Manufacturing are projected to decline. The region’s workforce and economic development agencies are working to identify strategies to attract and train talent to reverse the decline in manufacturing employment, but more immediately to find skilled replacement workers to take over from retiring baby-boomers. Several initiatives detailed below, directly address the challenges (p. 16). Manufacturing, because of the strong supply chain effects, is a critical component along with Healthcare, Education and Professional & Business Services.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Jobs</td>
<td>2,130,540</td>
<td>2,266,260</td>
<td>135,720</td>
<td>6.4%</td>
</tr>
<tr>
<td>Goods Producing Industries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture, Mining &amp; Logging</td>
<td>236,030</td>
<td>243,960</td>
<td>7,930</td>
<td>3.4%</td>
</tr>
<tr>
<td>Construction</td>
<td>5,240</td>
<td>5,400</td>
<td>160</td>
<td>3.1%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>71,560</td>
<td>83,170</td>
<td>11,610</td>
<td>16.2%</td>
</tr>
<tr>
<td></td>
<td>157,140</td>
<td>153,330</td>
<td>-3,810</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Services-Providing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>1,786,510</td>
<td>1,911,750</td>
<td>125,240</td>
<td>7.0%</td>
</tr>
<tr>
<td>Information</td>
<td>339,780</td>
<td>346,640</td>
<td>6,860</td>
<td>2.0%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>33,890</td>
<td>31,210</td>
<td>-2,680</td>
<td>-7.9%</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>133,390</td>
<td>140,730</td>
<td>7,340</td>
<td>5.5%</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>308,940</td>
<td>341,160</td>
<td>32,220</td>
<td>10.4%</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>540,660</td>
<td>599,970</td>
<td>59,310</td>
<td>11.0%</td>
</tr>
<tr>
<td>Other Services, Except Public</td>
<td>183,730</td>
<td>205,040</td>
<td>21,310</td>
<td>11.6%</td>
</tr>
<tr>
<td>Admin.</td>
<td>102,920</td>
<td>108,150</td>
<td>5,230</td>
<td>5.1%</td>
</tr>
<tr>
<td>Federal, State &amp; Local</td>
<td>127,490</td>
<td>122,870</td>
<td>-4,620</td>
<td>-3.6%</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis, 2017

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

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

### Growing & Declining Industries

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

*Source: EMSI, 2017*

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

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

Many of the fastest growing occupations in the region are in Health Care and Food Service as noted in the Long-Term Industry Projection chart above and the specific occupations identified below.
source: EMSI, 2017

within the long-term industry and occupational projections, specific categories are cross cutting and serve the entire labor market (such as professional and technical services) while others serve primarily specific categories (such as health care & social assistance and construction).

When examining the region’s fastest growing occupations in the chart above, clearly these fastest growing occupations correlate with the categories of the long-term industry occupation projections.

the southeast pennsylvania workforce region has identified manufacturing, because of the strong supply chain effects, as a critical component and in-demand industry cluster along with healthcare, education and professional & business services. this identification is based upon strong employer demand and overarching impact of high quality jobs throughout the region.

the southeast pennsylvania workforce region has also identified additional in-demand industry sectors including construction and energy. construction will be an expanding sector with employment expected to grow 16.2% through 2024. reviewing this anticipated employment demand compared to the location quotient, it appears most of the local workforce development areas have a need to supply workers for the construction industry.

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

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

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

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

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

Source: Internal Revenue Service

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

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

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

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

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>SE PA Regional Strategies (2015 SE PREP Plan)</th>
<th>Alignment with PA Plan (Combined WIOA Plan)</th>
<th>SE PA 2017 Goals (SE PA Regional WIOA Plan)</th>
</tr>
</thead>
</table>
| 1. Enhance partner awareness of resources, priorities and initiatives | Strengthen data sharing across agencies to create better understanding and to better target new initiatives | • Leverage existing resources of service strategies & curricula  
• Creating a regional strategy with the PA Department of Labor and Industry in regards to technical assistance/monitoring to |
## Ensure Consistency of Guidelines Through Changing Local Area Monitors

- Expand train-the-trainer opportunities that service staff from multiple areas can attend
- Continue SEPA Regional Director’s meeting on a bi-monthly basis
- Identify strategies for regional data sets through alignment of data resources.

## Identify New Funding Opportunities

| 2. Identify New Funding Opportunities | Expand public-private investment in the development of existing & emerging workers | Collaborate regionally to identify additional and access private or alternative funding sources for workforce programs; Collaborate regionally to identify additional methods of revenue generation through fee – for – service programs that can allow for more flexible local and regional resources. |

## Develop Partnership Framework for Ongoing Collaboration

| 3. Develop Partnership Framework for Ongoing Collaboration | Engage employers via sector strategies (demand-side clarity) and connect education/training via career pathways (supply-side responsiveness) | Coordinate service approaches for key employer programs (OJT, incumbent worker training) to make them more user-friendly for employer customers Aligning regional policies for Incumbent Worker Training, and On- the- |
|   | Job- Training, to ensure seamless access to job seekers and employers who have a presence in multiple local areas within the SEPA region.  
• Create a regional strategy for leveraging Rapid Response funds to address Incumbent Worker Training needs in key Industry sectors |
|---|---|
| 4. Develop a Sustained Outreach Campaign for Job Seekers and Employers | Present clear message to the public & employers through better alignment of state, regional & local plans  
• Share resources for public & employer awareness of programs & services  
• Develop career awareness messages that can be used by all workforce areas, with emphasis on array of pathways for young adults |
| 5. Engage Employers Collaboratively | Engage employers via targeted industry sectors such as Industry Partnerships & WEDnet PA  
• Continue bi-annual meetings of all regional Workforce Board chairs; use meetings as venue for connecting to regional economic development groups & industry sector leaders/associations  
• Local Area Directors attend, or will attend, SE Regional Economic Development PREP meetings on a bi-annual basis to ensure close coordination and alignment with Economic Development Partners. |
| 6. Facilitate Employer & Establish career pathways as | • Promote Career Pathways |
1.4. Describe the regional service strategies aimed at achieving the vision and goals established for the region.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**American Apprenticeship Grant**

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

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

**Coordinating Partner:** Philadelphia Works

Manufacturing Alliance of Bucks & Montgomery Counties

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

**Timeline:** Ongoing platform

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

Southeastern Regional Workforce Development Partnership

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

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

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

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

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

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

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

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

**Timeline:** October 2015 – September 2019

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

Workforce Innovation Fund Grant: High Priority Occupations

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

**Timeline:** October 2015 – September 2019

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

Sector Partnership National Dislocated Worker Grant

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

**Timeline:** July 2015 – June 2017

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

Southeast Pennsylvania Defense Transition Collaborative

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

**Timeline:** November 2015 – November 2018

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

Philadelphia Business Education Career Awareness Project

**Purpose/Goals:** Create pathways programs in manufacturing sector for 14-24-year old students and young adults. Provide career awareness and internship opportunities for over 300 youth. Enhance career awareness through real-time labor market information and mapping of pathways.
PY 2017-2019 WIOA Multi-Year Regional Plan

Timeline: June 2015 – June 2016


Business-Education Partnership Grant

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

Timeline: March 2017 – June 2018


AgConnect Partnership

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

Timeline: Ongoing Industry Partnership (since 2000)

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

Innovation Technology Action Group (ITAG)

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

Timeline: Ongoing Industry Partnership (since 2009)

Key Partners: Workforce Development Boards of Southeast Pennsylvania.

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

- Engaging the “Gig Economy” in the region.
1.6. Describe how the region will connect employer labor force requirements and occupational demands with the region’s labor force, including individuals with barriers to employment.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### Southeast Pennsylvania Workforce Areas

<table>
<thead>
<tr>
<th>Local Area</th>
<th>Drive Alone</th>
<th>Car Pool</th>
<th>Public Transportation</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
<td>80.3%</td>
<td>10.7%</td>
<td>1.5%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Bucks</td>
<td>81.6%</td>
<td>8.2%</td>
<td>3.0%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Chester</td>
<td>77.7%</td>
<td>8.3%</td>
<td>3.0%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Delaware</td>
<td>74.4%</td>
<td>6.7%</td>
<td>10.5%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>77.9%</td>
<td>7.1%</td>
<td>5.5%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>50.6%</td>
<td>8.3%</td>
<td>26.8%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>

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

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

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

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

<table>
<thead>
<tr>
<th>Southeast Pennsylvania County-to-County Worker Flow</th>
<th>Berks</th>
<th>Bucks</th>
<th>Chester</th>
<th>Delaware</th>
<th>Montgomery</th>
<th>Philadelphia</th>
<th>TOTAL SE PA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
<td>140,819</td>
<td>410</td>
<td>1,916</td>
<td>187</td>
<td>4,231</td>
<td>243</td>
<td>147,806</td>
</tr>
<tr>
<td>Bucks</td>
<td>675</td>
<td>168,090</td>
<td>1,133</td>
<td>2,060</td>
<td>23,722</td>
<td>23,248</td>
<td>218,928</td>
</tr>
<tr>
<td>Chester</td>
<td>5,596</td>
<td>3,036</td>
<td>137,678</td>
<td>18,504</td>
<td>25,006</td>
<td>7,810</td>
<td>197,630</td>
</tr>
<tr>
<td>Delaware</td>
<td>505</td>
<td>2,754</td>
<td>17,870</td>
<td>137,988</td>
<td>11,758</td>
<td>21,802</td>
<td>192,677</td>
</tr>
<tr>
<td>Montgomery</td>
<td>12,727</td>
<td>48,414</td>
<td>25,673</td>
<td>28,144</td>
<td>245,619</td>
<td>59,970</td>
<td>420,547</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>702</td>
<td>31,892</td>
<td>10,586</td>
<td>48,151</td>
<td>54,576</td>
<td>429,667</td>
<td>575,574</td>
</tr>
<tr>
<td>Other PA</td>
<td>15,270</td>
<td>5,574</td>
<td>5,107</td>
<td>1,399</td>
<td>3,976</td>
<td>3,114</td>
<td>34,440</td>
</tr>
<tr>
<td>Other USA</td>
<td>1,526</td>
<td>43,475</td>
<td>18,106</td>
<td>17,348</td>
<td>10,794</td>
<td>23,533</td>
<td>114,782</td>
</tr>
<tr>
<td>Other Int.</td>
<td>11</td>
<td>240</td>
<td>96</td>
<td>141</td>
<td>150</td>
<td>374</td>
<td>1,012</td>
</tr>
<tr>
<td>Total</td>
<td>177,831</td>
<td>303,885</td>
<td>218,165</td>
<td>253,922</td>
<td>379,832</td>
<td>569,761</td>
<td>1,903,396</td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The local areas will review and analyze the local performance measures negotiated for the six local areas and based upon those results will then utilize this information and negotiation experience to collectively address the regional performance levels. Since the system is awaiting guidance on these measures (and on still to be determined additional state measures and employer measure(s)), the Southeast Workforce Planning Region will then identify the process to collectively address these outcomes.
The Montgomery County Workforce Development Board (MontcoWorks) has established a Local Plan, designed to align workforce development services with provisions set forth under The Workforce Innovation and Opportunity Act. The plan includes an in-depth overview and analysis of current economic conditions in Montgomery County as well as proposed implementation strategies to best serve the county’s businesses and job seekers.
1. STRATEGIC PLANNING ELEMENTS: Local Area Workforce and Economic Analysis

Questions in this section are designed to address aspects of the local area’s labor force such as its composition, and the determination of skill gaps between the talent needed by employers in the region and the knowledge and skills held by workers and job seekers. One question addresses the workforce development activities available within the region that are necessary to bridge the skill gaps that have been identified.

Local boards may provide a comparative analysis that describes similarities and differences between any of the regional plan narrative and what is (or may be) occurring in the local area.

Note: It is recommended that these plans include data samples and streamlined graphics/tables that support any narrative provided instead of large volumes of data, tables, and graphs.

Note 2: The local board must cite the source(s) that are used to collect all or part of the regional labor market data (e.g., Center for Information and Analysis (CWA)).

1.1. Identify the composition of the region’s population and labor force. [20 CFR § 679.510(a)(3)]

Expectation: Narrative should focus on characteristics about the region’s population such as age distribution, educational attainment levels, individuals with barriers to employment (based upon WIOA Sec 3.24), and employment status. This section should also focus on trends in each of these areas. Explain why some of these groups are harder or easier to serve. Data should be provided to support narrative as appropriate.

Montgomery County Workforce Development Area is comprised of Montgomery County in South East Pennsylvania. Overall, it is home to 824,076 citizens\(^1\). With a 2016 labor force of 447,700, Health Care and Social Assistance accounts for the largest sector with 76,336 workers, represents 7% of the Gross Regional Product (GRP) with average earnings of $51,283. The next largest sectors include Professional, Scientific, and Technical Services (employs 59,022, represents 12% of the GRP, with average earnings of $101,446) and Retail Trade (employs 58,473, represents 4% of the GRP, with average earnings of $31,685)\(^2\).

High location quotients (LQs) indicate sectors in which a region has a high concentration of employment compared to the national average. The sectors with the largest LQs in Montgomery County include Bio-Medical (LQ=4.26), Real Estate, Finance and Insurance (LQ=1.49) and Business Services (LQ=1.43).

When looking at industry data through EMSI, Cyclic Crude, Intermediate, and Gum and Wood Chemical Manufacturing (LQ=15.69) and Electric Bulk Power Transmission and Control (LQ=15.31) account for the largest employment.

POPULATION

The population in Montgomery County is estimated to have increased from 799,874 in 2010 to 824,076 in 2017, resulting in a growth of 3.0%. Over the next five years, the population is projected to grow by 1.9%. The population in the Southeast Region is estimated to have increased from 3,921,550 in 2010 to 4,011,459 in 2017, resulting in a growth of 2.3%. Over the next five years, the population is projected to grow by 1.5%.

In 2017, the median age for Montgomery County is higher than the region at 41.6, while the average age

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\( ^1 \) Population estimates per Claritas
\( ^2 \) EMSI, 2017
is 41.1. Five years from now, the median age is projected to be 42.4. Comparatively, the current year median age for the Southeast Region is 38.4, while the average age is 39.5. Five years from now, the median age is projected to be 39.3.

Of Montgomery County's current year estimated population most are White Alone (78.3%), 9.5% are Black or African American Alone, 0.1% are American Indian and Alaska Nat. Alone, 7.8% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 1.9% are Some Other Race, and 2.4% are Two or More Races. The Southeast Region is more diverse with 63.4% are White Alone, 22.7% are Black or African American Alone, 0.3% are American Indian and Alaska Nat. Alone, 6.2% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 4.6% are Some Other Race, and 2.8% are Two or More Races. Montgomery County's current estimated Hispanic or Latino population is 5.1%, which is less than the Southeast Region (10.2%).

HOUSEHOLD

The number of households in Montgomery County is estimated to have increased from 307,750 in 2010 to 317,489 in 2017, resulting in an increase of 3.2%. Over the next five years, the number of households is projected to increase by 1.9%. Comparatively, the number of household in the Southeast Region is estimated to have increased from 1,505,391 in 2010 to 1,546,954 in 2017, resulting in an increase of 2.8%. Over the next five years, the number of households is projected to increase by 1.8%.

EDUCATION

Just under half of the population in Montgomery County have an advanced degree (46.8%) compared to 32.8% in the region. The region (12.0%) has double the amount of the population who did not graduate high school when compared to the county (6.3%). Currently, it is estimated that 14.0% of the population age 25 and over in Montgomery County had earned a Master's Degree, 4.0% had earned a Professional School Degree, 2.8% had earned a Doctorate Degree and 26.0% had earned a Bachelor's Degree. In comparison, for the Southeast Region, it is estimated that for the population over age 25, 9.4% had earned a Master's Degree, 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had earned a Bachelor's Degree.

INCOME

The average household income in Montgomery County in 2017 is estimated to be $114,222, which is higher than that of the Southeast Region ($85,346.208). The average household income in Montgomery County is projected to change over the next five years, from $114,222 to $121,574. The average household income in the Southeast Region is projected to change over the next five years, from $85,346 to $92,354.

HOUSING

Most of the dwellings in Montgomery County (73.0%) are estimated to be Owner-Occupied for the current year, which is more than the Southeast Region (65.4%). Just under one in five (17.0%) housing units in Montgomery County are estimated to have been built between 1939 or Earlier for the current year, which is less than the Southeast Region (26.0%).

EMPLOYMENT
More individuals in Montgomery County are employed civilians (64.3%) than in the region (57.8%), 4.3% are unemployed civilians (6.2% in the region), and 31.4% are not in the labor force (36.0% in the region). Workers are more likely to hold a white collar occupation in the county (72.0%) than in the region (64.5%), while 14.4% hold blue collar occupations (17.2% in the region) and 13.6% are occupied as service and farm workers (18.3% in the region).

The highest percentage are employed in Office and Administrative Support (12.7%) or Sales and Related Services (10.9%), which is similar to the region (13.8% and 10.5% respectively).

For the civilian employed population age 16 and over in Montgomery County, it is estimated that they are employed in the following occupational categories: 2.0% are in Architecture and Engineering, 2.0% are in Arts, Entertainment and Sports, 6.7% are in Business and Financial Operations, 4.4% are in Computers and Mathematics, 7.5% are in Education, Training and Libraries, 7.5% are in Healthcare Practitioners and Technicians, 1.7% are in Healthcare Support, 2.0% are in Life, Physical and Social Sciences, 12.6% are in Management, 12.7% are in Office and Administrative Support, 1.7% are in Community and Social Services, 4.6% are in Food Preparation and Serving, 2.0% are in Legal Services, 1.4% are in Protective Services, 10.9% are in Sales and Related Services, 2.9% are in Personal Care Services, 2.8% are in Building and Grounds Maintenance, 3.9% are in Construction and Extraction, 0.1% are in Farming, Fishing and Forestry, 2.6% are in Maintenance and Repair, 4.0% are in Production, and 4.0% are in Transportation and Moving.

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

The image below illustrates the profile of out of work individuals in Montgomery County. They are more likely to be Caucasian (74.5%), female (65.7%), have a Bachelor’s Degree or higher (35.4%) and be between the ages of 55-64 (33.0%).
Most of the employed population in the county drives alone to work (78.5%) with an average travel time of 31 minutes. This is similar to the region where 69.0% drive alone to work, 12.5% use public transit and 8.1% carpool, the average travel time is 32.5 minutes.

POPULATION WITH BARRIERS

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at Montgomery County, 4.3% of families are living in poverty. There are pockets of the County (Norristown) with higher percentages of families living in poverty. Single parents are more likely to be living in poverty, with 9.3% of households in the county considered single parent households.
According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners’ chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Montgomery County, in 2016 there were 657 individuals released from a state prison and in 2015 there were 10,498 individuals released from the county jail.

Research obtained from Children’s Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In Montgomery County, approximately 32 children age out of foster care each year.
According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

When looking at Montgomery County, 3.8% of those employed have a disability, while 11.8% of those unemployed have a disability. In the County unemployment is 169% higher for those with a disability (15.7%) compare to those without a disability (5.9%). There are also 7,512 students receiving services through the local Intermediate Unit, with half (51.6%) of those students having a learning disability, 6.7% have an intellectual disability, 1.7% have a speech/language impairment, 12.6% have emotional disturbances, 16.1% have health implications and 10.7% have autism.

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

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

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

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

In Montgomery County, in 2017 the teenage pregnancy rate was 1.2%, there were 1,858 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 1,071 youth had a juvenile disposition in 2015, and there were 425 (4.8%) births to mothers with less than a high school education.
According to the National Coalition for the Homeless, meaningful and sustainable employment is the key to creating and maintaining housing stability. Unemployment, underemployment, and low wages relative to rent are frequent causes of homelessness and burden millions of families with the risk of becoming homeless. At the same time, individuals experiencing homelessness face obstacles to finding and maintaining employment.

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2016, there were 28 individuals counted in Montgomery County.

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

In 2016, there were 683 students in Montgomery County who met the McKinney-Vento definition of homeless.
LABOR MARKET TRENDS

In 2016 the unemployment rate in Montgomery County was 4.2%, with a labor force of 447,700. The unemployment rate has fluctuated for the first few months in 2017 between 3.6% and 4.1%.

**Annual Average Labor Force Statistics, 2016**

<table>
<thead>
<tr>
<th>Annual Average</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>447,700</td>
<td>429,000</td>
<td>18,700</td>
<td>4.2</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*

**Seasonally Adjusted Labor Force Statistics, 2017**

<table>
<thead>
<tr>
<th>Month</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>446,500</td>
<td>430,400</td>
<td>16,100</td>
<td>3.6</td>
</tr>
<tr>
<td>February</td>
<td>447,600</td>
<td>430,100</td>
<td>17,400</td>
<td>3.9</td>
</tr>
<tr>
<td>March</td>
<td>446,600</td>
<td>429,900</td>
<td>16,700</td>
<td>3.7</td>
</tr>
<tr>
<td>April</td>
<td>449,000</td>
<td>430,500</td>
<td>18,400</td>
<td>4.1</td>
</tr>
</tbody>
</table>

*Source: Center for Workforce Information and Analysis*
1.2 How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in the region/local area? [20 CFR 679.560(a)(2)]

MontcoWorks defines the skills gap as the difference in skills required by employers and the skills possessed by employees or job seekers. It is the goal of MontcoWorks to bridge that gap through occupational skills training, on-the-job training, customized job training, a strong relationship with Title II Providers, and through meaningful conversations with employers regarding their needs. This also includes conversations surrounding the aging workforce and the skills needed to replace those that retire. Montgomery County has a very diverse workforce ranging from entry level positions to the highest of executive positions and MontcoWorks aims to assist employers with filling all positions regardless of the skill level needed. The top skills needed, according to May 2017 job postings provided by the Conference Board Help Wanted Online dataset, are quality assurance, human resources software, structured query language, technical support, Java, and customer relationship management.

<table>
<thead>
<tr>
<th>Top 10 Help Wanted OnLine™ Skills</th>
<th>OnLine™ Job Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Assurance</td>
<td>1,069</td>
</tr>
<tr>
<td>Human resources software</td>
<td>893</td>
</tr>
<tr>
<td>Structured query language</td>
<td>788</td>
</tr>
<tr>
<td>Technical support</td>
<td>533</td>
</tr>
<tr>
<td>Java</td>
<td>505</td>
</tr>
<tr>
<td>Customer relationship management</td>
<td>476</td>
</tr>
<tr>
<td>Quality control</td>
<td>419</td>
</tr>
<tr>
<td>Systems Development Life Cycle</td>
<td>391</td>
</tr>
<tr>
<td>JavaScript</td>
<td>388</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>370</td>
</tr>
</tbody>
</table>

The most in demand certifications, according to the same dataset, are Driver’s License, Certified Registered Nurse, Certification in Cardiopulmonary Resuscitation, Accounting, and Commercial Driver’s License.

<table>
<thead>
<tr>
<th>Top 10 Help Wanted OnLine™ Certifications</th>
<th>OnLine™ Job Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driver’s License</td>
<td>2,107</td>
</tr>
<tr>
<td>Certified Registered Nurse</td>
<td>1,069</td>
</tr>
<tr>
<td>Certification in Cardiopulmonary Resuscitation</td>
<td>622</td>
</tr>
<tr>
<td>Accounting</td>
<td>448</td>
</tr>
</tbody>
</table>
Overall, the needed skills and certification align with the top industries in Montgomery County, by NAICS employment, which are Restaurants and Other Eating Places, Elementary and Secondary Schools, Management of Companies and Enterprises, General Medical and Surgical Hospitals, Employment Services and Computer Systems Design and Related Services.

MontcoWorks routinely looks at these industries and those that are growing to engage training providers and coordinate the needs of the ETPL. On a more short term plan, since the top needed skills vary from month to month based on job postings so it is the focus of MontcoWorks to ensure that the service provider is continually discussing skill needs with local employers in need of hiring assistance. The MontcoWorks performance team created an Ad-Hoc report in the Commonwealth Workforce Development System (CWDS) that assists in matching the needs of the employer with the skill history of a job seeker. The report enables staff to view all job seekers that have held a job based on a series of keywords related to skills or job titles provided by the employer. It can be run by city, county or region depending upon the need of the employer.

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

There are several challenges that Montgomery County faces in aligning existing job seeker skills and education and training activities with the needs of regional employers. According to the ACS 5 Year Estimates, the percentage of Montgomery County residents that speak English less than “very well” is 4.7%, which is higher than the state average (4.0%). MontcoWorks has built a strong relationship with Title II providers and community based organizations that provide ESL and ABE instruction and tutoring throughout the county to help improve language skills and reduce this element as a barrier to employment. Tutoring and instruction is available at the following locations:
Montgomery County PA Local WIOA Plan

<table>
<thead>
<tr>
<th>Abington Free Library</th>
<th>Ardmore Free Library</th>
<th>Hatboro-Horsham School District</th>
<th>Keystone Opportunity Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy Council of Norristown</td>
<td>Montgomery County Community College</td>
<td>Montgomery County Correctional Facility</td>
<td>Montgomery County Opportunities Industrialization Center</td>
</tr>
<tr>
<td>Norristown Area High School</td>
<td>The Open Link</td>
<td>Pottstown YWCA Tri County Area</td>
<td>REDI, Inc.</td>
</tr>
</tbody>
</table>

While the poverty rate in Montgomery County is nearly half that of the overall state rate (6.4% to 12.0%), MontcoWorks still works diligently to help residents rise above the poverty rate. The Employment Advancement and Retention Network (EARN) strives to help individuals receiving Temporary Assistance for Needy Families (TANF) obtain and maintain family sustaining wages. To date, 79 out of 119 (66%) job placements have wages over $10 per hour and 84 out of 119 (71%) have earned enough to have their cash grants close. MontcoWorks also works with other financially vulnerable individuals through a relationship with the County’s homeless prevention program, Your Way Home, by providing career coaches as a supplement to the program’s housing coaches. This population also faces the challenge of transportation and MontcoWorks, through its partnership with the PTMA and DHS, has worked to provide options to low income residents needing assistance during their time looking for employment as well as once employment is secured.

The percentage of Montgomery County residents between the ages of 25-64 that report a disability is 7.0%, 4% less than the state average. The unemployment rate for that population is 15.7% and the labor force participation rate is 50.3%, well above the state average of 41.2%. This is reflective of the relationship between MontcoWorks and the Office of Vocational Rehabilitation. Service delivery staff work in close conjunction with OVR staff to ensure that those with a disability are receiving the services needed to gain employment. MontcoWorks will continue to build upon the partnership with OVR to provide all workforce development partners with information and training on accessibility standards, disability talent recruitment, on-boarding clients with disabilities, and disability etiquette in an attempt to further reduce the unemployment rate and provide all residents, regardless of disability, the opportunity to gain and maintain meaningful employment.

While addressing issues related to implementing MontcoWorks’ Priority of Service commitment under WIOA, the Board will also work with its regional partners on addressing a number of key issues of employers and the broader population of the region, including:

- An aging workforce, particularly in key occupations in the Manufacturing Sector;
- Aligning educational attainment of the population with skill needs of employers, with a particular focus on middle-skill jobs accessible with specialized credentials below the 2-year and 4-year levels;
- Under-employment of workers;
- Increasing the labor force participation rate through promotion of job opportunities and skill pathways; and
- Cross-sector strategies the address the needs of employers across all sectors for computer/IT literacy, customer service skills, and work ethic.

1.4 **Provide an analysis of workforce development activities, including education and training.** [679.560(a)(4)]
MontcoWorks engages Montgomery County employers to develop activities that match industry needs which are responsive to a variety of their workforce challenges. Services provided through the PA CareerLink® Montgomery County are designed to meet employer needs for prepared and qualified workers that allow Montgomery County businesses to be competitive in a global economy while enhancing the skill sets of our clients. MontcoWorks focuses on ensuring local training providers are positioned to bridge the gap between existing and future skill needs of the employer community.

Emphasis has been placed on providing On the Job Training (OJT) opportunities to eligible applicants who may need extra training to become proficient on the job and may have otherwise not been hired without the additional support. OJT continues to benefit employers who require a specific skill set for employment. Employers invest substantial training time and resources into the development of newly hired employees. OJTS provide assistance with training costs during this training period helps employers who are able to offset some of the high cost associated with hiring a new employee and training them over the course of the first few months.

Focus on the needs of both the employers and job seekers of Montgomery County that offer a diverse range of skill-building strategies. The following summarizes the strengths and weaknesses of these offerings:

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>CAPACITY</th>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-the-Job Training, Apprenticeships, Customized Job Training</td>
<td>$6,500 per participant (NEG only) $3,500 per participant</td>
<td>Connects job seekers to positions they may otherwise not have obtained Promotes the financial stability of the job seeker while acquiring a new skill set for continued employment</td>
<td>Requires in-depth coordination to ensure continued employment Costly for employers Requires ongoing follow-up</td>
</tr>
<tr>
<td>Individual Training Accounts (ITAs)</td>
<td>$3,500 per participant</td>
<td>Allows job seekers and incumbent workers to increase skills associated with specific High Priority Occupations</td>
<td>Ongoing attention needed to ensure barriers are cleared for successful completion Follow-up needed to ensure job retention and advancement</td>
</tr>
<tr>
<td>Adult Basic Education, GED, English Language Learners, Civics, Family Literacy, College/Career Readiness</td>
<td>Varies</td>
<td>Increases educational level and therefore opportunities Teaches workplace soft skills Eliminates/reduces barriers to employment/training</td>
<td>Not considered a core activity under TANF While programs are available throughout the county, all services may not be accessible by all county residents</td>
</tr>
</tbody>
</table>
## Introduces computer literacy
Introduces Career Pathways
Resume prep
Interview prep
Prepares foreign-born professionals for attainment of US recognized credentials
Programs available throughout the county

<table>
<thead>
<tr>
<th>Computer Skill Building</th>
<th>Approximately 75 per year</th>
<th>Allows job seekers an opportunity to increase the basic and advanced computer skills needed to compete in most jobs in today's labor market</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Eases job search efforts, including use of JobGateway</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Search, Job Readiness Workshops</th>
<th>125 per month</th>
<th>Essential component of job seeker and incumbent worker success</th>
<th>Not accessible by all county residents</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Community Service</th>
<th>Varies</th>
<th>Core activity under TANF and allowable work activity for SNAP ABAWDs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Builds necessary networking and employability skills while allowing the job seeker to build a resume</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainabilty of individual while participating across all provider locations</td>
<td></td>
</tr>
</tbody>
</table>

## Strengths and weaknesses related to youth-focused activities include:

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>CAPACITY</th>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Secondary School Services</td>
<td>Varies</td>
<td>OSY completes 6 weeks of GED preparation and all four parts of GED exam</td>
<td>Not accessible to all qualifying individuals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OSY obtains Commonwealth diploma within two years while also dually enrolled at the Montgomery County</td>
<td>Costly to deliver</td>
</tr>
<tr>
<td>Subsidized Paid Work Experience - Summer</td>
<td>Varies</td>
<td>First job for youth participants which allows them to build a resume and marketable skills Employers complete assessment of youth participant. Assessment assists in job readiness training for youth participant towards gaining and retaining unsubsidized employment</td>
<td>Youth participant’s age does not always meet the minimum age requirement by employer Employer must have background check/clearances to work with minors, costs to them that they may not be able to afford deters participation</td>
</tr>
<tr>
<td>Activities to Prepare Youth for Transition to Post-Secondary Education and Training</td>
<td>Varies</td>
<td>Career exploration for ISY; youth participants attend industry tours throughout the year to learn of occupations and career paths in in-demand fields Info-sessions with Job Corps Recruiter held within schools and libraries for youth participants monthly Youth participants visit colleges where they would qualify for financial aid and other tuition assistance</td>
<td>Transportation coordination and costs associated with taking large groups of youth to tour</td>
</tr>
<tr>
<td>Occupational Skills Training</td>
<td>Varies</td>
<td>Individuals complete Certified Nurse Assistant (CNA) certification program with partnering advanced training college Individuals complete National Retail Certification (NRF) Individuals complete technical skills training that leads to OSHA-10 certification</td>
<td>Not accessible to all qualifying individuals</td>
</tr>
<tr>
<td>Case Management</td>
<td>Varies</td>
<td>Core activity component for youth services Sets and management short/long term education and employment goals for participant</td>
<td>Follow up required</td>
</tr>
<tr>
<td></td>
<td>Coordinates resources and other support services to meet participant’s barriers to employment or education</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

Considering the local area analysis developed in Section 1, Local Area Workforce and Economic Analysis, as well as the goals established by the governor as outlined in the state plan, as well as the goals established regionally, each local area plan will provide a narrative for each of the questions outlined in this section. Such responses will identify the strategic vision and goals of the local area as created by the chief elected officials, the local board and the local workforce system stakeholders.

It is important to note that where a local board is part of a planning region, such responses will identify the strategic vision and goals of the local area in support of the planning region.

2.1. What are the local board’s strategic vision and goals for preparing its workforce? [WIOA Sec. 108(b)(1)(E); 20 CFR § 679.560(a)(5)]

The Montgomery County Workforce Development Board, doing business as MontcoWorks, is responsible for design and oversight of workforce development activities in Montgomery County. Its mission is to function as the keystone for connecting workforce and economic development systems by providing regionally planned, locally delivered, easily accessible, market-driven information and services that recognize the needs and develop solutions for the dual customers of employers who need workers and a diverse population that needs skills and connections to access high-quality jobs. Services are designed to empower customers with information and tools to make informed choices in order to give Montgomery County a strategic advantage for expanding jobs and the workforce in the county.

MontcoWorks’ vision is to provide a system where job seekers have access to information and resources to obtain the highest level of employment possible, and where employers of all sizes in all industry sectors have information and resources to meet current and future hiring needs. The envisioned system does not compete with private sector resources, but rather uses the forces of competition to increase productivity and efficiency while complementing services available in the private sector.

MontcoWorks’ goals are to:

- Guide the PA CareerLink® Montgomery County partners in identifying and closing skill gaps;
- Inventory, assess and broker employment support services to facilitate the seamless delivery of education, training and employment services to the county’s adults, laid-off worker, existing workers, and youth as a key enabler for economic growth in the county;
- Ensure delivery of public sector services using private sector practices that effectively connect services to the county’s employers;
- Fully develop one-stop access to services for both employers and job seekers, with services for employers including access to loan programs, business planning services and business start-up information, and services to job seekers including access to training, assistance with job placement and connections to a wide range of social services available from partner organizations in the county;
- Build upon the strong relationships that exist between the private and public sectors in the county to continue to develop innovation solutions for workforce development issues.

2.2 What is the local board’s strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the
strategic vision and goals for the local area? [WIOA Sec. 108(b)(1)(F); 20 CFR § 679.560(a)(6)]

MontcoWorks successfully connects workforce development and economic development resources to meet the needs of employers, job seekers and youth in the county. Innovative strategies, developed through data and market analysis, enable MontcoWorks to implement and maintain a seamless delivery of workforce services that support the needs of employers, youth, adults, dislocated workers, incumbent workers and veterans.

Current goals for MontcoWorks are to identify and bridge skills gaps in the workforce through the continued development of employer driven partnerships, development and expansion of career pathways, and job matching services in its PA CareerLink® Montgomery County system. In addition, MontcoWorks will:

- Promote the State's Keystone Works program for Dislocated Workers to interested businesses;
- Develop short term pre-employment training as an intensive service;
- Continue to coordinate/cooperate with the County Assistance Office to provide assessment, job development, case management, and GED preparation for those moving from welfare to work;
- Use the Mobile Outreach Skills Training program for manufacturers to address their talent needs.

Emphases and services will continue to be targeted to meet the needs of high priority occupations. MontcoWorks will incorporate an Employer Connection series of employer panels into the service delivery system. Assessments such as WorkKeys and/or Skilldex will remain available in the PA CareerLink® Montgomery County program to identify “real world” skills needed for specific job success.

MontcoWorks serves Montgomery County by cultivating local workforce and economic development systems, providing regionally planned, locally directed, easily accessible, market-driven information and services that support the workforce needs of a diverse population. Job seekers are empowered to make informed choices about future employment. The Board remains focused on results while promoting the economic advantage for Montgomery County by matching workforce skills of job seekers with available and future employment opportunities. MontcoWorks will continue to direct resources to attract and support employers who pay above-average wages.

MontcoWorks Training and Performance Committee focuses on ensuring opportunities available to job seekers align with in-demand occupations and employer needs. The performance manager reports regularly across all programs, allowing the board an opportunity to strategize best practices for the provision of services.

MontcoWorks has also developed a supportive services division, working with the Local Management Committee to leverage resources and develop plans for job seekers with a range of barriers to employment including but not limited to housing, literacy and language needs, criminal history and transportation.
MontcoWorks utilizes a combination of front-line staff and other contracted providers to both identify and provide services through the existing workforce development system, across all programs. MontcoWorks and service delivery staff have undergone WIOA training to better understand how current programs and services may or may not align. The team has continuously worked with each provider to adjust existing services when necessary and possible to further align with new legislation.

The board will work with contracted service delivery staff and existing Title II providers to expand existing Adult Education and Literacy Services (ABLE) in both availability and locations. Relationships with the county’s four vocational-technical schools focus on Perkins authorized programs of study. Thus far, 25 ITAs have been written for programs during the 2015 Program Year.

Finally, the board will build upon the existing partnership with the Office of Vocational Rehabilitation (OVR) to ensure service delivery of service, setting as an immediate priority the tracking of customers served collaboratively.

2.3 How will the local board’s vision and goals align with, support, and contribute to the governor’s vision and goals for the commonwealth’s workforce development system? [WIOA Sec. 108(b)(2); 20 CFR § 679.560(b)(1)(ii)]

Expectation: Narrative must clearly indicate the local board has adopted the governor’s vision and all of the goals as articulated in the WIOA combined state plan; it is expected that additional local board goals are reasonably aligned with the WIOA combined state plan, as well as any appropriate regional plan goals and strategies (wherever the local area is part of a planning region).

The Governor’s vision, as noted on page 7 of the State Plan, is to “build an effective workforce development system on a foundation of alignment, innovation, employer engagement, accountability structures.” MontcoWorks has continued to build these very foundations during the WIOA transition phase and will accelerate progress during the implementation phase, developing a system that addresses the three core challenges presented by the Governor:

1. The workforce system in general, and education and training providers in particular, are not well aligned with the needs of employers who provide jobs that pay.

Thorough analysis of the staffing needs of our employers has allowed MontcoWorks to align those needs with comprehensive training programs. Real-time data allows MontcoWorks to be responsive rather than reactionary and be able to quickly adapt our policies and services to align with current needs of employers and job seekers as the economy shifts.

2. Too many workforce programs operate in their own individual silos rather than being integrated into an overall system that allows leveraging multiple funds to better serve employers, job seekers and incumbent workers.

The MontcoWorks board takes pride in building and promoting partnerships with business, economic development, education and the community to work together towards a common goal of achieving a prosperous and competitive county in which to live and work. The Local Management Committee cultivates strong partnerships with area human service agencies while one-stop partners collaborate on service delivery. Additionally, the board collaborates with the five other Workforce Development Boards in the Southeast Pennsylvania Region to strategize
and develop regional approaches to fund raising, leveraging resources, coordinating services to employers and job seekers, and assessing the impact of training investments.

3. The workforce system lacks a support structure of training programs and employer peer-learning opportunities, including apprenticeship programs and Industry Partnerships, which enables and encourages more employers to invest in their workers and implement best organizational practices that create more jobs that pay.

Through a strong regional Workforce Development Board partnership, the strategic plan looks beyond the boundaries of Montgomery County. MontcoWorks is prepared to develop, integrate and leverage resources to support a structure and to continue to improve access for all job seekers and incumbent workers.

MontcoWorks implemented the following strategies to enhance responsiveness, effectiveness and efficiencies that addresses current labor market needs within the county and region:

- Ensure the PA CareerLink® is using the most effective job matching services to connect employers with job seekers that have the skills needed to perform on the job;
- Produce a highly skilled workforce trained for high priority and in demand occupations by building and continually evolving policy and programs to bridge skills gaps;
- Promote and support education and training in high priority occupations that lead to family supporting jobs remains a key focus;
- Provide access to in-depth assessments will be increased, providing job seekers with the information necessary to make informed decisions about training;
- Continue to develop employer driven partnerships, focusing on development of industry partnerships in key sectors;
- Develop and expand career pathways - career pathways begin with the use of in-depth employability skills assessments and continue with short term training opportunities that lead to immediate employment while encouraging life-long learning and completion of post-secondary education as an individual progresses through employment; and
- Implementation of “stackable” credentials where one level of training and education always prepares an individual for access to the next level of credential.

MontcoWorks supports the use of analyzed data to drive decisions related to the workforce system and encourages efforts to capture real-time information about job matches and wages earned by individuals benefiting from services.

MontcoWorks’ goals and strategies for WIOA implementation align with the Governor’s goals (as listed on page 8 in the WIOA State Combined Plan) in the following ways:

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

MontcoWorks will:

- Continue to develop career pathway programs. Career pathway programs will be developed to include adult basic education (literacy and numeracy, English-as-Second
Language, and high school equivalency instruction), allowing program participants to enter at any level.

- Maintain a Supportive Services Division to ensure that, in addition to career coaching, education and training, job seekers and incumbent workers have access to a range of supportive services from county-based organizations to minimize barriers to employment.
- Customize service delivery for job seekers with barriers to employment to ensure realistic entry points into career pathways.
- Continue to develop pre-apprenticeship and registered apprenticeship programs, transitional jobs focusing on non-traditional occupations and for non-traditional populations.
- Consult with the State as well as local employers to refine the High Priority Occupation (HPO) list and thus ensure career pathways align with that list.
- Develop a system to deliver performance data to customers on eligible training providers to ensure informed customer choice in selecting training programs and providers.
- Staff will focus on identifying credentials along established career pathways, including badges, micro-credentials and entry level credentials, including the Commonwealth’s established statewide and regional lists of industry-recognized credentials. The board will work with the Commonwealth to ensure that the credential lists continue to reflect skills that are in demand.
- Through regional collaboration, continue to develop OJT and incumbent worker training programs tied to career pathways in the region.
- Design service delivery and career coaching models that will enhance career guidance and navigation services, guiding individuals into programs and services that will provide them with an effective pathway to their career goals.

Aligned with Regional Plan in support of goals for:
- Promoting Career Pathways as language of the system for connecting employers with educators;
- Creating public awareness of Career Pathways on a region-wide basis;
- Creating a regional framework for micro-credentials.

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

*MontcoWorks will:*
- Work regionally to promote and develop sector strategies tied to labor market information and defined needs of employers.
- Expand access for adult workers to skill certifications via incumbent worker training programs such as those provided by Industry Partnerships (IPs) and WEDnetPA.
- Work collaboratively with employers and training providers to expand access to online education and training programs that result in industry-recognized credentials.
- Continue the work with employer partnerships, community colleges, and K-12 schools to establish micro-credentials that demonstrate job readiness, attainment of “soft skills,” and measurable skill gains aligned to career pathways for individuals with barriers to employment.
- Promote the further development of Registered Apprenticeship and Pre-Apprenticeship
programs, expanding such programs into new occupational areas and attracting diverse population segments.

- Foster relationships with post-secondary and K-12 education systems to ensure alignment of courses and programs with employer needs, leveraging multiple resources to increase student access and success rates.
- Implement the new Priority of Service Policy to prioritize service access for veterans and eligible spouses, public assistance recipients, and other low-income individuals pursuant to WIOA.
- Engage all PA CareerLink® Montgomery County partners to ensure that an Employment First approach benefits working-age Pennsylvanians with a disability.
- Ensure the implementation of integrated education and training models that provide accelerated learning opportunities for youth and adults lacking a high school diploma and/or who are deficient in basic skills attainment.

Aligned with Regional Plan in support of goals for:
- Increasing investment in industry partnerships with Next Generation Industry Partnerships and attraction of other funding sources.

3. Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.

MontcoWorks will:

- Work with existing and future youth providers to transition priority of service to out-of-school youth, sharing and implementing best practices with regional partners.
- Develop and promote programs that support transitional jobs, social enterprises and other work experiences that assist out-of-school youth with limited work histories to develop work-based skills.
- Maintain the Board’s Youth Committee as a standing committee to focus on key youth issues, engaging a wide range of individuals with expertise in youth workforce and education issues to advise the Board on youth policy and program priorities.
- Identify on-ramps, access points, and supports which enable participants to enter and successfully complete training, followed by employment success.
- Work closely with the PA Departments of Labor and Industry and Education to maintain statistical models and negotiated performance levels that are calibrated to accurately reflect the profiles of out-of-school youth participants in the Commonwealth and in each local area.
- Support the continuous development of low-literacy tools and models for out-of-school youth who basic skills deficient and far from reaching proficiency in reading and math, including models that support blended literacy and occupational skills training.
- Co-enroll youth ages 18-24 in multiple programs (WIOA Youth, WIOA Adult, Adult Education, TANF, EARN, and others) as appropriate to meet each individual’s needs, including the use of Individual Training Accounts (ITAs) for skill building.
- Increase the number of summer work opportunities for youth.
- Expand the types of opportunities for youth to acquire post-secondary skills and credentials, working with post-secondary institutions and employers to create new classroom and work-based learning structures that are attractive to youth.
- Support transformation and modernization of Career/Technical Education (CTE) to make it an increasingly viable option for employment success and for further educational advancement.
- Continue to expand the partnership with OVR to support the transition of youth with disabilities into jobs, promoting opportunities with employers.
- Promote Registered Apprenticeship and Pre-Apprenticeship program and the expansion of programs.
- Continue the successful collaboration with the Job Corps, and build on the success of informational sessions to promote AmeriCorps and YouthBuild opportunities.

**Aligned with Regional Plan in support of goals for:**
- Shared messages for career awareness that can be used by all regional workforce areas, with emphasis on expanding options for K-12 students and young adults.

4. **Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.**

**MontcoWorks will:**
- Continue to prioritize funding for business services, on-the-job training, and incumbent worker training for local employers offering high quality jobs.
- Identify new sources of funding for high-quality, industry-led sector partnerships to include Next Generation Industry Partnerships and new apprenticeship programs.
- Work collaboratively with the Commonwealth to build capacity for employer engagement via peer learning, evaluation of programs, development of new apprenticeship programs, engagement of industry HR staff in strategy development, and recruitment of employers as partners in training/development using work-based learning approaches.
- Continue to provide funding to Industry Partnerships, in partnership with neighboring workforce areas, that offer multi-employer, multi-county solutions to skill needs.
- Align business services, information, and approaches of business services staff with economic development providers, chambers of commerce, and other associations who regularly contact employers.
- Maintain and expand the Business-Education Partnership in Bucks and Montgomery Counties (current initiatives described in Section 4.8).
- Work collaboratively with the Commonwealth to grow existing partnerships with employers to increase internships, apprenticeships, and other work-based learning models; work within the region to bring successful models for moving participants to family-sustaining wages to scale.
- Engage local employers in validating credentials and career pathways.
- Work with other workforce development boards in the region to streamline and standardize policies and forms related to on-the-job training (OJT) programs, making it easier for employers to hire and train enrollees from multiple workforce areas.
- Partner with the Office of Vocational Rehabilitation (OVR) to provide all workforce development partners with information and training on accessibility standards, disability talent recruitment, on-boarding clients with disabilities, and disability etiquette.
- Engage local employers to obtain insights beyond the official labor market information.

**Aligned with Regional Plan in support of goals for:**
- Coordinate service approaches for key employer programs (OJT, incumbent worker training, apprenticeships) to increase awareness, consistency, and ease of use.
5. Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.

MontcoWorks will:

- Ensure that all staff of the Board and of contractors are thoroughly trained to enter data, access data, and manage data effectively and maintain data integrity.
- Work with other workforce development boards in the region to share data and data platforms for program assessment and measuring return-on-investment.

Aligned with Regional Plan in support of goals for:

- Create framework for region-wide sharing of information at multiple levels from Board Directors to PA CareerLink® managers and program staff.

2.4 What are the local levels of performance that have been negotiated with the governor and chief elected officials? [WIOA 116(c); 20 CFR § 679.560(b)(16)] How will the local board’s goals relate to the achievement of these measures? [WIOA Sec. 108(b)(17); 20 CFR § 679.560(b)(5)]

Local plans must complete the performance measures table template found within the fillable template (Appendix C Multi-Year Local Plan Instructions); the table incorporates the local levels of WIOA negotiated performance goals.

Montgomery County’s Workforce Development Board has consistently had one of the highest negotiated performance levels in the Commonwealth over the past several years. To continue to exceed the performance measures, the following steps have been taken by the performance division:

- Increased internal communication between the Business Service Team, Job Developers, Title I Operators and Performance Team.
- Performance Management, job development team and WIA Title One Staff meeting bi-monthly to review existing clients enrolled in skill training programs and ensure connections are made for job placement assistance.
- Increased customer contact throughout services.
- MCWDB Performance Management staff regularly attending Intensive Training Service Orientation with PA CareerLink® staff and customers to discuss the process, requirements and responsibility of the trainee to ensure the best return on investment.
- Increased volume of customers served in WIA Title I Adult and Dislocated Worker On-the-Job Training Programs by 15% each year.
- Increased number of WorkKeys® National Career Readiness Certificates by 20% each year.

The overall demographics of Montgomery County will continue to result in high negotiated performance levels while the Priority of Service Policy drives programs and funding toward the hardest to serve. MontcoWorks is committed to addressing this challenge via strong partnerships with county agencies and with its employer community.
3. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce System and Investment Strategies

The responses to the following questions will expand on the visions and goals of the previous section, which will include how the local board designs strategies to reach those goals. Where a local board is part of a planning region, such responses will identify the strategic vision and goals of the local area in support of the planning region.

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

Each local board is expected to include an Organization Chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. (A template has been provided.)

The Montgomery County Commissioners are comprised of a three member board that designates the Department of Economic and Workforce Development to act in the capacity of the Workforce Innovation and Opportunity Act (WIOA) fiscal agent. As such, the Department is audited and monitored by the County and operates in compliance with all county policies and procedures. The Commissioners’ Chair acts as the named Local Elected Official (LEO). Employees of the Montgomery County Department of Economic and Workforce Development serve as staff to the Montgomery County Workforce Development Board (doing business as MontcoWorks), performing administrative functions under WIOA and Department of Human Services (DHS) funding and policies governing the funding.

The Commissioners are committed to fostering economic growth and enhancing the conditions that will enable local businesses and residents to thrive and prosper. Members of the Montgomery County Workforce Development Board (MontcoWorks) are selected by the Commissioners and appointed to serve for fixed and staggered terms. MontcoWorks Board focuses on strategic planning, policy development and oversight of the local workforce development system through a board of executives from businesses/employers (at a minimum of 51%), unions, education institutions, technical schools, social services, and PA CareerLink® Montgomery County partners who oversee Montgomery County's job training and placement programs.

MontoWorks (the board) makes determinations and policy decisions relevant to the workforce development system in Montgomery County. MontcoWorks takes responsibility for the development of workforce development activities throughout the county through ongoing strategic planning, labor market analysis, and program performance oversight. Program coordination is the responsibility of the procured one-stop operator, and the board holds the operator and partners accountable for performance within the context of roles and responsibilities spelled out in the Memorandum of Understanding (MOU). The one-stop operator also ensures that cross-agency training occurs on the scope of programs and services available from all partners. However, it should be noted that all staff training and direct supervision of partner staff are the responsibility of the individual partner agencies. For example, all OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator. OVR performance evaluations may only be completed by OVR personnel.

The full board meets quarterly but functions regularly through the following committees:

Executive Committee – the executive committee acts on behalf of the general MontcoWorks assembly on all administrative issues related to the work of the Board
and the Montgomery County Workforce Development System. The executive committee includes seven members: the MontcoWorks Chairperson, Vice Chairperson, Treasurer and four other members. Four representatives are from local businesses, one representative is from the Montgomery County Courthouse (an “optional” member), one representative is from the education sector and another is from the economic development sector.

The Executive Committee is empowered to act in all aspects of MontcoWorks operations, provided that actions of the Executive Committee are subsequently presented to the full Board for ratification. They define MontcoWorks’ mission and develop the vision, its goals and policies for comprehensive strategic workforce development. They assure that the Montgomery County workforce system is performance-driven and meets the needs of our local area and ensures compliance with the Workforce Innovation and Opportunity Act. They provide orientation to the new MontcoWorks members, manage corporate by-laws and provide leadership and guidance to the MontcoWorks Standing and Special Committees. The Executive Committee meets in February, March, May, September and November which are the months before the MontcoWorks meetings. The full board meets in January, April, June and October. No meetings are held in July, August, or December.

Youth Committee – membership composition requirements are established by the Workforce Innovation and Opportunity Act, the committee is composed of business representatives, agencies, community-based organizations, parents, eligible youth and education entities.

The mission of the Youth Committee is to develop targeted programs that empower the emerging workforce to become productive citizens. The Youth Committee establishes an integrated service system for youth eligible for WIOA and TANF funding and develops and oversees programs for Montgomery County youth that increase their skill sets and self-esteem and enable them to make wise career decisions that will lead to self-sufficiency.

The Youth Committee reports to the board on the following programs:

- **MontocoWorks Youth Program** – Eligible youth between the ages of 16-24 years old, who are at-risk or out-of-school, demonstrate specific barriers to success, and have made a commitment to participate in year-round program activities providing them with the skills, experiences and confidence to graduate from high school and achieve their professional goals of job placement and post-secondary education/training.

- **TANF Youth Development Fund Program** – Youth residing in TANF eligible households or 235% below the poverty level, ages 5-18 years old, and demonstrate specific barriers to success, and made a commitment to participate in year round program activities providing them with the skills, experiences and confidence to graduate from high school and learn life skills, career goals and employability skills for becoming productive Montgomery County residents.

Youth Committee goals are to:

- a. Inventory, assess and broker employment support services for youth
- b. Facilitate seamless delivery of education, training and employment support services to Montgomery County’s youth for the growth and expansion of our county’s economy
c. Build upon the strong relationships that exist between the public and private sectors in Montgomery County

d. Recommend providers of youth programs in Montgomery County.

Finance Committee – Provides fiscal oversight of workforce development across all programs as well as board staff designated to represent the Montgomery County Department of Economic and Workforce Development as the fiscal agent. The committee provides oversight of board staff in development of the annual budget to present to the board for adoption. Additionally oversees ongoing expenditures, presenting detailed spending reports to the board quarterly to verify spending in accordance with program regulations and plans.

Local Management Committee (LMC) - Responsible for oversight and operational responsibility of the Employment Advancement and Retention Network (EARN) program funded by the Pennsylvania Department of Human Services for individuals receiving Temporary Assistance for Needy Families (TANF) funding and the selection of employment service providers via competitive process. The committee also strives to build partnerships necessary to serve job seekers and incumbent workers with barriers to employment. The current members include representatives from Central Montgomery County Technical High School, the County Assistance Office, the PA CareerLink®, several human service agencies and county departments, and the Executive Director of the Workforce Development Board (MontcoWorks).

Training and Performance - Responsible for the thorough evaluation of providers and programs to ensure performance measures are met or exceeded. Reports include overall programmatic performance to allow for improvement across programs. Designs methods to analyze return on investment and customer satisfaction, and reports outcomes to the board. Additionally works with the PA CareerLink® Montgomery County Operator, providing board direction pertaining to education, training and overall performance.

Serving as the staff to the MontcoWorks Board, the Department of Economic and Workforce Development (also referred to as the Department of Commerce) staff ensures that all workforce development programming is performed in adherence with WIOA and DHS guidelines, conducting ongoing oversight, monitoring, and technical assistance, regularly reporting results and concerns to both the Commonwealth and the board.

The MontcoWorks Executive Director, along with the designated fiscal agent staff, conducts ongoing monitoring visits and/or desk reviews in accordance with the MontcoWorks Risk Assessment Policy. All contracted service providers, training providers and employers using on-the-job training are monitored at least once annually. The state-approved monitoring tool covers compliance with fiscal policies, programmatic requirements, the Americans with Disabilities Act, and Equal Employment Opportunity.

A monitoring report, requesting corrective actions if necessary, is sent to service providers, training providers, and employers using on-the-job training within thirty (30) days with a copy maintained of the tool, report, and subsequent corrective actions for board and state review.

3.2. What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support
The Montgomery County Workforce Development Board, MontcoWorks, works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. A One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as an attachment. Partnering organizations include:

- Educational Data Systems, Inc (EDSI) provides Title I services for adults and dislocated workers. The MontcoWorks board procured Title I services for adults and dislocated workers in accordance with Montgomery County’s procurement procedures, developed a contract with the provider and maintains ongoing oversight.
- The Montgomery County Intermediate Unit provides Title I services for youth and young adults. The MontcoWorks board procured Title I services for youth and young adults in accordance with Montgomery County’s procurement procedures, developed a contract with the provider and maintains ongoing oversight.
- Three Title II providers, Keystone Opportunity Center, The YWCA Tri-County and Norristown Area School District Adult Education work collaboratively to provide adult education services.
- The PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO) provides services the Wagner-Peyser Program.
- The PA Department of Labor and Industry Office of Vocational Rehabilitation (OVR) provides vocational rehabilitation services to eligible individuals.
- The Council of Three Rivers American Indian Center, Montgomery County Department of Human Services, Montgomery County CADCOM (community action agency), Montgomery County Community College, Harcum College, the Pennsylvania Department of Agriculture, and FLC (seasonal farm workers) provide programmatic support.
- Department of Human Services County Assistance Office (TANF and SNAP) programming is provided through the PA CareerLink® Montgomery County as well as the Montgomery County Employment Advancement and Retention Network (EARN) Program. The board’s Local Management Committee reports ongoing programmatic progress and seeks best practices for service delivery that addresses the needs of TANF and SNAP job seekers.
- MontcoWorks board staff members serve on committees at Montgomery County institutions facilitating programming through the Carl D. Perkins Act including four technical high schools and Montgomery County Community College.
- CADCOM administers programming through which low-income individuals may access Community Services Block Grant (CSBG) home assistance and weatherization programs that help eligible families make minor home repairs and/or reduce energy consumption and overall energy bills through the installation of cost-effective energy conservation measures.

Service Delivery entities are represented on the MontcoWorks Board, most serving additionally in either the Training and Performance and/or Youth subcommittees. Additionally, The MontcoWorks board procured a One-Stop Operator for PA CareerLink® Montgomery County in accordance with Montgomery County’s procurement procedures, developed a contract with the selected provider (EDSI) and maintains ongoing oversight in accord with provisions listed in the
Memorandum of Understanding (MOU) with partners. The operator works with each partner to coordinate services within PA CareerLink® Montgomery County and reports progress to both partners and the board as a whole.

The central access point for services of all partners in the county is the one comprehensive PA CareerLink® Montgomery County office at:

PA CareerLink® Montgomery County
1855 New Hope Street
Norristown, PA 19401
610-270-3429

PA CareerLink® Operator: Eric Muckel
PA CareerLink® State Supervisor: Clare Lawrence
Title I Program Supervisor: Andre Hardy

The hours of operation are Monday – Friday 8:00 AM to 4:30 PM. The location, services provided, and hours of operation are all market driven by customer demand. If a company requires rapid response intervention during non-standard work hours, staff will accommodate the need. Additionally, job fairs and other events may occur during non-traditional hours.

3.3. How will the local board work with the entities carrying out core programs to: [20 CFR § 679.560(b)(2)]

- Expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment.
- Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).

Eligibility is determined by WIOA Title I staff through the collection of documentation. Staff reviews documentation requirements with customers in advance of the intake appointment and confirms those requirements via telephone call or email as appropriate. Documentation is collected and maintained as part of the case record. In the event documentation is unavailable at intake, a self-certification form is collected to either be held until documentation is submitted or verified through a secondary source if required documentation cannot be obtained.

Access to transportation remains the primary barrier to employment in Montgomery County. Therefore, plans to expand upon access to services, particularly for job seekers with additional barriers to employment, has focused on ensuring that those who cannot travel to the PA CareerLink® Montgomery County location in Norristown can still benefit from services. The MontcoWorks board has made the expansion of access to employment, training, education and support services a priority. Actions taken have included the selection of an operator who understands the critical role the partners play in service delivery and is able to leverage those partnerships effectively by working to expand access points using partners’ offices across the county.

A developed process to administer and review career assessments allows WIOA Title I staff to work with customers through development of strong career pathways. While the immediate financial needs and wishes of the customer are always forthright in the decision-making process,
postsecondary credentials are encouraged. In addition, staff works diligently with postsecondary providers to ensure access to a wide range of credentialing options, including an emphasis on options for stacking credentials toward higher levels of certifications and degrees.

Through a strong partnership with Title II providers and community agencies, the Welcome Aboard informational sessions are held regularly throughout Montgomery County, including initial assessments and chairside intake. In addition, libraries throughout Montgomery County have resource staff trained to assist with Job Gateway® enrollment. These partnerships have provided opportunities for Montgomery County job seekers to attach to services who may have otherwise missed out.

A strengthened and developed partnership with the three Title II adult education providers serving Montgomery County has proven to be critical component of services that previously was not adequately met. Our reciprocal partnership ensures that customers who come into the PA CareerLink® Montgomery County in need of services will have immediate access to a provider representative to establish a plan for services. In addition, Title II program participants have seamless access to services available through PA CareerLink® Montgomery County.

Another method through which access can be expanded to meet the diverse needs of job-seekers is an ongoing coordination and leveraging of available county resources. A partnership with Montgomery County’s Community Connections program through the Montgomery County Department of Human Services expands knowledge of and access to one-stop services throughout Montgomery County. Community Connection sites are located throughout Montgomery County, including Pottstown, Pennsburg, East Greenville, Norristown, Lansdale, Willow Grove, Souderton, Lower Merion and Ambler.

MontcoWorks’ Local Management Committee coordinates TANF employment and training and works to establish and maintain relevant resources for all job seekers with a range of barriers to employment and meets regularly to ensure those job seekers are attached to all necessary supportive services throughout enrollment. LMC membership includes the County Assistance Office, MontcoWorks board and staff, service delivery provider staff, Office of Vocational Rehabilitation, Community Connections, Office of Child Day Care Services, Partnership Transportation Management Association, Office of Behavioral Health, Drug & Alcohol and Developmental Disabilities, Office of Veterans Affairs, Your Way Home Montgomery County, Legal Aid of Southeastern PA and Montgomery County Central Technical High School.

The continued partnership and colocation of the Office of Vocational Rehabilitation and the Montgomery County Assistance Office has ensured that eligible job seekers and youth are better able to maximize available services through enhanced coordination. Eligibility to receive services under WIOA Title IV is determined by a qualified OVR Vocational Rehabilitation Counselor (Training for OVR staff is at the discretion of the local OVR District Administrator. OVR staff supervision and direction is the responsibility of the local OVR District Administrator). Additionally, recipients of TANF or SNAP benefits will be referred by the MCAO to either specific employment and training programming or to PA CareerLink® Montgomery County for services.

All MontcoWorks staff, service delivery staff and partners receive an overview of Career Pathway models in order to better understand all pathway-related options available to job seekers, depending upon eligibility for services. As an example, Title II adult education program
participants will receive an overview of available training services available through PA CareerLink® Montgomery County, as well as career assessments. These results are reviewed with the program participants to determine possible paths. From there, a connection can be made to employment, training (including on-the-job training).

3.4. What strategies will be implemented in the local area to improve business/employer engagement that: [20 CFR § 679.560(b)(3)]

- Support a local workforce development system that meets the needs of businesses in the local area;
- Manage activities or services that will be implemented to improve business engagement;
- Better coordinates regional workforce and economic development strategy, messaging, engagement and programs; and
- Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.

MontcoWorks establishes and maintains partnerships with employers in a range of sizes and a variety of industries. In addition to the transactional business services listed in Section 4.14 and available via PA CareerLink® staff, targeted sector strategies, industry partnerships, pre-apprenticeships, on-the-job training, customized job training, incumbent worker training and summer work experience for youth, developed through regional collaboration, provide for ongoing facilitation of employer engagement.

The PA CareerLink® Montgomery County business service team represents employers by sector, providing for a more industry-specific approach and expertise when engaging employers. With this strong employer relationship and in coordination with Montgomery County’s economic development entities and our Rapid Response Representative, PA CareerLink® Montgomery County has been able to intervene to assist both the employer and employees through a proactive approach to lay-offs or potential layoffs.

Organized efforts have included on-site intake and Welcome Aboard informational sessions as well as targeted recruitment events and job fairs. Employee services have included on-the-job training, job search assistance, connection to community support agencies and services and ITA training. With a dedicated UC phone line, the PA CareerLink® Montgomery County ensures that all customers who are seeking access to a UC Representative are made aware of the additional resources available.

Through the Pennsylvania Rapid Re-Employment Program (PREP), UC recipients who are at-risk for exhausting benefits receive a dedicated session designed to attach these individuals to available services quickly. While available training options are reviewed in these sessions, on-the-job training often allows the job seeker to return to the workforce quickly. The Business Services Representatives strong employer relationships allow for this option to be available.

In order to additionally assist employers in reducing UC costs and ensuring they understand their rights and responsibilities, PA CareerLink® Montgomery County will coordinate with The Office of
UC Service Centers Customer Services Section to conduct seminars on UC topics where these rights and responsibilities are explained.

Employer panel discussions are held regularly, offering a presentation by area employers to identify the hiring process and the immediate skill set requirements for employment. This mutually-beneficial activity allows employers to stay connected to the PA CareerLink® process as well as job-seekers. The board is also looking into the additional benefits of utilizing Executive Pulse to aid in the coordination of business engagement with the economic development partners.

Through established partnerships with businesses, MontcoWorks is able identifying work experiences that prepare individuals for job opportunities in new industries or occupations using targeted sector strategies, industry partnerships, pre-apprenticeships, on-the-job training, customized job training, incumbent worker training and summer work experience for youth. The purpose of these partnerships is to ensure that the WDB and the PA CareerLink® system are beneficially linked to businesses.

Montgomery County currently participates, in conjunction with Bucks County, in the Manufacturing Alliance of Bucks and Montgomery Counties. The primary goal of this partnership is to overcome the negative stigma associated with Manufacturing and replace it with a reputation of growth and innovation to attract the younger generation to a very viable career pathway. The Alliance is intended to be a hub of all resources needed for manufacturing firms to find funding, real estate and connections to potential employees, tech schools, internships at high schools and higher education. Networking is an important aspect of the alliance and making the connection between businesses, education institutions and workforce programs. Educating our youth about Manufacturing jobs has been at the forefront and has led to engaging programs such as ManuFest which brings together students, parents, educators and businesses. We plan to continue participating in this sector partnership and grow it further to reach as many residents and businesses as possible.

MontcoWorks has collaborated with the Southeastern PA (region 7) Workforce Development Boards to develop targeted sector strategies. Currently, Industry Partnerships in both the Health Care and Business/Financial/IT fields are in development. These partnerships enable employers to share business strategies, participate in incumbent worker training programs and network with other industry representatives. They also provide employers with an opportunity to network with colleagues in the same industry, discuss employment trends, apply for training grants to upgrade the skills of their workers and participate in various forums related to their industry.

Montgomery County is also part of the Manufacturing Alliance of Bucks and Montgomery County. The alliance serves as an avenue through which leveraged resources and best practices can be pooled and shared.

The foundational platform for engaging employers as partners in providing training to meet specific skill needs continues to be the on-the-job training (OJT) program. MontcoWorks has made great strides over the past several program years, averaging 60 OJTs per year in each of the past three years. The Board will continue its emphasis on OJT as well as build in incumbent
worker training to help current employees build their skills, apprenticeships to encourage youth to enter in demand industries, and customized training to help businesses grow internal positions with their own staff. Career Counselors will continue to educate customers on career pathways that involve in-demand occupations and industries to better prepare the workforce for employer needs. MontcoWorks is currently collaborating with the BuxMont Manufacturing alliance which is made up of employers in the manufacturing sector to assist with education, training and placement in manufacturing jobs. MontcoWorks will increase and improve partnerships like this as they are crucial to business engagement and improving the skills and employability of local residents.

The Business Education Partnership Grant of Bucks and Montgomery Counties in PY 2015 assisted MontcoWorks to bring together community partners, school district superintendents and educators, CTE administrators, postsecondary schools and regional employers in targeted industries to carry out a number of grant-supported activities. The network developed since then continues to meet and identify funding and other resources to effectively carry out activities to underserved youth and young adults as well as provide assistance in bringing awareness to the overall objective of MontcoWorks, which is to bridge the gap between educators and employers and successfully serve the needs of the county’s job seekers.

3.5. How will the local board coordinate local workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services? [20 CFR § 679.560(b)(4)]

Note: Alignment between the public workforce system and local economic development activities is critical in order to identify and fulfill industry talent needs by training customers for emerging and in demand job skills. Furthermore, microenterprise development refers to training for the purposes of self-employment. This training strategy may be appropriate for individuals or participants with barriers to employment, including persons with disabilities. Preamble pg. 56108, first column.

The County’s economic development efforts focus on the retention, expansion and attraction of business and industry. The Montgomery County Department of Commerce coordinates these functions. This department actively promotes the County’s competitive advantages. A variety of resources are provided, including small business start-up assistance, demographic information, financial assistance and job-placement assistance.

Working in cooperation with the Department of Commerce, the Montgomery County Development Corporation (MCDC), the Montgomery County Industrial Development Authority (MCIDA), the Montgomery County Redevelopment Authority (MCRDA), together with MontcoWorks, the Montgomery County Workforce Development Board, have packaged numerous economic development projects that have both preserved and created jobs throughout the County.

By furthering economic development across the County and working in collaboration with workforce development, the Department of Commerce has successfully assisted business and industry adapt to changing workforce and industry demands and allowing for the flexibility and
innovation needed to stay in touch with the County’s growing business communities and generational divides while assisting Montgomery County residents secure economic stability and career opportunities. Funding for workforce development programs has steadily increased over the past three years from approximately $4.5 million in awarded funds in program year 2013 to $6.2 million in program year 2015.

The Montgomery County Workforce Development Board recognizes the importance of promoting and supporting entrepreneurial skills and microenterprise services as a viable option for job seekers. Through ongoing workshops and special initiatives, Montgomery County job seekers have been given exposure to and resources for entrepreneurial career pathways. Partnerships with SCORE and Temple University’s Small Business Development Center will be maintained in Program Year 2016. SCORE also provides free small business counseling on-site at the Upper Perkiomen Valley Chamber of Commerce office.

Many of the loan programs administered by the County’s economic development agencies are geared toward small, emerging businesses.
4. OPERATIONAL PLANNING ELEMENTS: Local Workforce Delivery System

The questions in this section require greater detail and should focus on how the local board will execute the strategies in section 3. The responses in this section should be more explicit in that they will expand on the roles of all partners, include examples of specific employment and training activities, as well as specific methods used to engage employers.

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

Montgomery County service delivery network is centralized and coordinated from the PA CareerLink® Montgomery County office in Norristown. The PA CareerLink® Montgomery County is comprised of the following partner agencies: Montgomery County Department of Economic and Workforce Development, through the direction of the Montgomery County Commissioners and MontcoWorks, the Montgomery County Workforce Development Board, the Commonwealth of Pennsylvania Department of Health and Human Services, Department of Education Perkins authorized programming including Harcum College and Montgomery County Community College, Title II entities including Keystone Opportunity Center, Norristown Area School District and the YWCA Tri-County, The Department of Labor and Industry Bureau of Workforce Partnership and Operations, Office of Vocational Rehabilitation, Unemployment Compensation Program, the Montgomery County Community Action Development Commission, Montgomery County the Office of Aging and Adult Services, Montgomery County Norristown Public Library and the Council of Three Rivers American Indian Center. Additional non-mandated partners are continually developed.

The MontcoWorks Board competitively procured a one-stop operator in January 2016 with the selected entity, Educational Data Systems Inc. (EDSI) assuming the duties for the PA CareerLink® Montgomery County system on March 1, 2016. Concurrently, and as a separate request-for-proposals (RFP), the WIOA service provider for adult and dislocated workers was procured. EDSI was also selected for that role, with specific and separate duties outlined for the service provider as one of the core partners with functions to be coordinated by the one-stop operator.

All mandated partners make their services available in the PA CareerLink®. The One-Stop Partners detail their services and financial support available within the PA CareerLink® through a Memorandum of Understanding (MOU). In addition, various partners including community-based organizations and educational institutions provide services at locations off site and customers are appropriately referred to these locations.

Required partners and other key stakeholders work together to ensure a seamless delivery system for customers. Integration of some key components of the Employment Advancement and Retention Network ensure service delivery to TANF recipients while ongoing partnerships provide for specified service delivery to returning citizens, seniors seeking employment and the county’s homeless population.

Operator
Educational Data Systems, Inc

The PA CareerLink® Montgomery County Operator provides functional oversight to partner representatives working inside the PA CareerLink® as well as daily operations including but not limited to:

- Coordination of partner roles and duties per MOU
- Daily schedules and staffing
• Hours of operation
• Infrastructure
• Center certification requirements
• Availability and accessibility of services
• Staff development as pertains to operations
• Identify welcome team staff to manage customer service at front desk and complete data entry for daily traffic to be submitted to Performance Manager no later than one week after month end
• Developing a Survey Monkey questionnaire to gauge the level of satisfaction of Job Seekers and Employers
• Monitor the full utilization of the PA CareerLink® Intake form including, but not limited to support services and agency referrals to community organizations or County departments
• Manage the effectiveness of support services intake and referral process to Montgomery County Human Service agencies
• Oversee the enrollment into JobGateway® including volume, level of assistance required, overall time spent, and determination of the priority of service
• Develop an online video that can be played for new customers providing an orientation to the center
• Research which service can be utilized to document the triage and agency referral process in CWDS.
• Quality control of procedures to identify any issues in the MontcoWorks approved Customer Flow model, reporting concerns to partners and the board
• Ensure proper creation of base records to effectively capture demographic information, especially for those who are veterans, spouses of veterans and those with disabilities
• Schedule provider workshops and send monthly calendar at least two weeks prior to the start of the next month to MontcoWorks for posting on County web site
• Develop a strategy to deepen the relationship with one-time visitors, so they take advantage of additional services that lead to employment
• Schedule monthly partner meetings, submitting minutes to MontcoWorks
• Submit project plan, timeline and results when new initiatives arise (e.g., rapid response sessions)
• Submit community outreach plan, timeline and results to increase public awareness of and accessibility to PA CareerLink® Montgomery County services
• Implement MontcoWorks board policies to be monitored by MontcoWorks compliance division via monitoring tool
• Create a template for a narrative report to be presented quarterly at MontcoWorks board meetings
• Implement Career Pathway approach across partners and services
• Work with partners to ensure effective and efficient case management, follow-up practices, and utilization of the full menu of resources; including soft skills, support services, training, financial literacy, etc.
• Manage the logistics required for partners to host employer events and meetings.

The operator ensures the overall coordination of partner services and reports regularly to all partners for future planning. The operator works with MontcoWorks board staff to ensure performance metrics are met while maintaining customer service for all customers. Implementation of MontcoWorks policies pertaining to training, including Priority of Service is critical.
Service Delivery – Title I Adult and Dislocated Worker
Educational Data Systems Inc (EDSI)
EDSI facilitates a range of services available to customers through PA CareerLink® Montgomery County:
- Outreach
- “Welcome Aboard” orientation and overview
- Intake and initial assessments
- Job search and job placement assistance including recruitment events
- Access to information including LMI and provider information
- Support service resources and referrals
- Eligibility determinations for training and additional training related assistance
- Individualized career counselling and development of an Individual Employment Plan

In addition, EDSI staff connects customers to partners and providers for additional career services:
- In-depth assessments
- Career readiness workshops
- Job clubs
- Training leading to employment through ITA or OJT

Service Delivery – Title I Youth
Montgomery County Intermediate Unit
As of July 1, 2017, Montgomery County Intermediate Unit will serve as the service provider for youth services in Montgomery County. Those services, developed to meet all elements through direct programming or partnerships:
- Tutoring, study skills training, instruction, and evidence-based dropout prevention
- Alternative secondary school services or dropout recovery services
- Paid and unpaid work experience
- Occupational skill training
- Education aligned with workforce activities
- Leadership development
- Financial literacy
- Mentoring (12 months)
- Supportive services
- Follow up services
- Comprehensive guidance and counselling
- Entrepreneurial Training
- LMI
- Activities geared toward the transition to post-secondary education

Service Delivery – Title II
Keystone Opportunity Center
YWCA Tri-County
Norristown Area School District
Through collaborative efforts, three Montgomery County Title II providers have partnered for reciprocal service delivery. Efforts are underway to ensure that a Title II representative is either on-site or readily available for customers in need of Title II services.
Service Delivery – Title III
PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations
- PREP sessions
- Veterans Services
- Rapid Response
- Job search and job placement
- Intake and preliminary assessment
- UC phone and application assistance
- Assist with “Welcome Aboard” information sessions
- Staff career resource center
- Provide ongoing career guidance and referrals to WIOA or trade

Service Delivery – Title IV
Office of Vocational Rehabilitation
Customers who are eligible for services provided through the Office of Vocational Rehabilitation benefit from a Vocational Rehabilitation Counselor to provide diagnostic and evaluative services as well as ongoing career counselling and connection to training, adaptive services and pre-employment assistance, job placement and job coaching.

4.2. Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area? Describe briefly the role(s) of the one-stop partners (required and other)? [20 CFR § 679.560(b)(5)(iv)]

A full list of providers and associated information is shown in the Partner List in the Attachments.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of UC Service Centers</td>
<td>From MOU - “In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible to provide meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. “</td>
</tr>
<tr>
<td>Council of Three Rivers American Indian Center, Inc.</td>
<td>Provides programmatic support</td>
</tr>
<tr>
<td>Keystone Opportunity Center</td>
<td>• Availability for ongoing direct referral to appropriate Title II programming</td>
</tr>
<tr>
<td>Norristown Area SD</td>
<td>• Informational sessions inside one-stop</td>
</tr>
<tr>
<td>YWCA Tri-County Area</td>
<td></td>
</tr>
<tr>
<td>PA Department of Labor &amp; Industry, Bureau of Workforce Partners and Operations (BWPO)</td>
<td>• Wagner-Peyser staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management.</td>
</tr>
</tbody>
</table>
Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities.

- Trade Act programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS))

- JVSG is a BWPO administered program which assures the commonwealth will be able provide special individualized services to disabled veterans. Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify veterans and establish an appropriate plan to meet the individuals’ employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows for Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience.

| Office of Vocational Rehabilitation (OVR) | OVR programs provide WIOA Title IV customers with multiple, individualized services. The OVR in-school youth program provides both eligible and potentially eligible 14 to 21 year-old in-school youth with disabilities with pre-employment transition services. OVR Business Services Program provides multiple services to employers designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals with disabilities. |
| PA Department of Aging | Programmatic support |
| Montgomery County Community Action Development Commission (CADCOM) | Provides programmatic support, including support services |
| Temporary Assistance For Needy Families (TANF) Program | Provides programmatic support |
| (FLC) - Migrant And Seasonal Farmworkers | Provides programmatic support |
| Montgomery County Norristown Public Library | • Provide JobGateway® assistance to patrons  
• House Learning Express library on local libraries’ websites |

4.3. How will the local board facilitate access to services provided through the one-stop service delivery system? [20 CFR § 679.560(b)(5)(ii)]

The Montgomery County Workforce Development Board, MontcoWorks, facilitates access to services throughout the one-stop system by collaborating with partners and facilitating provider services to ensure quality programming is available for all job seekers.
As the system of record for workforce programming, The Commonwealth Workforce Development System (CWDS), customer data is entered or maintained across all programs. MontcoWorks staff uses this information, accessed through Ad Hoc reports, to determine programmatic effectiveness and ensure ongoing programmatic compliance. CWDS additionally allows for sharing of customer information to enhance service delivery.

MontcoWorks utilizes the expertise and knowledge of The Office of Vocational Rehabilitation to better serve job seekers with disabilities while ensuring eligible OVR customers benefit from a full range of services. OVR offers ongoing guidance in areas such as adequate TTY adaptive equipment and software training, and sign interpretation. In addition, a sharing of complementary resources per customer will provide an opportunity to customize employment plans to lead to gainful employment.

The MontcoWorks board also encourages use of UC PC or the courtesy phone located inside the PA CareerLink® Montgomery County to maximize resources for unemployed job seekers.

Through funding received by the PA Department of Human Services, MontcoWorks facilitates administration of the Employment, Advancement and Retention Network (EARN) program which provides in-depth employment and support services to job seekers receiving benefits under the Temporary Assistance for Needy Families program who are directly referred by the Montgomery County Assistance Office. The Local Management Committee (LMC) reports ongoing programmatic progress to the MontcoWorks board and establishes plans to ensure programmatic success. The committee also strives to build partnerships necessary to serve job seekers and incumbent workers with barriers to employment.

MontcoWorks has also partnered with the three Montgomery County Title II providers (Keystone Opportunity Center, YWCA Tri-County, and Norristown Area School District) for reciprocal service delivery. Title II providers offer availability for ongoing direct referral to appropriate Title II programming, conduct Informational sessions inside one-stop and ensure a representative is available for referral assistance.

MontcoWorks has established strong partnerships and referral relationships with several county agencies including the county’s network of libraries serving as locations for and extension of services that all job-seekers, including those in remote areas, may otherwise not have access to. Receipt of a Community Partnership grant enabled this partnership to expand over the past program year, with web-based software available through Montgomery County libraries to compliment JobGateway® and allow for remote access to GED preparation, ABE and language services and college prep assistance.

Services coordinated through the Senior Community Service Employment Programming ensure older job seekers have a range of options, additionally, career readiness and job search workshops arranged through MontcoWorks procurement includes a workshop targeting job seekers over the age of 55.

PA CareerLink® staff will utilize the libraries and other community resources to take job-seeker services into remote areas based upon need. In addition, library staff have been trained in how best to assist jobseekers using JobGateway®.
ADDITIONAL PARTNERSHIPS:

Montgomery County Correctional Facility
Through a Linking to Employment Activities Pre-Release (LEAP) grant, MontcoWorks partners with the Montgomery County Correctional Facility to provide pre-release services and training and to provide a smooth transition to post-release services offered by the PA CareerLink® partners.

Upper Perkiomen Valley Chamber of Commerce Perk-Up Initiative - supports the Greater Upper Perkiomen Valley’s development of a competitive workforce and catalyzes economic recovery and growth. Workforce efforts involving youth programming, business outreach and skills assessments provide a base on which MontcoWorks can better meet the needs of this community.

Tri-County Community Network – the TCN Workforce Development Committee provides career development opportunities for the unemployed and underemployed in the Greater Pottstown community.

Montgomery County Community Connections – through Community Connections, those job seekers who may not otherwise readily access one-stop services can be connected through a strong partnership with Community Connections Navicates. Community Connection sites are located throughout Montgomery County, including Pottstown, Pennsburg, East Greenville, Norristown, Lansdale, Willow Grove, Souderton, Lower Merion and Ambler.

Souderton High School Pathway 360 – involves high school students in relevant internship and job-shadowing experiences.

Team MontCo – MontcoWorks partners with other local and regional organizations once per month to serve as a panel of a business assistance resource forum at a different part of the county and share resources and services to those who may be eligible to receive them. In partnering with the municipality to host the forum, MontcoWorks staff and the PA CareerLink® Business Services Team member can engage with employers to address their workforce needs and help the community become more familiar with available workforce development services. Other Team MontCo partners include PECO, Temple University SBDC, PA SEWN, U.S. Small Business Administration, Ben Franklin Technology, DVIRC, Montgomery County Development Corporation, World Trade Center of Greater Philadelphia, and the Montgomery County Community College.

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible for providing meaningful assistance to individuals seeking assistance in filing an unemployment claim in PA CareerLink® sites. The meaningful assistance will be provided at PA CareerLink® sites by offering claimants dedicated access to UC service center staff as well as access to important UC information. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers.
4.4. How will entities within the one-stop service delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities? [20 CFR § 679.560(b)(5)(iii)]

MontcoWorks requires that the PA CareerLink® Montgomery County and any affiliated sites must be fully accessible to all individuals who desire access to employment and training services. Each site is certified annually for compliance with EO/ADA requirements by the Office of Equal Opportunity, PA Department of Labor and Industry. Overall, the Board promotes full accessibility by requiring that its One-Stop Operator and One-Stop Partners:

- Conduct and participate in training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach and referral to agencies within the local area, such as the Office of Vocational Rehabilitation that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.
- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available via the PA CareerLink® Montgomery County and throughout the local area and coaching them on how to apply for needed resources.
- Make provisions for access to bi- and multi-lingual personnel to assist customers with language barriers.
- Provide assistive technology items for persons with disabilities. Adaptive technology utilized includes accessible computer, adaptive keyboards, TTY services and/or adjustable work stations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- Coordinate staff training on assistive technology and equipment to ensure that personnel are fully-trained in usage and application.
- Help individuals with disabilities who may require additional assistance with the registration process – this support includes one-on-one assistance through a designated Priority of Service Career Coach, using adaptive technology as necessary.
- Coordinates services with OVR staff for those individuals who are eligible for OVR services. OVR will assist other PA CareerLink® partners in identifying and addressing the needs of persons with disabilities who are not eligible for OVR services, as both OVR-eligible and non-OVR eligible persons with disabilities have access and priority for the full range of services of the partners.
- Maintain required federal and state notices and postings.

MontcoWorks maintains a single point of contact for EEO information, training, and handling of local inquiries:
4.5. Describe how the local board will ensure the continuous improvement of eligible training providers through the system that such providers will meet the employment needs of local area employers, workers, and job seekers. [20 CFR § 679.560(b)(5)(i)]

The MontcoWorks board has established a subcommittee on Training and Performance to assist with the measurement of effectiveness and performance of the eligible providers and the one-stop delivery system providers in Montgomery County. The Training and Performance subcommittee is made up of public and private stakeholders as well as the Training and Assessment Supervisor and the Research and Performance Manager. This group meets quarterly to discuss the performance and effectiveness of the workshop providers and training providers. They review LMI to ensure that ITAs are continually aligning with the in-demand industries and occupations of Montgomery County. They will review workshops surveys to measure the satisfaction of customers in relation to the specific workshops they attend. Training provider success is measured by this subcommittee based on the percentage of individuals that successfully completed their training and were employed in their field of study. This group is also charged with the Training Provider policy which outlines the contractual expectations for all institutions working with MontcoWorks customers. The Research and Performance division works with the One Stop Operator to measure efficiencies and deficiencies and reports findings to the MontcoWorks management team and one-stop partners on a monthly basis. Measures include daily and monthly foot traffic, frequency of visits, services per visit and other topics as requested. All subcommittees report back to the full board on their findings and suggestions for modifications and continuous improvements to enhance the customer experience.

The board’s Training and Performance Sub-Committee regularly reviews the availability of training activities as available through the approved provider list. Employment related activities as vetted through the Montgomery County procurement process as requested and evaluated by the board based upon job-seeker needs. Additional employment and training activities or services that may be available to job seekers in Montgomery County are reviewed by the Supportive Services division for alignment with career pathways and job-seeker needs.

MontcoWorks will continue to monitor the progress and success of its local one-stop by utilizing CWDS standard reports as well as Ad Hoc reports created within CWDS to track or identify any additional indicators related to the performance and improvement of the one-stop. Guidance on one-stop center infrastructure funds will be a joint venture between the Finance Committee and the one-stop partners to maintain fiscal responsibility while still keeping the customers and businesses of Montgomery County at the forefront. Roles and contributions of one-stop partners will be reviewed thoroughly on the first Friday of each month at the one-stop partner
meeting. Any suggestions for modifications or changes to partner roles will be discussed prior to any adjustment to a partner’s roles and responsibilities.

The MontcoWorks board has established two subcommittees to assist with the program effectiveness and performance of the fiscal agent, eligible providers and the one-stop delivery system in Montgomery County. The Finance committee is made up of public and private stakeholders as well as the MontcoWorks Fiscal Officer. This group meets quarterly to discuss the financial standing of the workforce delivery system including, but not limited to, allocations, spending, grants and other financially relevant material. The Training and Performance subcommittee is made up of public and private stakeholders as well as the Training and Assessment Supervisor and the Research and Performance Manager and meets quarterly to review outcomes and services offering of the training providers. They review LMI to ensure that Individual Training Accounts are continually aligning with the in demand industries and occupations of Montgomery County.

Training provider success is measured by this subcommittee based on the percentage of individuals that successfully completed their training and were employed in their field of study. They also develop the Training Provider Policy which outlines the contractual expectations for all institutions working with MontcoWorks customers. The Research and Performance division will work with the One Stop Operator to measure efficiencies and deficiencies and reports findings to the MontcoWorks management team on a monthly basis. Measures include but are not limited to the daily and monthly foot traffic, frequency of visits, services per visit and other topics as requested. All sub committees report back to the full board on their findings and suggestions for modifications to enhance the customer experience.

4.6 **Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [20 CFR § 679.560(b)(6)]**

Aligning employer labor needs with qualified job seekers continues to be a priority of the Montgomery County Workforce Development Board, MontcoWorks. Ongoing thorough analysis of labor market information combined with strong partnerships and business services allow for continual review of available training options and pipeline development focusing on high priority occupations.

Through ongoing employer engagement, including a county-wide Employer Needs Assessment Survey, businesses have expressed an ongoing need in a dependable workforce. While simultaneously following a MontcoWorks board-adopted Priority of Service Policy, it is critical that barriers to employment are addressed head-on to ensure a dependable workforce for businesses. Therefore, the Title I provider in the PA CareerLink® Montgomery County designates a position as Priority of Service Career Coach. This effort helps ensure that job seekers are connected to available community and workforce development resources that ensure employees meet the needs of employers.

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

1. "**Recipients of public assistance**” includes individuals who receive, or in the past six (^) months have received, or are a member of a family that is receiving or in the past six (6) months have received, assistance through one or more of the following:

- Supplemental Nutrition Assistance Program (SNAP);
- Temporary Assistance for Needy Families (TANF);
- Supplemental Security Income (SSI); or
- State or local income-based assistance.

2. "**Low-income**” includes:

- Recipients of public assistance (defined above);
- Individuals in a family with total income below the poverty level or 70% or the Lower Living Standard Income Level (LLSIL);
- Homeless;
- Youth in foster care;
- Individuals with disabilities with individual income below the poverty level or the Lower Living Standard Income Level (LLSIL);
- Youth in school up to age 21, or parents of such youth, who are eligible to receive free or reduced price lunch under federal guidelines.

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

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

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

An adult may be assessed as basic skills deficient through case manager observations and documented in case notes. A case manager may document basic skills deficient using any one (1) of the following:

- Basic skills assessment questions or test results;
- School records;
• Referral or records from a Title II Adult Education program; or
• Referral or records from an English Language Learner (ELL) program.

Case notes will not be used for verification.

If a standardized test is used to assess basic skills, the test will include reading, writing, or computing skills. Lacking soft skills or specific skills needed for a particular job will not be used to determine otherwise high-functioning individuals as basic skills deficient.

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

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

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

1. Veterans and eligible spouses who meet the statutory priority (public assistance recipient, other low-income individuals including the underemployed, or basic skills deficient) and Adult program eligibility will receive the highest level of priority for services;

2. Other individuals (not veterans or eligible spouses) who meet the statutory priority (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient) and Adult program eligibility then receive the second level of priority for services;

3. All other veterans and eligible spouses who meet Adult program eligibility, then receive the third level of priority for services;

4. Other individuals (not veterans or eligible spouses) who do not meet the statutory priority (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient) then receive the fourth level of priority for services;

5. Other individuals (not veterans or eligible spouses) who do not meet the statutory priority (public assistance recipient, other low-income individuals including underemployed, or basic skills deficient), but do meet Adult program eligibility, then receive the fifth level of priority for services.

The primary services available to adults and dislocated workers in Montgomery County are:
Job-Seeker Services

- Eligibility
- Outreach, intake (including worker profiling) and orientation to the information and other services available through the PA CareerLink® delivery system
- Information on high demand occupations, priority industry clusters and career pathways
- Assessment of career interests, skill levels, aptitudes, abilities, and supportive service needs
- Job search and placement assistance including career coaching, career planning, employment plan development and career pathway consultation
- Employment statistics information and labor market information such as job vacancy listing, job skills necessary to obtain jobs, local in demand occupations, earnings, and skill requirements
- Performance information and program cost information on eligible providers of training services
- Information relating to the availability of supportive services available in the local area
- Information regarding filing claims for unemployment compensation
- Assistance in establishing eligibility for TANF activities and programs of financial and assistance for training and education programs
- Follow-up services, including counseling regarding the workplace
- Adult education and literacy activities geared toward the obtainment of a GED or increase in literacy levels
- Support services, primarily through resource and referral services
- Case management for job-seekers receiving training services, supportive services or are participating in the Employment, Training and Retention Network (EARN) program
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.

Training Services

- Occupational skills training in one of the Commonwealth’s high demand occupations
- On-the-job training
- Programs that combine workplace training with related instruction which may include cooperative education
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

Staff within the one-stop have initiated chair side intake to provide the customer with a more intimate setting than the standard classroom orientation and intake process. Customers will still be provided an opportunity to participate in a classroom setting for the overview of PA CareerLink® services. However, individuals will meet with a member of the welcome team at a
computer to complete intake and answer any questions. Staff also has mobile capabilities through the use of iPads that enable them to conduct intake interviews both on and off site. The case management system of record, CWDS, has been continually enhanced to provide a smooth and easy means for staff to manage their caseloads electronically. Specifically, the new addition of the Case Management Dashboard on CWDS will enable staff to easily add case progress notes with one click and also keeps them informed on the upcoming soft exits on their caseloads which is monumentally important in caseload management. Once CWDS and all partner programs such as Adult Education and OVR are fully integrated, case management across programs of participation will be seamless and much easier to track for goal achievement of each customer.

4.7 How will training services be provided through the use of individual training accounts (ITA), including contracts for training services, will be coordinated with the use of ITAs. [20 CFR 679.560(b)(18)]

Once a customer has been deemed eligible for WIOA services, received career coaching and has expressed interest in training, verified through assessment, the customer is registered for a Training Information Session. The customer is directed to the Eligible Training Provider List (ETPL) and high demand occupations so they may start the selection process in accordance with their career pathway as reviewed with a PA CareerLink® Career Coach. The customer will take an employability skills assessment test to establish their proficiency in the related field of choice. Once they complete and pass this assessment, they conduct a job search to learn more about the companies that are hiring for their desired field of study. Once all steps have been completed, the customer will sit down with a Training and Assessment Specialist to fill out the Individual Training Account (ITA). The ITA is signed by both parties as well as the Fiscal Officer, Executive Director and training provider. Once all signatures are received, the customer can begin training.

The ITA cap for training funds per customer was set by the Montgomery County Workforce Investment Board in 2002 at $3,500.00 and has remained $3,500.00 since. In 2017, the Montgomery County Workforce Development Board analyzed the impact of this cap on placements and retentions and determined that the current cap of $3,500.00 is sufficient and maximizes the number of customers who can benefit from training. Per the existing ITA policy, $3,500.00 is a lifetime limit.

The MontcoWorks board has ensured that contracted service delivery includes thorough customer assessment and career coaching. If employment is unattainable with a customer’s existing skillset, Career Coaches, along with Training & Assessment staff, work with training-eligible customers to ensure the alignment of chosen training programs with career pathways. Customers are required to explore three training program offerings whenever possible, including program statistics as reported in CWDS. All options are reviewed with staff before a specific program is chosen and the ITA is completed. Beginning in Program Year 2016, the MontcoWorks Training & Performance Committee will facilitate development of a report to provide customers up-to-date performance data for training providers, as that performance pertains to the placement of Montgomery County job seekers.
MontcoWorks Workforce Development Board (WDB) has identified four High Priority Occupation sectors in Montgomery County: Manufacturing, Information Technology, Healthcare, and Life Science/Biotechnology. The Assessment and Training Supervisor has been charged by the WDB to ensure that a diverse variety of training opportunities located in the County and Southeastern Pennsylvania are available to customers. Every effort is made to work with training providers to ensure that the training leads to an industry-recognized credential that is aligned with local workforce needs and that will prepare students for realistic, existing employment opportunities. WDB staff is well aware of the state’s High Priority Occupations Policy and uses both the High Priority Occupations list available on [www.paworkstats.pa.gov](http://www.paworkstats.pa.gov) and employer staffing needs to construct and maintain the ETPL on behalf of the Board.

For example, when Medical Assistant was removed from the High Priority Occupations list for Montgomery County by CWIA, WDB staff was aware of the employer needs for staffing. The WDB staff followed the state procedure and filed an electronic petition supported by more than three businesses that when combined have a total number of job openings that meets the regional openings threshold for each of the next three years. The petition was successful and Medical Assistant was added to the list. WDB staff has also worked with other LWDBs to support their petition to add occupations to the High Priority list. Through this cooperative effort MontcoWorks ensures that training is available and connected to the four High Priority industry sectors.

WDB staff reinforces the state policy that once individuals are made eligible for WIOA-funded training and that training supports their career pathways and Individual Training Plans, those individuals can choose from any of the programs on the ETPL, as long as the training provider agrees to follow the MontcoWorks policies and procedures as evidenced by signing a contract. For example, WDB staff has worked with providers outside the Southeast Region to provide quality online training programs when classroom training was not available.

WDB requires all training providers to submit all training programs and/or courses electronically through the Commonwealth Workforce Development System (CWDS) on-line application located at [www.cwds.pa.gov](http://www.cwds.pa.gov) in order to receive WIOA Adult and Dislocated Worker training funds for residents of Montgomery County. To remain eligible to provide training services and receive training funds, training providers must submit and meet performance levels on an ANNUAL basis. MontcoWorks staff uses the following performance measures stated in the WIOA Provider Desk Aid On-Line Version CWDS Procedures—revised April 2016.

Five (5) performance criteria have been established for two (2) distinct populations: 1) WIA/WIOA and 2) ALL (WIA/WIOA and Non-WIA/WIOA). Non-WIA/WIOA would include private pay students, Trade Act, EARN, etc. All training courses/programs must meet at least seven (7) of the ten (10) following measures. However, if a course/program serves no WIA/WIOA clients, the course/program must meet at least four (4) of the five (5) measures for the ALL population.

1. Program Completion – 64%
2. Entered Unsubsidized Employment, 2nd quarter – 41%
3. Entered Unsubsidized Employment, 4th quarter – 42%
4. Median Quarterly Wage – $5211
5. Program Graduate/Credential – 52%
While data must be reported, in an effort to not arbitrarily exclude programs from the list that serve a small universe of students, performance levels will be considered met if a program serves less than ten (10) students in either population for WIOA and/or All. If the population for each is less than ten (10), all performance measures will be waived.

Training providers regularly communicate with WDB staff to alert them of new training programs within High Priority Occupations. Both new and returning training providers received the WIOA Provider Desk Aid On-Line Version CWDS Procedure when it was revised in April 2016.

The WDB holds an annual Training Provider Symposium and invites representatives from all approved regional training providers to receive an orientation to the MontcoWorks policies and procedures including, but not limited to, ETPL application process, billing, and attendance documentation. Representatives from almost all training providers have attended this Symposium. This Symposium, unique to Montgomery County, has been favorably received by a wide range of providers, and helps to ensure a wide range of training opportunities for eligible Montgomery County residents.

4.8 Provide a description and assessment of the type and availability of youth workforce investment activities in the local area. [20 CFR § 679.560(b)(8)]

The WIOA Youth Program serves underserved youth and young adults who reside in Montgomery County, are between the ages of 14 to 24, and present with a significant barrier to completing or advancing in education or obtaining employment. The WIOA Youth Program, currently named the Youth Empowerment Program (YEP), provides comprehensive, year-round youth programs and services for eligible youth and young adults who are either in school, have left school without a diploma and are now motivated and re-engaged, or have graduated and are unemployed/underemployed. The YEP program and services include, but are not limited to, supportive and case management services, academic tutoring and study skills training, job readiness and workplace etiquette workshops, various occupational skills training programs that align with in-demand industry sectors in our area, paid and unpaid work experience, GED preparation classes, college dual enrollment, a pre-apprenticeship program, job shadowing, professional adult mentorship, leadership development opportunities, entrepreneurial skills training, industry tours, college tours, career fairs, mock interviewing, professional resume writing, and other activities that help participants transition to postsecondary education or gain meaningful employment. Temporary Assistance for Needy Families (TANF) funds are used to serve TANF-eligible youth between the ages of 5 to 18 years old who reside in TANF-eligible households or are 235% below the poverty level. Programs and services include coordination of academic remediation and career-focused after school programs, a one-on-one mentorship program, instruction in work readiness preparation, college and industry tours, ESL instruction, cultural experiences, community service projects, hands-on science experiments to explore interests in STEM related careers, and other innovative year-round or summer programming. The overall goal is to get eligible youth excited about potential career pathways that will move them closer to future success.

MontcoWorks Youth Services offer qualifying youth and young adult participants, between ages 14 to 24 years old, opportunities and experiences that incorporate the fourteen core program elements described under the WIOA, alone or in a combination during different times of youth
participation. Participants engage in year round activities where they gain workplace readiness skills, obtain occupational skills certifications, and paid work experience in the summer or year-round internships that will build a well-rounded resume and experiences to prepare them for trending careers in our region or postsecondary education.

The overall goal of the MontcoWorks Youth Services is to deliver highly sought after opportunities to youth and young adults that advance their chances in gaining a career of their choice in a competitive workforce. In doing so, youth participants will have access to all for the program elements specified in WIOA Section 129(c)(2).

MontcoWorks Youth Services will partner with various community agencies and organizations to offer additional support and experiences to both in-school and out-of-school youth participants that will assist in their path towards gaining employment or furthering their education. Partnering high schools and Career and Technical Centers identify and refer at-risk qualifying students to participate in activities and services offered. This also provides the opportunity to identify graduating students that do not have plans after graduation and refer to MontcoWorks Youth Services to provide support services, career counseling and transition to gaining skills and work experience towards meeting employment goals or transitioning successful to a post-secondary or advanced training program after graduation. Maximizing partnerships and available community resources through the ongoing work of the Montgomery County Intermediate Unit allows for co-enrollment when appropriate in services available through WIOA Adult, OVR, TANF Youth Development Fund, Job Corps, YouthBuild, Title II, Year Up and other programs. MCIU, the MontcoWorks youth services provider, has developed strong reciprocal partnerships with these entities to ease and formalize co-enrollment. MontcoWorks performance staff monitors co-enrollment activity to reflect an ongoing increase, with staff providing technical assistance where necessary.

Tutoring, Study Skills Training, Instruction and Evidence-Based Dropout Prevention and Recovery Strategies that Lead to Completion of the Requirements for a Secondary School Diploma or its Recognized Equivalent (Including a Recognized Certificate of Attendance or Similar Document for Individuals with Disabilities) or for a Recognized Post-Secondary Credential
MontcoWorks Youth Services provides academic instruction to in-school youth as well as the out-of-school youth enrolled in the High School Equivalency programs. Participants at-risk of dropping out of high school participate in workshops and modules that teach the importance of organizing study time and then practices the study time with their assigned Youth Career Specialist. Families and school counselors are involved in the decision to consider alternative secondary school services for participant if they are at-risk of dropping out. If an out-of-school participant tests below 9th grade level in Math, Language, or Reading on the TABE assessment test at intake, the participant receives remediation in the subject. Priority service is given to out-of-school youth.

Comprehensive Guidance and Counseling
All participants in the program will receive assistance by their assigned a Youth Career Specialist who assists in managing the participant’s experience in the program, coordinating additional resources to meet any barriers to work or completing education so their time in the program concludes with long term outcomes in either postsecondary advanced placement or highly skilled in the workplace.
Each participant receives career and educational counseling by their assigned Youth Career Specialist in which services and programming is guided by their planned goals set in the participant’s ISS.

**Supportive Services**
Each youth participant has an assigned Youth Career Specialist that will assist in the coordination of resources to combat the identified barriers to employment or completing education goals. These support services are coordinated in conjunction with available resources by the Montgomery County services as well as through referral processing with community agencies. Resources include access to child care services, public transportation education and transportation passes, work attire or “dress for success” events, gaining housing or family intervention services if housing is unstable, applications for financial assistance, and coordinating medical services.

**Follow-Up Services for no Less than 12 Months after Completion of Participation**
The Youth Career Specialist continues to provide mentoring, career counseling, resource coordination, as well as any other necessary services for participants after completing the program for up to one year. The Specialists also contact the participant’s employer periodically after the participant completes training and obtains employment in order to assist with support or guidance should there be challenges that could risk the participant’s retention of employment.

**Alternative Secondary School Services, or Dropout Recovery Services, as Appropriate**
MontcoWorks Youth Services includes two programs located at the Montgomery County Community College – East and West Campuses. Qualifying out-of-school youth enroll in the GED preparation program that can be completed in as rapid as six weeks. Participants attend GED prep classes that coincide with one out of four parts of the GED exam. OSY participants that require remediation in subjects prior to starting the GED prep classes will attend the program’s bridge program which assists participants to academically prepare for the GED prep classes. Participants receive support services, are assigned a Youth Career Specialist to assist in career exploration and complete work readiness workshops. Once youth participants gain their GED, they receive assistance in entering in an occupational skills training program as well as learn of opportunities for an internship in their interested field.

MontcoWorks Youth Services also enrolls and serves qualifying OSY to the Gateway to College program. Participants receive intensive case management and support services during their two year attendance in the program. Participants not only gain their Commonwealth diploma but also a professional certification from the community college in an in-demand industry. Participants are assigned a Youth Career Specialist to develop their ISS and identify opportunities and activities that will encourage their successful attainment of a diploma and a professional certification. Participants are also offered to employment and education counseling that leads to obtaining and retaining full time employment or transitioning to post-secondary education.

**Financial Literacy Education**
Financial literacy workshops and modules that are age appropriate are offered to participants on a monthly basis. Prior to starting their first paid work experience, youth participants engage
in workshops that include opening and managing a bank account and bank card, money management and building a savings account. Participants will also receive college Financial Aid counseling through PHEAA and additional financial assistance opportunities learned through workshops held throughout the year.

**Adult Mentoring & Professional Mentorships**
Participants who are in school will engage in professional mentorship with employers working in trending industries, manufacturing, healthcare, information technology, and life sciences. Participants will be able to shadow individuals who work in occupations that align with students’ interests and where training that is available at career and technical education centers. Early in the participant’s engagement with the program, they will have had experienced one on one time with a professional mentor and a job shadowing experience. Each youth participant is assigned a Career Specialist that engages with them at a determined pace throughout their active participation, assists in guiding their participants to meet their determined short term and long-term benchmarks, as well as continues their mentoring and guidance up to 12 months from successfully completing their participation.

MontcoWorks Youth Services partners with RSVP Mentoring that coordinates volunteer retired or active professionals from the non-profit and private sector to mentor in-school youth participants on life skills or after school job shadow opportunities. RVSP Mentors will also offer online academic tutoring to in-school and out-of-school youth participants via Skype. With this collaboration of services, MontcoWorks can further enhance the participant’s experience in the program as well as coordinate more opportunity for successful transition to post-secondary or gained employment.

**Entrepreneurial Skills Training**
In addition to partnering with RSVP Mentoring volunteers for mentorship and virtual tutoring, mentors that have started their own businesses or non-profits will provide unique summer job shadowing opportunities to youth participants who have expressed interest in having their own start-up. The experience will include attending meetings hosted by the assigned mentor where the participant will learn fundamentals of working in a team setting, developing a strategic plan for a business or for a non-profit, budgeting, and other component that fit with an entrepreneurial training experience for ISY or OSY participant.

Specifically for the in-school youth participants, Youth Career Specialist will engage with participants in after-school activities that involve creating a business club where they are expected to create a business model and utilize resources provided by the school to create a product. In 2014, ISY participants created a business plan and marketing campaign where they made bracelets. In Spring of 2015, ISY participants at one of the CTC worked through the graphic design and shirt printing class to design and make shirts. Participants learned about how to develop a business plan if they were to start a shirt printing and graphics business.

**Paid and Unpaid Work Experiences that have Academic and Occupational Education as a Component of the Work Experience**

**On The Job Training Opportunity (OJT)**
Qualifying youth participants will be assessed to determine their eligibility for on-the-job training opportunity with a MontcoWorks partnering employer. Participants continue to
receive supportive services and build their resume, gain additional skill with their Youth Career Specialist who meets with them at the work site.

Summer Employment Opportunities and Other Employment Opportunities Available Throughout the School Year

Each summer MontcoWorks Youth Services introduces youth participants to meaningful work opportunities that aligns with their academics and builds their resume with skills, experience and employment references. Youth staff develops partnerships with local employers in various industries to create a quality six week summer work experience for teens and young adults in the program. Youth participants are required to complete a series of workshops as well as one-on-one sessions with their assigned career specialist as part of their employment preparation. The workshops include the development of time management skills, how to communicate with a supervisor, job appropriate dress attire, how to use public transportation to and from work, money management, and filling out a W-4 and I-9.

Employers during the summer work experience for youth will play a vital role when assisting participants develop into a marketable candidate for future employment opportunities. Site supervisors will complete a survey at the end of the youth participant’s work experience that will assess the work readiness of the participant. The Youth Career Specialists will utilize the assessments completed to discuss additional workshops and experiences would benefit the participant in reaching their educational or employment goals.

Paid and Unpaid Work Experience – Integrated Education and Training for a Specific Occupation or Cluster

The primary focus of work experiences is to expose youth participants to the requirements of work and to employers’ expectations. The participant’s work experience is linked to their expressed career and an employment goal stated in their Individualized Service Strategy (ISS) Plan and incorporates an academic and occupational learning component. MontcoWorks Youth Services carries out workshops to participants to prepare them for a year-round or summer paid work experience. These workshops include work readiness or employability skills, s.a. appropriate dress attire, how to answer a phone, arriving on time, and communication skills with a supervisor. Participants will work with their assigned Youth Career Specialist to build their resumes and portfolios with the certifications and experiences they have gained since engaging in the program. Having more interactive experience will allow participants to choose a college or industry path that matches their interests and will be able to have a successful placement and retention by the time they are exited from the program.

Young adult participants who have either received their secondary diploma or who need to gain their diploma in nontraditional means will engage in workplace etiquette workshops, resume writing, college and industry tours, and gain occupational skills certifications for partnering industries. Participants out of school with a high school diploma or equivalency will gain advanced skills and experience to make them a highly sought after employee for regional national employers.

Occupational Skill Training, which Includes Priority Consideration for Training Programs that Lead to Recognized Post-Secondary Credentials that Align With In-Demand Industry Sectors or Occupations in the Local Area Involved
Pre-Apprenticeship Program - Registered Apprenticeship
MontcoWorks Youth Services pre-apprenticeship program builds a trade skill to prepare youth participants who have obtained their high school diploma or equivalency start a Labor Union Apprenticeship. Participants are supported through their technical skills training that leads to a certificate in the selected trade, gain an OSHA-10 certification, guided through the apprenticeship application process, participate in life skills workshops, and keep high level of support and mentoring through their apprenticeship experience that leads to employment and retention of employment.

Job Corps
MontcoWorks Youth Services coordinates weekly informational and recruitment sessions with Job Corps regional representatives in the Norristown and Pottstown area. The sessions provide information to both in-school and out-of-school youth participants about the opportunities in occupational skills training with Job Corps that can lead into the participant’s planned career pathways goals. MontcoWorks Youth Services is also able to identify if non-participant attendees qualify for WIOA funded programs and services that can assist in their preparation for employment or further education.

Education Offered Concurrently With and in the Same Context as Workforce Preparation Activities and Training for a Specific Occupation or Occupational Cluster
MontcoWorks Youth Services will continue partnership with the four Career and Technical Education Centers in Montgomery County to identify youth participants who attend traditional high school that, based on their identified career path, would benefit from learning more about available programs and opportunities to gain an occupational skills certification at graduation from a CTC school. Youth participants will be able to incorporate academic opportunities to progress through exploring selected career fields and experiencing a summer or year round work experience that align with their paths.

Activities That Help Youth Prepare For and Transition to Post-Secondary Education and Training
MontcoWorks Youth Services coordinate career specific industry tours that align with high priority occupations and fields in the area as well as with the career goals of the youth participants. Generally occurring in the early Fall and Spring season, youth participants from in-school as well as out-of-school programs tour employer sites throughout the County and experience hands-on activities as well as learn what types of occupations are hired at the site. The attending Youth Career Specialists share after the tour with participants what advanced training programs or higher education programs are available to them to obtain such an occupation with the employer. The Youth Career Specialists will update the participant’s ISS with revised or additional goals such as obtaining a work experience or job shadowing opportunity with the employer if the participant expresses interest for further exploration in such field.

In addition to industry tours, youth participants will attend college tours either in a large group or small group with their Youth Career Specialist. Participants learn about the public transit system and how to efficiently use it to get from their residence to the college. Participants, as well as their parents, learn about the available financial aid assistance, when and how to apply prior to graduating from high school.
Advanced training programs such as the Year Up program at Pierce College and Job Corps in Keystone have been able to go to the schools with youth participants to be able to discuss the available opportunities after graduation. Youth staff works with the advanced training program admissions in order to assist participants with their applications and successfully enroll in their programs.

MontcoWorks Youth Services includes enrolling and serving qualifying out-of-school youth in the Gateway to College (GtC) program at the Montgomery County Community College. With about fifteen youth participants enrolled into the GtC program each semester, participants learn how to succeed in an educational setting through a college-based dual credit program while simultaneously earning a high school diploma and substantial college credit in a skills training program. The program assists participants that have left high school without a diploma, be able to not only achieve their diploma but also become a prepared college student.

**Leadership Development Opportunities**
MontcoWorks hosts various events and fairs throughout the year specifically aimed at the youth participants, both in-school and out-of-school. Participants gain leadership experience by collaborating with others in civil service projects that tie into their academics and become an advocate of their own pathways for newer participants in the program and event or fair attendees. They have the opportunity to build on their leadership and civic duties to their communities while positive social behaviors are developed through a structured and interactive curriculum as part of their employment and education goal plan development.

**Services that Provide Labor Market Information About In-Demand Industry Sectors and Occupations**
MontcoWorks Youth Services participants attend events and activities throughout the County that meets their career path interests as well as allows them to explore in-demand careers not typically considered through traditional secondary schooling. Youth participants and their parents are provided tours of the career and technical center advanced training programs that align with their interests. The CTC counselors educate the youth participants and their parents of the various careers one of their programs can lead to, with many not typically starting with a four-year college degree. Youth participants attend multiple industry tours throughout the year at partnering employer sites who provide an interactive experience for the attendees. Each year, MontcoWorks Youth Services coordinates groups of both ISY and OSY to tour a manufacturing company on National Manufacturing Day to learn of various occupations they are hiring for as well as the needed skills and credentials necessary to work at the company. ManuFest is annually held in the spring and brings together manufacturing companies along with CTC schools and higher education colleges that offer programs and certifications towards a career in manufacturing. Youth participants attend Girls Exploring Tomorrow’s Technology (GETT) each year to learn about the careers in STEM related fields and the underrepresentation of girls furthering their education towards such fields. Youth Career Specialists follow up with youth participants after each career exploration event and industry tour with updating their ISS with new or revised career and education goals.

**Additional Support for Youth with Disabilities**
MontcoWorks Youth Services partners with multiple County departments and agencies to coordinate services for youth with disabilities. The Youth Career Specialists are able to guide participants that have a disability and their parents through the application process for services through the Office of Vocational Rehabilitation (OVR). MontcoWorks Youth Services and the Montgomery County Intermediate Unit (MCIU) coordinate services in schools for participation of participants in the MCIU transition programs. Youth Career Specialists work with MCIU Transition staff and Secondary Transition staff to identify qualifying youth participants for their program and continue with meeting benchmarks and providing support services. Coordination of additional support for youth with disabilities continues through the summer during their paid work experience when a youth and parent(s) requests a job coach from the MCIU that will further assist in any challenges and additional barriers to successfully completing their work experience.

MontcoWorks has partnered with Montgomery County Human Services-Behavioral Health Development Department to provide additional services and case management services to qualifying WIOA youth and young adults whose disability meets their Blended Case Management (BCM) criteria. With at least six locations around the County, BCM services are person-centered, flexible, committed to building relationships and have 24/7 phone coverage. The MontcoWorks and BCM program help support youth participant with meeting their education and employment goal by utilizing the principles of Supported Employment: primacy of youth choice and personal preference, integrated services, goal of competitive employment, personalized benefits counseling, rapid job search, and follow-along support.

OVR also provides WIOA Title IV eligible and potentially eligible 14 to 21-year-old in-school youth with disabilities pre-employment transition services designed to prepare them to enter competitive, integrated employment. Pre-employment transition services include paid work-based learning experiences, job shadowing as well as vocational counseling and guidance. Also offered is group training on workplace readiness, independent living skills, and self-advocacy skills.

**Determining Eligibility**

The checklist below is used to determine eligibility for youth services. A key part of eligibility determination is to identify all programs and services where co-enrollment opportunities are appropriate to meet the youths’ needs. Reports generated through CWDS are reviewed monthly to review enrollments of both In-School-Youth and Out-of-School Youth, monitoring distribution.

<table>
<thead>
<tr>
<th>Personal Identification</th>
<th>Monitor Verified</th>
<th>Documents Required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Security Number</strong> Verification. Unsigned SS card is valid, and valid if signed by parent for those 14 or 15.</td>
<td>☑ YES</td>
<td>Social security card</td>
</tr>
<tr>
<td><strong>US Citizenship/Alien Status/Legally eligible to work in the US</strong></td>
<td>☑ YES</td>
<td>Naturalization Certificate or Alien Card indicating right to work (INS I-151, I-551, I-94, I-688A, I-97, I-179) US Passport or Foreign Passport with I-551 stamp/INS From I-94</td>
</tr>
<tr>
<td>Montgomery County Residence</td>
<td>□ YES</td>
<td>State Driver’s License or School ID or Fed/State/Local Gov’t ID Utility bill, lease, or mailing from gov’t office, school records Public assistance records/social service records</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Age Requirement</td>
<td>□ YES</td>
<td>Permanent Resident Card of Passport Birth Certificate or baptismal record or hospital records State Driver’s License or School ID Of Fed /State/Local Gov’t ID</td>
</tr>
<tr>
<td>Selective Service Registration for males born on or after January 1, 1960</td>
<td>□ YES</td>
<td>Selective Service advisory opinion letter or registration record (3A) Stamped Post Office receipt or internet verification of registration</td>
</tr>
</tbody>
</table>

To be eligible to participate in WIOA youth program, an individual must be an OSY

<table>
<thead>
<tr>
<th>OSY (Out-of-School Youth)</th>
<th>Monitor Verified</th>
<th>Eligibility Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Not attending any school (as defined under State law)</td>
<td>□ YES</td>
<td>WIOA Intake application form</td>
</tr>
<tr>
<td>2. Not under the age of 16 at start of service or older than 24 at the time of enrollment</td>
<td>□ YES</td>
<td>See age requirements documents listed above</td>
</tr>
</tbody>
</table>

AND one or more of the following barriers

<table>
<thead>
<tr>
<th>1. A school dropout</th>
<th>□ YES</th>
<th>Attendance record OR transcripts Drop-out or withdrawal letter from the school</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Youth within the age of compulsory school attendance, but has not attended school for at least the most recent complete school calendar year.</td>
<td>□ YES</td>
<td>School records OR official letter from school</td>
</tr>
<tr>
<td>3. Low-income exception: A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is either basic skills deficient or an English language learner.</td>
<td>□ YES</td>
<td>Recipient of diploma or equivalent AND Low-income (see #2 under ISY) AND Basic skills deficient (see ISY document requirements) OR English language learner (see ISY document requirements)</td>
</tr>
<tr>
<td>4. An offender: an individual who is subject to the juvenile or adult justice system</td>
<td>□ YES</td>
<td>Documentation from court or juvenile or adult criminal justice system Police record Letter from Parole or Probation Office</td>
</tr>
<tr>
<td>5. Homeless, a runaway, or an</td>
<td>□ YES</td>
<td>Letter from OCY OR copy of court order/documents</td>
</tr>
</tbody>
</table>
**Additional assistance as defined in the MontcoWorks Youth Policy (select one of the following):**

- Chronic behavior issues;
- Current or history of substance abuse or chemical dependency;
- Educational achievement meets below expected levels;
- Frequently changed schools;
- Exhibits irregular school attendance or is at risk of dropping out of school;
- Child of an incarcerated parent;
- Has unstable living conditions;
- Experienced a recent traumatic event, is a victim of abuse, or resides in an abusive environment;
- Gang affiliated;
- Migrant or Refugee;
- Has a family history of chronic unemployment; or
- Lacks occupational goals and skills.

MontcoWorks youth programming staff requires signatory documentation from an educational or social service agency to verify the need for additional assistance. PA

4.9 How will the local board coordinate workforce investment activities carried out in the local area with statewide rapid response?  [20 CFR § 679.560(b)(7)]

MontcoWorks board, staff and providers are dedicated to providing Rapid Response services in Montgomery County when such services become necessary. Upon receipt of WARN letter, a designated workforce development office staff member will meet with the State Rapid Response Coordination Services representative who serves Montgomery County to plan corroborative and comprehensive efforts to best meet the needs of the impacted employees. At this initial meeting, the number of dislocated workers is discussed, and an outline of services will be established.
Every attempt is made to visit the company prior to closure as part of the Rapid Response team to present PA CareerLink® services. At that session, a Rapid Response survey is completed by the job seeker, which includes demographic questions, employment history, wage expectations and other background information which can identify barriers, and can be utilized in outreach to potential employers for job placement. At the Rapid Response session, JobGateway (JG) is introduced along with a brief overview of JG for job search, resume preparation, and training options. Also, a list of available job opportunities is available at the session(s), and a PA CareerLink® calendar is given to employees to attend a PA CareerLink® Orientation where they will have an opportunity after the session to meet one-on-one with staff to identify job seeker’s individual needs.

If the PA CareerLink® Montgomery County is not geographically desirable for impacted employees, sessions are arranged offsite in a location that is more convenient to the job seekers. PA CareerLink® Montgomery County and State staff are available to meet one-on-one with the job seeker to assist with JobGateway registration, answer questions regarding Unemployment Compensation, meet Career Coaches, and job seekers can meet with the Business Services team to discuss the local labor market climate, On-the-Job Training opportunities, and other employment opportunities relative to job seeker’s career goals.

The Rapid Response survey results are entered onto a database and a Career Coach is assigned to remain in contact with the job seekers. Job leads are shared, resumes are forwarded to the Business Services team, and invitations for hiring event are extended. PA CareerLink® staff will remain in contact with job seekers through job placement and retention to ensure sustainability.

The Board recognizes that layoff aversion is far more desirable than post-layoff response. Thus, the MontcoWorks Board in partnership with its one-stop operator will place a greater emphasis on working with the Commonwealth’s Rapid Response staff on pre-layoff assistance and in placing a greater emphasis on WIOA’s permissible use of Adult and Dislocated Worker funds to support incumbent worker training in such situations.

4.10 How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of services. [20 CFR § 679.560(b)(9)]

The Montgomery County Workforce Development Board works collectively with secondary and post-secondary educational institutions to facilitate job seekers engagement in relevant secondary and postsecondary education program and activities. By maintaining board representation from educational institutions, including representation in the Training & Performance and LMC, the board is able to keep a pulse on the coordination of employers needs as pertain to educational program offerings. The Training and Performance Committee maintains up-to-date information on approved programs resulting in high priority occupations. Additionally, this committee, chaired by the MontcoWorks’ Title II representative, ensures that Career Pathways begin with a strong educational base, including those services available through WIOA Title II. The LMC works to ensure that all customers who are eligible for education as aligns with career pathways have access to those programs.

In-depth assessment and ongoing Career Coaching through pathways will include a thorough
plan review per customer to ensure preparedness and that there is no duplication of services. In addition, ongoing reconciliation of CWDS through the Training and Performance Subcommittee is designed to prevent duplication.

The Educator in the Workplace/Teacher in the Tech School Grant pays for substitute teachers while classroom teachers, counselors, or administrators visit a company or a technical school for a day. The Educators will then compose a reflection on the day that integrates their experiences with their classroom activities.

The Board partners with Montgomery County Community College (MCCC) in the Department of Labor’s Trade Adjustment Act Community College Career Training (TAACCCT) Grant program. MCCC offers a training program that is increasing the pipeline of high skilled workers for Advanced Manufacturing; Energy Distribution, Production, and Conservation; and Healthcare Technology industries. These programs can be completed in one year or less and will increase the attainment of degrees, certificates and industry certifications in entry-level and middle-skill jobs for TAA-impacted workers, those individuals who have been laid off due to jobs moving overseas. An additional program available through and grant MCCC has received from the Walmart Foundation provides an in-depth office skills training session as a hybrid course.

The Board works with educators and employers to develop, communicate, and execute flexible transitions from education to careers. This is accomplished though the promotion of learning opportunities in career and technical education at the four technical schools (North Montgomery County Technical Career Center, Central Montgomery Technical High School, Eastern Center for Arts and Technology, Western Montgomery Career and Technology Center) that partner with MontcoWorks.

MontcoWorks partners regularly with other boards, education providers and economic development organizations in the broader Southeast PA region in designing and implementing Industry Partnerships (IPs). Each IP focuses on career pathways where educational programs are aligned to prevent duplication, with new credentials created as needed to fill gaps and provide increased connection points among existing programs and courses. Industry Partnerships, driven by the identified needs of employers, will continue as a primary means of streamlining education and training programs as new partnerships are built in accord with the Commonwealth’s Next Generation Industry Partnerships model.

4.11 Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop service delivery system. [20 CFR § 679.560(b)(11)]

The PA CareerLink® in Montgomery County provides services with the assistance of staff from the mandated and non-mandated partners as well as contracted service providers. The managers of the investor partners meet monthly to evaluate programs and client flow and to make adjustments where needed. Necessary adjustments are mutually arranged with the board’s buy-in. Operational goals including performance goals and process flows are presented to the board. Strategic partnership planning guides operator’s decisions, modifications and improvements. Monthly meetings, reconciliations, ongoing communication and overall
programmatic coordination identify, eliminate and prevent duplication of services.

In order for the committees, staff, contractors and board to make informed decisions about the best ways to provide services without duplication is through accurate, ongoing, up-to-date reporting. The merit staff’s Performance Division will utilize standard and ad-hoc reports to demonstrate efficiencies and deficiencies.

4.12 How will the local board coordinate WIOA title I workforce investment activities with adult education literacy activities under WIOA title II? [20 CFR § 679.560(b)(12)]

Note 1: Any Title II activities described must be allowable activities under Title II. these may include basic skills instruction both at the one-stop center and in other locations around the local area; compliant administration of standardized basic skills assessments; and workforce preparation activities for individuals receiving Title II basic skills instruction.

Note 2: Guidance on the role the local board will play in their assistance with WIOA title II solicitation and procurement

Local boards are not directly involved in WIOA title II solicitation and procurement; the title II competition is run solely by PDE, and all funding decisions are made solely by PDE. The local boards will review applications submitted to PDE for WIOA title II funds for alignment with the goals and strategies of the local area plan, and then provide recommendations to PDE on ways to improve alignment, if applicable.

Federal regulations require PDE to establish the process by which the local boards will review the WIOA title II applications for alignment with the local area plan and submit recommendations to PDE for improvement of alignment. PDE will receive the applications for title II funds and then distribute applications to the appropriate LWDB for review. PDE will develop related review documents and rubrics, and provide them to the local boards along with training on how to conduct the review and return the documents to PDE. All local boards must use the review documents and rubrics provided by PDE. Local boards have flexibility in determining which members of the local board participate in the review of applications. The review work can be led by local board staff, but cannot be limited to local board staff. Board members connected to entities that submit applications for WIOA title II funds or that have other conflicts of interest cannot participate in the review.

All applications submitted under WIOA Title II Adult Education and Literacy will be reviewed by MontcoWorks with recommendations submitted to PDE as requested. Reviews will begin in Program Year 2017-2018, the purpose of which will be to ensure consistency with the Local Plan. A standardized review form will be provided by the Pennsylvania Department of Education, Bureau of Postsecondary and Adult Education. An eligible provider will be one that has demonstrated effectiveness in providing adult education and literacy activities including:

- a local educational agency;
- a community-based organization or faith-based organization;
- a volunteer literacy organization;
- an institution of higher education;
- a public or private nonprofit agency;
- a library;
- a public housing authority;
- a nonprofit institution that is not described above and has the ability to provide adult education and literacy activities to eligible individuals;
- a consortium or coalition of the agencies, organizations, institutions, or libraries; and
- a partnership between an employer and an entity described above.

Procedures recently announced by the PA Department of Education call for the local Adult Education proposers for services in the local area to submit applications directly to PDE. PDE will
perform an initial review to ensure compliance by the proposers with requirements established by PDE. PDE will then share applications related to each workforce area with the appropriate workforce development board, along with the scoring framework that is being employed by PDE. Local boards will then send recommendations regarding local Adult Education provider proposals to PDE for consideration during PDE’s final review, scoring, and selection process. PDE will make final decisions and inform the local board so that representatives of Adult Education providers can be included in service coordination meetings led by the one-stop operator.

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

The targeted population includes Montgomery County residents who meet at least one of the barriers or criteria used to establish priority of service. Priority of service ensures that individuals in the targeted groups (public assistance recipients, other low-income individuals, individuals who are basic skills deficient and underemployed who are also low-income) are given priority over other individuals for receipt of individualized career services and training services funded by the WIOA title I programs. Veterans within these groups receive priority over non-veterans. Adult priority is determined for the targeted groups during eligibility and enrollment.

As part of the eligibility process, assessments and in-depth interviews will establish the service needs of job seekers, quantifying those that meet priority of services. The MontcoWorks Supportive Services Division will work with the service provider to facilitate all necessary accommodations are provide resources to ensure success.

The Montgomery County Workforce Development Board has established partnerships and networks with organizations that provide services to individuals with disabilities to ensure that resources are available that will promote successful program completion leading to employment. Individuals with Disabilities are encouraged to use the Montgomery County workforce system’s full menu of service and will be guided through the process by direct service staff.

One example, the partnership with the Montgomery County Department of Behavioral Health’s employment support programs. Each of the six counselling centers throughout Montgomery County have an employment and job search support component that combines case management with career readiness, offering additional support for job seekers with a behavioral health diagnosis. Additionally, The Power Program, offered by the Montgomery County Community College through a partnership with Montgomery County’s Department of Behavioral Health, is open to anyone with a mental health diagnosis to assist with the completion a post-secondary transition. The 14-week course includes career-readiness and college preparedness.

With the Office of Vocational Rehabilitation as a partner, the board is able to maximize OVR’s expertise and knowledge to prepare PA CareerLink® staff with sensitivity training, TTY adaptive equipment and software training, sign interpretation, development of an enhancement plan and job development practices. In addition, a sharing of complementary resources per customer will provide an opportunity to customize employment plans to lead to gainful employment.

4.14 What services, activities, and program resources will be provided to businesses and
employers, in the local area? \([20 \text{ CFR } \S 679.560(b)(3)]\)

The Business Services Team based at the PA CareerLink® Montgomery County office provides multi-agency coordinated services to employers in the county including:

- Job matching and screening of applicants
- Assessment of skills, interests and aptitudes of applicants
- Applicant recruitment
- Assistance with Unemployment Compensation Cost Containment
- Development of Customized Job Training and On the Job Training applications
- Labor market Information
- Coordination with other workforce development resources
- NAFTA/Trade Act applications
- Wage and salary information
- Rapid Response Initiatives
- Recruitment Events and Job Fairs

In addition to evaluating the impact these activities have on performance outcomes, employer satisfaction is evaluated through survey after large-scale events. The PA CareerLink® Montgomery County Operator will develop additional evaluation materials to better gauge the services available to employers.

MontcoWorks also engages employers through the Business-Education Partnerships in Bucks and Montgomery Counties. Through Find Your Way – Build Your Tomorrow Today programming, Employers work directly with schools that are near their locations of business to achieve the following objectives:

- Raise student and parent awareness of the skills necessary to be employed in high demand, high priority occupations along with information about those occupations to enable them to make knowledgeable decisions and acquaint them with a variety of options.
- Direct the interests of the Counties’ businesses in providing a variety of work-based learning options and experiences for teachers and youth.
- Determine where there are gaps in providing career-related opportunities for students with diverse needs and backgrounds.
- Provide coordination for linking students and teachers with business/industry along with a central point of contact for schools, businesses, and the community.

In order to additionally assist employers in reducing UC costs and ensuring they understand their rights and responsibilities, PA CareerLink® Montgomery County will coordinate with The Office of UC Service Centers Customer Services Section to conduct seminars on UC topics where these rights and responsibilities are explained.

Through this ongoing Business and Education Partnership, employers collaborate with educators in four main activities aimed at raising awareness of high-quality jobs and the wide range of education and training pathways available to acquire them, laying the foundation for an ongoing
pipeline of local talent to meet emerging needs. These activities are carried out with the intended outcome of developing a future workforce in Montgomery County:

**Educator in the Workplace/Teacher in the Tech School:** The Grant pays for substitute teachers while classroom teachers, counselors, or administrators visit a company or a technical school for a day. The Educators will then compose a reflection on the day that integrates their experiences with their classroom activities. These reflections will then be shared with their faculty & other schools in the Partnership via “google docs”.

**Future Fairs:** Each participating high school selects from one of the four high priority occupations: IT, Life Sciences/Biotechnology, Manufacturing, or Health Occupations. Representatives from businesses and post-secondary schools are invited to participate. The students will have the opportunity to learn about various businesses and the specific skills needed for working in those industries. Parents and middle school students may also attend. Futures Fairs differ from “career fairs” in several ways: Future Fairs expose students to future employment opportunities, have a thematic approach and includes assess to post-secondary program-of-study representatives.

**ManuFest** – It is a one day exhibit for middle and high school students, parents, and educators in Montgomery, Bucks and surrounding areas that provides an opportunity for the students and their parents to explore career paths in the manufacturing and advanced manufacturing field. The event exposes students and parents to alternative options in attaining hirable skills and a path to a high paying career without the traditional four year degree. CTE’s showcase their programs, regional employers participate in offering an interactive exhibit for students and parents, and higher education institutes discuss the programs offered that align career paths into the advanced manufacturing industry. Each year, ManuFest has seen a steady rise in the number of attendees. In 2016, there were a total of 393 attendees made up of students, parents, teachers and manufacturing representatives.

**Field Trips and Internships:** The Partnership reimburses schools for cost of busing students on career-related field trips. Some schools are arranging for senior internships to take place during the spring.

**Industry Forums** – A business representative(s) from one of the four targeted career pathways will be invited to meet with teachers and counselors during lunch to discuss career opportunities within their company, current industry trends, and labor force demands. Industry leaders will strategize with educators about ways to incorporate labor force demands into the classroom. Parents and high school junior and senior students will also be invited to learn about high priority occupations in each respective industry and inquire about opportunities for job shadowing or mentorships during their transitions after high school.

**Industry Tours** – National Manufacturing Day that is held in October of each year brings about a number of interested students and teachers in getting out of the classroom and touring a manufacturing site near them. MontcoWorks has been able to leverage grant funds to support a number of tours each year. In the most recent program year, 340 students and their teachers toured 17 manufacturing sites. This is an opportunity for them to ask the manufacturer questions about their company, types of careers they offer, skills they are looking for, and learn the reasons the industry is so prominent in our region.

**In-School Professional Mentors** – Many businesses in the area are interested in offering their time in mentoring the future workforce, however, are limited in knowing how to get started and partnering with a
school to do so. Likewise, schools are seeking employers in the area who are interested in mentoring, job shadowing opportunities, or offering time to speak about their work in the classroom. MontcoWorks will be able to coordinate the appropriate clearances and mentorship certification training for local businesses, then coordinate “Mentoring Day” events for middle and high school students to engage in college and career preparation and life skills development. In bridging the gap between the businesses and educators, students will benefit from learning how their academics can be integrated into the workplace.

OVR Vocational Rehabilitation Counselors provide eligible WIOA Title IV customers with multiple, individualized services such as, but not limited to, diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. OVR Business Services Team staff provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible individuals. OVR business services include reasonable accommodation consultation, OJT, referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. OVR’s statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

The Board and the one-stop operator will collaborate with the Commonwealth’s Office of Unemployment Compensation (UC) Services Center to provide seminars for employers related to UC issues. Topics that will be addressed include: UC rights and benefits, UC appeals and hearing process, rules related to suitable work, and information on services provided to UC claimants under the Profile Reemployment Program (PREP) and Reemployment Services Eligibility Assessment (RESEA) program. The Board and its partnering boards in the region will work the Commonwealth to identify changes and topics related to UC that will need to be addressed in employer seminars.

4.15 How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area? [20 CFR § 679.560(b)(10)]

Part of the MontcoWorks ongoing strategic planning process involves an analysis of individuals with barriers to obtaining and maintaining employment and what supportive services that are needed to assist job seekers with these issues. These service needs are determined through a meeting with a career coach or case manager and through the use of various assessment tools. Several supportive service resources currently exist in the public and private sectors; the role of the Supportive Services division is to promote and facilitate these connections. Referrals to available resources within County departments or community agencies are made to assist job seekers with various needs including childcare, transportation, housing, clothing, health and wellness, employment accessibility, legal concerns and mental health or drug & alcohol counseling needs. The board funds GED preparation and has partnered with programs throughout the county that offer adult basic education and language services. Additional resources are in development to be made available online through several Montgomery County libraries.
One example of our innovative support service is ongoing transportation assistance available through the Partnership Transportation Management Association’s, scheduled onsite at the one-stop and available through a mobility hotline. This program, provides job seekers with answers and options for transportation to work. Job seekers can call the hotline to obtain information on various transportation options to assist them with their commute to a new employer.

Another example is a partnership with the Montgomery County Department of Behavioral Health’s employment support programs. Each of the six counselling centers throughout Montgomery County have an employment and job search support component that combines case management with career readiness, offering additional support for job seekers with a behavioral health diagnosis.

The LMC works collectively to develop viable solutions for job seekers with barriers. Legal Aid of Southeastern PA has been a member since 2014, not only working individually to help job seekers with landlord/tenant issues or employment discrimination, but has successfully processed over 25 expungements for job seekers. Ongoing workshops inform job seekers of services.

For Program Year 2016, the board will work to develop a transportation and gift card policy to provide for financial assistance when necessary to obtain employment. The board will also work to expand upon the existing PA Work Wear, currently designated for TANF recipients, to solicit additional donated items that can be dispersed to non-TANF job seekers.
5. COMPLIANCE

The questions in this section are focused on the local area’s compliance with federal, state and/or local government requirements. Please provide a separate response for each of the elements listed below:

5.1 Describe the cooperative agreements that define how all local service providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. [20 CFR § 679.560(b)(13)]

A Memorandum of Understanding (MOU) was developed by June 30, 2017, reviewed by all partners and is in the process of final execution. The MOU defines the services provided by all partners and the separate role of the one-stop operator in coordinating those services.

Some services, such as OVR and Veterans services, are available only to individuals who meet the guidelines of the individual agencies and funding sources. When such referral are made for specialized services, the resources of all partners will continue to be available to these participants as the specialized assistance is also provided. As an example, the Board relies on OVR’s expertise and knowledge to assist the PA CareerLink® staff in sensitivity training, use of TTY adaptive equipment and software training, sign interpretation, development of an enhancement plan and job development practices as part of a multi-partner service mix. PA CareerLink® and OVR use a reciprocal referral approach to ensure that persons with disabilities receive necessary services.

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

MontcoWorks fiscal staff reviews all costs before issuing payment requested from sub-recipient. This practice prevents the payment to a sub-recipient for disallowed costs.

In addition, MontcoWorks requires all sub-recipients who are subject to the Single Audit provisions of the OMB Uniform Administrative requirements to submit a copy of the audit report and corrective action plan to the board. MontcoWorks fiscal staff will review the audit report and corrective action plan for any findings related to WIOA or state funds provided to the subcontractor to determine if it contains any questioned cost.

In the event a disallowed cost is discovered at audit, MontcoWorks will issue, in writing, the results of its review, requesting any possible delinquent debt and giving the audited entity 30 days from issuance of the letter to make payment or submit an appeal. If payment is not made or an appeal is not requested, the matter will be forwarded to the Montgomery County Solicitor’s Office.

5.3 What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board? [20 CFR § 679.560(b)(17)]

Note: Guidance pertaining to the actions a local board must take towards becoming or remaining a high-performing board are currently being developed. The Department considers a high-performing local board as a board that ensures the yearly attainment of goals, strategies, and operational elements articulated in applicable law, regulation, contract(s) and agreement(s), PA Combined State Plan, commonwealth policies, program grant and associated requirements, and guidance are achieved; the board’s varied responsibilities including fiduciary and administrative are
performed in a professional manner; its mission of being accountable to the workforce area stakeholders is upheld; and abides by other factors as determined by the PA State Workforce Development Board.

The MontcoWork Board starts with a commitment to professional and engaged stewardship related to the management of multiple grants on behalf of the local elected officials. It also believes that it has a key role to play within the workforce area and the broader region as described in WIOA in areas such as research, coordination with economic development, linking educational partners through career pathways, and defining and addressing needs of employers on a sector basis.

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

**Standard I: Strategic Planning & Implementation**

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

**Standard II: Developing and Managing Resources**

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

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

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

The MontcoWorks Board will work with its regional partners, the other boards in the state, and the Department of Labor and Industry to further define key elements for board leadership in the statewide system. The Board, through its committee structure, is already implementing many of these elements and will be able to quickly respond to guidance from the Commonwealth as it is
obtained.

A key part of the MontcoWorks’ leadership is diversifying the funding base to expand programs and services for employer, job seeker and student customers in the local area. It has accomplished this via partnerships with local and regional partners to acquire funding under Industry Partnerships and other sources. An example from 2015 is the receipt of grant funding from USDOL under the LEAP (Linking to Employment Activities Pre-Release) initiative to support the workforce development system by providing one-stop services to program participants while incarcerated in the Montgomery County Correctional Facility. Residents of the County are provided services which allow a streamlined approach to placement of job-seekers upon release from incarceration, thus decreasing the amount of necessary one-stop services after release. Leveraging resources such as this are important to the board and additional opportunities for grant funding will be explored by board staff as available.

5.4 What is the process the local board used to provide an opportunity to have input into the development of the local plan, particularly for representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders? [20 CFR § 679.560(b)(19)]

Board members contributed to portions of plan development based upon related committee or expertise. Once compiled, a draft was distributed to all members for review before posting for public comment.

5.5 What is the process the local board used to provide a 30-day public comment period prior to submission of the plan? [20 CFR§ 679.560(b)(19)]

Note 1: In accordance with this policy, planning regions are required to post the entire regional plan for public comment in each of the local areas that make up the planning region.

Note 2: Comments submitted during the public comment period must be submitted along with the plan. Additionally, any comments made by a local board as a result of such comments, must also be included.

The Montgomery County Workforce Development Board, MontcoWorks, approved posting of the WIOA Local Plan for Montgomery County and the posting of the associated Regional Plan on July 18, 2017. The public comment period was posted on the Montgomery County website and the documents were accessible via the MontcoWorks website. The plan was posted for 30 days for public comment with a public meeting held on Thursday, August 3 at 10:00am at the Montgomery County Human Services. Paper copies were made available at the Montgomery County Commerce Department – Workforce – 1430 DeKalb Street, Norristown, PA.

Comments were collected via email or hard copy by the MontcoWorks Executive Director and incorporated into the final plan as follows:

COMMENT #1

Comment:
Refine the language pertaining to review of WIOA Title II Adult Education provider application
Action:

Language was added to Section 4.12 indicating - *All applications submitted under WIOA Title II Adult Education and Literacy will be reviewed by MontcoWorks with recommendations submitted to PDE as requested.*

**ATTESTATIONS**

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents/listed are (or will be) in place and effective prior to December 31, 2017.

Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local plans.

- ✓ Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials
- ✓ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated
- ✓ Agreement between the local elected official(s) and the local workforce development board
- ✓ Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest
- ✓ Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs
- ✓ Local procurement policy – Must describe formal procurement procedures
- ✓ Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/certification random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; incumbent worker training
- ✓ Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan
- ✓ Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination
- ✓ Professional services contract(s) for administrative services such as staffing and payroll, if applicable
### REQUIRED ATTACHMENTS

#### WIOA Title I Programs

<table>
<thead>
<tr>
<th>WIOA Performance Measures</th>
<th>Local Area PY17 Negotiated Performance Goals</th>
<th>Local Area PY16 Attained Performance Measures</th>
</tr>
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<td><strong>Employment (Second Quarter after Exit)</strong></td>
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<tr>
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<td><strong>Credential Attainment Rate</strong></td>
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<td>Youth</td>
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<td>Youth</td>
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</table>
Chief/Lead Elected Official(s): Montgomery County Commissioners

Local Workforce Development Board (LWDB): The Montgomery County Workforce Development Board (MontcoWorks)

Fiscal Agent: County of Montgomery (Department of Economic and Workforce Development)

LWDB Standing Committees:
- Executive Committee
- Finance Committee
- Training and Performance
- Youth Committee
- Local Management Committee

Montgomery County Department of Economic and Workforce Development:
- Executive Director
- Fiscal Officer
- Strategic Partnership Coordinator (60%)
- Performance Officer
- Projects Coordinator (70%)
- Training and Education Coordinator
- Support Services Coordinator
- Performance Analyst
- Quality Control
- Fiscal Support/EOO/Compliance (2)
- Contract Officer

Jobseeker-Worker-Employer-Business Service Delivery Entities
- Required & additional program partners, program service providers, training providers & other contractors

Contractors:
- Educational Data Systems, Inc. (EDSI)
- Full Circle Computing
- Montgomery County Community College
- Montgomery County Intermediate Unit

Partners:
- Council of Three Rivers American Indian Center, Inc.
- Keystone Opportunity Center
- Norristown Area SD
- YWCA Tri-County Area
- Montgomery County Community Action Development Commission (CADCOM)
- Bureau of Workforce Partnership and Operations (BWPO)
- Office of Vocational Rehabilitation
- Office of UC Service Centers
- Department of Aging
- Department of Education
- Department of Human Services

PA CareerLink™ Operator
- EDSI

PA CareerLink™ center(s) Site Administrator(s)
- EDSI Operator Manager

PA CareerLink™ center(s)
- PA CareerLink® Montgomery County
- 1855 New Hope Street Norristown

Workforce development system stakeholders and non-contractual/MOU based relationship with the PA CareerLink® center(s):
- Montgomery County Department of Housing Your Way Home Program
- Montgomery County Adult Probation
- Montgomery County Correctional Facility
## PARTNER LIST

<table>
<thead>
<tr>
<th>Partner Program</th>
<th>Partner Organization</th>
<th>Authorization/ Category</th>
<th>Signatory Official</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>Unemployment Compensation Program</td>
<td>Office of UC Service Centers</td>
<td>Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law)</td>
<td>Barbara A. Mourer, Director, Office of UC Service Centers</td>
<td>717-787-4127 <a href="mailto:bmourer@pa.gov">bmourer@pa.gov</a></td>
</tr>
<tr>
<td>Native American Programs (National Program)</td>
<td>Council of Three Rivers American Indian Center, Inc.</td>
<td>WIOA Title I</td>
<td>Bill Reckard</td>
<td>610-292-3034, 800-341-3577 <a href="mailto:breckard@cotraic.org">breckard@cotraic.org</a></td>
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<td>Title I Service Delivery</td>
<td>Educational Data Systems, Inc.</td>
<td>WIOA Title I</td>
<td>Kevin Schneiders</td>
<td><a href="mailto:kschneiders@edsisolutions.com">kschneiders@edsisolutions.com</a></td>
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<tr>
<td>Adult Education And Literacy Activities</td>
<td>Keystone Opportunity Center</td>
<td>WIOA Title II</td>
<td>Susan Clauser</td>
<td><a href="mailto:sclauser@keystonopp.org">sclauser@keystonopp.org</a> 215-723-5430 x115</td>
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<td>Adult Education And Literacy Activities</td>
<td>Norristown Area SD</td>
<td>WIOA Title II</td>
<td>James Troutman</td>
<td><a href="mailto:jtroutman@nasd.k12.pa.us">jtroutman@nasd.k12.pa.us</a> 610-630-5066</td>
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<td>Adult Education And Literacy Activities</td>
<td>YWCA Tri-County Area</td>
<td>WIOA Title II</td>
<td>Veronica Barna</td>
<td><a href="mailto:vbarna@ywcatricountyarea.org">vbarna@ywcatricountyarea.org</a> 610-323-1888 x218</td>
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<tr>
<td>Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.)</td>
<td>PA Department of Labor &amp; Industry, Bureau of Workforce Partners and Operations (BWPO)</td>
<td>WIOA Title III</td>
<td>Jim Nichols, District Administrator</td>
<td><a href="mailto:jnichols@pa.gov">jnichols@pa.gov</a> 610-988-1378</td>
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<tr>
<td>Programs authorized under Title IV of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741)</td>
<td>Office of Vocational Rehabilitation</td>
<td>WIOA Title IV</td>
<td>Kevin Sand, District Administrator</td>
<td><a href="mailto:ksand@pa.gov">ksand@pa.gov</a> 484-250-4340 x110</td>
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<td>Activities authorized under Title V of the Older Americans Act of 1965</td>
<td>PA Department of Aging</td>
<td>Title V</td>
<td>Veronica Brown, Project Director</td>
<td><a href="mailto:vbrown@aarp.org">vbrown@aarp.org</a> 610-375-2576</td>
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<tr>
<td>Career and technical education programs at the postsecondary level</td>
<td>PA Department of Education</td>
<td>Carl D. Perkins Career and Technical Education Act of 2006</td>
<td>Madeline Seltzer, Retention Coordinator</td>
<td><a href="mailto:mseltzer@manor.edu">mseltzer@manor.edu</a> 215-885-2360 X250</td>
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<td>Trade</td>
<td>PA Department of Labor &amp;</td>
<td>Activities authorized under chapter 2 of Title</td>
<td>Jim Nichols, Regional Director</td>
<td><a href="mailto:jnichols@pa.gov">jnichols@pa.gov</a> 610-988-1378</td>
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</table>
| Employment and training activities | Montgomery County Community Action Development Commission (CADCOM) | Community Services Block Grant Act (42 U.S.C. 9901 et seq.) | Rick Beaton, Executive Director | rbeaton@cadcom.org

| Temporary Assistance For Needy Families (TANF) Program | Temporary Assistance For Needy Families (TANF) Program | Programs authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.) | Edward Whisler, Area Manager for Operations, I.M. Administrator | ewhisler@pa.gov

| JVSG - Veterans Job Counseling, Training And Placement Programs | PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations (BWPO) | Chapter 41 Of Title 38 U.S.C. | Ruben Pachay | rpachay@pa.gov

| Rapid Response | Rapid Response | Programs authorized under State Department of Labor and Industry | Ruben Pachay | rpachay@pa.gov

| Foreign Labor Certification (FLC) - Migrant And Seasonal Farmworkers | Programs authorized under State Department of Labor and Industry | Ruben Pachay | rpachay@pa.gov